

Berenschot

Evaluation of the Dutch Employers' Cooperation Programme DECP

ASSESSMENT OF THE OUTCOMES OF DECP ACTIVITIES
OVER THE PERIOD 2013-2016

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May 2017

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Abbreviations



AGAP	<i>Asociación de Gremios Productores Agrarios del Perú</i> (Association of Agrarian Producers Guilds of Peru)	TA	Technical Assistance (for example advice, coaching, training)
BEA	Bureau of Employers' Affairs of VCCI	ToR	Terms of Reference
BMO	Business Member Organization	ToT	Training of Trainers
CAPECO	<i>Cámara Peruana de la Construcción</i> (Peruvian Chamber of Construction)	TPP	Trans Pacific Partnership
CGTP	<i>Confederación General de Trabajadores del Perú</i> (General confederation of workers of Peru)	UGX	Ugandan shilling
CIPE	Centre for International Private Enterprise	USD	US Dollar
CNV	<i>Christelijk National Vakverbond</i> (Dutch Christian National Trade Union)	VCCI	Vietnam Chamber of Commerce and Industries
CONFIEP	<i>Confederación Nacional de Instituciones Empresariales Privadas</i> (National confederation of private enterprise institutions)	VMP	<i>Vakbonds Medefinancingsprogramma</i> (Trade Union Co-financing Program)
CSR	Corporate Social Responsibility	VNO-NCW	<i>Verbond Nederlandse Ondernemers - Nederlands Christelijk Werkgeversverbond</i> (Dutch National Employers' Organization)
DANIDA	Danish International Development Agency	VWEC	Vietnam Women Entrepreneurs Council
DDE	<i>Directie Duurzame Economische Ontwikkeling</i> (Sustainable Economic Development Department of the Dutch Ministry of Foreign Affairs)		
DECP	Dutch Employers' Cooperation Programme		
DGIS	Directorate-General for International Cooperation (of the Ministry of Foreign Affairs)		
DI	Confederation of Danish Industry		
EAEO	East African Employers' Organization		
EATUC	East African Trade Union Confederation		
EC	European Commission		
EKN	Embassy of the Kingdom of the Netherlands		
FNV	<i>Federatie Nederlandse Vakverenigingen</i> (Federation of Dutch Trade Unions)		
FTE	Full Time Equivalent		
FUE	Federation of Uganda Employers		
ILO	International Labour Organization		
IOE	International Organization of Employers		
ITC-ILO	International Training Centre of ILO.		
LTO	<i>Land- en Tuinbouworganisatie</i> (Dutch Agriculture Trade Union)		
MKB-Nederland	<i>Midden- en KleinBedrijf Nederland</i> (Federation of Dutch Small and Medium Enterprises, currently integrated in VNO-NCW)		
MoFA	Ministry of Foreign Affairs		
NHO	Confederation of Norwegian Enterprise		
NOTU	National Organisation of Trade Unions		
OSH	Occupational Safety and Health		
PSD	Private Sector Development		
PUM	<i>Programma Uitzending Managers</i> (Dutch Senior Expert Program)		
SNI	<i>Sociedad Nacional de Industrias</i> (National Society for Industries)		

Management summary



The Dutch Employers' Cooperation Programme (DECP) is a foundation established in 2005 by the Dutch employers' organizations (VNO-NCW, MKB-Nederland and LTO Nederland) and the Dutch Ministry of Foreign Affairs. The aim of DECP is to strengthen business member organizations representing employers (BMOs) in developing countries. The intervention logic behind the support to BMOs is that these organizations have a positive impact on creating and sustaining a favourable business climate leading to more and better jobs and structural poverty alleviation.

DECP has seen two previous evaluations of its activities by external consultants: one in 2009 and one in 2013. The central question of the present evaluation is: how successful has DECP been in strengthening BMOs in their ability to run effective lobbying and advocacy campaigns with their governments over the period 2013 – 2016?

The current development cooperation policy of the Dutch Ministry of Foreign Affairs emphasizes private sector development. DECP fits in this context as it contributes to the fulfilment of at least one of the conditions for private sector development, namely the improvement of the reliability of institutions. Strong employers' organizations can potentially contribute to the creation of a healthy business and investment climate by supporting their members and by influencing governmental economic policy.

The total permanent staff of DECP consists of one director (1.0 FTE), one deputy director (0.8 FTE) and one office manager (0.9 FTE). Besides the permanent staff, DECP also deploys seven independent advisors as country managers/special advisors at a fee rate of € 500 per day. With the exception of the office manager, all DECP staff and advisors are experienced (male) professionals with convincing track records and proven expertise in the fields of BMO management and/or social dialogue.



During the four-year evaluation period the total budget of the program amounted € 6,115,129 of which 93% was funded by the Ministry of Foreign Affairs and 6% by the private partner VNO-NCW. This makes the program, in terms of funding, predominantly public.

DECP is currently active in eighteen countries in four regions worldwide. In about half of the countries selected by DECP, the trade unions FNV Mondiaal and CNV Internationaal are active in supporting the employees' organization with financing from the VMP program of the Dutch Ministry of Foreign Affairs.

DECP uses a checklist with twelve criteria for the selection of countries and BMOs. This helps DECP to identify countries and BMOs with potentially high development impact. Most BMOs agree that social-economic and political conditions in their countries meet minimal standards, hence interventions of DECP could find fertile soil in those countries. Additionality is not specifically addressed in the checklist with selection criteria. However DECP actively searches for complementarity by coordinating with other donor agencies supporting the BMOs in the program countries (such as EKN, ILO, NHO, DI).

Since 2015, the working relation between DECP and the Ministry of Foreign Affairs are constructive. Before 2015, there have been some frictions from time to time.

In most countries with a Dutch Embassy, DECP visits the Embassies regularly in order to exchange information and to align activities where possible. In some countries (Uganda, Ghana, Pakistan) the contacts between DECP and EKN have not been frequent.

DECP communicates in an open and transparent way with partner organizations operating in the program countries, such as FNV Mondiaal, CNV Internationaal, NHO, ITC-ILO. DECP is focussed on complementarity. This is appreciated by the stakeholders. It enables alignment of activities and prevents duplication.

DECP has implemented several of the recommendations of the previous evaluations but not all. In particular, recommended modifications in the program planning (use of a comprehensive and longer-term programmatic planning of activities and in-depth planning as a rationale and basis for expenditure) have not been followed up completely. The flexible approach of DECP's support, and the political environment in which it operates, make it difficult to use long-term programmatic planning and budgeting.

Problem analysis with the BMOs is done by the DECP country managers in an informal and interactive way during country visits. The BMOs may present very practical problems or more strategic problems. Practical problems may be related for example to computer problems, office space, etc. More strategic issues may be related, for example, to (1) representativeness, (2) revenues and (3) capacity to influence policies.

The DECP program leaves much room for manoeuvre for the DECP country managers and advisors to decide on ad-hoc basis to provide support. The flexibility of DECP is highly appreciated by the BMOs. The flexible and tailor-made approach implies that DECP does not follow an uniform approach with clearly defined stages in organizational development. There are no explicit organizational targets and no exit criteria defined, which complicates planning and monitoring.

DECP offers tailor-made support to BMOs in a flexible way, providing (1) advisory missions, (2) training events, workshops, board retreats, (3) conferences, (4) project finance. Advisory missions are part of the unique positioning of DECP. During the advisory missions, the DECP country managers visit 'their' BMOs and discuss 'pending issues' or more strategic subjects. The country managers are very experienced and aware of most recent developments and current issues in the BMO. The informal and tailor-made professional exchanges during the advisory missions are highly appreciated by the BMOs. The training events and workshops are predominantly focused on the internal functioning of the BMOs. Conferences are mainly organized by the BMOs themselves, with technical and financial support of DECP. Project finance by DECP is generally limited to small-scale and specific financial contributions, for example for setting up websites, hiring interns, or carrying out surveys.

As a contribution to the promotion of female entrepreneurship, DECP enables the International Training Centre of the ILO (ITC-ILO) to provide training to staff members of BMOs, following the training-of-trainers formula. On the basis of the November 2015 training for 20 participants, an additional outreach of approximately 600 local participants was reported. Depending on the interpretation of CSR, the efforts of DECP to promote social dialogue, on issues such as minimum wage and occupational safety and health (OSH), could be considered as CSR.

Monitoring in DECP is mainly done on the basis of mission reports, training reports, etc. The reports are descriptive and semi-structured: there are no prescribed formats. A central e-portal, referred to as 'Synergy', makes the reports accessible for all DECP staff. DECP has developed a tool to monitor organizational strengthening of BMOs as a result of the project activities of DECP. The tool is composed of 57 questions clustered around 8 categories. The outcomes of the annual self-assessment by the BMOs can be presented in a 'spider web diagram', in order to show annual progress on one or more of the categories. In reality, the tool is of limited use by lack of distinctiveness. The BMOs rate themselves generally high on all categories allowing hardly any improvement in later stage.

BMOs confirm the assumptions and downscale the risks in the theory of change. This strengthens the confidence that DECP outputs indeed contribute to impact. In other words: it is likely that trained and coached employers' organizations become stronger, and that strong employers' organization can contribute to a sound business and investment climate by influencing governmental policy.

Most supported BMOs do consider themselves grown stronger and better capable to perform social dialogue, as a result of DECP activities. Most BMOs confirm that progress has been made on membership satisfaction. We recorded various examples of members of BMOs (companies) that benefitted from effective training sessions by BMOs.

Being a small organisation, inevitably DECP cannot realise economies of scale. The overhead of DECP is relatively high as compared to other development programs. However, considering the high quality of the output of DECP, we feel that DECP offers value for money.

The overall conclusion is that DECP has been successful in strengthening BMOs in terms of internal organisation and ability to influence policies by lobbying and contributing to social dialogue. It is likely that the stronger BMOs contribute to higher-level goals such as improved business climate. DECP is different as compared to many other donor programs in the sense that DECP provides personal, tailor-made support in a very flexible way. This is highly appreciated by the partners of DECP. The program lacks an operational exit strategy. In terms of efficiency, some improvements are possible.

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Introduction

Chapter 1

The Dutch Employers' Cooperation Programme (DECP) was founded in 2005 by the Dutch employers' organizations (VNO-NCW, MKB-Nederland and LTO Nederland) and the Dutch Ministry of Foreign Affairs. VNO-NCW and the Ministry of Foreign Affairs are currently still supporting the DECP, with monitoring is being conducted by the Sustainable Economic Development Department of the Ministry.



1.1 Background, objectives and research questions

The aim of DECP is to strengthen business member organizations (BMOs) in developing countries by sharing with them the expertise of Dutch employers' organizations and by providing training and advice. DECP is currently active in eighteen countries in Central and South America, Africa, Asia, and Central Europe including the Caucasus region.

DECP has seen two previous evaluations of its activities by external consultants: one in 2009 and one in 2013. The present evaluation of DECP's activities has been initiated by the Ministry of Foreign Affairs, in line with its four-year program evaluation policy. The main objective of the 2017 evaluation is the measuring of outcomes of DECP activities over the four year period 2013 – 2016. The overall goal of the evaluation is the gathering of insights on:

1. The effects of the activities carried out by DECP,
2. The development that the organization has gone through as compared to the previous four year evaluation period,
3. Possible improvements for the future; the evaluation has both a learning and an accountability purpose.

The central question of the evaluation is: how successful has DECP been in strengthening BMOs in their ability to run effective lobbying and advocacy campaigns with their governments over the period 2013 – 2016?

Derived from the central evaluation question are the following questions defined in the Terms of Reference:

Category A – Efficiency consists of one question related to the use of inputs to achieve activities:

1. How do the achievements of DECP compare to those of similar advisors or organizations in an international context?

Category B – Relevance/added value is focussed on the methods of working and the way in which these contribute to outcomes:

2. How successful has DECP been in the selection of the right countries and right BMOs in order to accomplish its goals?
3. How are the working relations between DECP and the MoFA/DDE and how does this affect program outcomes? Does DECP contribute to the policy objectives of Dutch development cooperation policy?
4. How are the working relations between DECP and the Dutch embassies in target countries and how does this affect program outcomes? Does DECP contribute to the country policies and objectives of the Dutch bilateral aid to the target countries?
5. How are the working relations between DECP and the partner organizations (e.g. ILO (ITC-ILO and ILO ACTEMP) and IOE) in target countries and how does this affect program outcomes? Does DECP contribute to the policies and objectives of global and multilateral organizations?
6. To what extent have the recommendations from the previous evaluation been taken into account?

Category C – Effectiveness is related to outcomes – 1st order effects:

7. How have the different issues put forward by the BMOs been addressed by DECP? Is DECP a demand-driven program?

8. How successful has the knowledge transfer from DECP's special advisors to the BMOs been?

- Has it enhanced the five capabilities of its partner BMOs; has it built the capacity of BMOs?
- Has this led to improvement of the 8 key functions of BMOs (spider web diagrams)?

9. How effective are the individual activities (coaching visits, capacity building events, financial support projects) in achieving DECP's goals?

- Has it enhanced the five capabilities of its partner BMOs; has it built the capacity of BMOs?
- Has this led to improvement of the 8 key functions of BMOs (spider web diagrams)?

10. How has DECP incorporated gender into its activities and how effective has this approach been?

11. How has DECP addressed the notion of Corporate Social Responsibility (CSR) with the BMOs and what effect has this had on their policies?

Category D – Impact is related to outcomes – 2nd order effects:

12. To what extent have the lobbying and advocacy abilities of the BMOs improved as a result of DECP intervention? Has this led to improved business climate, higher employment rates, economic growth, better employment conditions or more participation of women?
13. To what extent have the members of the BMOs benefitted from these improved abilities of the BMOs? Has this led to improved business climate, higher employment rates, economic growth, better employment conditions or more participation of women?

1.2 Methodology

During this evaluation we have used the following main methods of data collection:

- Desk study,
- Survey,
- Interviews,
- Case studies.

During the **desk study** we reviewed relevant documents on DECP, such as business plans, annual plans, work plans, annual (confidential) reports, progress reports, evaluation reports, financial statements and reports, audited accounts and audit reports. Moreover we studied external documents that are relevant to the objective of this evaluation, such as policy documents of the Ministry of Foreign Affairs.

Attached to this report, as annex 2, is a list of documents that we received from the DECP and the Ministry of Foreign Affairs or identified ourselves. These documents have been the basis for our desk study into the various elements of the DECP program (input, throughput, output, effect, impact). The evaluation matrix, presented in annex 1, provides a specific and detailed overview of the subjects of research during our document review.

We have carried out an online **survey** among all BMOs that have received DECP-support in the period 2013 – 2016. This way, we composed a broad view on the entire program.

The survey was in particular relevant for the effect review and the contribution analysis. We reviewed how individual DECP projects have contributed to the objectives of DECP at program level. Questions examined the relevance, efficiency and effectiveness of projects realised.

We reached out to 27 BMOs and achieved a response rate of 75% or 20 BMOs. The full report of the survey is presented in annex 3.

The **interviews** provided opinions and views of internal and external stakeholders related to DECP on the efficiency, effectiveness and impact of DECP – in the past, present and future – and on the trends and developments that might affect DECP.

We conducted interviews with representatives of DECP, Ministry of Foreign Affairs, FNV Mondiaal, CNV Internationaal, VNO-NCW, ILO, NHO, PUM. The list of interviewees is presented in annex 4. All interviews were bilateral and semi-structured. We have used an interview outline (based on the evaluation matrix), as a checklist. During the interviews there was enough time for reflection by the interviewees and enough room to contribute to other topics besides the ones listed on the interview outline.

We conducted four **case studies**. These have not been selected randomly. Selection was rather based on our intention to get varied and in-depth information on DECP. We aimed for representation of old and new DECP programs in various regions and at various intervention levels. Based on our desk study, interviews with DECP and discussion in the reference group, we decided to select and conduct the following case studies:

- East Africa: Cooperation with EAEO (focus: international level);
- Peru: Cooperation with SNI (focus: sub-national level);
- Uganda: Cooperation with FUE (focus: national level);
- Vietnam: Cooperation with VCCI-VWEC (focus: national level).

Below the selection arguments are further explained:

Vietnam is by far the largest DECP project in the evaluation period. Both in terms of budget (approximately € 646,880 over the period 2013-16; the number 2 is Bolivia with a budget of € 234,262 over the period 2013-16) and in terms of duration (cooperation started in 2008).

In Latin America, initially Bolivia was selected on the basis of the budget size (second largest over the period 2013-16). In consultation with the Reference Group, Bolivia was replaced by Peru because (1) unlike Bolivia, in Peru there is a Dutch Embassy present and (2) Peru is more accessible because the English language is more practiced than in Bolivia. The DECP investment budget in Peru (approximately € 71,085 over the period 2013-16) is smaller than the one of Bolivia. Activities in Peru started only on a significant scale in 2015.

In Africa, initially Zambia was selected on the basis of the budget size (approximately € 166,243 over the period 2013-16). In consultation with the Reference Group, Zambia was replaced by Uganda because in Uganda there is a Dutch Embassy present (unlike Zambia). The DECP investment budget in Uganda (approximately € 113,189 over the period 2013-16) is somewhat smaller than the one of Zambia.

In addition, on request of the Reference Group, we added a visit to Arusha, Tanzania, in order to review also the regional approach. In Arusha, we only visited briefly the East African Employers' Organization (EAEO) and East African Trade Union Confederation (EATUC).

For each case study, a local consultant was contracted by Berenschot. The local consultant prepared the country visit, accompanied the evaluator during the country visit and contributed to the analysis and writing of the visit reports.

The country visits took place in the week of 13-17 March 2017. During each country visit, the partner BMO was visited. Board members, secretariat staff and member organizations have been interviewed. The evaluators also visited and interviewed other stakeholders, such as members of the BMOs, relevant ministries, labour unions, government agencies, Netherlands' Embassy, and NGOs (see annex 4 for a full list of people and organizations visited during the case studies).

1.3 Structure of the report

In chapter 2, we present a general overview of the DECP program in the period 2013 -2016. After a concise policy reconstruction, we focus in chapter 2 on structure, objectives, activities, selection of countries and partners, budgets and expenses, and recommendations from previous evaluations.

The case studies are presented individually in chapter 3, whereas specific elements of the case-studies are used to illustrate our findings in other chapters as well. In chapters 4, 5, 6 and 7 we report the research outcomes on relevance and added value, effectiveness, impact and efficiency of DECP. In chapter 8 we present our conclusions and recommendations.

In the annexes to this report the evaluation matrix, the list of documents consulted, the survey report and the list of interviewees are presented.

Overview DECP

Chapter 2

*Strong employers' organizations are expected
to contribute to a healthy business and
investment climate.*



2.1 Policy reconstruction

The policy framework for international development cooperation, set in the policy letter *'What the world deserves'* (2013), forms the Dutch agenda for aid, trade and investment. The agenda serves three policy objectives: reduce extreme poverty reduction, contribute to sustainable and inclusive growth, and promote the success of Dutch companies. With the restructuring of the foreign aid and development program, the government of the Netherlands has based the redefinition of the program on the objectives of sustainable and inclusive growth. In this new vision, economic sustainable and inclusive growth is believed to be beneficial for the national interests of the Netherlands. As one of the most open economies in the world, the Netherlands depends on the qualitative development of other countries for its own prosperity.

Furthermore, the market is perceived as the most important mechanism for poverty reduction by the government: *'That is why this government encourages investment and trade activities that benefit both people and the environment, create employment opportunities, and, preferably, are accompanied by the transfer of knowledge and skills.'* (*'What the world deserves'*, 2013).

The government of the Netherlands also observes that, regarding trade relations, the focus is still primarily on neighbouring

countries, therewith failing to connect with economic growth in the growing economies of Africa, Asia and South America. However, the longstanding aid relationships have yielded close contacts with these economies. These contacts are perceived as opportunities for new trade relationships as these respective economies are reconsidering and reinventing their relationships with western economies.

The current development cooperation policy of the Dutch Ministry of Foreign Affairs entails, among other things, a strong focus on private sector development (PSD). Private sector development depends on the fulfilment of five conditions:

1. Improvement of market access;
2. Adequate laws and regulations;
3. Reliable institutions and actors;
4. Improvement of physical infrastructure;
5. Improvement of financial infrastructure.

DECP is an instrument, next to VMP, aiming to improve the reliability of institutions. BMOs can influence government policy by advocating the importance of a good business climate and better laws and regulations. Strong employers' organizations are expected to contribute to the creation of a healthy business and investment climate by supporting their members and by influencing governmental economic policy. A strong and resilient private sector is expected to induce employment growth and sustainable poverty reduction.

The geographical framework for Dutch programs, focussed on private sector development, is formed by the PSD country list.

The Dutch Ministry of Foreign Affairs distinguishes three types of bilateral relations with specific countries, when it comes to development cooperation:

1. Aid – focus on poverty reduction;
2. Transition – focus on combining aid and trade;
3. Trade – focus on trade and investment.

The Ministry aims to realise a more integrated approach of private sector development. Next to DECP, other actors are active in this field (e.g. FNV Mondiaal, CNV Internationaal) that are supported by the Ministry. In order to create more impact, joint programming at country level is stimulated, in particular in the countries in the categories 1 (Aid) and 2 (Transition). The goal is to realise an improvement of those countries on the 'Ease of Doing Business' indicators and an increase in Dutch private investments in those countries.

2.2 Organizational structure

The DECP foundation has a board that consists of seven members, of which six chairmen of Dutch employers' organizations. The chairman of VNO-NCW is chairman of the board of DECP.

The total permanent staff of DECP consists of one director (1.0 FTE), one deputy director (0.8 FTE) and one office manager (0.9 FTE). DECP works with a flexible pool of seven self-employed country managers and special advisers. They work on behalf of DECP on the basis of a service contract for a limited number of days per year, no minimum guaranteed. As per January 2015 a change of directors has taken place.

2.3 Objectives and approach

The aim of DECP – as laid down in the constitution of the foundation – is *'to support and strengthen national and sectoral business organizations in the partner countries of the Ministry of Development Cooperation'*. The intervention logic behind the support to business member organizations (BMOs) is that these organizations are expected to have a positive impact on creating and sustaining a favourable business climate leading to more and better jobs and structural poverty alleviation. The idea is that these BMOs constitute a relevant social partner for government and trade unions, enabling and promoting social dialogue as an instrument to prevent and resolve social conflict that could otherwise disrupt economic progress. Therefore the nature of the support to business organizations and to employers' organizations cannot be one-of-a-kind. The support activities of DECP should be and have been aligned with the purpose of the counterpart organizations.

In the first years of the DECP program (2005 – 2009) the prime activities towards the BMOs were related to transfer of knowledge and knowhow on the basic aspects of association management, lobby and advocacy, communication and provision of services to members. Most of this was done via training courses and workshops, often in cooperation with the International Training Centre of ILO in Turin, Italy. Peer-to-peer counselling of senior management of the partner organizations was another important support activity. Based on the intention of a solid, trustful, long-term relationship, the counselling activities grew over the years (2010 – present) into the most appreciated, relevant and distinct output of DECP.

2.4 Activities

The activities DECP deploys, consist of six categories. The main output of DECP are *advisory missions*, usually carried out by a country manager. DECP's country managers visit the countries within their portfolio ideally two to three times per year for several days. Major *training events* are usually organized in cooperation with the ILO Training Centre in Turin, either in Turin or on location. Such training events usually take up to 4 to 5 day. *Workshops* are more limited in time and scope and deal with a specific topic and take about 2 to 3 days. *Conferences* are organized by the employers' organization and they are responsible for its content. DECP attends to the conference and usually supports the conference financially. *Fact finding missions* are organized to explore the possible cooperation with a new employers' organization in a new country. Although budget-funding is not a part of its core strategy, DECP provides in specific cases, limited in time and amount, financial assistance. This *financial assistance* co-finances for example a study, a survey or a newsletter. All of the mentioned activities are country specific, but DECP also is involved in '*cross cutting activities*': activities that are focused on cooperation and knowledge transfer between employers' organizations on a regional level and on more general themes, such as gender and CSR. The development of the East African Employers' Organization is an example, and the DECP contribution to the ICT-ILO program for Women Entrepreneurship is another example.

TYPE OF PROJECTS/SUPPORT	2013	2014	2015	2016	TOTAL
Advice-projects/advisory missions	39	35	24	20	118
Conferences	10	5	5	8	28
Training and workshops	20	17	15	17	69
Fact finding missions	3	2	8	2	15
Finance projects	13	18	20	17	68
Cross cutting	15	24	16	11	66
TOTAL	100	101	88	75	364

Table 1. Overview of DECP activities during evaluation period (2013 – 2016)

The total number of activities decreased from 100 in 2013 to 75 in 2016. Especially the number of advisory mission gradually decreased over the years (from 39 to 20), whereas the number of other activities remained more or less stable.

2.5 Countries and counterparts

The majority of the activities of DECP is country and organization specific. DECP uses the following criteria for the selection of countries and employers' organizations:

1. Is the country on the PSD list (private sector development) of the Directorate-General for International Cooperation (DGIS) of the Ministry of Foreign Affairs?
2. Is there a representative employers' organization (member of the International Organization of Employers¹)?
3. Is the employers' organization interested in cooperation with DECP (demand driven)?
4. Is there a need or desire for support (sense of urgency)?
5. Is the employers' organization prepared to enter in to a long term relation?
6. To what extent is the employers' organization dependent on government?
7. Does the socio-economic and political climate in the country meet minimal standards?
8. Do the capacities and expertise of DECP meet the needs of the potential partner?
9. Is the country safe to travel?
10. Is there a request for support from the Ministry of Foreign Affairs?
11. Is the leadership of the employers' organization capable?
12. Does the potential benefit for the employers' organization exceed the DECP investment? Is there a positive return on investment?

In its selection of partners, DECP chose to focus foremost on employers' organizations at national level. In many countries these do not necessarily include leading business organizations, such as Chambers of Commerce and Industry, because these organizations are sometimes linked to governments. As a consequence, the DECP counterparts are not necessarily the organizations primarily focused on improving the business climate development.

In the early years of its existence (2005 – 2009) DECP has offered its support almost exclusively to organizations who are members of the International Organization of Employers (IOE). To start off the cooperation with partner organizations, DECP contacted IOE members in program countries for Dutch development aid. After initial contact and exchange of information between DECP and the potential partner organizations, 27 fact finding missions were conducted to partner organizations in the period 2005 – 2009. In 23 cases this led to a follow up activity of some kind, and eventually in fourteen cases (14) it led to a partnership agreement.

Over the past 12 years (since 2005) employers' organizations and business organizations of approximately 40 countries were supported by DECP, either by activities under a long-term partnership agreement, or by ad-hoc and cross-cutting activities (such as supporting participation in training courses and workshops of ILO). During the present evaluation period (2013 – 2016), partner organizations in 25 countries were supported (including Zanzibar-Tanzania, and 31 when countries are included where a fact finding mission took place). DECP supported 15 countries during all four years, terminated its support to 5 countries, and started support to 5 countries. All countries supported were part of the PSD list.

¹ The International Organisation of Employers (IOE) is a global network composed of more than 150 business and employer organisation members. In social and labour policy debate taking place in the International Labour Organization, across the UN and multilateral system, and in the G20 and other emerging processes, the IOE often represents the employers' organizations.

In the business plan 2014 – 2017 the concept of ‘graduation’ was introduced. According to DECP an employers’ organization can graduate if it has improved its performance to a level that it can do without DECP-support. It should have acquired the capacity to achieve financial self-sufficiency, to get its lobbying and advocacy act together an up to standard an also to provide services that the increasing membership is demanding. The DECP business plan states that the employer’s organizations in Nicaragua and Suriname are examples of graduated organizations. Other countries, eligible for graduation in the evaluation period, are currently still supported. In the following years, the concept of graduation has not been addressed in work-plans and year-reports anymore. Graduation, which in itself is a valuable concept, not only as a selection tool but also as an instrument to work more focused and goal oriented has, as far as we can assess, not been applied in the evaluation period.

The table below presents an overview of DECP supported countries during all four years (2013 – 2016), countries where activities have started, and countries where activities were terminated. The countries where only fact finding missions took place (Bangladesh, Ethiopia, Myanmar, Thailand and Togo), have not been included in the table.

	COUNTRIES THAT RECEIVED FUNDING DURING ALL YEARS	COUNTRIES WHERE FUNDING HAS BEEN STARTED	COUNTRIES WHERE FUNDING WAS TERMINATED
Least developed countries and low income countries	Burundi (F) Kenya Rwanda Tanzania Uganda Zambia	Cambodia Malawi	Afghanistan (F)
Lower middle income countries	Bolivia Ghana Indonesia Moldova Mongolia Pakistan Vietnam	Nigeria Philippines	Armenia Nicaragua
Upper middle income countries	<i>Albania</i> <i>Macedonia</i>	Peru	<i>Bosnia-Herzegovina</i> Suriname

Table 2. Overview of countries supported during evaluation period (2013 – 2016). (F) Fragile state

Printed in *italics* are countries that were on the PSD list in 2013 but have been removed from the list as of February 19, 2016. Togo was added to the list by the same date.

Printed in **bold** are countries that are also program area of FNV Mondiaal and/or CNV Internationaal.

EXPENSES (IN €)	2013	2014	2015	2016
Program period	2009 - 2013		2014 - 2017	
Ministry of Foreign Affairs	1.572.632	1.424.691	1.359.664	1.339.896
VNO-NCW	99.000	99.000	99.000	99.000
Interest	6.099	9.116	5.349	1.682
TOTAL	1.677.731	1.532.807	1.464.013	1.440.578

Table 3. Actual expenses and financing partners of DECP (2013 – 2016)

2.6 Budget and allocations 2013 – 2016

DECP was asked by the Ministry of Foreign Affairs to present four-year business plans in order to contribute to a more programmatic way of working. The first business plan addresses the period 2009 – 2013, the second business plan addresses the period 2014 – 2017. The business plans describe the lessons learned over the past years and the overall focus of the coming period. Focus points in the business plan 2014 – 2017 are fewer countries, enhanced planning and monitoring, increasing diversity and innovation. DECP received a four year subsidy based on the business plan.

Each year, an annual plan including a budget, based on the longer term business plan, is made. The annual plan aims to inform the DECP board and the Ministry of Foreign Affairs.

Furthermore, each year a public annual report, a confidential financial report and, as of 2010, a confidential annual progress-report is published. The confidential report is intended to inform (solely) the Ministry on the progress of the program.

Table 3 presents the actual expenses of DECP and the financial sources.

Office rent, facilities, administration and office equipment is provided by VNO-NCW, representing an annual contribution of € 99,000 in kind. During the four-year evaluation period, the total budget of the program amounted € 6,115,129 of which 93% was funded by the public partner (Ministry of Foreign Affairs) and 6% by the private partner (VNO-NCW).

This means that the program, in terms of funding, is predominantly a public program.

In table 4 we present further details on the allocation of the actual expenses of DECP.

EXPENSES (IN €)	2013	2014	2015	2016
Program period	2009 – 2013	2014 – 2017		
Staff/management ²	353.412 (21,1%)	313.997 (20,5%)	331.642 (22,7%)	331.067 (23,0%)
Rent	54.001 (3,2%)	55.414 (3,6%)	55.922 (3,8%)	56.325 (3,9%)
Facilities	24.825 (1,5%)	25.198 (1,6%)	25.586 (1,8%)	25.972 (1,8%)
Administration	12.898 (0,8%)	13.092 (0,9%)	13.293 (0,9%)	13.494 (0,9%)
Office	25.845 (1,5%)	20.816 (1,4%)	19.292 (1,3%)	17.927 (1,2%)
IT	8.725 (0,5%)	14.859 (1,0%)	16.506 (1,1%)	7.067 (0,5%)
Country specific activities	777.305 (46,3%)	623.429 (40,7%)	617.532 (42,2%)	629.805 (43,7%)
Cross cutting activities	410.858 (24,5%)	424.013 (27,7%)	338.856 (23,2%)	313.844 (21,8%)
Other travel	3.571 (0,2%)	4.769 (0,3%)	5.775 (0,4%)	6.990 (0,5%)
Auditing	3.025 (0,2%)	4.840 (0,3%)	7.111 (0,5%)	6.748 (0,5%)
Reservation settlement DECP	-	31.625 (2,1%)	31.175 (2,1%)	29.700 (2,1%)
Miscellaneous	3.266 (0,2%)	1.755 (0,1%)	1.323 (0,1%)	1.639 (0,1%)
TOTAL	1.677.731 (100,0%)	1.532.807 (100,0%)	1.464.013 (100,0%)	1.440.578 (100,0%)

Table 4. Details of actual expenses DECP (2013 – 2016)³

² To the extent not attributed to specific activities.

³ Source: financial reports (auditing reports 2013, 2014 and 2015; 2016 - preliminary).

A reservation (provision) is being developed during 2014 – 2017 to cover staff salary during three months in case of termination of the DECP-program after 2017.

In the table below we present an overview of the countries that received funding in the evaluation period.

COUNTRY SPECIFIC ACTIVITIES PER COUNTRY (IN €)	2013	2014	2015	2016	TOTAL
Afghanistan	44.261	4.220	-	-	48.481
Albania	34.286	34.436	10.490	6.923	86.135
Armenia	259	6.318	1.460	-	8.037
Bangladesh	7.690	-	-	-	7.690
Bolivia	54.805	62.692	63.764	31.999	213.260
Bosnia & Herzegovina	27.296	-	-	-	27.296
Burundi	37.257	27.850	15.723	12.497	93.327
Cambodia	-	-	18.912	22.757	41.669
Ethiopia	32.823	-	-	-	32.823
Ghana	31.382	27.024	16.705	5.920	81.031
Indonesia	59.323	8.343	48.217	80.380	196.263
Kenya	6.958	12.570	21.961	5.345	46.834
Macedonia	5.518	56.627	17.686	22.132	101.963
Malawi	-	-	19.421	37.027	56.448
Moldova	49.478	31.977	20.534	20.270	122.259
Mongolia	44.580	19.170	36.800	42.500	143.050
Myanmar	1.188	-	-	-	1.188
Nigeria	-	-	-	3.699	3.699
Nicaragua	9.768	-	-	-	9.768
Pakistan	36.793	38.545	44.809	44.295	164.442
Peru	-	4.307	20.778	56.103	81.188
Philippines	-	-	-	6.639	6.639
Rwanda	28.781	18.598	3.716	-	51.095
Suriname	18.791	-	-	-	18.791
Tanzania	14.943	25.126	15.042	5.265	60.376
Thailand	-	-	18.047	-	18.047
Togo	-	-	13.710	-	13.710
Uganda	35.166	60.904	12.819	4.973	113.862
Vietnam	166.604	134.962	163.314	163.037	627.917
Zambia	28.858	49.760	33.626	58.044	170.288
Zanzibar – Tanzania	496	-	-	-	496
TOTAL (in €)	777.305	623.429	617.532	629.805	2.648.071
TOTAL (number of countries)	23	18	21	19	31

Table 5. DECP expenses per country during evaluation period (2013 – 2016)⁴

⁴ Figures 2013, 2014 and 2015 are based on financial reports, 2016 – preliminary.

2.7 Previous evaluations of DECP

Since its inception, DECP has been evaluated two times: in 2009 a 'mid-term review' was executed by MDF and in 2013 Triodos Facet has executed the 'end of term' evaluation.

The first evaluation of 2009 concluded that 'DECP is a small, but relevant, program because it addresses an important stakeholder group in economic development in developing countries: the Employers' Organizations'. The evaluators have observed that DECP has rapidly developed into a broad program, spread out over many different countries. However, DECP has not yet developed a programmatic approach with most of its partners, based on a sound organizational assessment within a broader institutional environment. Recommendations included:

- A stronger focus on a limited number of countries and partners in order to create a better perspective for impact.
- The use of a comprehensive and longer-term programmatic planning of activities instead of specific and incidental projects with its partners.

The second evaluation of 2013 concluded, in general, after field research in five countries, and interviews with DECP and the Ministry of Foreign Affairs, that 'DECP is an effective and relevant program, which however requires modifications to be efficient as well'. The evaluators found no inefficiencies on organizational level but some inefficiencies on the project level:

- The evaluators observed that on most projects there is no detailed intervention logic that would logically justify why a certain input, or output is leading to an outcome. Goals are not specific, and the plans made are not detailed, and do not change over the years even though reality is changing.
- The evaluators observed that the monitoring of the country programs is weak; there is very little information collected and reported on outcome level, the spider web model is used too infrequent to be of use for insights and overview.

Recommendations focussed on efficiency, monitoring and innovation:

- Efficiency – better, coherent and in-depth planning as a rationale and basis for expenditure.
- Monitoring – better monitoring of results because many results are currently not known to DECP, or DDE.
- Innovation – expand of products, tools and advisory pool in order to continue being relevant for BMOs, or alternatively define an exit moment.

Later on in this evaluation report (section 4.4) we will review the extent to which the recommendations of previous evaluations have been implemented by DECP.



Case studies

Chapter 3

We conducted four case studies: East Africa (EAEO), Peru (SNI), Uganda (FUE) and Vietnam (VCCI-VWEC).

3.1 Introduction

In this chapter we present our main observations of the case studies that we conducted. The case study selection process was described in section 1.2 of this report. We conducted four case studies:

- East Africa (EAEO),
- Peru (SNI),
- Uganda (FUE), and
- Vietnam (VCCI-VWEC).

Throughout the report we will refer to specific observations from the case studies to illustrate certain findings or conclusions. In the annex to the report we have listed the people interviewed during the country visits.

3.2 East Africa

The East African Employers' Organization (EAEO) is the regional employers' organization for the East African Community consisting of Uganda, Tanzania, Kenya, Rwanda, Burundi and (since April 2016) South Sudan.

One of the reasons for establishing the EAEO was the fact that the trade unions already had a regional body (EATUC). The EAEO was formally established in 2010 with active support of DECP.

From 2010 to 2012, the organization was gradually put in place, with support of DECP. In the period 2012-2014, the EAEO was mainly supported by Trademark. The support by Trademark was provided as grant funding, through the East African Business Council, to enable EAEO to hire office space and a coordinator for a period of 2 years. It was a difficult period with failing leadership, according to EAEO. The EAEO lacked technical support from the donor agency. Main achievements during the period 2012-2014 were a strategic plan and a position paper.

In the period November 2014 up to December 2015, DECP stepped in again as main donor of EAEO. DECP provided grant funding, mainly for hiring two part-time coordinators and two interns. Furthermore, DECP provided technical assistance by means of advisory missions. In the opinion of EAEO, this was a very successful period for the organization. Among the achievements in the period 2014-2015 were:

- Well-structured organization with executive council, technical committee, secretariat, HR manual, finance manual, auditing system, etc.,

- First initiatives toward lobby for free movement of labourers in the EAC,
- Request submitted to become observer in EAC meetings as 'social partner' (this request is currently under consideration),
- First annual general meeting in March 2015 with chairpersons and technical advisors of all member BMOs in order to create ownership, approve formal documents (budget, policies, etc.) and to discuss specific themes,
- Revision of strategic plan,
- Website developed and launched.

In the period from January 2016 to now, the Norwegian NHO became the main financial donor (salary for coordinator) followed by DANIDA via DI, the Confederation of Danish Industry (salary for finance officer). DECP continued to provide advice, though less intensive. In terms of achievements, EAEO has built further on the achievements of the previous period such as the organization of the second annual general meeting in March 2016 and the elaboration of a joint position paper with EATUC on the implementation of free movement of workers in the EAC.

Trademark provided only funding but no advice. That did not work well for EAEO. The Confederation of Danish Industry provided both funding and technical support. But the technical support of the Danish is very much event focussed, whereas DECP provides in addition hands-on and tailor-made professional advice. DECP provided for example assistance in comparing revenues from members only (memberships and services) with minimum costs for functioning of the organization, or assistance in preparing a payment plan for BMOs with delays in transferring membership fees.

DECP assisted also in organising and facilitating technical and executive meetings, workshops and training sessions. In the period 2014-15, about 6 to 8 visits per year were conducted. Since 2016, the frequency went down to about 2 visits per year: *'The intensive visits were very useful. We moved fast. It is a pity that the visits have become less frequent.'*

The quality of NHO is considered comparable with DECP by EAEO, but NHO and DECP have been complementary in time while providing support.

3.3 Uganda

Background

The Federation of Uganda Employers (FUE) was established in 1958 by representatives of the Ugandan industry because it was felt that the strong trade unions had no counterpart at the employers' side. Initially, FUE was fully focussed on negotiations with labour unions, and lobby & advocacy. More recently, other services for members were introduced, such as training, advice, consultancy and networking.

First contacts between DECP and FUE were established when a PUM expert referred to DECP during a mission in Uganda. Later on, FUE approached DECP with the request for support.

Since 2000, the staff of FUE grew rapidly from 7 to 32 employees currently⁵. At least 50% is female. The EC funded ProInvest project, started in 2010 with ILO and DECP as partners, and caused a major boost in number of employees. The project, that lasted 18 months, enabled FUE to expand the services for its members. Between 2013 and now, there was no expansion in staff volume.

Since about 2012, FUE is faced with high staff turn-over. Frustrated staff leaves FUE because salaries are frequently paid with delays. Delays in salary payments are caused by weak financial management.

In the period 2013 up to now, FUE grew from 450 direct members to 600 direct members. In addition, FUE has 20 sectoral members representing approximately 5,000 organizations. FUE claims that DECP has contributed to the increase in the number of members, amongst other by supporting the FUE business clinics with advice and financing (venue, catering, and transport). During the business clinics, FUE addresses potential members explaining the labour laws and presenting FUE. Support by DECP in developing marketing and communication approaches has probably contributed as well to the expansion of the membership base. Membership fees vary between 240 USD and 1000 USD. An estimated 50% of the members actually pay subscription.

Effectiveness

The capacity of FUE is enhanced by the support of DECP. For example, DECP financed two interns in 2013 and again two interns in 2014. After the internships, three were employed by FUE and one was employed by the East African employers' organization EAEO.

Revenues of FUE doubled in the period 2013 up to 2016, from USD 285,000 to USD 570,000. FUE explains the increase in revenues by referring to growth in staff volume, broader range of services and better quality of services to members. An example of better quality of services is the training on collective bargaining for employers. In 2013, the collective bargaining support was provided free of cost to the members because FUE did not feel confident enough to charge the members. Currently, FUE charges US\$ 200 per session per company. Eight companies are participating and, on average, five sessions per company per year are organized. DECP has provided FUE collective bargaining training (training-of-trainers) and some basic equipment such as cameras.

The revenue base of FUE in 2015 looked as follows:

- Subscriptions income = UGX 319,848,262 = USD 89,200 or 15%
- Programs income = UGX 476,174,628 = USD 132,800 or 22% (income generating activities of FUE including in-house training, general training, consultancy services, Female Future program, and employment relations and legal services)
- Projects income = UGX 1,173,325,411 = USD 327,100 or 55% (specific activities for supporting FUE that are mostly funded by external partners such as DECP, NHO, ILO, etc.)
- Other income = UGX 180,277,469 = USD 50,300 or 8%

Regarding gender: FUE is involved in the Female Future program of NHO⁶. In addition, a training by ILO in Turin on gender issues was financed by DECP, on request of FUE, for two staff members of FUE.

⁵ Including 2 NHO (Confederation of Norwegian Enterprises) financed project staff and 6 staff on retainer contract. There are 27 professionals and 5 support staff.

⁶ The Confederation of Norwegian Enterprises (NHO) has worked with FUE to adapt the relevant aspects of its Female Future program to Uganda's needs. Female Future is a leadership and boardroom competence development program for women in higher management positions. The participants, or the organizations they are employed by, contribute USD 3,000 per participant. The program takes 9 months (to be combined with a full-time job) and is composed of fifteen sessions, assignments in working groups, etc. Female Future is considered highly effective by participants.

Regarding CSR: FUE established the UN Global Compact Network Uganda in 2008, and in July 2010, the Local Network was officially launched in Kampala. The UN Global Compact is a call to companies to voluntarily align operations and strategies with the ten universally accepted principles in the areas of human rights, labour, environment, anti-corruption and to take action in support of the MDGs. In addition, FUE collaborates with members in the agri-chain and with ILO to discourage child labour. It is difficult to determine the exact contribution of DECP in this context.

The Annual Report 2015 of FUE is predominantly inward looking. Achievements related to six goals are presented:

Goal 1: Enhance institutional resources (= internal oriented objective),

Goal 2: Enhance organization and human capital (= internal oriented objective),

Goal 3: Position and promote FUE (= internal oriented objective),

Goal 4: Modernize and develop strategically relevant physical assets (= internal oriented objective),

Goal 5: Focus on workplace environment (= oriented towards services for members and revenues for FUE),

Goal 6: Influence public policy on labour, social and economic development as well as the environment
(= external oriented objective and *raison d'être* of FUE).

Impact

FUE is currently chairing the Skilling Uganda Reform Taskforce. FUE promotes in this taskforce the interests of Ugandan employers, which are focussed on vocational training, and the enhancement of technical and business skills. FUE has played a leading role in the development of a strategic plan for the taskforce. FUE claims that, without support of DECP, it would not have been in a position to play this dominant role in the taskforce.

DECP contributed to enhanced capacity of FUE in playing its role in the social dialogue. For example, DECP provided FUE the collective bargaining training (training-of-trainers).

The acquired skills are now used by FUE staff itself during bipartite and tripartite dialogue, and the training is offered by FUE to its members.

Since three years, bipartite consultations are held in which FUE and the employees' federation NOTU are participating. Although the consultations are event triggered rather than institutionalized, and although adequate follow-up is not always ensured, FUE and NOTU have defined joint positions vis-à-vis the government with regard to (amongst others) skills development, decent work and minimum wages.

Efficiency

There have been very regular visits of only a few days to FUE by DECP: 5 visits in 2013, 4 visits in 2014, 3 visits in 2015 and 1 visit in 2016. The DECP country manager generally combined the visits to Uganda with other visits in the region in order to reduce travel costs.

From the mission reports it reveals that the internal functioning of FUE received much attention. Also the problems related to the construction of the new office in the outskirts of Kampala received much attention for some time.

Relevance and additionality

On a regular basis, next to DECP, FUE receives support from NHO, ILO and WageIndicator. More incidental, FUE receives support from DANIDA. Sometimes, donor agencies collaborate in the same project, for example the board retreats which are financed and supported by both HNO and DECP.

NHO, ILO, DECP provide support by a combination of advice and financing. WageIndicator and DANIDA provide only financing. In terms of volume, DECP is the third donor after NHO and ILO.

NHO has a contract with FUE for a longer period (currently 2015-2019). On an annual basis, budgets are allocated to FUE (although there is flexibility to introduce modifications during the year). In comparison with NHO, DECP is very responsive and flexible. Financial contributions can be realized within one month time. DECP fills a gap left by the other donor agencies by being able to accommodate flexible support on short-term.

Since January 2014, there have been no contacts between the Embassy and DECP. 'A missed chance', according to the Embassy. In this context it should be noticed that, in terms of DECP program intensity in Uganda (expenses and visits to the BMO), 2014 was a peak year. Program intensity gradually decreased in 2015 and reached a low level in 2016.

3.4 Vietnam

Background

The political and economic system of Vietnam is comparable to that of China. Vietnam is a one-party Communist state and has one of south-east Asia's fastest-growing economies. The Communist Party is the most powerful body in Vietnam. It controls government and is very strongly interconnected with the trade unions. The Vietnam Chamber of Commerce and Industry (VCCI) is the representative organization of Vietnamese companies. It has five regional offices and its head office in Hanoi. VCCI's Bureau of Employers' Affairs (BEA) was created in the nineties with the support of the ILO. NHO, the Norwegian Employers' Organization, has had a partnership with BEA since the beginning of this century.

DECP started its activities in Vietnam in 2008 by conducting a fact finding mission. Because BEA already received support from NHO, the VCCI leadership requested DECP to support the Vietnamese Women Entrepreneurs Council, VWEC. After further orientation and assessment of the opportunities for future cooperation, DECP decided to enter into a partnership agreement with VCCI-VWEC in 2009.

The main activities of DECP in Vietnam have been training events. Three types of DECP-training can be distinguished:

- Training for VWEC and VCCI staff,
- Training for VWEC members (companies) and Training-of-trainers (ToT).

The training-of-trainers activity has resulted in a pool of 28 independent trainers (also known as the VWEC Trainers Club) from all regions of Vietnam, that are now able to conduct training courses on:

- Occupational Safety and Health (OSH),
- Negotiation,
- Lobbying,
- Social dialogue,
- Mediation.

In 2013 - 2016 DECP spent around € 645k (€ 160k per annum) on the activities in Vietnam. The expenditures include advisory fees,

travel and accommodation, cost for venues and catering for training.

Effectiveness

The effects of the DECP support to VWEC have mainly been on VWEC staff, on the VWEC Trainers' Club and on the VWEC members that participated in the training activities. No direct effects of DECP support at national level, e.g. in lobbying central government or social dialogue with trade unions.

When looking at the five capabilities (5C's), the effects have been on the 'capability to act and commit' (the capability of VWEC to organize itself and to motivate and engage its staff to work energetically towards common goals) and the 'capability to deliver' (the capability of VWEC to use the knowledge, expertise and experience required to carry out actions and achieve the results aimed for).

Examples of effects of DECP that were mentioned by VWEC staff and the members of VWEC are:

- The competencies of staff have been built by the training and advice of the DECP advisor(s). Knowledge and skills of negotiation, lobbying and mediation are both useful in the service delivery towards members as well as during daily work at the VWEC office. Members indicated that VWEC improved its performance over the last few years. They felt that the events and services of VWEC (such as meetings, network events, newsletters, company visits, and trainings) were organized more timely, efficiently and pro-actively.
- A pool of 28 capable trainers has been created and is operational. The trainers are located throughout Vietnam (so there is national coverage). They regularly conduct training courses for members. The organisation of training courses is still mainly depending on external funding (by DECP or other donors). VWEC wants to gradually shift the training courses towards a paid-service for members. Although members that we spoke with indicated that they would be prepared to pay part of the cost of the training, members are not yet ready and willing to pay the full amount.

- Knowledge and skills of management of member companies have been enhanced by the training courses. This has resulted in improvement of working conditions in the companies that we visited. One company gave the example of the installation of a ventilation system in the factory as a result of their dialogue with the workers (based on the OSH training). Another company was able to negotiate a deal with their workers (on conditions of leave), which had prevented a strike, according to the interviewee. Another improvement mentioned was the introduction of a suggestion box by which workers can (anonymously if they like) submit ideas on how to improve conditions for them or submit general suggestions.

Efficiency

Vietnam has been the largest program of DECP in terms of country-budget per annum. On average more than €150k per year was invested in DECP-activities (mainly training activities). The training-of-trainers (ToT) in Vietnam is considered an efficient approach. For DECP it is impossible to offer training to all individual VWEC members. ToT has a multiplier effect in the distribution of knowledge and skills.

A weakness in the efficiency is the planning system. Annual budgets and planning are agreed with VWEC. These feed in to the DECP annual budget. There is no multi-annual plan for the activities in Vietnam, with a medium term perspective. DECP does however use its Business Plan 2014-2017 to check whether the planned activities fit within the general characteristics and objectives of the DECP program.

Relevance and additionality

The additionality of the DECP activities is high. DECP are VWEC's main partner. The type of support that DECP provides is unique in the expertise and commitment of the advisors. VWEC appreciates the peer-to-peer approach very much and also the flexibility of the support. The DECP approach is certainly demand-driven.

In terms of training content, DECP is additional to other training events provided in Vietnam. The fact that DECP uses e.g. real cases (brought in by the participants themselves), site visits and role-plays during the training courses is considered innovative and of high value by the participants of the courses. Also the focus on skills and techniques (negotiation, lobbying, mediation, social dialogue) is very much appreciated. Training events provided by other institutes or by the government are predominantly of 'lecture types' and not very interactive.

DECP maintains regular contact with other stakeholders of VCCI that are active in Vietnam, such as EKN, NHO, and ILO. DECP aligns their interventions with the other stakeholders. An illustration in this context: NHO uses the trainers of the VWEC Trainers Club for their activities with the BEA department of VCCI.

The EKN indicated that, although Vietnam is not an 'aid country' anymore (see paragraph 2.1), they feel that the activities still fit in the current focus of Dutch trade relations with Vietnam. Because DECP is a relatively small player in Vietnam, EKN encourages further cooperation in Vietnam with partners such as Fairwear Foundation and the Dutch trade unions international cooperation program.

The relevance of the DECP interventions is considered limited. The VWEC members report that they appreciate the content of the training, but at the same time they feel that it is still early for this type of subjects in Vietnam. In a few years' time they expect that the training courses will be more relevant, because of the possible Free Trade Agreement with Europe and TPP with USA (although recently put on hold by the Trump Administration). DECP realized this some years ago and since then they gradually worked towards stronger ties with the Bureau of Employers' Affairs (BEA) of VCCI. In 2015 DECP established links with BEA and nowadays DECP works with BEA, VWEC and NHO to support national initiatives, e.g. on the new Labour Relations Act.

Companies (members) indicated that the impact of the training might be enhanced by on-site follow-up activities, such as on-the-job training, advice and coaching. Putting the acquired training skills and knowledge into practice.

In addition, companies reported that participants in the training courses were not always part of top management and were not of equal calibre/position. This reduced the relevance of the training for some of the participants. Moreover, if the top management has not participated in the training it is hard to implement the ideas of the training at the workplace. An on-site follow-up will also be fruitful to address this issue, according to our interviewees.

3.5 Peru

Background

The activities of DECP in Peru started in May 2014 when DECP had first contact with CONFIEP, the confederation of Peruvian business organizations. CONFIEP however was not interested in cooperation with DECP. CONFIEP is considered a well-organized and powerful lobby organization towards the government on a strategic level. CONFIEP is less involved in social dialogue and issues related to individual companies. With regard to capacity building, no support was found necessary. With regard to social dialogue, no support was desired as CONFIEP did not have the ambition to become actively involved in social dialogue. In October 2014 a delegation of Peruvian trade unions and employers' organizations visited the Netherlands in order to study the Dutch experience on social dialogue. They were very interested in the working of the bipartite 'Stichting van de Arbeid' (Foundation of Labour). The largest Peruvian labour union, CGTP, and three business member organizations, SNI, AGAP and CAPECO, were invited by FNV Mondiaal. FNV Mondiaal has long term cooperation with CGTP. FNV Mondiaal asked DECP to co-host this mission as representatives of business member organizations were part of the mission. It was the first time trade unions and employers went on a trip together. In June 2015 both DECP and FNV Mondiaal were invited to Peru by SNI and CGTP as a follow up mission. In this mission, DECP advised SNI on building a better social dialogue.

In November 2015 DECP undertook a fact finding mission to Peru. As a result of this mission DECP aimed to develop a plan for cooperation with SNI. The intended plan however, has not yet been made. DECP also planned to promote social dialogue with CONFIEP and to keep the Dutch ambassador and ILO informed.

In October 2016 six board members of SNI and CGTP were in the Netherlands for a three week 'internship' at the 'Stichting van de Arbeid', in which they were coached by FNV Mondiaal and DECP. The internship resulted in a firm determination to start social dialogue in Peru and the signing of a mutual agreement on founding a Foundation of Labour in Peru.

In June 2016 DECP undertook a second advisory mission to Peru. Central element in this mission was a reception, hosted by the Dutch embassy and prepared by DECP in cooperation with SNI. Aim of this meeting was to arrange an informal opportunity for representatives of labour unions and employer organizations to meet each other.

In January 2017 DECP visited Peru again. The goal was to support SNI in the process towards social dialogue, giving them suggestions about how to organize it and how to proceed in the most practical way. Also, DECP organized a training in negotiating skills, using the training-of-trainers and train-the-manager approaches. The aim is that 10 to 12 persons will be skilled to give a workshop in negotiation skills themselves for owners or human resource managers of Peruvian industrial companies. In preparation for this training the Dutch handbook 'The Art of Negotiating' was translated in Spanish.

Effectiveness

SNI has developed itself as a significant promotor of social dialogue in Peru. SNI states that in general, there is a lack of dialogue in Peru: between government and congress, between labour unions and employers, and between public and private sector. The lack of progress in realising agreements in the Consejo Nacional de Trabajo, the national platform for tripartite negotiations, was for both SNI and CGTP the trigger to invest in bipartite social dialogue. SNI and CGTP already knew each other of course before the mission to the Netherlands. The missions however deepened and strengthened the relations and provided a basis of trust. The presence of DECP in these missions was very important to SNI, for several reasons. First of all, SNI could recognize their doubts and hesitations towards social dialogue in the experiences of DECP (peer-to-peer). Furthermore DECP:

- Has helped to manage expectations on the progress and ups and downs of the process.
- Gave SNI the comfort/trust that they were on the right track.
- Also DECP showed the methodology to effectively perform social dialogue, and DECP helped SNI to focus and prioritize in relevant themes for social dialogue.

A major success factor is that the DECP does not implement a 'format' for social dialogue. SNI is convinced copying the Dutch situation to Peru will not be effective. The challenge is to build a customized model upon the Dutch experiences, that brings Peru further.

Cooperation between FNV Mondiaal and DECP is another important success factor, according to both SNI and CGTP. It brings balance in the relationship between CGTP and SNI, as CGTP is supported by FNV Mondiaal and SNI by DECP. Also, when the process has its downs, good relations between FNV

Mondiaal and DECP are important to maintain continuity. There are many issues in Peru that can distort the relation between SNI and CGTP.

Technical and financial support in developing the Foundation of Labour is considered essential for SNI and CGTP. The Dutch experiences in social dialogue provide a solid base in this context. The process needs to be further supported with advice, capabilities, short cuts and patience, according to SNI. SNI stated that DECP is extremely knowledgeable: the know-how of the DECP-advisors is beyond any doubt.

Sociedad Nacional de Industria (National Society for Industry, SNI)

SNI is an organization with a history of more than a hundred years and a good reputation that organizes Peruvian industry that organizes about 720 members. SNI defends and promotes economic growth and social development of the country through private industry in all fields of activity, and defends and disseminates the principles of the free enterprise system, based on the dignity of the human person, representative democracy, the right to property and its fruits, freedom of prices and trade and, in general, the institutions and mechanisms of the market economy. Total income is ca. 5 million USD. SNI employs 116 people (staff and internal organization).

Also support on capacity building is necessary for SNI. SNI is a professional organization, but needs to further improve its capacities, on lobby, strategy, services to member, marketing, etc. From this point of view, the relationship between DECP and SNI needs to be further explored. SNI believes that DECP can be a counterpart, but does not know sufficiently what DECP has to offer in this field. Intensified communication between DECP and SNI is therefore necessary.

Efficiency

DECP undertook a three-day fact finding mission and several three-day advisory and training missions. The last mission (January 2017) was a seven-day mission. All of these missions were focused on social dialogue. During these mission, no longer term plans have been made. The report of the first fact finding missions states that there was no time to make concrete arrangements on cooperation between DECP and SNI, because of the short period of time available.

Impact

Social-economic impact of DECP activities are, due to the short term, not visible. However, the work of FNV Mondiaal on social dialogue shows promising results in the case of Camposol. Camposol is a leading agro industrial company in Peru and is committed to support sustainable development through social responsibility policies and projects. Camposol has improved working conditions, has offered long term contracts to its workers and has invested in water treatment systems. Camposol has participated in DECP's negotiation trainings. The role of DECP in this case is also to improve cooperation with Dutch companies in order to establish a fair trade value chain.

As for SNI, DECP support on social dialogue is very important. Eventually, the efforts made on social dialogue have to lead to results, such as realising strike-free agreements. According to SNI, realising these agreements will attract new members. The period during which DECP has been active in Peru is too short to see impact, for example in terms of membership growth. However, SNI is convinced that progress made on social dialogue with CGTP will eventually lead to membership growth and a stronger position of SNI.

SNI is an important counterpart for the Ministry of Production. SNI is active in several sectoral committees and acts sparing partner for the Ministry. The Ministry claims that in some cases, SNI puts too much focus on individual and short-term interests. A more open and a more cooperative attitude towards the Ministry can be helpful. For example SNI opposed against the free trade agreement with India. Instead of opposing in the media, the Ministry would have preferred an active contribution of SNI in the negotiations while developing the free trade agreement.

DECP is a relevant partner for SNI in realising its goals. DECP is the only partner supporting SNI in social dialogue and (possibly in the future) capacity building. Peru can be a show case for other Latin American countries and SNI is willing to promote the work of DECP in the Andes region.

Relevance and added value

Chapter 4

DECP actively searches for complementarity by coordinating with other donor agencies supporting the BMOs in the program countries.



4.1 Selection of countries and BMOs

DECP uses a checklist with twelve criteria for the selection of countries and BMOs (see paragraph 2.5). This helps DECP to identify countries and BMOs with potentially high development impact.

When a request for support reaches DECP (directly from an employers' organization, or indirectly via other stakeholders such as EKN, FNV Mondiaal, CNV Internationaal or NHO), DECP conducts a fact-finding mission to assess the potential for cooperation. Based on such a mission, a decision is taken with regard to the start of program activities. In the 2016 annual plan, for example, DECP announced that, based on the selection criteria, it had decided to further explore program opportunities and invest in the relation with Peru, Cambodia,

Thailand, Myanmar, Malawi, and it had decided not to take further steps in the Philippines and Colombia. In the course of 2016, DECP decided nevertheless to start activities in the Philippines. Thailand was no longer taken into consideration because of its removal from the PSD country list.

The electronic survey provides an impression of the extent to which DECP succeeds in selecting relevant partner countries and BMOs. Approximately 75% of the respondents agree that social-economic and political conditions in their country meet minimal standards, hence interventions of DECP could find fertile soil in those countries. Figures 1 to 3 illustrate this statement on the basis of the perceptions of the BMOs.

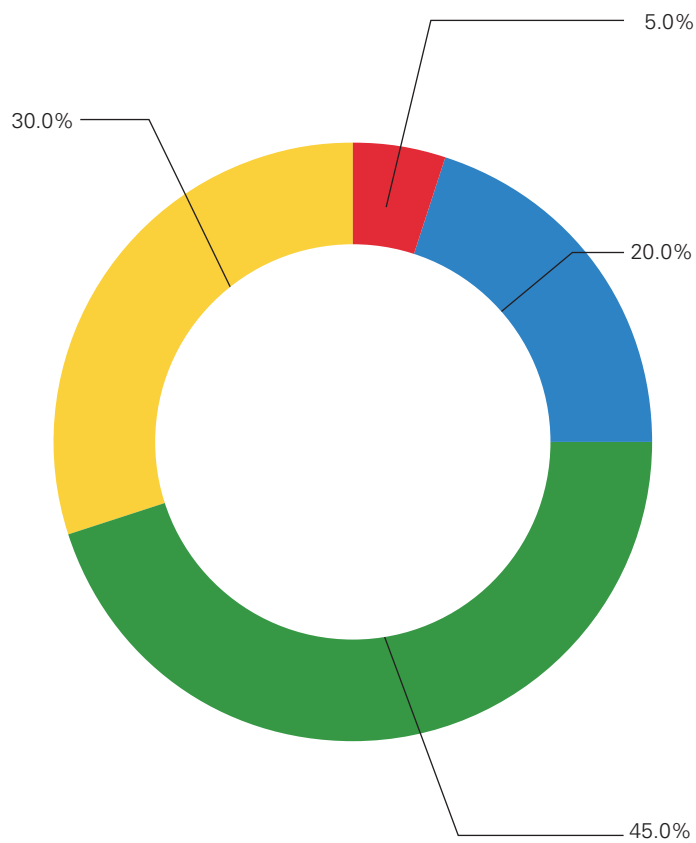


Figure 1. To what extent do you agree with the statement “There is respect for the fundamental rights of freedom of association and collective bargaining”? Source: Berenschot survey 2017.

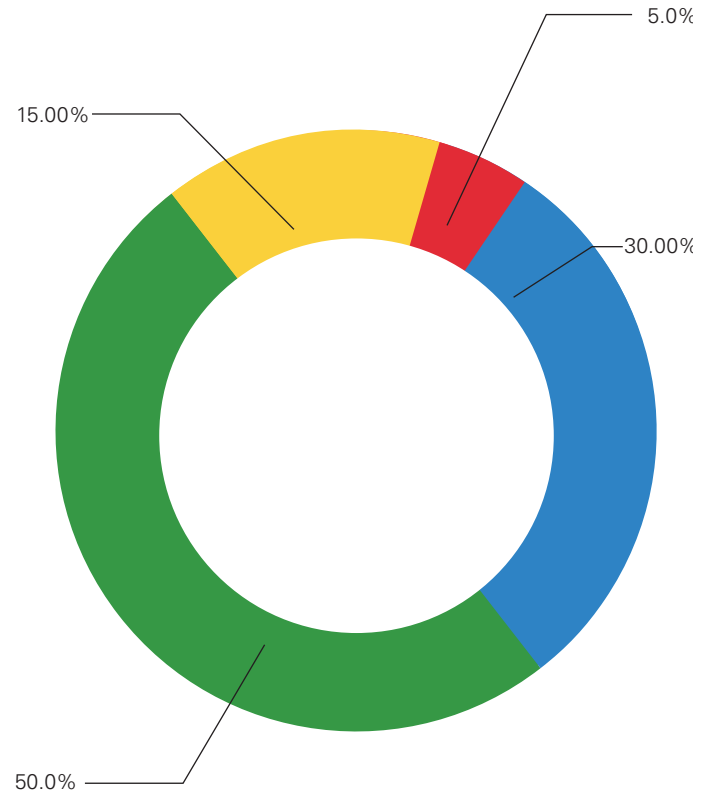
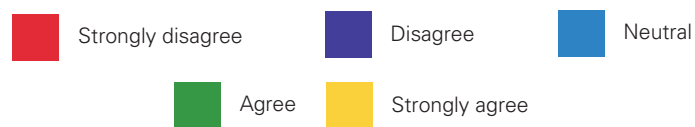


Figure 2. To what extent do you agree with the statement “The political environment in my country allows an effective social dialogue”? Source: Berenschot survey 2017.



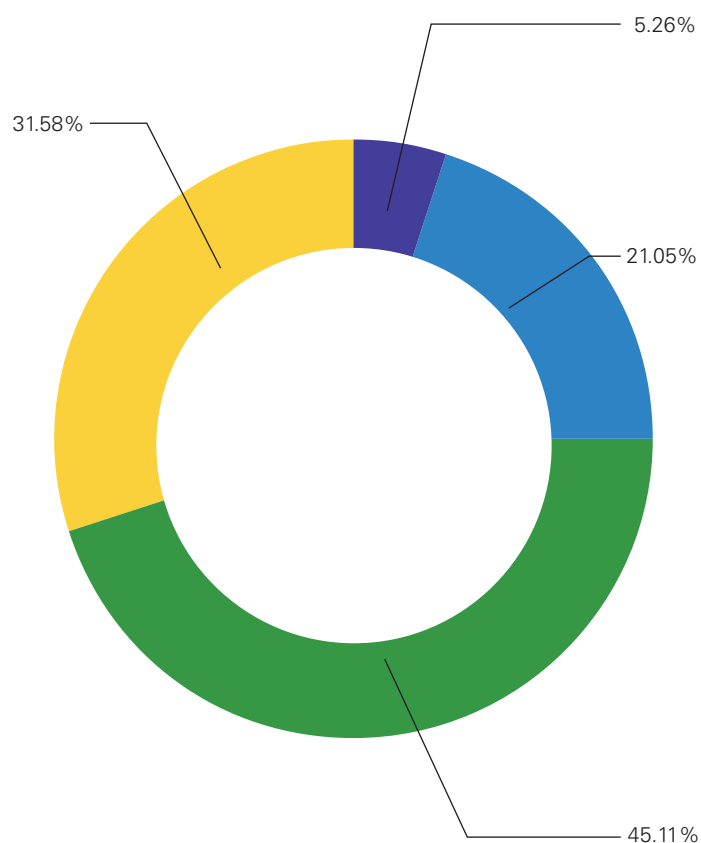


Figure 3. To what extent do you agree with the statement “An enabling legal and institutional environment is present”? Source: Berenschot survey 2017.

Most of the selection criteria address the relevance of the future interventions. From the interviews with DECP staff, country managers, and during the country visits this focus on relevance was confirmed by the interviewees. DECP wants to support relevant partner organizations that have the potential to make an impact at regional, national or international level.

BMOs confirm that DECP successfully adapts its activities to the national context of the target country, as illustrated in figure 4.

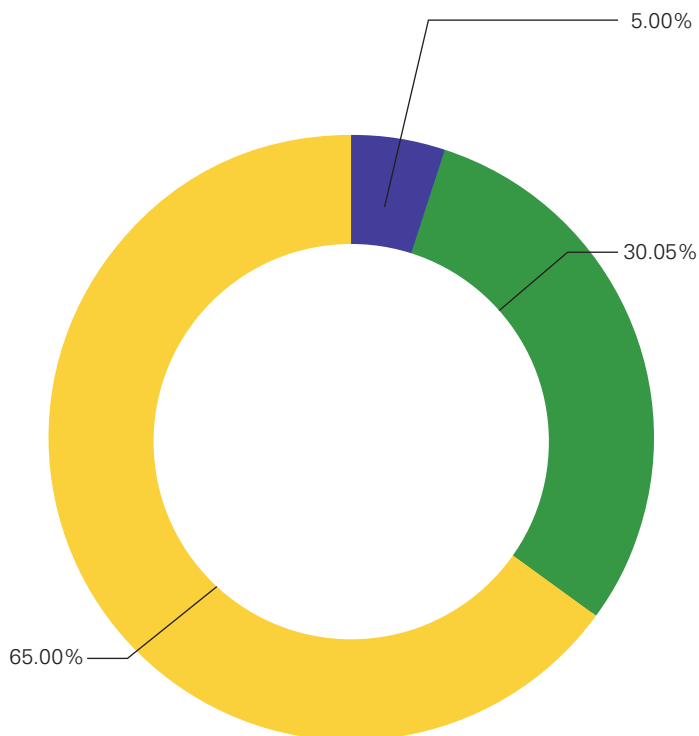


Figure 4. To what extent do you agree with the statement “DECP activities are adapted to our national context and culture”? Source: Berenschot survey 2017.

Additionality is not specifically addressed in the checklist with selection criteria. However DECP actively searches for complementarity by coordinating with other donor agencies supporting the BMO in a targeted country (such as EKN, ILO, NHO, DI). During the fact finding missions these stakeholders are met with or else contacted before or after the visit.

4.2 Working relations with Ministry and Embassies

The working relations between DECP and the Ministry of Foreign Affairs have not always been optimal during the evaluation period. DECP did not always feel that they were taken seriously as partner of the Ministry, because the focal officers at the Ministry were often junior or medior staff, and rotated frequently. During the last quarter of 2013, when the contract with DECP was about to end and a new contract needed to be agreed upon, the relationship was difficult. The external evaluation of DECP in 2013 was not received well by DECP and the renewal of the contract was delayed due to internal procedures at the Ministry. This led to a somewhat disturbed relation for a short while in 2013/2014. Since the beginning of the new contract period (2014) the relationship has made a fresh start.

The organizational cultures of DECP and the Ministry differ in various aspects. Sometimes this leads to misunderstandings. DECP does not always understand the development cooperation dynamics and the Ministry does not always understand the way of doing business of DECP. However both organizations consist of 'diplomatic professionals' that are very capable to cooperate in a constructive manner.

In most countries with a Dutch Embassy, DECP visits the Embassies regularly in order to exchange information and to align activities where possible. There are a few exceptions though. In Uganda, there have been no contacts between DECP and EKN since January 2014. In this context it should be noticed that, in terms of DECP program intensity in Uganda (volume of expenses and number of visits to the BMO), 2014 was a peak year. Program intensity gradually decreased in 2015 and reached a low level in 2016. In some other countries (Ghana, Pakistan), the contacts between DECP and EKN have not been frequent as well. The situation for Pakistan is that the duty stations of the EKN (Islamabad) and the DECP partner (Karachi) are at large distance, which makes it difficult to combine both locations during one visit. In countries where there is no Dutch Embassies present, DECP does not have working relations with the Embassies responsible for that country.

4.3 Working relations with partners

In conducting the activities, the main partners of DECP are:

- ITC-ILO
- Dutch trade union programs (FNV Mondiaal and CNV Internationaal)
- Other employers' organizations with international support programs (NHO, DI)

Below we briefly elaborate on these working relations

- ITC-ILO: DECP has a close working relation with the International Training Centre of the ILO (ITC-ILO). ITC-ILO can be considered an implementing partner of DECP. Initially (since 2011) ITC-ILO was involved in conducting workshops and training on Women Entrepreneurship for BMOs in the target countries. Since 2014 DECP has technically and financially supported the development of the training-of-trainers course on 'Women Economic Empowerment through BMOs'. This training course was conducted in 2015 and 2016. These have been successful events where DECP-partners have participated (funded by DECP) and other participants were also enrolled (funded by other organizations).
- Dutch labour unions: DECP has recently intensified its working relations with the two Dutch labour unions that partly have international support programs in the same countries as DECP. These countries are (currently): Peru, Burundi, Kenya, Rwanda, Tanzania, Uganda, Ghana, Indonesia and Moldova. Especially in those countries where DECP focuses on supporting the social dialogue, the cooperation with the Dutch labour unions has proven to be fruitful. It enhances the impact of the efforts on both sides.
- Other employers' organizations with international support programs: DECP frequently encounters the Norwegian and Danish employers' organizations during the cooperation with the BMOs. In some cases DECP finds an implementing partner in these employers' organizations, and often DECP and the other employers' organizations coordinate their activities in order to prevent duplication and to complement each other. This enhances the effectiveness of the interventions.

In the target countries, DECP generally succeeds in enhancing the working relations with the stakeholders of their counterpart organizations. In this context, figure 5 presents the perceptions of the BMOs.

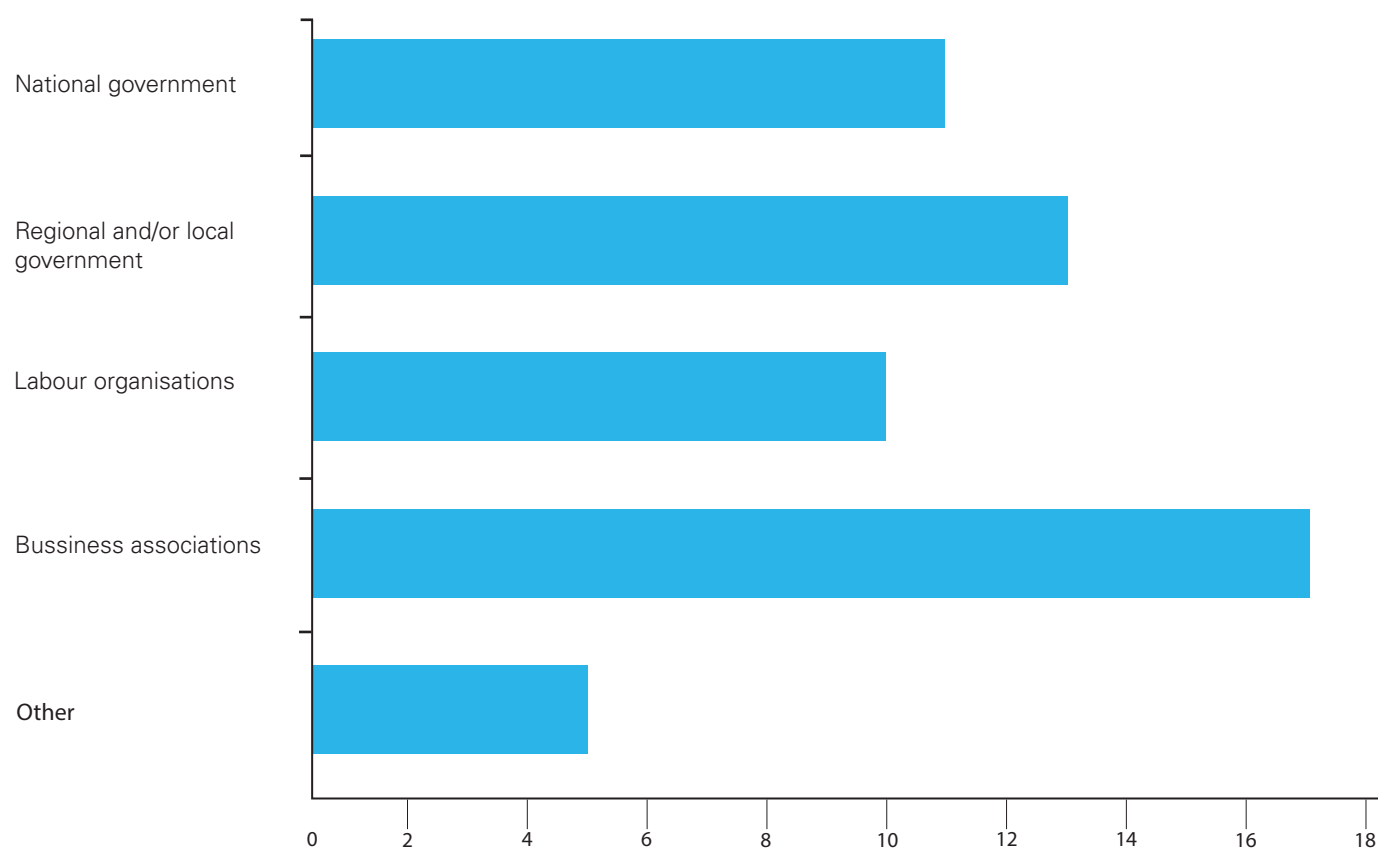


Figure 5. “The collaboration with which stakeholders has been improved through DECP activities?” Source: Berenschot survey 2017.

4.4 Use of previous evaluations

In chapter 2, we summarized the main outcomes and recommendations of the previous external evaluations of DECP. In the below table we indicate to what extent the recommendations and identified weaknesses have been addressed by DECP during the current evaluation period (2013 – 2016)

RECOMMENDATION	SITUATION BY 2016
1. Stronger focus on a limited number of countries and partners in order to create a better perspective for impact.	Implemented. DECP now focuses on 18 countries (as compared to 30 in the beginning).
2. Use of a comprehensive and longer-term programmatic planning of activities instead of specific and incidental projects with its partners.	Partially implemented. DECP developed a business plan 2014 – 2017 (and 2018 – 2021) to guide its operations on headlines. During the implementation period of the business plan projects are often demand-driven, specific, flexible and short-term.
3. On most projects there is no detailed intervention logic that would logically justify why a certain input, or output is leading to an outcome. Goals are not specific, and the plans made are not detailed, and do not change over the years even though reality is changing.	Partially improved. Plans and planning have improved, are more detailed and change over the years. However still no clear intervention logic presented in project plans. At BMO level, annual plans of DECP are strongly activity focussed.
4. The monitoring of the country programs is weak; there is very little information collected and reported on outcome level, the spider web model is used too infrequent to be of use for insights and overview.	Partially improved. Monitoring at country level can still be considered weak (limited outcome information). Spider webs are used more frequently and often completed by BMO together with country manager.
5. Better, coherent and in-depth planning as a rationale and basis for expenditure;	Partially implemented. See 2.
6. Better monitoring of results.	Partially implemented. See 4.
7. Innovation – DECP might consider to expand its products, tools and advisory pool in order to continue being relevant for BMOs, or alternatively define an exit moment.	Partially implemented. Some new products were introduced: board retreats, regional exchange. Lists of selection criteria developed to select relevant countries and partner. Graduation (exit) policy mentioned in business plan 2014-2017, but not implemented.

Table 6. Overview of recommendations and weaknesses to be improved, provided by previous evaluations.

The recommendations of previous evaluations have partially been implemented and identified weaknesses have partially been addressed. Especially the recommendations concerning the planning are difficult to implement to the full extend. DECP wants to be responsive to the needs of its partners, so a very rigid long-term planning does not match with the nature and approach of DECP. Partners of DECP particularly appreciate the flexibility and responsiveness of the program, especially because they operate in a political environment where it is often necessary to react promptly to certain opportunities or situations.

Effectiveness

Chapter 5

DECP offers tailor-made support to BMOs in a flexible way.

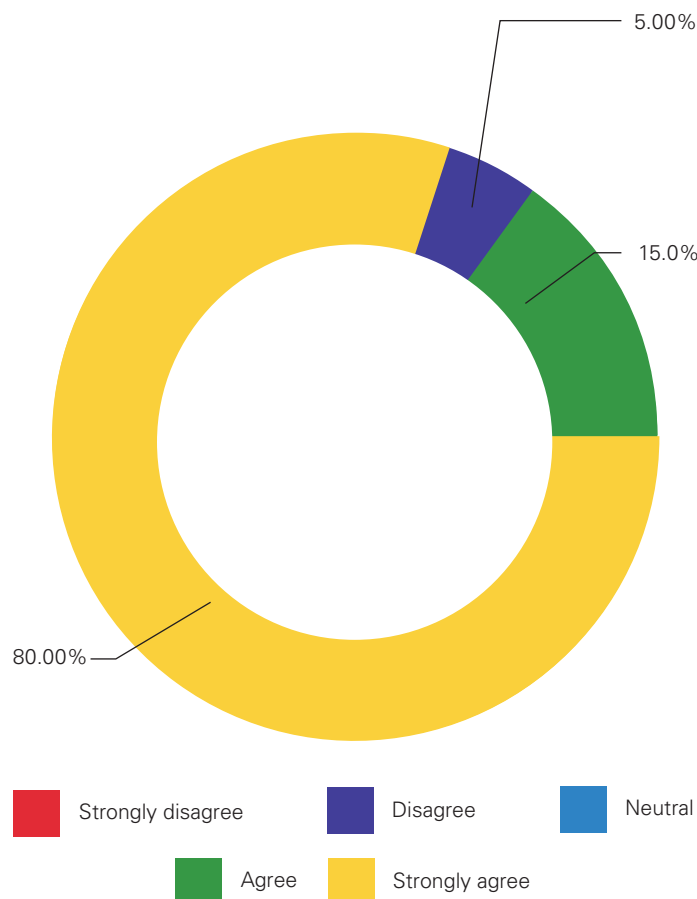


Figure 6. To what extent do you agree with the statement "I can express the needs for our organization"? Source: Berenschot survey 2017.

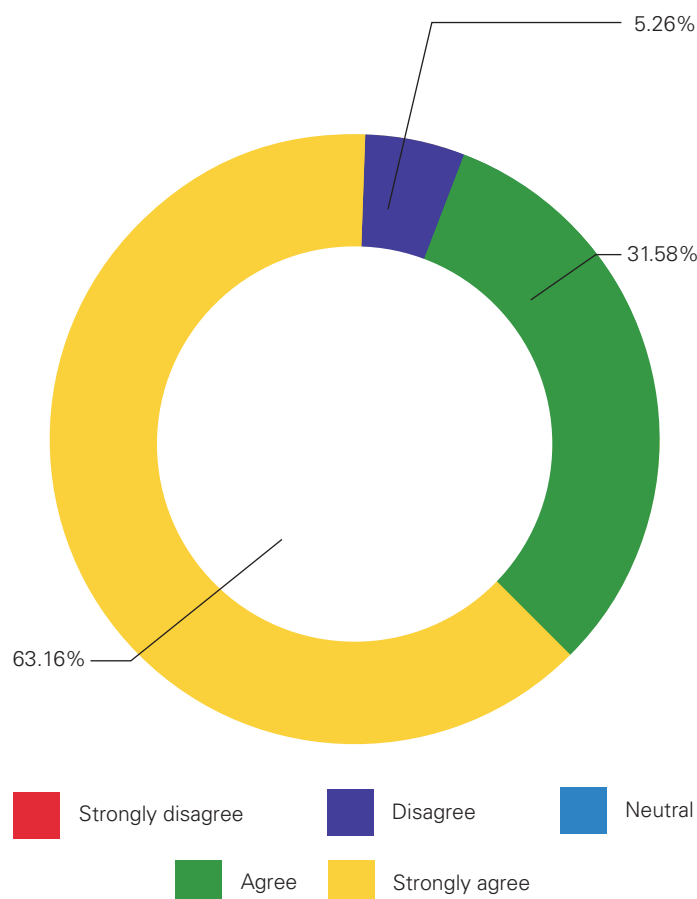


Figure 7. To what extent do you agree with the statement "DECP activities fit our needs"? Source: Berenschot

5.1 Addressing priorities

Problem analysis with the BMOs is done by the DECP Country Managers in an informal way during country visits. Normally, the Country managers realize three to four contact moments (visits, skype calls) per BMO, per year.

The BMOs may present very practical problems or more strategic problems. Practical problems may be related for example to computer problems, office space, etc. More strategic issues may be related, for example, to (1) representativeness, (2) revenues and (3) capacity to influence policies.

Representativeness is important for BMOs. By representing many members, the BMOs justify their existence. Furthermore, members are an important source of revenues for the BMOs. On the practical side of it, BMOs regularly have to deal with members not paying their annual fees. Almost 80% of the BMOs assess the advice and training of DECP on improving representativeness as positive or very positive (source: Berenschot survey 2017).

Revenues of BMOs are generated from membership fees, services to members and projects/programs implemented with donor support. Approximately 66% of the BMOs assess the advice and training of DECP on increasing revenues as positive or very positive (source: Berenschot survey 2017). The effects of DECP training and advice aiming at improving service delivery by BMOs, are evaluated positively by all BMOs (ranging from 'reasonable useful' to 'without it I couldn't have done it').

Policy influence, for example by lobbying or contributing to 'social dialogue', may be focused on issues such as minimum wages, social security, gaps in the labour law, etc. The effects of DECP training and advice aiming at improving service delivery by BMOs, are evaluated positively by all BMOs, ranging from 'reasonable useful' to 'without it I couldn't have done it'. The effects of DECP training and advice aiming at improving lobby by BMOs, are evaluated positively by 85% of the BMOs (ranging from 'reasonable useful' to 'without it I couldn't have done it'). Almost 75% of the BMOs assess the advice and training of DECP on performing the social dialogue as positive or very positive (source: Berenschot survey 2017).

Other themes covered by the advice and training of DECP are for example 'improving communication' (positively evaluated by 95% of the BMOs), 'improving strategy' (positively evaluated by 85% of the BMOs), and 'organizational structure' (positively evaluated by almost 75% of the BMOs).

BMOs confirm that the priorities and needs of the BMOs, to be addressed by DECP, are defined in an interactive way by the DECP country manager with the management of the BMO (see figure 6). This results in a situation in which almost all BMOs express that the DECP activities fit the needs of the BMOs (see figure 7).

The DECP program leaves much room for manoeuvre for the DECP country managers and advisors to decide on ad-hoc basis on providing support. The flexibility of DECP is highly appreciated by the BMOs. DECP country managers do provide support to BMOs in preparing annual plans and more strategic business plans. But unlike most other donor agencies, DECP does often not request the BMO to develop an annual plan for DECP support. The annual plans prepared by the DECP country managers are mostly basic activity budgets. DECP uses its Business Plan 2014-2017 to check the planned activities against the general objectives and characteristics of the DECP program before it incorporates it in the DECP Annual Plan and Budget.

The flexible and tailor-made approach of DECP has a downside: DECP does not follow an uniform approach with clearly defined stages in organizational development. There are no explicit organizational targets and no exit criteria defined, which complicates planning and monitoring.

5.2 Transfer of knowledge and skills

DECP offers tailor-made support to BMOs in a flexible way, providing (1) advisory missions, (2) training events, workshops, board retreats, (3) conferences, (4) project finance. We refer to these activities as projects or project activities.

Advisory missions are part of the unique positioning of DECP. During the advisory missions, the DECP country managers visit 'their' BMOs and discuss 'pending issues' or more strategic subjects. The country managers are very experienced and aware of most recent developments and current issues in the BMO. The informal and tailor-made professional exchanges during the advisory missions are highly appreciated by the BMOs. The DECP country manager might for example provide support in comparing revenues from memberships and services with minimum costs for operation of the organization, or provide assistance in preparing a payment plan for BMO members causing delays in payment of membership fees. Normally, the DECP country managers realize two to four visits per BMO per year. However, we have also registered some BMOs that have received more visits. About 90% of the BMOs assess the quality of the content-expertise of DECP staff as good or very good (source: Berenschot survey 2017).

DECP frequently offers training at the International Training Centre of ILO in Turin to BMO staff members. The themes of the training events may vary from generic (for example 'Effective BMO') to specific (for example 'Women empowerment through BMOs'). Workshops are mostly organized locally and are focused on more operational issues such as generating revenues by BMOs. Board retreats are facilitated by DECP, mostly in a neighbouring resort, to review and decide upon more strategic issues or to develop multi-annual (business) plans. The content of the training events and workshops is well adjusted to the needs of the BMOs and the relevance of the training events and workshops for the BMOs is high (see figure 8). About 85% of the BMOs assess the quality of the training events and workshops of DECP staff as good or very good (source: Berenschot survey 2017).

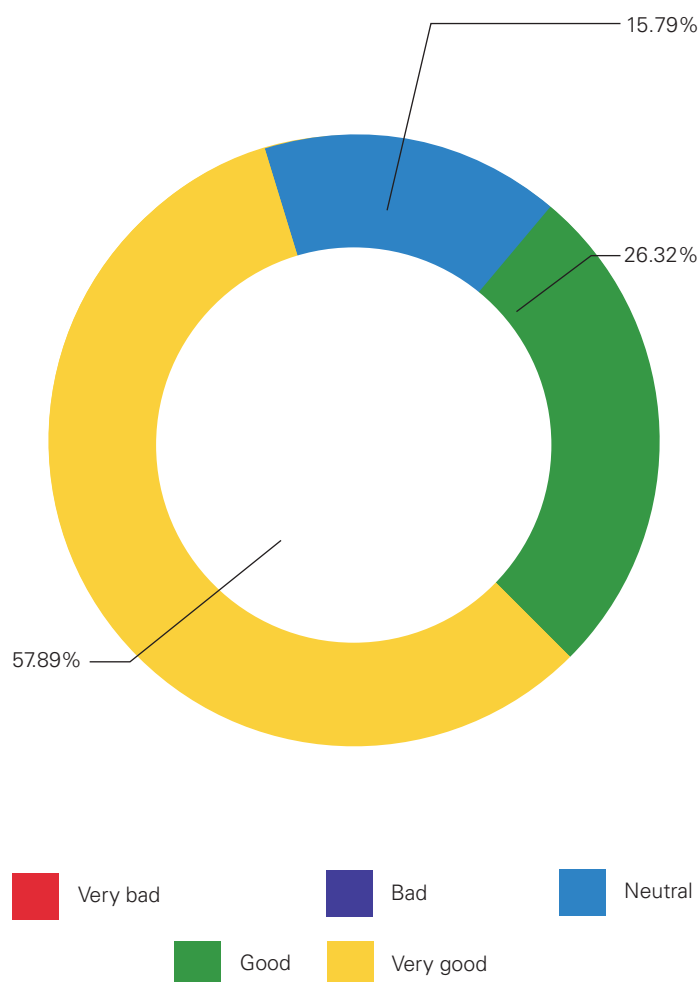


Figure 8. What is your assessment of the relevance of training events and workshops delivered by DECP-staff and consultants? Source: Berenschot survey 2017.

The effects of training may be reduced by trained staff leaving the BMO. Staff turnover in particular affects smaller BMOs like some of the BMOs in Africa. The issue was raised for example by the BMO in Uganda where staff members resigned by frustration of delayed salary payments.

Conferences are mainly organized by the BMOs themselves, with some financial support of DECP and participation of the DECP country manager. The themes of the conferences often quite broad, for example 'Industrial Relations'. BMOs use conferences often to enhance their visibility towards actual and potential members.

Regarding transfer of knowledge and skills by DECP, the BMOs provided comments such as:

- Nicaragua: "We haven't got training sessions, but the support of DECP was very relevant in the communications field: it helped us to create our monthly digital bulletin, among other things. The advices and suggestions given by DECP Country Manager were very useful, many of his suggestions were implemented."
- Albania: "We were not in the National Labour Council before DECP started with us in 2010. Now we are the main social partner from business/employers' side. We proposed for the creation of local consultative tripartite councils and it is now in the Labour Code. We are working now to implement this Article of the Code. This qualitative level of our organization is due to DECP assistance."
- Cambodia: "Two of staff and management attended training in Turin, recently. (...). The impact of application is yet to be observed. (...). A few of insights (...) 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."
- 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."

Project finance by DECP is generally limited to small-scale and specific financial contributions, for example for setting up websites, hiring interns, or carrying out surveys. We did however also register a relatively large amount of USD 30,000 as a DECP contribution to the construction of the office of a BMO. This has been an exceptional case. We did not come across a second example of such nature.

Below a summary of thematic focus of the project activities per year⁷:

- In 2013, DECP implemented 100 project activities in 22 countries. In terms of themes, the focus was on strategy, social dialogue and organizational structure. In addition, the themes of representativeness, lobby, services for members, communication and revenues have been covered.
- In 2014, DECP implemented over 101 project activities in 17 countries. In terms of themes, the focus was on revenues, services for members, communication and lobby. In addition, the themes of representativeness, strategy, organizational structure and social dialogue have been covered.
- In 2015, DECP implemented 88 project activities in 17 countries. In terms of themes, the focus was on services for members, communication, lobby and revenues. In addition, the themes of representativeness, strategy, organizational structure and social dialogue have been covered.
- In 2016, DECP implemented 75 project activities in 17 countries. In terms of themes, the focus was on representativeness, services for members and lobby. In addition, the themes of communication, revenues, strategy, organizational structure and social dialogue have been covered.
- In the period 2013-16, the themes that received most attention by DECP were (1) services for members, (2) lobby and (3) communication, followed by (4) revenues, (5) social dialogue, (6) representativeness, (7) organizational structure, and finally (8) strategy.

The themes are thus predominantly focused on the internal functioning of the BMOs. The orientation on these themes carries the risk of BMOs becoming inward looking rather than focusing on social and economic impact.

5.3 Incorporation of gender

DECP country managers and advisors indicate that they do not actively promote gender mainstreaming. As an explanation for this, DECP country managers and advisors refer to the demand-driven nature of the DECP program and to the fact that they first want to build a strong and trusted partnership before introducing more sensitive issues as gender equality and/or CSR.

The Norwegian colleague of DECP, the Confederation of Norwegian Enterprise (NHO), seems to be quite active in gender related development. NHO initiated the Female Future program to stimulate the recruitment of more women in senior executive (boardroom) positions. In Uganda for example, the Female Future program is being implemented since 2011 by the DECP counterpart, the Federation of Uganda Employers (FUE), with support of NHO. Participants (or the organizations they work for) pay US\$ 3,000 as contribution for the 9 month training and coaching program consisting of 15 contact days and working group assignments in between the contact moments. Female participants claim that they became much more self-confident and better skilled for senior executive functions. The formula seems to be effective, given the reported percentages of women having made a career step after having participated in the program. DECP is not directly involved in the Female Future program.

However, on a more modest scale, DECP collaborates with the US Centre for International Private Enterprise (CIPE) to enable the International Training Centre of the ILO (ITC-ILO) providing training to female staff members of BMOs, following the training-of-trainers formula with a distance learning component and 5 joining contact days. So far, two training sessions took place at ITC-ILO in Turin: in November 2015 (20 participants) and in November 2016 (22 participants). Main objective of the training is to strengthen BMOs to reach out and better represent the needs of female entrepreneurs. The training includes themes such as 'effective BMO management' and 'advocacy for women economic empowerment'. An officer of DECP maintains regular contacts by phone and email with the participants to discuss follow-up. The set-up of the training maximizes the chances for effective follow-up: participants committed themselves to organize local training workshops for BMO staff and members and thus disseminate the training they benefitted from. In this context, each participant was encouraged to develop a training plan. On the basis of the November 2015 training for 20 participants, an additional outreach of approximately 600 local participants was reported.

⁷ Number of countries mentioned is excluding countries where only fact finding missions have been conducted or where only regional project activities have been organized. Source: DECP e-portal.

In Vietnam, the situation is exceptional. The main counterpart of DECP is the Vietnam Women Entrepreneurs Council (VWEC) of the Vietnam Chamber of Commerce and Industry. VWEC focusses on female-led companies and on industries where many women are employed, such as the garment industry. In Vietnam, the DECP project activities are therefore by definition gender positive.

5.4 Notion of CSR

Most DECP country managers and advisors stated that they do not actively promote the concept of CSR. The explanation given by the DECP country managers and advisors is the fact that DECP is demand driven and that DECP does not like to be the typical donor that imposes unsought ideas on its partner. DECP feels that this might harm the mutual trust and appreciation in the relationship. Moreover, the sub-themes of CSR (e.g. disadvantaged groups, minorities, environmental issues) are often politically sensitive and DECP generally want to stay out of the political arena.

The exception to the rule is Bolivia, where the DECP support is specifically focused on the introduction of a CSR and Social Dialogue scheme for companies. With the help of DECP Bolivian regional employers' federations jointly set up a Centre for CSR with the aim to promote and support corporate social responsibility among the private sector. The 'Observatorio de Responsabilidad Social' (RSE) organizes symposia, brings the CSR activities of the Bolivian business community to the attention of the general public and advises individual companies on the implementation of CSR.

Depending on the interpretation of CSR, the efforts of DECP to promote social dialogue, on issues such as minimum wage and occupational safety and health (OSH), could be considered as CSR. Furthermore, DECP has facilitated training by ITC-ILO on Occupational Safety and Health (OSH) and facilitated workshops by BMOs on OSH. Depending on the interpretation of CSR, the efforts of DECP on promoting OSH among the members of the BMOs could also be considered as CSR.

5.5 M&E

Monitoring and evaluation in DECP is mainly done on the basis of mission reports, training reports, etc.. The reports are descriptive and semi-structured: there are no prescribed formats. A central e-portal, referred to as 'Synergy', makes the reports accessible for all DECP staff. The e-portal contains also basic quantitative overviews at input and output level.

DECP has developed a tool to monitor organizational strengthening of BMOs as a result of the project activities of DECP. The tool is composed of 57 questions clustered around 8 categories:

1. Representativeness/membership,
2. Strategic orientation,
3. Lobbying,
4. Services to members,
5. Communication,
6. Involvement in social dialogue,
7. Revenues of the organization,
8. Organizational structure and governance.

The tool is supposed to be used as an instrument for yearly self-assessment by the BMOs. The outcomes of the self-assessment can be presented in a 'spider web diagram', in order to show annual progress on one or more of the categories. The DECP country managers are supposed to review the spider web diagram with the BMOs and use it as a basis for planning of further support by DECP.

In reality, the tool is of limited use by lack of distinctiveness. The BMOs rate themselves generally high on all categories allowing hardly any improvement in later stage.

Impact

Chapter 6

Most supported BMOs consider themselves grown stronger and better capable to perform social dialogue.

6.1 Theory of Change

In addition to the review of the result chain of DECP (inputs – outputs – outcomes – impact), we suggest to pay attention, for evaluation purposes, to the theory of change as well. The theory of change is the policy framework which explains under which conditions the result chain is likely to be achieved. The theory of change that we suggest is composed of assumptions and risks. If the assumptions are correct, there is enhanced likelihood that inputs result into outputs, that outputs result into outcomes, and that outcomes result into impact. In other words: a robust and validated theory of change, increases the confidence that outputs contribute ultimately to impact. The proposed result chain with theory of change for DECP, is presented in figure 9 below.

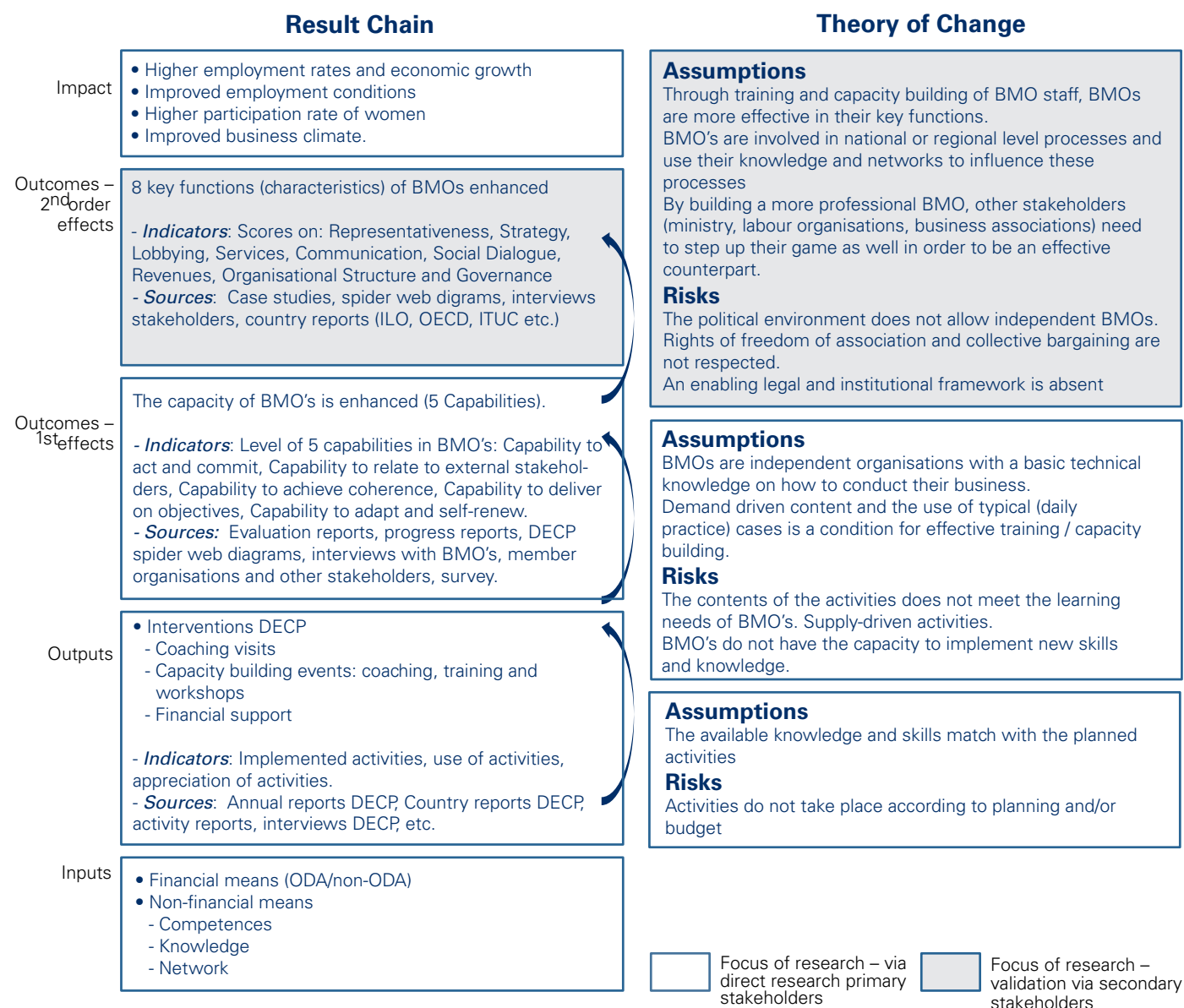


Figure 9. Proposed result chain and theory of change for DECP

On the basis of the Berenschot survey, we learned that:

- All BMOs agree or strongly agree with the statement that, through training and capacity building, the BMO staff is more capable to understand strategic positions, interests of other stakeholders (labour organizations, ministry), policy-making and decision making processes.
- About 90% of the BMOs confirm (agree or strongly agree with the statement) their involvement in social dialogue and assess that, due to their knowledge, they influence related processes.
- About 85% of the BMOs agree or strongly agree with the statement that other stakeholders (ministry, labour organizations, and business associations) need to step up their game in order to be an effective counterpart for the strengthened BMO.
- About 90% of the BMOs agree or strongly agree with the statement that demand driven content and the use of typical (daily practice) cases is a condition for effective training.
- About 60% of the BMOs agree or strongly agree with the statement that the available knowledge and skills within the BMO organization match the planned activities of the BMO.

The survey thus provides arguments that the assumptions in the theory of change might be confirmed.

On the basis of the Berenschot survey, we learned also that:

- About 65% of the BMOs agree or strongly agree with the statement that the political environment in their countries allows an effective social dialogue.
- About 75% of the BMOs agree or strongly agree with the statement that there is respect for the fundamental rights of freedom of association and collective bargaining in their countries.

- About 75% of the BMOs agree or strongly agree with the statement that an enabling legal and institutional framework is present.
- About 85% of the BMOs agree or strongly agree with the statement that the BMO organization has access to relevant information to participate in social dialogue.
- About 80% of the BMOs agree or strongly agree with the statement that the activities the BMO organization deploys, take place according to planning and/or budget.

The survey thus provides arguments that the risks in the theory of change are limited in terms of probability of occurrence.

Without aiming at exaggerating the significance and value of the survey (there is for example a real risk that socially acceptable answers have been provided), the survey actually does confirm the assumptions and downscales the risks in the theory of change. This increases the confidence that DECP outputs indeed contribute to impact. In others words: it is likely that trained and coached employers' organizations become stronger, and that strong employers' organization can contribute to a sound business and investment climate by influencing governmental policy.

Case studies support this way of thinking. For example, the Uganda case shows that FUE is currently chairing the Skilling Uganda Reform Taskforce thus contributing to improvement in matching offer and demand on the labour market and – more general – improvement of the business climate. FUE claims that, without support of DECP, it would not have been in a position to play this dominant role in the taskforce. Also in the case of Vietnam, improvement of skills has led to improved performance towards members, as experienced by the members themselves. It is likely that improving capabilities also have, on the longer run, a similar impact on the ability to influence governmental policies.

6.2 Strengthening of BMOs

Most supported BMOs do consider themselves grown stronger as a result of DECP activities during 2013 – 2016. About 80% to 85% of the BMOs (strongly) agrees with the statements that, as a result of DECP cooperation, progress has been made on the ability to:

- Lobby effectively,
- Undertake advocacy activities,
- Deliver services to members,
- Develop new products and services for members,
- Exchange information within the organization.

About 75% of the BMOs (strongly) agrees with the statements that, as a result of DECP cooperation, progress has been made on the quality of relations with partners.

About 80% of the BMOs express that they are more capable to perform social dialogue as a result of DECP activities. That is a high score, given the fact that not all BMOs have received support on social dialogue (actually, all BMOs having received support on social dialogue express that they are more capable to perform social dialogue), see figure 10.

Peru is one of the countries where DECP has been focussing on improving social dialogue. So far limited support has been provided on issues like lobby, advocacy and member services. The primary question of SNI was support on social dialogue. On this specific issue, SNI is gaining more position, as is indicated by several interviewees inside and outside SNI. SNI expects this to lead to an increase in members and therefore a higher income for SNI. The main goal is to improve dialogue in Peru. It is expected that improved dialogue leads to agreements on several topics, e.g. technical education, wages, health, labour laws etc. and reduces strikes and arbitrages when negotiating working conditions. At the moment, negotiations usually end that way. Due to the short period DECP is active in Peru no real impact was measurable. The case of Peru shows that several factors foster social dialogue. Employees and employers need to understand and feel the necessity and both parties need to be capable to take steps. DECP can play a strong and supporting role, but cannot ‘implement’ social dialogue.

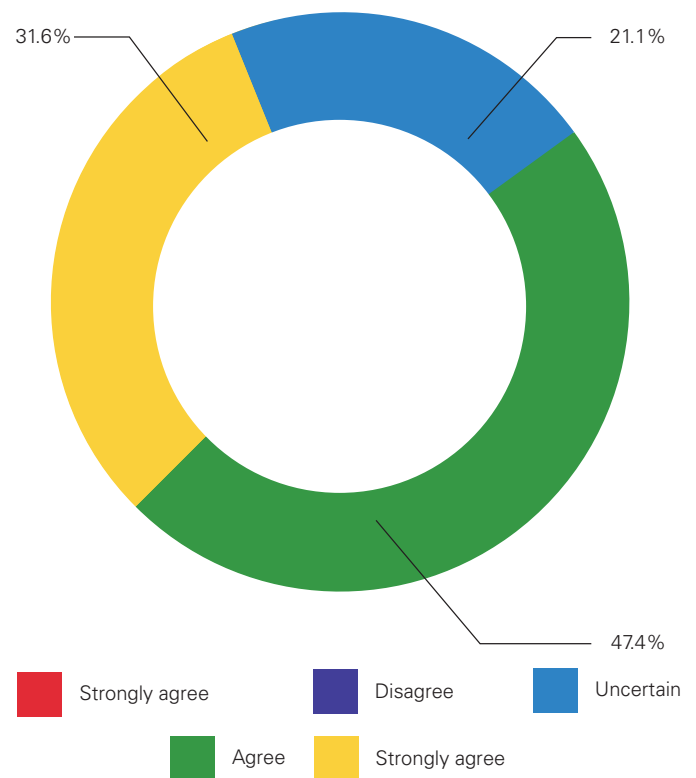


Figure 10. To what extent do you agree with the statement “As a result of DECP-activities our staff is more capable to perform social dialogue”? Source: Berenschot survey 2017.

6.3 Impact on members of BMOs

Slightly less than 70% of the BMOs (strongly) agrees with the statements that, as a result of DECP cooperation, progress has been made on membership satisfaction.

Although DECP focuses on improving BMOs, there are examples where DECP had an impact or effect on member organizations. Member organizations are usually part of the Board of supported BMOs. In several cases there are direct connections between DECP and individual members of BMOs.

In Vietnam for example, we interviewed member companies indicating that their knowledge and skills of management have been enhanced as a result of DECP training to the BMO. This has resulted in improvement of working conditions in the companies that we visited. One company gave the example of the installation of a ventilation system in the factory as a result of their dialogue with the workers (based on the OSH training). Another company was able to negotiate a deal with their workers (on conditions of leave), which has prevented a strike, according to the interviewee. Another improvement mentioned was the introduction of a suggestion box where workers can (anonymously if they like) submit ideas on how to improve conditions for them or submit general suggestions.

We recorded similar experiences of member companies in Uganda and Peru.

Efficiency

Chapter 7

The overhead is relatively high, however DECP offers value for money.

7.1 Input, throughput, output

Input

DECP is a program of around € 1.5 M per year. During the evaluation period the permanent staff of DECP consisted of:

- Director 1.0 FTE
- Deputy director 0.8 FTE
- Office manager 0.9 FTE

Besides the permanent staff, DECP also deploys 7 independent advisors as country managers/special advisors at a fee rate of € 500 per day. With the exception of the office manager, the permanent staff and the independent DECP advisors are all senior men ('eminence grise') with a lot of experience and expertise in the field of BMO management.

Throughput

DECP does not use a programmatic approach. This makes the planning, implementation and reporting processes relatively inefficient, because there is no systematic framework to relate to or fall back on. Another inefficiency in the throughput can be found in the fact that the program is relatively fragmented (18 countries). Inevitably, the fragmentation leads to more internal communication and coordination activities.

Outputs

The quality of the outputs (training, advice, financial support), as well as the flexibility and commitment of the advisors (and the program as a whole) are highly appreciated by the partner organizations in the target countries. This was illustrated in chapter 5 of this report.

7.2 Comparison on overhead

The overhead cost of an organization in relation to the size of the organization is a measure for organizational efficiency.

Berenschot conducts overhead benchmark research since 2001. We use a standardized approach to measure overhead in organizations. Over the years more than 1.500 organizations took part in the overhead benchmarks; among them also a number of NGOs involved in development cooperation.

The following function are included in our definition of overhead: management, management support, HR, finance and control, IT, facility management, PR and communication, quality control, legal affairs. All costs involved with these functions are considered overhead costs of the organization.

Based on the Annual Financial Reports 2013 - 2016 and a discussion with the DECP management, we have made a calculation of the overhead costs of DECP in comparison to its total budget. The results are listed below.

	2013	2014	2015	2016
DECP Total Budget	€1.677.731	€1.532.807	1.464.013	1.440.578
Overhead costs	€ 388.452	€ 353.074	€375.334	€ 364.638
Percentage overhead	23%	23%	26%	25%

Table 7. Overhead costs DECP

On average the overhead is around 24% of total budget. There is a slight fluctuation over the years. The fluctuations are caused by variations in the total annual budget and by variations in the overhead costs.

The overhead costs of seven small NGOs in development cooperation (varying in size between 3 FTE and 27 FTE) in our database ranges between 10% and 15% of the total annual budget. This is lower than DECP. Several explanations can be given:

- The permanent staff of headquarter are all senior staff with long tenures and therefore have relatively high wages as compared to NGO staff in general.
- Total budget decreased from € 1.63 M in 2012 to € 1.46 M in 2015. It is generally hard to adjust the overhead costs proportionally with the decrease in total budget.
- DECP is a relatively small program, which can thus not benefit from economies of scale in overhead.

Conclusions and recommendations

Chapter 8

DECP has been successful in strengthening BMOs. It is likely that the stronger BMOs contribute to improve the business climate. Recommendations include more alignment with VMP and PUM, and more geographical focus.

8.1 Conclusions

The overall conclusion is that DECP has been successful in strengthening BMOs in terms of internal organisation and ability to influence policies by lobbying and contributing to social dialogue. It is likely that the stronger BMOs contribute to higher-level goals such as improved business climate. DECP is different as compared to many other donor programs in the sense that DECP provides personal, tailor-made support in a very flexible way.

This is highly appreciated by the partners of DECP. The program lacks an operational exit strategy. In terms of efficiency, some improvements are possible.

Below we present our conclusions in the form of answers to the evaluation questions that were formulated in the ToR for this evaluation. For each evaluation question we present the facts and our assessment based on the facts.

Evaluation question (1): How do the achievements of DECP compare to those of similar advisors or organizations in an international context?⁸

Facts: Outputs of DECP are of high quality and highly appreciated by the DECP partners. DECP is a relatively small program (€ 1.5M per year, 2,7 FTE permanent staff). Informal planning processes and fragmented program activities inevitably lead to relatively high coordination costs. Overhead cost of DECP are around 24% and higher than those of other small development cooperation NGOs.

Assessment: DECP delivers value for money. It is not a highly efficient program, but it provides high quality outputs. Overhead costs can be reduced.

Evaluation question (2): How successful has DECP been in the selection of the right BMOs in order to accomplish its goals?

Facts: DECP uses explicit criteria to assess the potential of a future partnership with a BMO. During fact-finding missions, these criteria are assessed. Approximately 75% of the respondents agree that social-economic and political conditions in their country meet minimal standards, hence interventions of DECP could find fertile soil in those countries. In terms of country selection we notice an overlap with the VMP of around 50%. In the course of time DECP realised a reduction in terms of number of countries where the organization is active (30 in 2009, 23 in 2013 and 18 in 2016).

Assessment: Overall, DECP has been successful in the selection of the right BMOs in order to accomplish its goals (i.e. for the period 2014 – 2017: to enhance the capacity of BMOs).

When it comes to accomplishing goals related to social dialogue, selection of countries where FNV Mondiaal or CNV Internationaal support the employees' organizations (in the context of the VMP) would be self-evident. The presence of these organizations is not a criterion for DECP in the selection of countries and BMOs.

Operations in 17 countries (if fact-finding missions are not taken into account), in 4 regions worldwide, is very ambitious for a small program as DECP.

At regional level, DECP has actively supported the establishment of the East African Employers' Organization (EAEO) in 2010. The regional approach by DECP in East Africa is much appreciated by the BMOs. Regional training sessions facilitated by DECP add the element of exchange among BMOs to the knowledge transfer.

Evaluation questions (3): How are the working relations between DECP and the Ministry of Foreign Affairs and how does this affect program outcomes? Does DECP contribute to the policy objectives of Dutch development cooperation policy?

Facts: The working relations between DECP and the Ministry of Foreign Affairs have not always been optimal in 2013 and 2014. Since 2015 the working relations are constructive, despite the obvious differences between the two organizational in terms of 'business cultures'. There are no facts substantiating the feeling that the good working relations affect positively the program outcomes.

The development cooperation policy of the Dutch Ministry of Foreign Affairs entails, among other things, a strong focus on private sector development. Private sector development is focused on five conditions of which 'reliable institutions and actors' is one. DECP is an instrument to improve the reliability of institutions.

Assessment: There has been a somewhat disturbed relation between DECP and the Ministry of Foreign Affairs for a short while in 2013/2014. Since 2015 DECP maintains constructive working relations with the Ministry. It is felt (on both sides) that the improved working relations affect the program outcomes positively.

⁸ This question was presented in the ToR under the heading of 'efficiency'.

DECP contributes to the PSD related objective of Dutch development cooperation policy. Strong employers' organization can potentially contribute to the creation of a healthy business and investment climate by supporting their members and by influencing governmental economic policy. A strong and resilient private sector induces employment growth and sustainable poverty reduction.

Evaluation question (4): How are the working relations between DECP and the Dutch embassies in target countries and how does this affect program outcomes? Does DECP contribute to the country policies and objectives of the Dutch bilateral aid in the target countries?

Facts: In most countries with a Dutch Embassy, DECP visits the Embassies regularly in order to exchange information and explore alignment. In a few countries, contracts with Embassies have not been frequent (Uganda, Ghana, Pakistan). In countries where no Dutch Embassy is present, DECP does not visit the representing Embassy. There are no facts substantiating the feeling that the exchange visits affect positively the program outcomes.

DECP contributes the Dutch private sector development policy in general, but there is no mechanism to ensure that DECP activities fit in specific country policies and specific objectives of the Dutch bilateral aid in the target countries.

Assessment: In most countries, DECP maintains working relations with the Embassies aiming at 'keeping each other informed'. It is felt that the working relations affect positively the program outcomes. In a few countries, the working relations are inexistent or superficial.

DECP contributes to the PSD related objective of Dutch development cooperation policy in general.

Evaluation question (5): How are the working relations between DECP and the partner organizations (e.g. ILO (ITC-ILO and ILO ACTEMP) and IOE) in target countries and how does this affect program outcomes? Does DECP contribute to the policies and objectives of global and multilateral organizations?

Facts: DECP communicates in an open and transparent way with partner organizations in target countries. DECP is focussed on complementarity. This is appreciated by the stakeholders. It enables alignment of activities and prevents duplication. These observations have been forwarded in our interviews with FNV Mondiaal, CNV Internationaal, NHO, ITC-ILO.

There are several examples indicating that the DECP and its partners share similar objectives. For example, DECP, CNV Internationaal and FNV Mondiaal are focussing on facilitating the social dialogue by strengthening the social partners. And DECP and NHO both facilitate training to stimulate female entrepreneurship.

Assessment: The working relations between DECP and the partner organizations in target countries are transparent and focussed on realising complementarity. Program outcomes are positively affected by avoiding duplication and searching for complementarity.

DECP and its partners share similar objectives.

Evaluation question (6): To what extent have the recommendations of previous evaluations been taken into account?

Facts: Out of seven main recommendations and identified weaknesses to be improved, one was fully implemented and six were partially implemented (or improved).

Assessment: The recommendations of previous evaluations have partially been implemented and identified weaknesses have partially been addressed. Especially the recommendations concerning the planning are difficult to implement to the full extent. DECP wants to be responsive to the needs of its partners, so a very rigid long-term planning does not match with the nature and approach of DECP. Partners of DECP particularly appreciate the flexibility and responsiveness of the program, especially because they operate in a political environment where it is often necessary to react promptly to certain opportunities or situations.

Evaluation question (7): How have the different issues put forward by the BMOs been addressed by DECP? Is DECP a demand-driven program?

Facts: Problem analysis with the BMOs is done by the DECP country managers in an informal way during country visits. The BMOs may present very practical problems or more strategic problems. The DECP program leaves much room for manoeuvre for the DECP country managers and advisors to decide on ad-hoc basis to provide support. DECP uses its Business Plan 2014-2017 to check the planned activities against the general objectives and characteristics of the DECP program before it incorporates it in the DECP Annual Plan and Budget. Most BMOs assess the advice and training provided by DECP to address their issues as being effective.

Assessment: The DECP is definitely a demand-driven program. The flexibility of DECP is highly appreciated by the BMOs. The flexible and tailor-made approach of DECP is both strength and weakness. On the downside: DECP does not follow a uniform approach with clearly defined stages in organizational development. There are no explicit organizational targets and no operational exit criteria defined, which complicates planning and monitoring. Graduation (exit) policy mentioned in business plan 2014-2017, but not implemented. In terms of additionality, it can be concluded that – due to the flexible and tailor-made approach – DECP clearly differs from most other donor agencies supporting the same BMOs.

Evaluation questions (8, 9): How successful has the knowledge transfer from DECP's special advisors to the BMOs been? How effective are the individual activities (coaching visits, capacity building events, financial support projects) in achieving DECP's goals? Has it enhanced the five capabilities of its partner BMOs; has it built the capacity of BMOs? Has this led to improvement of the 8 key functions of BMOs (spider web diagrams)?

Facts: It is difficult to distinguish effects of knowledge transfer by DECP special advisors from effects of knowledge transfer by DECP individual activities, reason why the evaluation questions 8 and 9 are being answered in combination. DECP offers tailor-made support to BMOs in a flexible way, by providing (1) advisory missions, (2) training events, workshops, board retreats, (3) conferences, (4) project finance. We refer to these activities as projects or project activities. The project activities are (very) positively evaluated by the BMOs and specific examples have been provided indicating that the knowledge transferred by these activities indeed contributes to stronger BMOs. In the period 2013-16, the themes that received most attention by DECP were (1) services for members, (2) lobby and (3) communication, followed by (4) revenue generation, (5) social dialogue, (6) representativeness/strengthening membership base, (7) organizational structure, and finally (8) strategic orientation. The 'spider web diagram' tool is of limited use by lack of distinctiveness. The BMOs rate themselves generally high on all categories allowing hardly any improvement in later stage.

Assessment: Indeed the project activities of DECP (advisory missions, training events, workshops, board retreats, conferences, project finance) are overall successful – in the sense that knowledge transfer is realized – and contribute to stronger BMOs. The themes of the activities related to knowledge transfer are strongly focused on the internal functioning of the BMOs. The orientation of these themes entails the risk of BMOs becoming inward looking rather than focusing on social and economic impact.

Evaluation question (10): How has DECP incorporated gender into its activities and how effective has this approach been?

Facts: DECP collaborates with the US Centre for International Private Enterprise (CIPE) to enable the International Training Centre of the ILO (ITC-ILO) providing training to female staff members of BMOs. Participants committed themselves to organize local training workshops for BMO staff and members and thus disseminate the training they benefitted from. On the basis of the November 2015 training for 20 participants, an additional outreach of approximately 600 local participants was reported. In Vietnam, the DECP project activities are by definition focused on the support to women entrepreneurs due to the selection of the BMO: the Vietnam Women Entrepreneurs Council (VWEC).

The DECP team of country managers and advisors is composed of senior male professionals (no female experts).

Assessment: DECP is not focused on gender mainstreaming, in the sense of ensuring that gender perspectives and attention to the goal of gender equality are central to all activities. However, by the training-of-trainers sessions with ITC-ILO, DECP has introduced an effective approach in reaching many female BMO staff members with relevant knowledge related to women empowerment.

Evaluation question (11): How has DECP addressed the notion of Corporate Social Responsibility (CSR) with the BMOs and what effect has this had on their policies?

Facts: Most DECP country managers and advisors claim that they do not actively promote the concept of CSR. Some consider the entire DECP program as CSR because DECP promotes social dialogue, on issues such as minimum wage, and because DECP promotes for example Occupational Safety and Health (OSH) though ITC-ILO.

Assessment: We consider CSR as the integration of corporate self-regulation, with regard to ethical standards, into business models. In this context, we consider DECP as a CSR program because at the end DECP promotes social dialogue, on issues such as minimum wage. Where compliance with current regulations is at stake, for example in the case of OSH, we do not see a specific CSR component.

Evaluation question (12): To what extent have the lobbying and advocacy abilities of the BMOs improved as a result of DECP intervention? Has this led to improved business climate, higher employment rates, economic growth, better employment conditions or more participation of women?

Facts: The focus of DECPs technical assistance is often on operations, governance and strategies of the BMO. There is less attention for broader policy perspectives such as business climate (this is not valid in all countries). About 80% to 85% of the BMOs (strongly) agree with the statements that, as a result of DECP cooperation, progress has been made on the abilities to lobby and to undertake advocacy.

There are no baseline data available to establish impact.

Assessment: DECP support has contributed to BMOs being stronger, amongst others in the field of lobbying and advocacy.

DECP has focused its activities on improving organisations that can contribute to improvement of business climate. It has never been DECP's ambition to affect directly employment rates, economic growth, employment conditions, participation of women, etc.

The Berenschot survey among BMOs does confirm the assumptions and downscales the risks in the theory of change. This increases the confidence that DECP outputs indeed contribute to impact. In others words: it is likely that trained and coached employers' organizations become stronger, and that strong employers' organization can contribute to a sound business and investment climate by influencing governmental policy.

Evaluation question (13): To what extent have the members of the BMOs benefitted from these improved abilities of the BMOs? Has this led to improved business climate, higher employment rates, economic growth, better employment conditions or more participation of women?

Facts: Slightly less than 70% of the BMOs (strongly) agrees with the statements that, as a result of DECP cooperation, progress has been made on membership satisfaction. About 80% to 85% of the BMOs (strongly) agree with the statements that, as a result of DECP cooperation, progress has been made on the abilities to lobby, undertake advocacy, deliver services to members, develop new products and services for members. In Vietnam for example, we interviewed member companies indicating that their knowledge and skills of management have been enhanced by the training courses. This has resulted in improvement of working conditions in the companies that we visited. We recorded similar experiences of member companies in Uganda and Peru.

There are no baseline data available to establish impact.

Assessment: DECP support has contributed to BMOs being stronger, amongst others in the field of service delivery to members.

The Berenschot survey among BMOs does confirm the assumptions and downscales the risks in the theory of change. This increases the confidence that DECP outputs indeed contribute to impact. In others words: it is likely that trained and coached employers' organizations become stronger, and that strong employers' organization can contribute to a sound business and investment climate by influencing governmental policy.

8.2 Recommendations

1. Maintain the informal and flexible nature of the DECP program because it is exactly this approach which distinguishes DECP from other donor agencies. While further improving the program and the monitoring system, avoid introducing tight formats and guidelines for DECP country managers and advisors.
2. Avoid adding new policy objectives to DECP and maintain the focus on PSD. If the result chain/theory of change presented in section 6.1 is workable, maintain it for a longer time as guideline without making adjustments.
3. Improve the effectiveness and efficiency of DECP by:
 - Aligning more with VMP: ensure that DECP is always active in countries covered by VMP as well (in particular for social dialogue);
 - Aligning more with Embassies: ensure that DECP country managers are always in close contact with the EKNs;
 - More geographical focus: limit the number of countries and focus on one or two regions.
 - Aligning more with PUM: members of BMOs could be clients for PUM (and vice versa); several back office functions (ICT, management support, etc.) of PUM and DECP could be shared thus contributing to reduced overhead costs.
4. Improve conditions for gender mainstreaming and other innovations by adjusting the team composition of DECP. Management theory (and practice) indicates that teams are more innovative if composed of a heterogeneous mix of persons. Homogeneous groups tend to reaffirm their own beliefs and culture, and are therefore less receptive for innovations. We advise to gradually increase the variety of DECP staff and advisors, e.g. by including younger professionals and female experts.
5. Strengthen the focus on impact by stressing the longer-term goal. The support to the BMOs should not be focused only on operations, governance and organizational strategies but should also be focused on the BMOs facilitating the social dialogue and contributing to improved business climate. Define a specific multi-annual goal for each BMO and design a road map with timeline and milestones towards realizing the goal.
6. Improve the value of the spider diagram by adding a new category (in line with the 5C-model): Management and Systems.
7. Improve the value of the spider diagram by additional questions for reflexion: (1) is there potential to further improve the performance of the BMO on the particular category? and (2) would further improvement of the performance of the BMO on the particular category contribute to improvements in social dialogue and business climate?
8. Improve planning and monitoring by introducing international certificates for employers' organizations. Preferably the certificates should be developed in collaboration with the International Organization of Employers, or ITC-ILO. Depending on the practical feasibility, certificates at various levels (+, ++, +++) might be defined. Certification could guide the 'graduation' strategy of DECP.
9. Continue and strengthen further the approach of DECP towards improving regional cooperation between BMO's. This approach has led to promising results in the Eastern African region and may have potential for other regions as well.

8.3 Suggestions for improving 'spider web tool'

DECP has developed a tool to monitor organizational strengthening of BMOs as a result of the project activities of DECP. The tool is composed of 57 questions clustered around 8 categories. The tool is supposed to be used as an instrument for yearly self-assessment by the BMOs. The outcomes of the self-assessment can be presented in a 'spider web diagram', in order to show annual progress on one or more of the categories.

In practice, the tool has limited use by lack of distinctiveness. The BMOs rate themselves generally high on all categories allowing hardly any improvement in later stage. In addition, a major category referring to 'management and systems' is lacking whereas elements of this category are sometimes important components of the DECP support.

To enhance the usability of the tool, we recommend to add two overall questions for all categories: (1) Is there potential to further improve the performance of the BMO in this particular category? and (2) Would further improvement of the performance of the BMO on this particular category contribute to improvements in social dialogue and business climate? The additional questions have been tested during the country visits in Uganda, Vietnam and Peru. We have experienced that the representatives of BMOs proposed several specific areas of improvement per category while discussing the two additional questions. In the light of the proposed improvements, the initial rating per category could be revised.

By reviewing the potential to further improve the performance of the BMO in this particular category, the use of the tool as a planning instrument (for the year to come), can be improved.

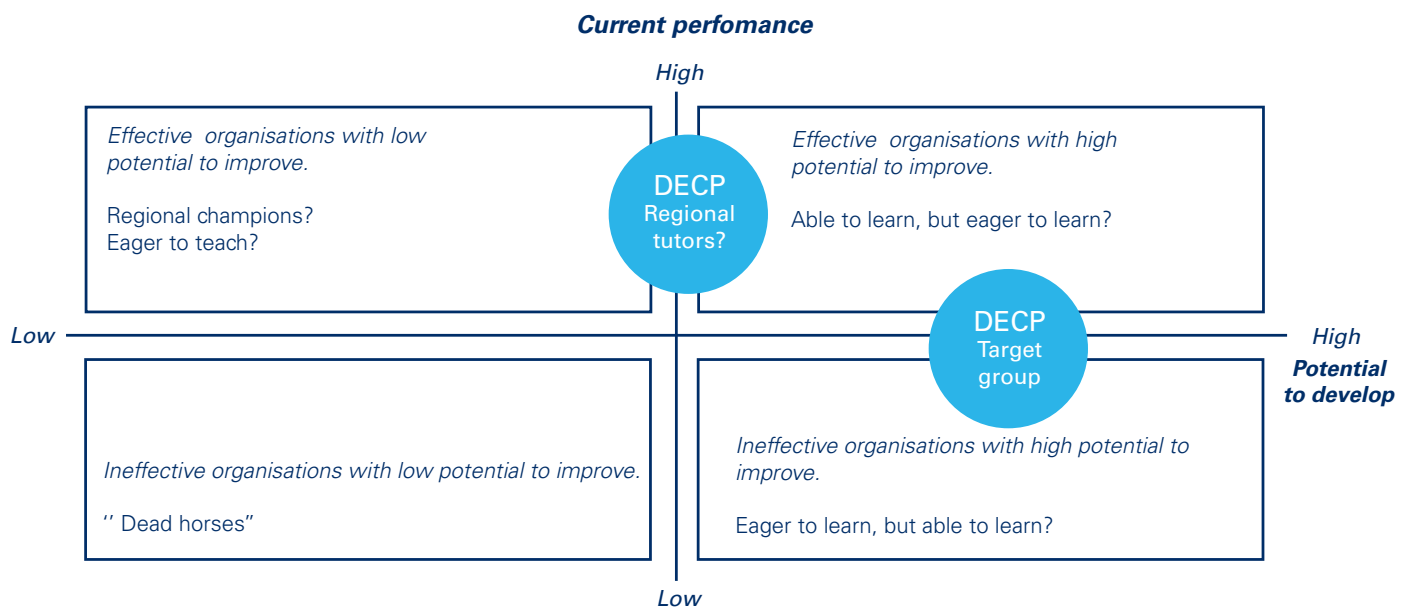


Figure 11. Matrix to position BMOs on current and potential performance

The matrix above shows various positions of BMOs. Only BMOs with a high potential to develop (positioned on the right side) earn continued support of DECP. BMOs with a high current performance and a high potential to develop have proven to be able to learn and should be asked: "Are you eager to learn more and improve further?". BMOs with a low current performance and a high potential to develop might be eager to learn and should be checked on their ability to learn and develop.

In our opinion, the assessment of current and potential performance should be done by the DECP Country Manager, jointly with a delegation of the BMO.

Furthermore, we recommend to add an addition category referring to 'management and systems' to the tool. The following questions could be added in the new category:

1. Is the staff is managed pro-actively and encouraged to do their best?
2. Are there effective systems in place regarding a) administration, b) finance, c) information management, d) monitoring, e) ICT, f) quality management, g) outreach, h) strategic planning and management?
3. Does the organization have an active knowledge management system to learn from past mistakes and successes?
4. Does the organization have a training protocol and a HR development plan which encourages and rewards learning and exchange?
5. Does the staff demonstrate the ability and discipline to learn and absorb new ideas?

6. Is change in the organization positively valued?
7. Is the integrity of the organization, its leadership and its staff openly acknowledged?
8. Is there existence and application of a set of simple principles which govern the organization's operations?
9. Is gender part of the organization's policy and practice?
10. Are all structures/systems within the organization adequately integrated?

Even if the spider web tool is further improved, we assume that its significance will remain limited to an aid in structuring the discussion with the BMOs on past results and future activities to be planned, rather than a quantitative monitoring tool measuring strengthening of the BMOs through the years.

Although the scale and the nature of DECP is not admirably suited for quantitative monitoring, issuing international certificates for employers' organizations could be useful for monitoring the volume of successful interventions.

Annexes



Annex 1: Evaluation matrix

Evaluation matrix for DECP evaluation 2017				Method				Stakeholders			
Research questions	Sub-questions	Indicators	Sources of verification	desk research	online survey	interviews	case studies	DECP staff	partners of DECP	NGOs	members of BMOs
A. Efficiency											
1	How do the achievements of DECP compare to those of similar advisors or organisations in an international context?	1.1 Which criteria for efficiency measurement are used by other organisations working on capacity strengthening of organisations in	- %age expenditure on goal - %age expenditure on fundraising - %age expenditure on overhead	- annual reports of NHO, DI, VNG International, PUM, etc. - evaluation reports of NHO, DI, VNG	X						
		1.2 What are the scores for DECP as compared to likeminded organisations when applying the same criteria for efficiency measurement?	- %age expenditure on goal - %age expenditure on fundraising - %age expenditure on overhead	- annual / progress reports DECP	X	X		X			
		1.3 When applying the methods of the Berenschot overhead benchmark for NGOs, how would DECP be ranked?	- %age of staff in overhead functions - overhead expenditure per FTE - %age of budget spent on overhead	- Berenschot overhead benchmark - management reports DECP	X	X		X			
		1.4 Are the DECP processes (operations, management, and support processes) efficient?	- no waist of time, money or materials during implementation of procedures.		X	X	X	X	X	X	
B. Relevance / added value											
2	How successful has DECP been in the selection of the right BMOs in order to accomplish its goals?	2.1 What are the criteria and procedures of DECP for selecting countries and BMOs in countries?	- List of selection criteria - Selection procedures	- program documents - annual (work) plans	X	X	X	X			
		2.2 Do these criteria and procedures increase the chance on success (relevance) of the cooperation (or do they at least reduce the risk	- Compliance with criteria and procedures versus success of cooperation / projects.	- annual / progress reports	X	X	X	X		X	
		2.3 Are any criteria or procedures missing that could enhance the relevance or added value of	- Examples of failed cooperation / projects versus selection criteria or	- annual / progress reports	X	X	X	X		X	
		2.4 Are the selected BMOs compliant with the	- %age compliance (criteria met)	- annual / progress reports	X	X	X	X			
		2.5 How are the working relations between DECP and partner BMOs? What is the added value of	- characterisation of the relation (roles) and added value	- annual / progress reports	X	X	X	X		X	X
3	How are the working relations between DECP and the MoFA/DDE and how does this affect programme outcomes?	3.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X	
		3.2 Does DECP contribute to the policy objectives of Dutch development cooperation policy?	- Dutch development cooperation policy indicators	- Policy documents	X	X					
		3.3 What are concrete examples of how the working relations contributed to stronger	- list of examples (related to 5C framework)	- annual / progress reports			X	X	X	X	
4	How are the working relations between DECP and the Dutch embassies in target countries and how does this affect programme outcomes?	4.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X	
		4.2 Does DECP contribute to the country policies and objectives of the Dutch bilateral aid to the target countries?	- Policy priorities of Netherlands' Embassies in target countries	- Policy documents	X		X	X			
		4.3 What are concrete examples of how the working relations contributed to stronger	- list of examples	- annual / progress reports			X	X	X	X	
5	How are the working relations between DECP and the partner organisations (ILO, IOE, etc.) and how does this affect programme outcomes?	5.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X	
		5.2 Does DECP contribute to the policies and objectives of global and multilateral organisations?	- Policy objectives multilateral organisations.	- Policy documents	X		X				
		5.3 What are concrete examples of how the working relations contributed to stronger	- list of examples	- annual / progress reports			X	X	X	X	
6	To what extent have the recommendations from the previous evaluation been taken into account?	6.1 Which recommendations have been formulated in the evaluation report of 2009?	- list of recommendations	- Mid term review MDF, 2009	X						
		6.2 What has been the follow-up regarding the recommendations on more focus?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X				
		6.3 What has been the follow-up regarding recommendation on programmatic approach?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X				
		6.4 Which recommendations have been formulated in the evaluation report of 2013?	- list of recommendations	- End of Term Evaluation (Triodos Facet, September 2013)	X						
		6.5 What has been the follow-up regarding the recommendations on planning and reporting?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X		
		6.6 What has been the follow-up regarding the recommendations on monitoring?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X		
		6.7 What has been the follow-up regarding the recommendations on innovation?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X		

Annex 2: List of documents consulted

Enabling to Enable, Mid-Term Review DECP 2006 – 2008, Final Report, MDF 2009

End of Term Evaluation DECP, Final Report, Triodos Facet 2013

Confidential Workplan 2013, DECP, 11-10-2012

Dutch Employers Cooperation Programme Business Plan 2014 – 2017, DECP, 19-11-2013

DECP Annual Plan 2015, DECP, 29-10-2014

DECP jaarplan en programma 2016 voor DECP Bestuursleden en medewerkers, DECP, 24-9-2015

DECP jaarplan en programma 2017, DECP, 24-10-2016

DECP Annual Report 2013, DECP, no date.

DECP Annual Report 2014, DECP, no date

DECP Annual Report 2015, DECP, no date

Financiële verantwoording 2014, Nwsp, 23-4-2015

NWSP Controleverklaring 2013, EY, 16-4-2014

NWSP Controleverklaring 2015, EY, 11-4-2016

Synergy: various mission reports, country budgets, country plans, etc.

Vertrouwelijke Voortgangs- en Eindrapportage 2010-2013, DECP, 21-7-2014/2e druk

Vertrouwelijke voortgangsrapportage 2014, DECP, 15-5-2015

Vertrouwelijke voortgangsrapportage 2015, DECP, April 2016

Work Plan 2015, DECP 3-3-2015

Annex 3: Survey report

Report on DECP

Electronic Survey

Marlon Drent

Jurell Sukdeo

March 2017

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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 extend 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 extend 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

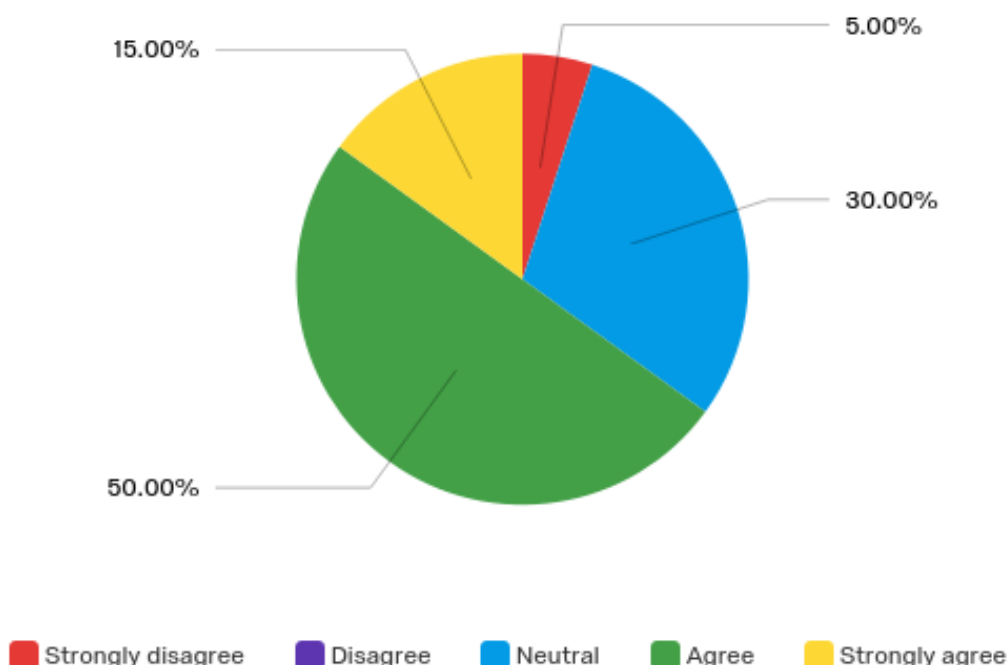
Some of the limitations of the study include:

(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 extent do you agree with the following statements?

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

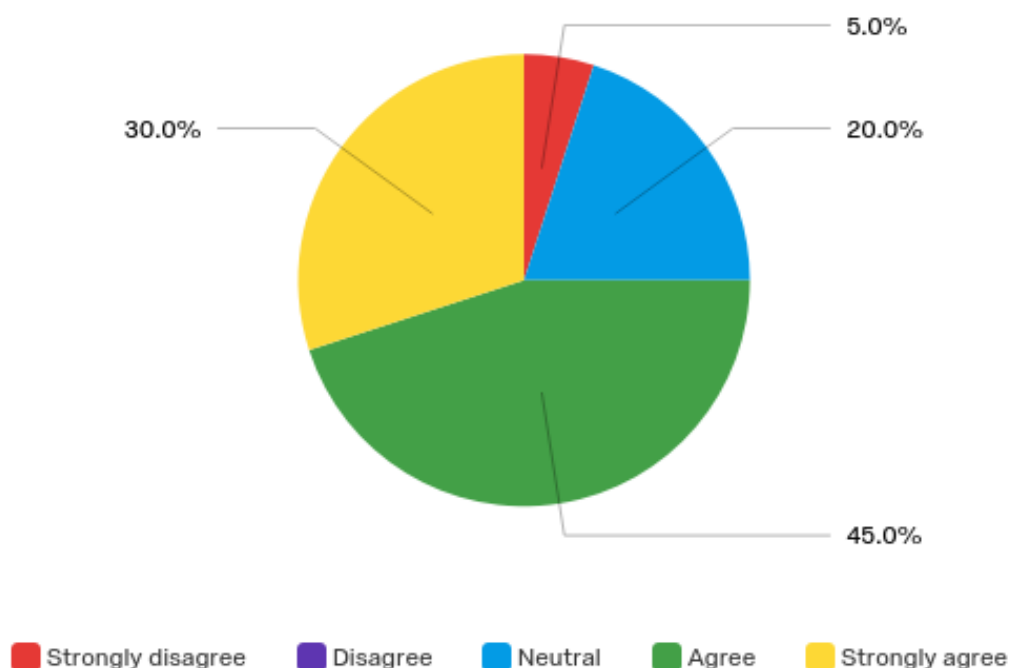


The above pie chart shows that majority of the respondents agree with the statement, although almost one third undecided (neutral). Of the sample 15% strongly agrees, 50% agrees, 30% are neutral and 5% strongly disagrees with the statement.

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

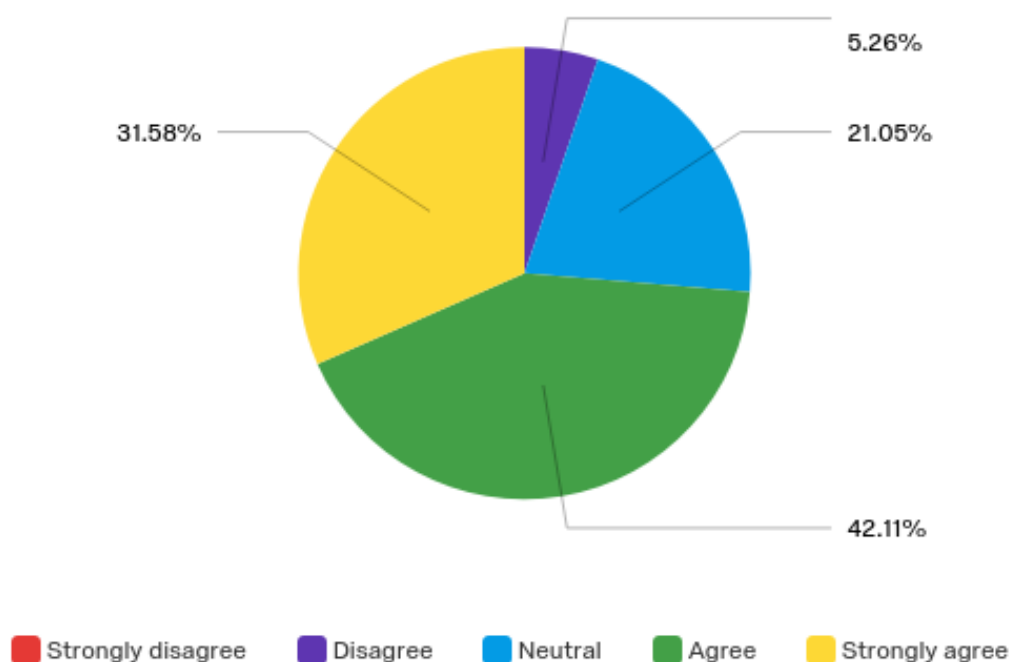


The above pie chart shows that majority of the respondents agree with the statement, though a large portion is undecided (neutral). Of the sample 30% strongly agrees, 45% agrees, 20% are neutral and 5% strongly disagrees with the statement.

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

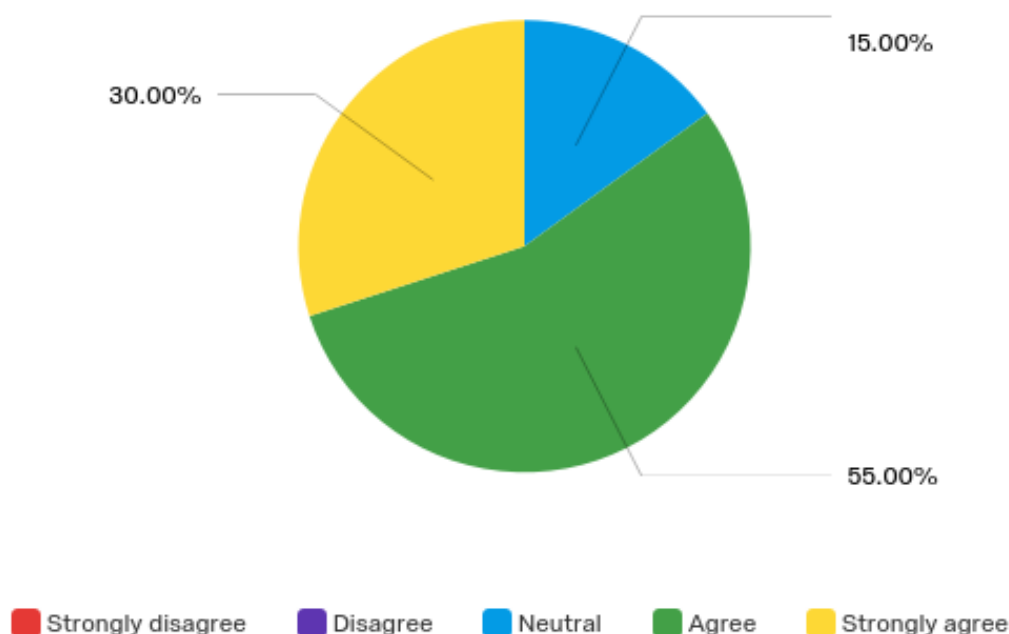


The above pie chart shows that majority of the respondents agree with the statement, though a large portion is undecided (neutral). Of the sample 32% strongly agrees, 42% agrees, 21% are neutral and 5% strongly disagrees with the statement.

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.

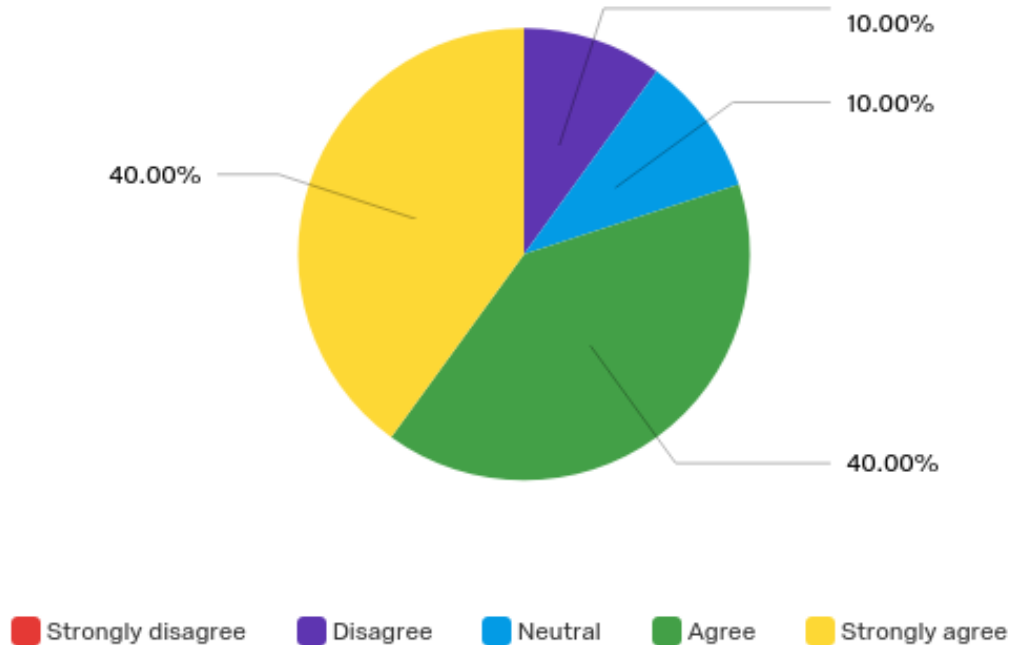
Q1.4 - My organisation has access to relevant information to participate in social dialogue



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.

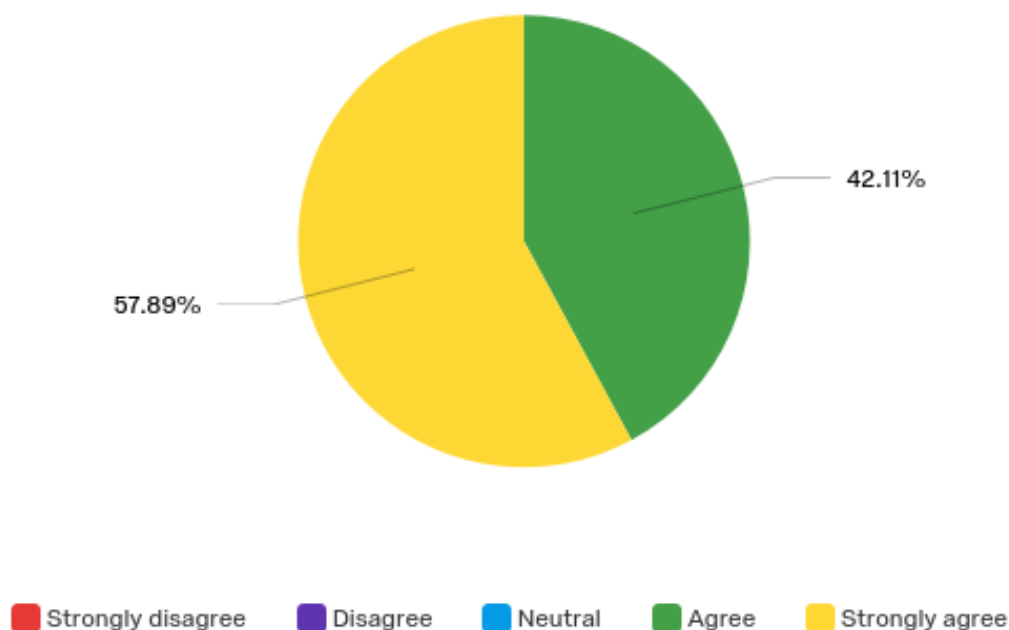
Q1.5 - The activities my organisation deploys, take place according to planning and/or budget



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.

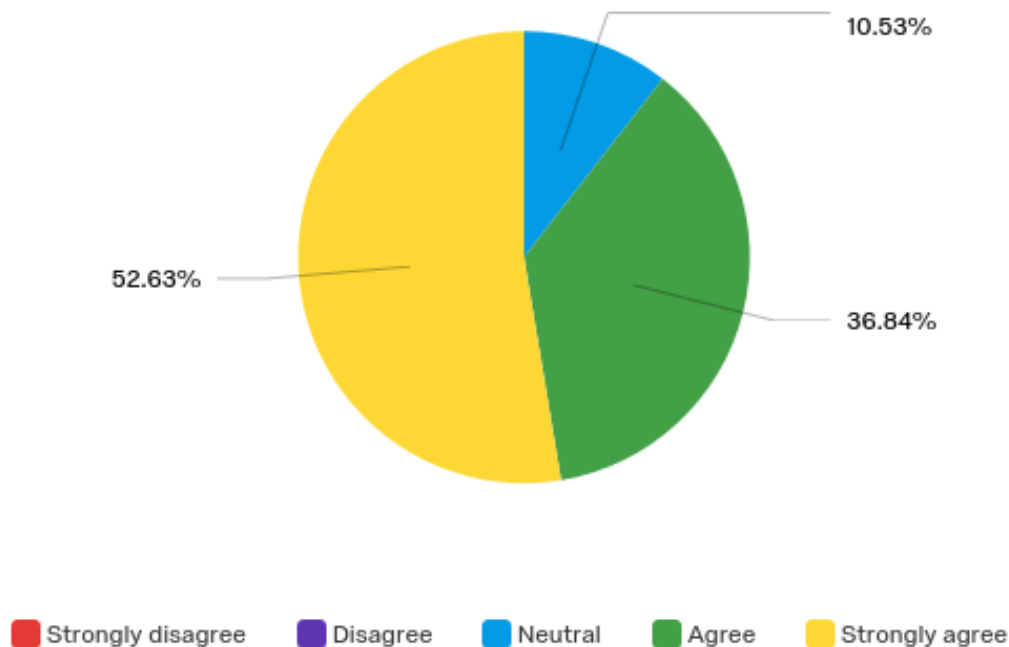
Q1.6 - Through training and capacity building my staff is more capable to understand strategic positions, interests of other stakeholders (labour organisations, ministry), policy-making and decision making processes.



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.

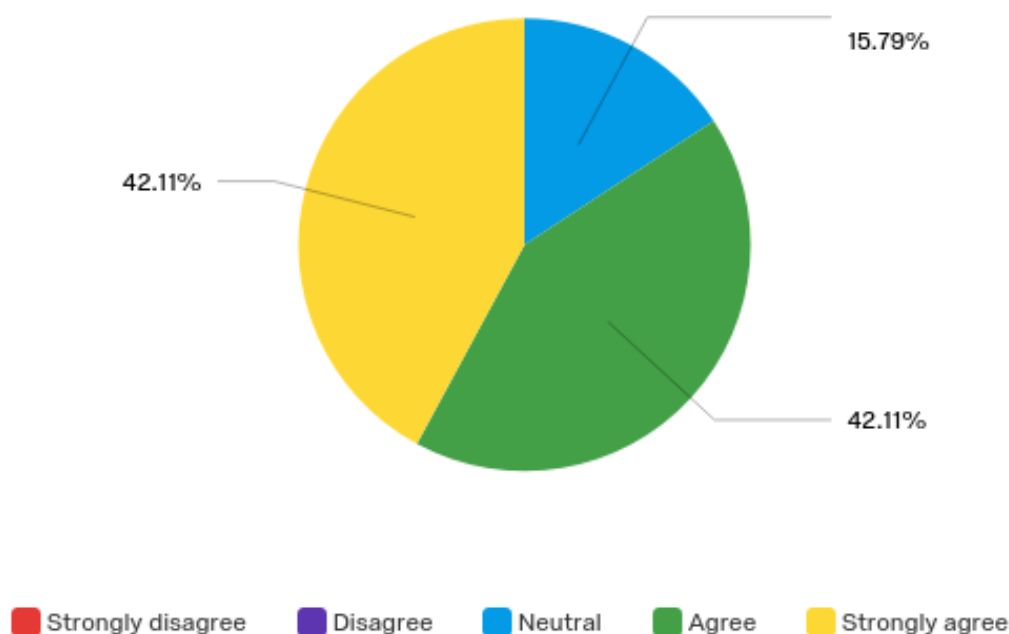
Q1.7 - My organisation is involved in social dialogue and we use our knowledge to influence these processes



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.

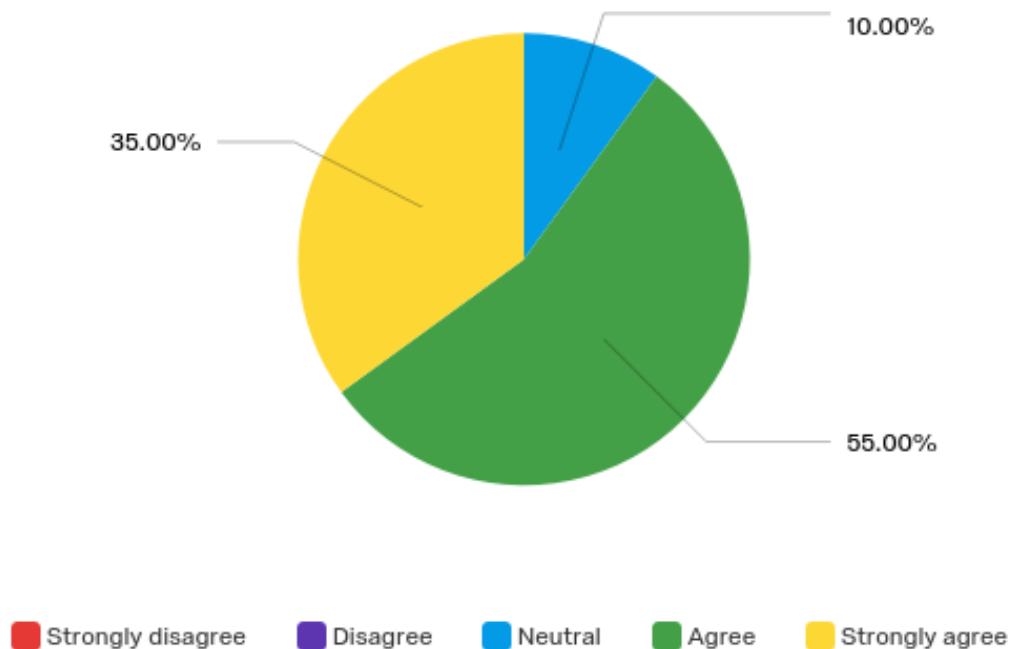
Q1.8 - Other stakeholders (ministry, labour organisations, business associations) need to step up their game in order to be an effective counterpart for my organisation



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.

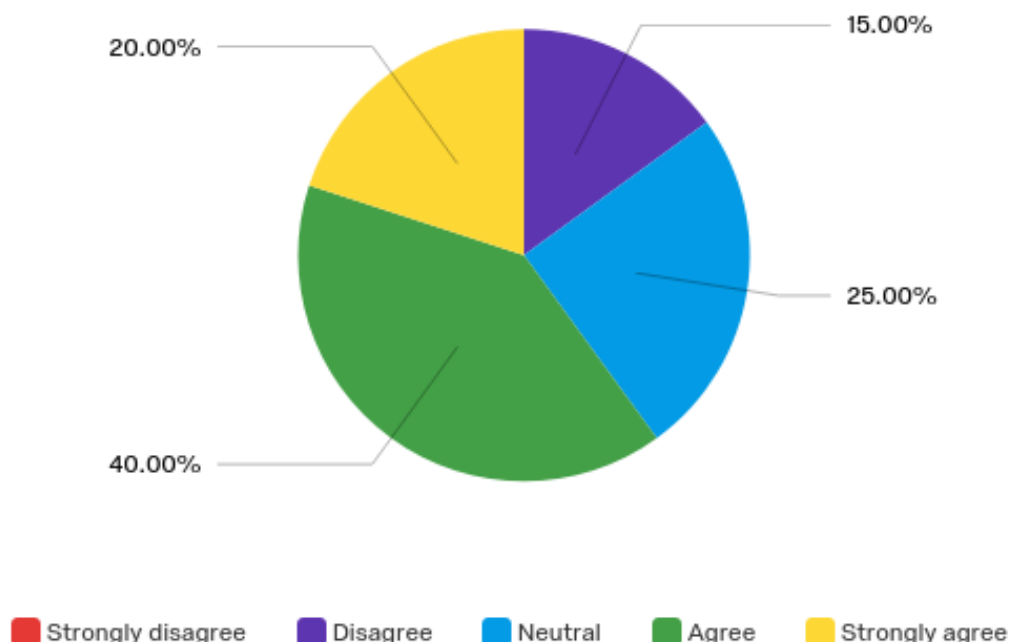
The data shows that majority of respondents agree that other stakeholders need to improve in order to be an effective counterpart for their organizations as 84% of respondents have positive feedback (strongly agree and agree). There is a sense of uncertainty as 16% of respondents are uncertain whether 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

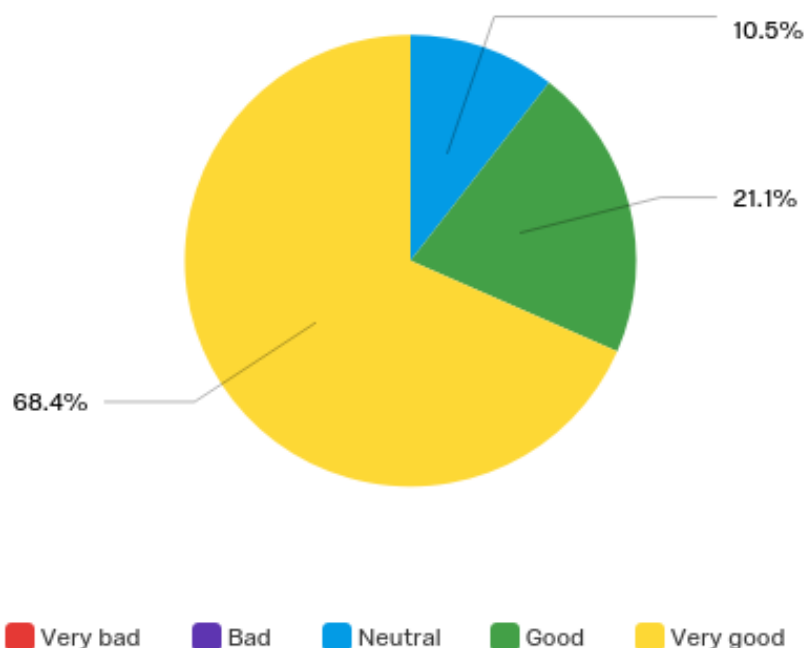
Bolivia-Cochabamba has severe structural issues in terms of politics, legal and institutional framework and fundamental rights that are prohibiting effective social dialogue and collective bargaining activities.

Burundi and Cambodja 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, Cambodja 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?

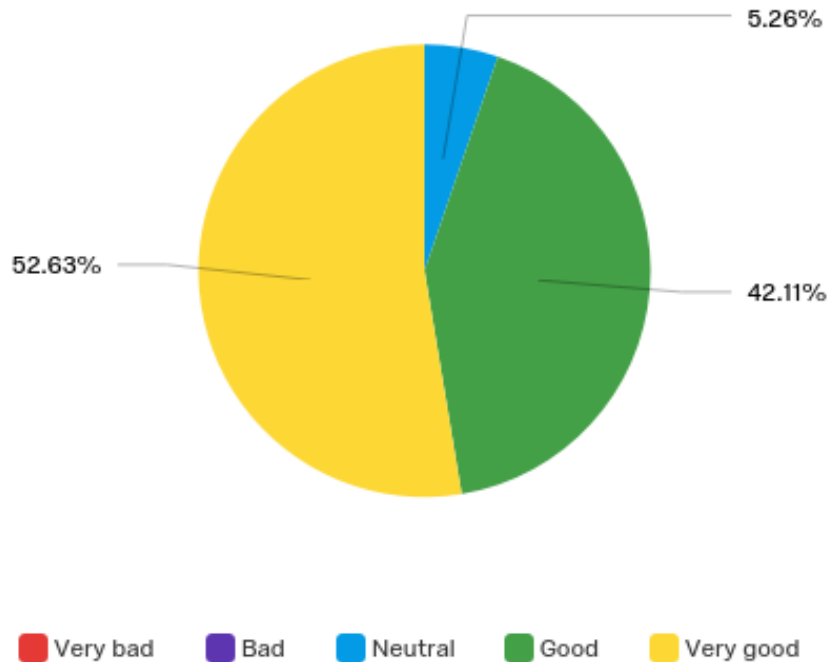
Q2.1 – The quality of the content-expertise



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.

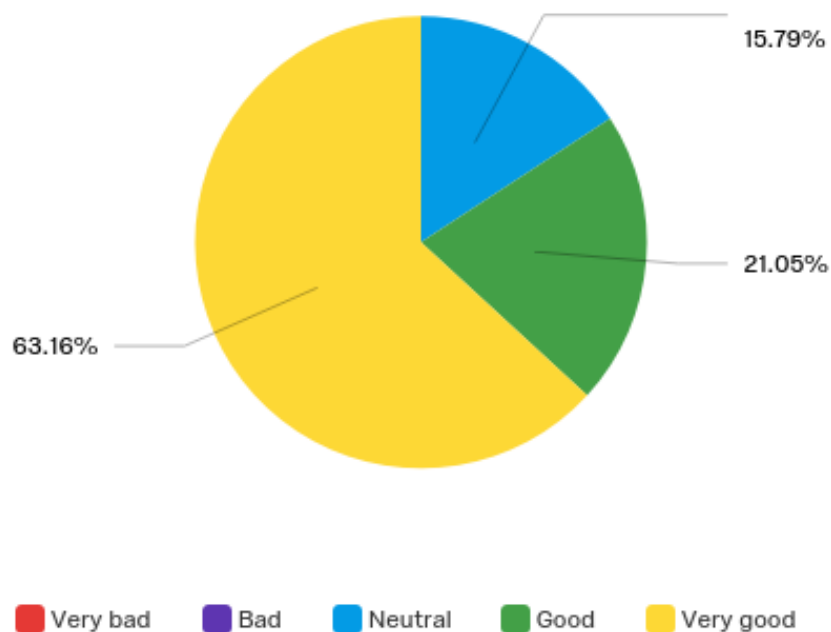
Q2.2 – The available fields of expertise



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.

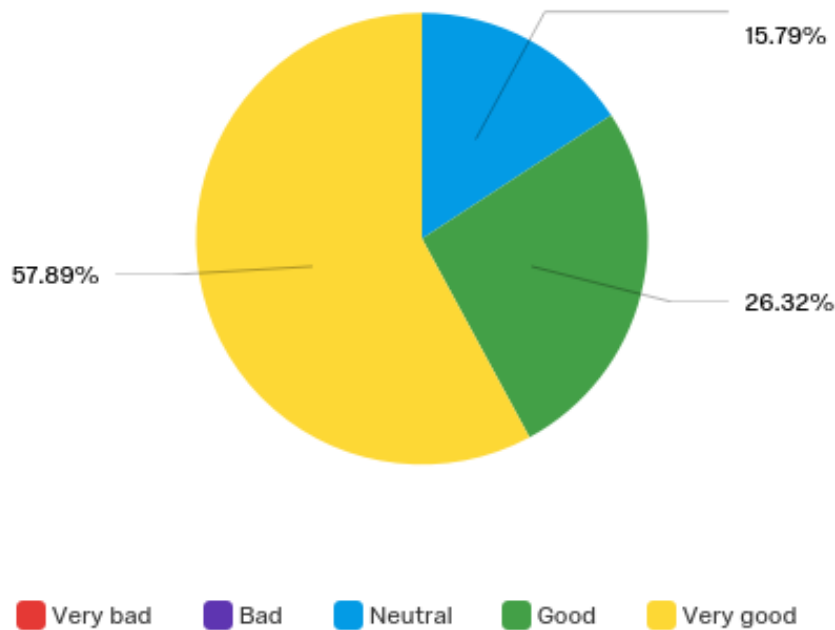
Q2.3 – The quality of training events and workshops



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.

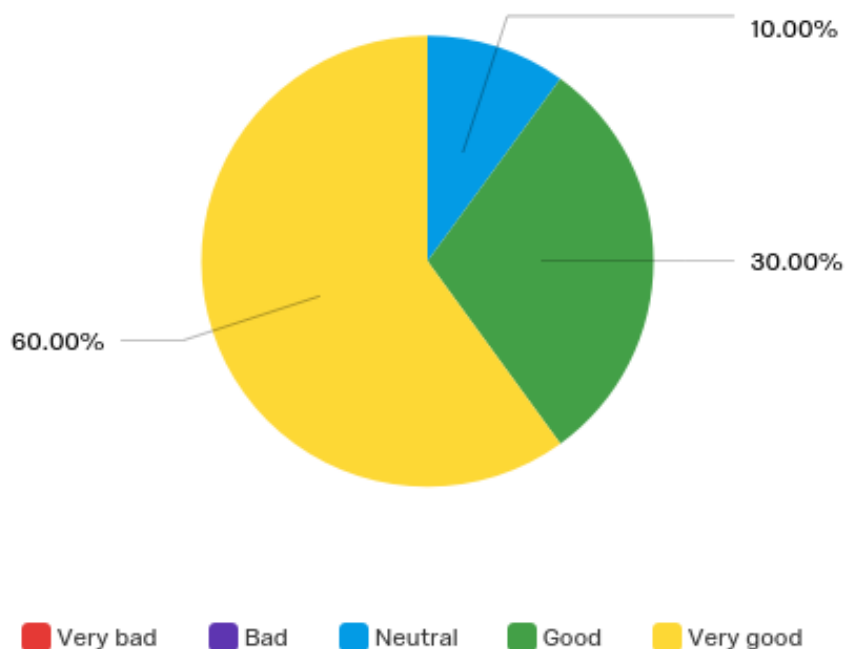
The data shows that majority of respondents agree with the statement as 84.21% of respondents have positive feedback (Very good and good). The remaining 15.79% responded neutral, a few reasons could be that respondents feel individuals sent to represent DECP could be lacking in terms of experience or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

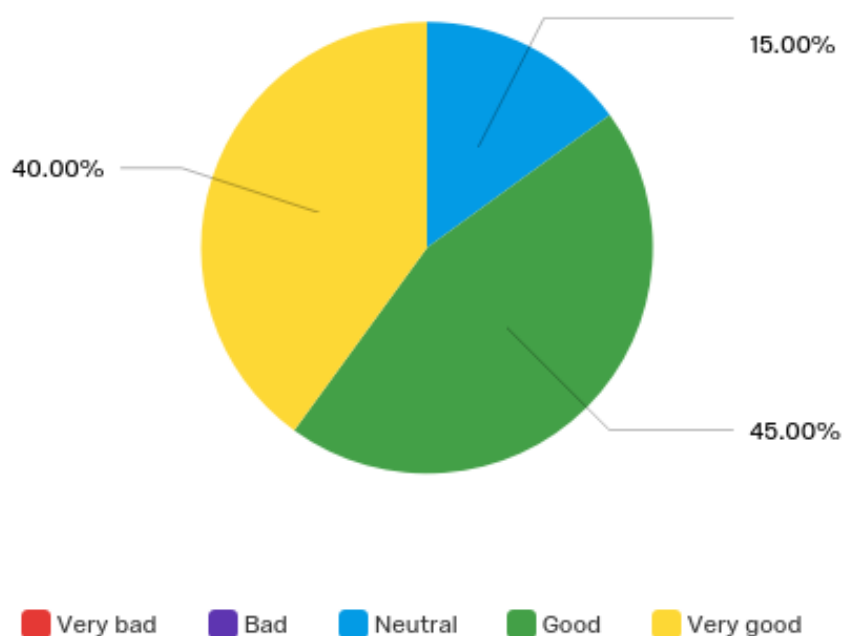
The data shows that majority of respondents agree with the statement as 84% of respondents have positive feedback (strongly agree and agree). The remaining 16% responded neutral, one reason for this could be that training programmes are not tailored enough to suit each organisations requirements or circumstance.

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.

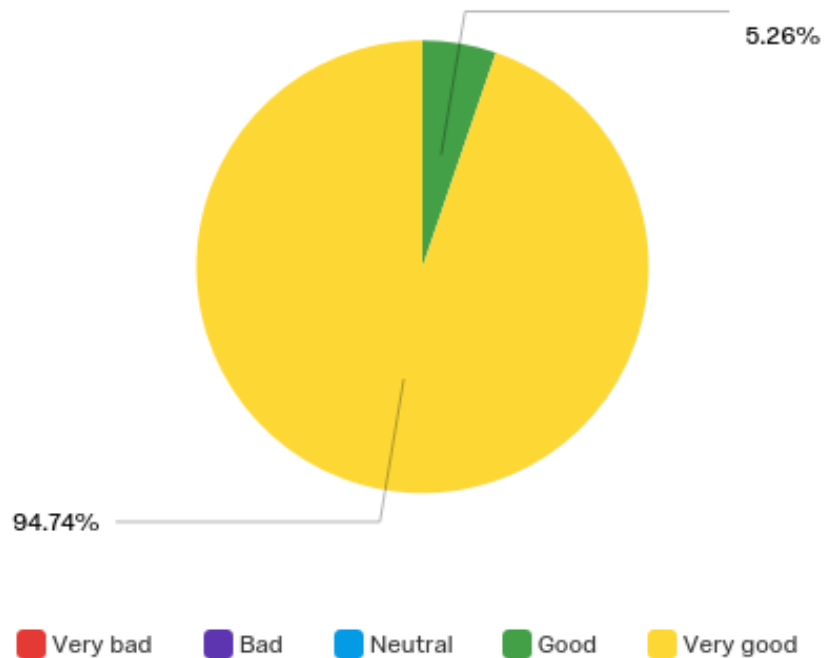
Q2.6 – The availability of financial support



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?

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

Pakistan: Meeting human resource need

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

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

Suriname: financing and documents / inventory digitalization

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.

Macedonia: VET policies , economic reform policy making

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

Nicaragua: Strategic Planning & Institutional Projection.

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

Bolivia (Cochabamba): Business associativity and project development.

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

Zambia: Marketing and feasibility studies.

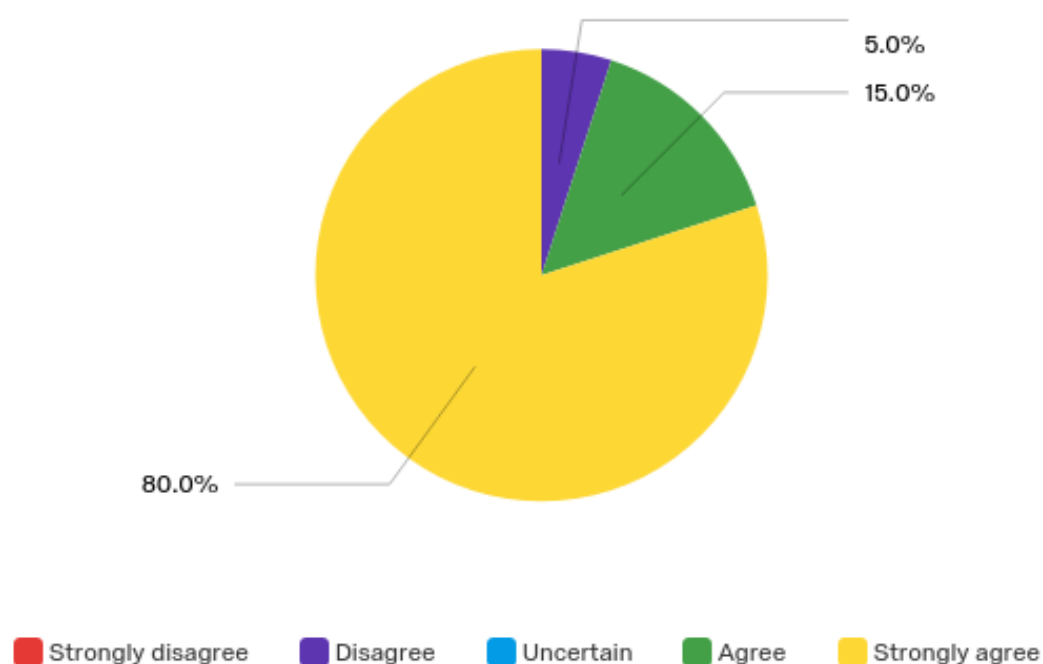
Kenya: Implementation of Business Agendas; Policy research; Policy Advocacy

Uganda: Costing and budgeting

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?

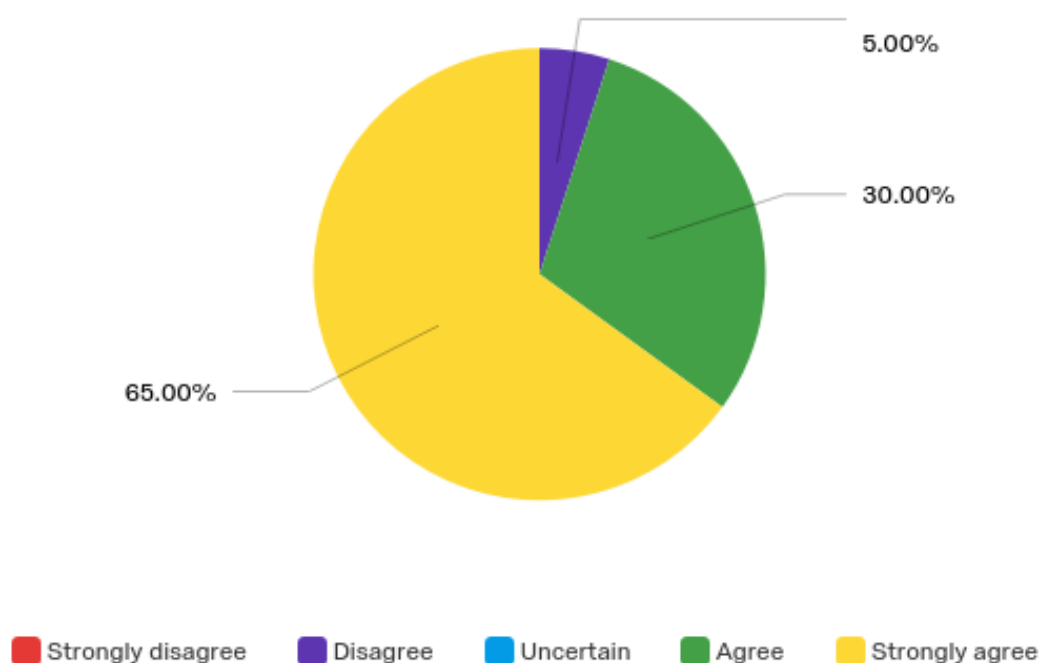
Q5.1 – I can express the needs for our organization to DECP



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).

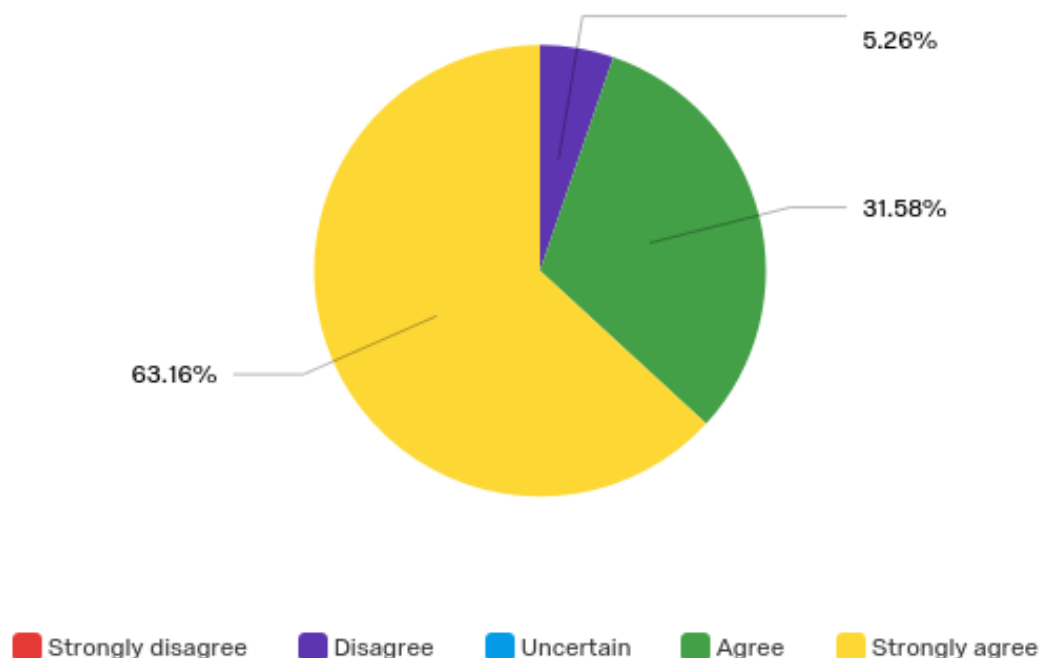
Q5.2 – DECP activities are adapted to our national context and culture



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).

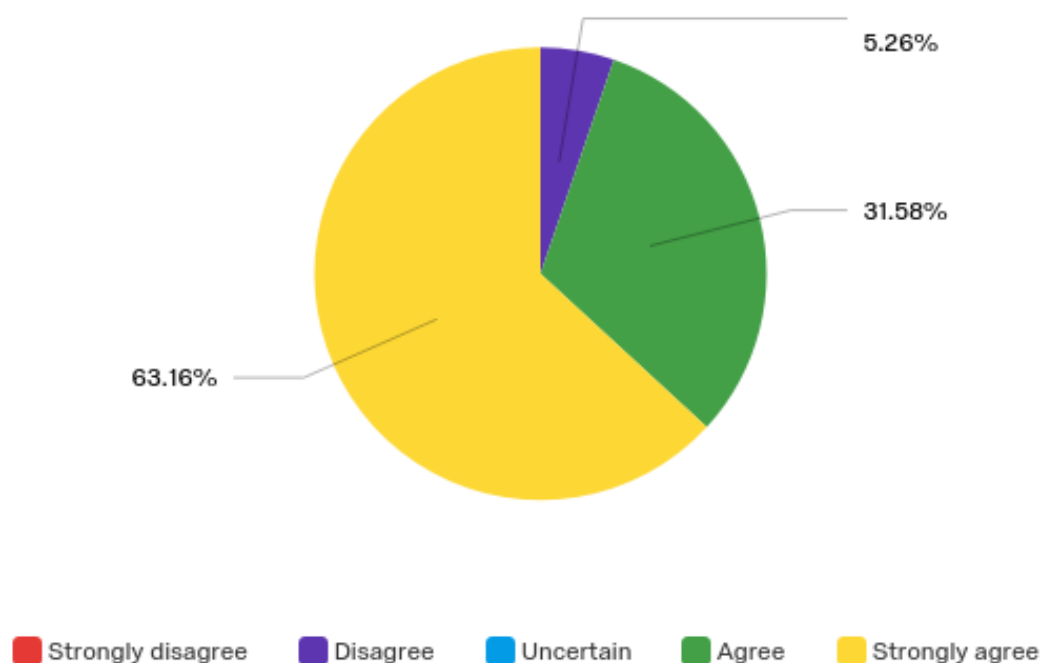
Q5.3 – DECP activities fit our needs



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.

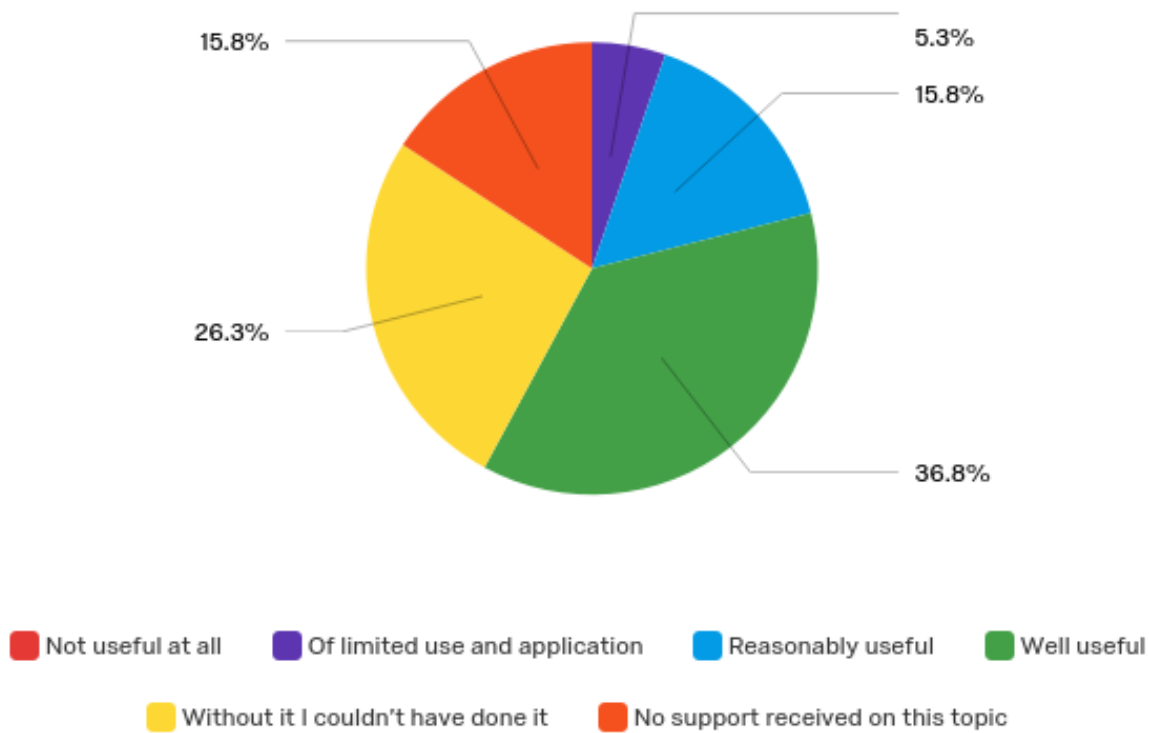
Bolivia-Santa Cruz disagrees with Q5.3, which shows that DECP should increase their range of activities (if possible or within mandate) in order to better cater for their needs.

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:

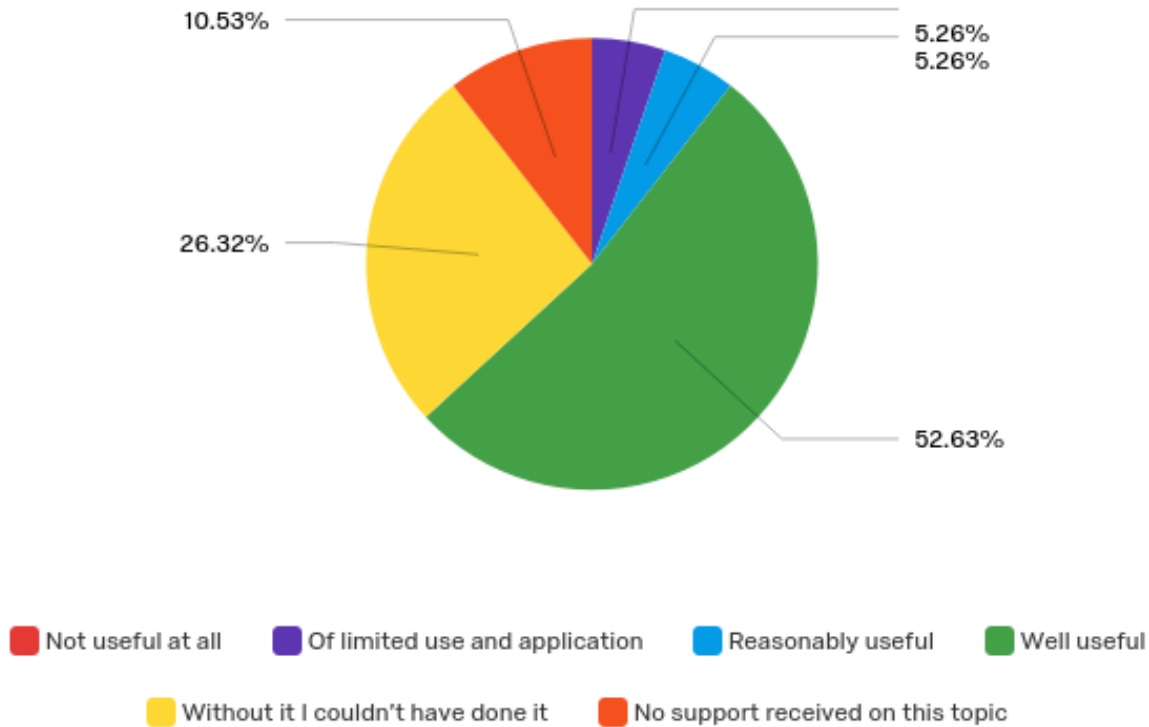
Q6.1 – Improving representativeness



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.

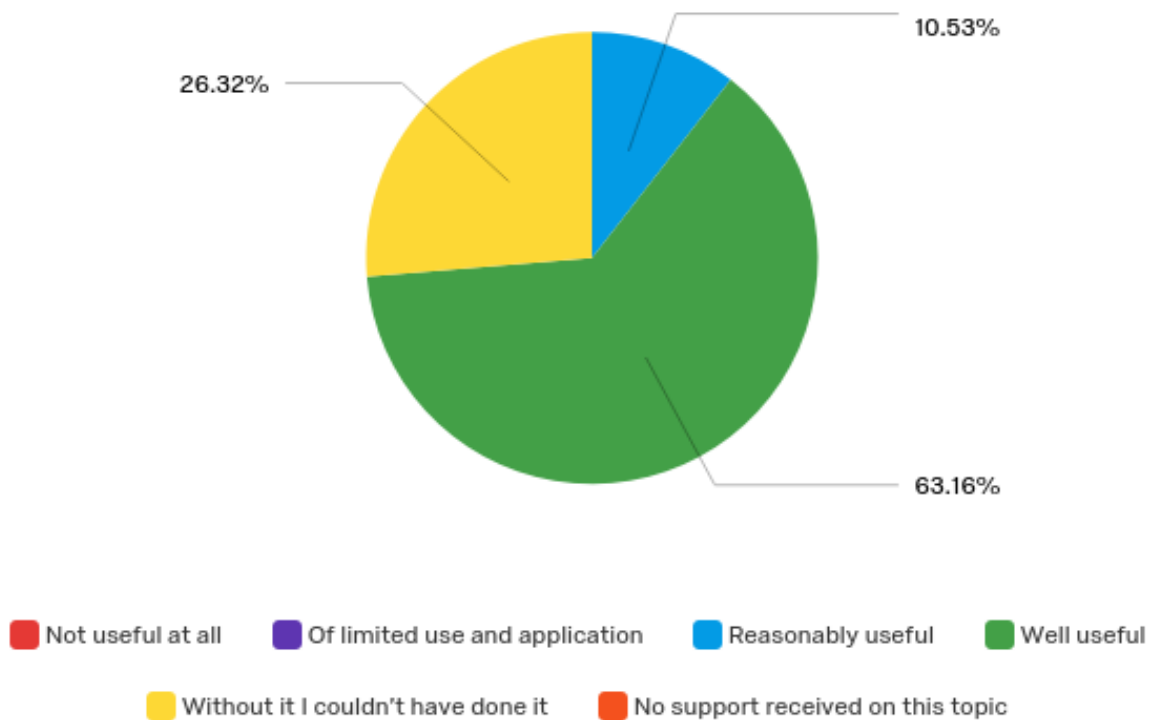
Q6.2 – Improving lobby



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.

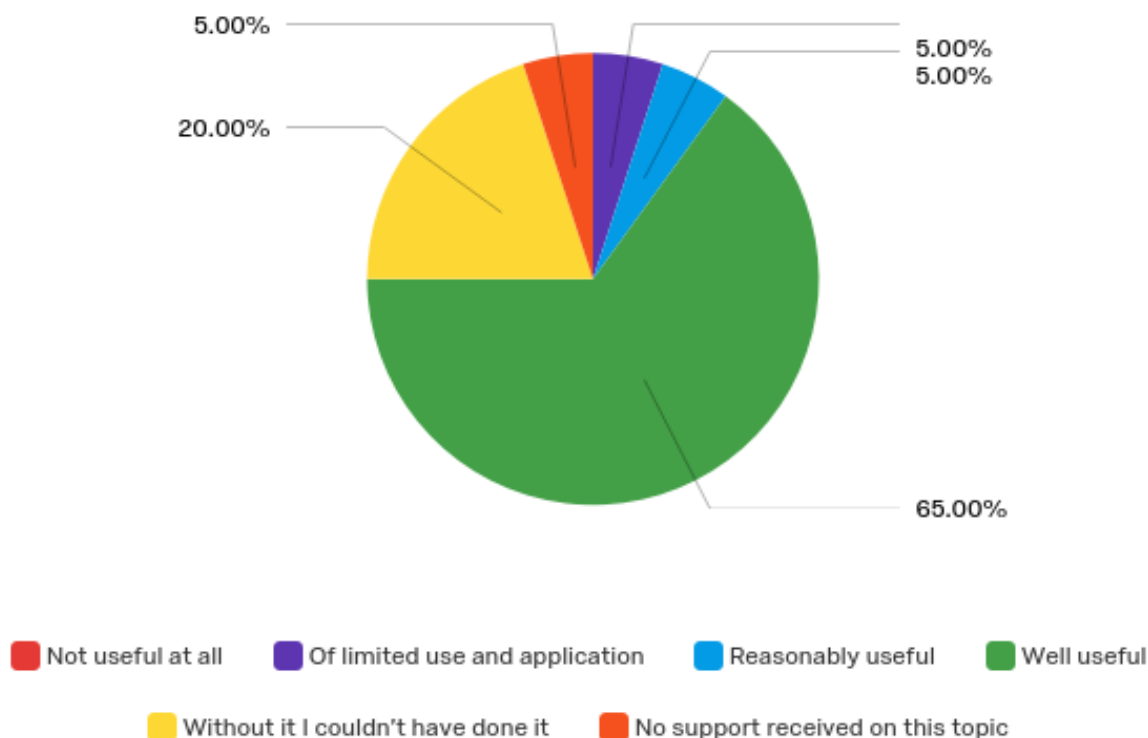
Q6.3 – Improving service delivery



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.

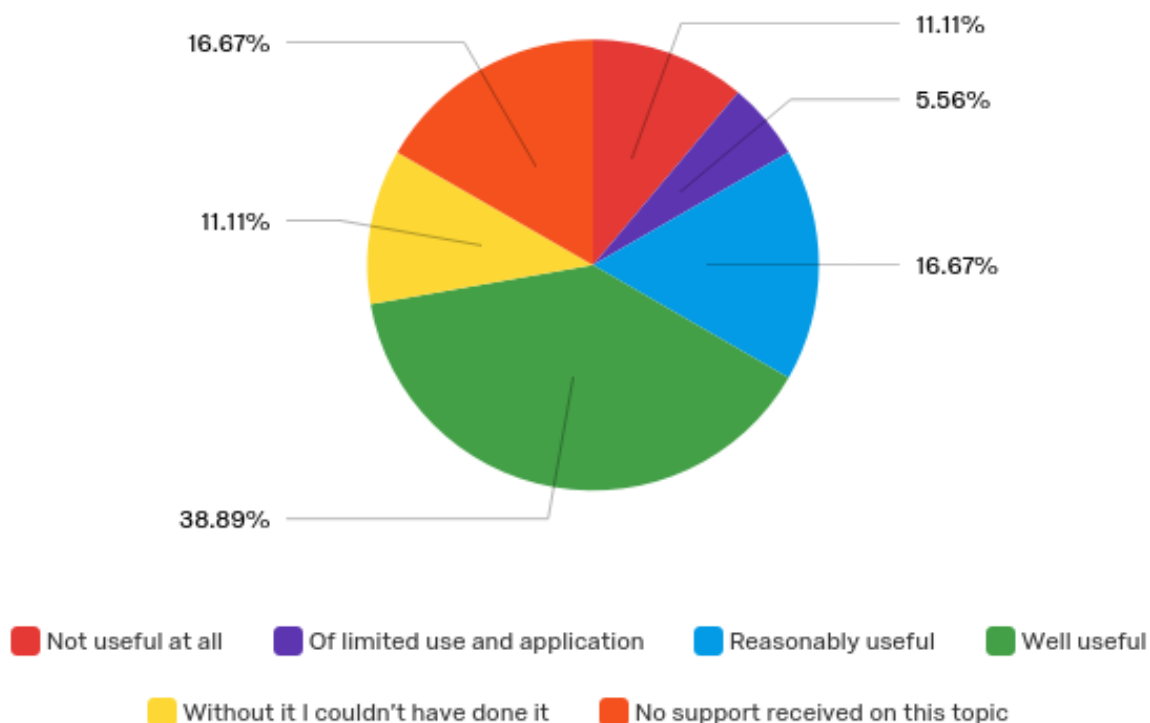
Q6.4 – Improving communication



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.

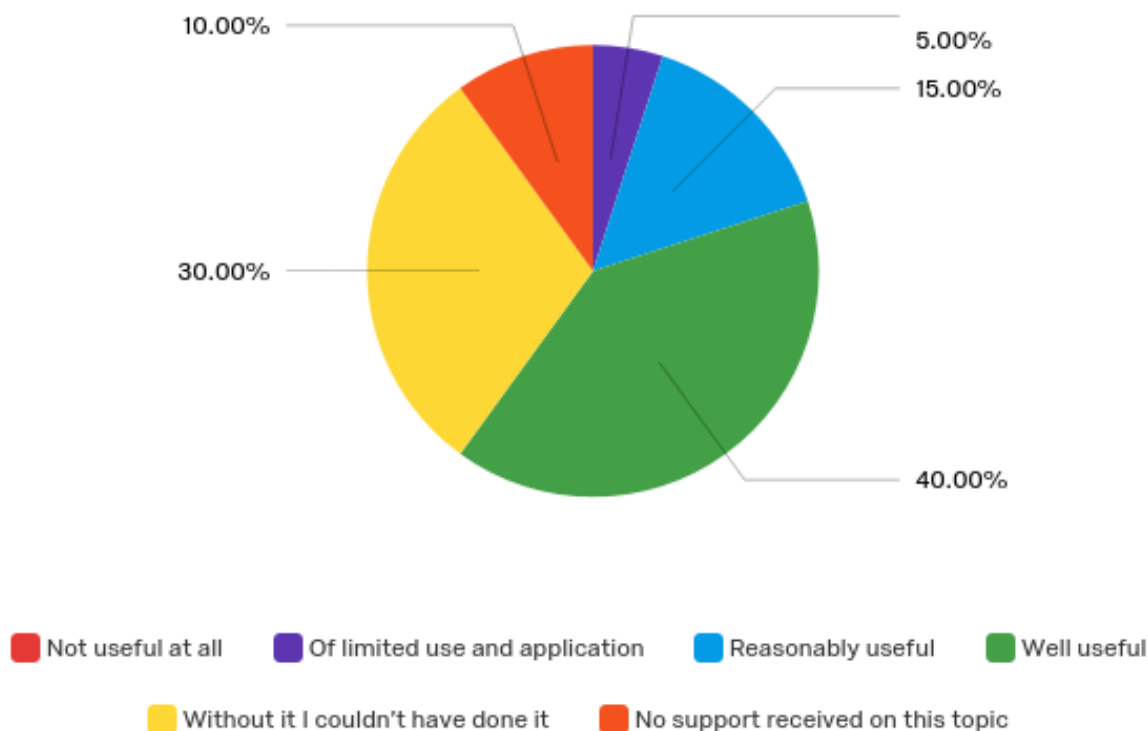
Q6.5 – Increasing revenues



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%).

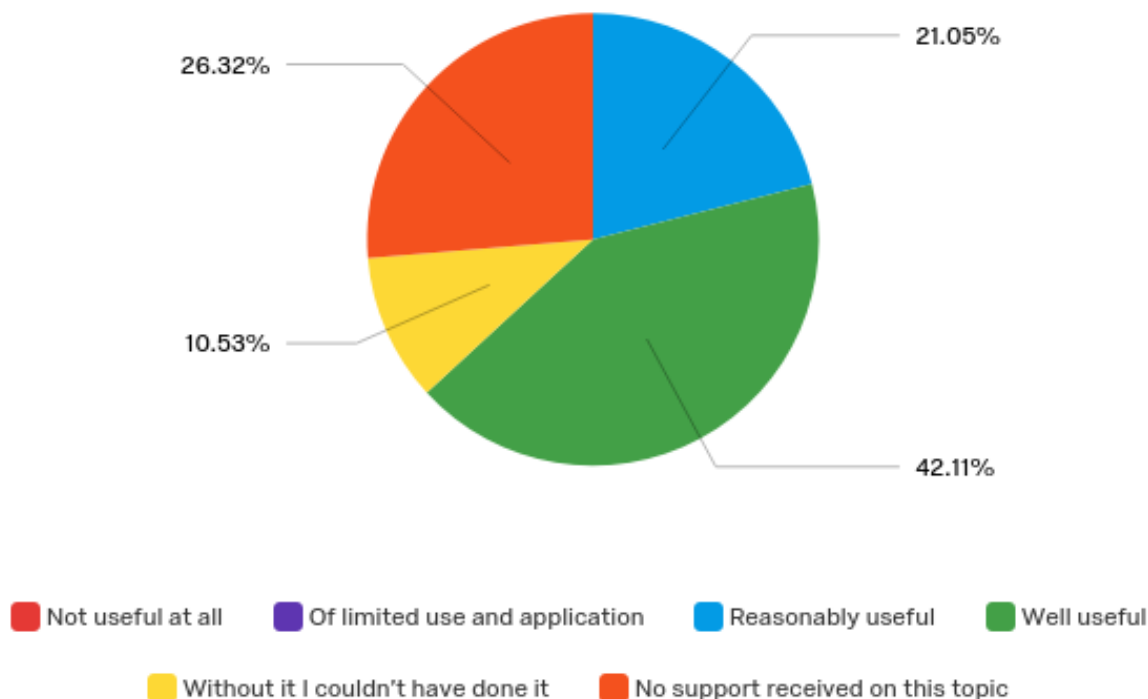
Q6.6 – Improve strategy



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.

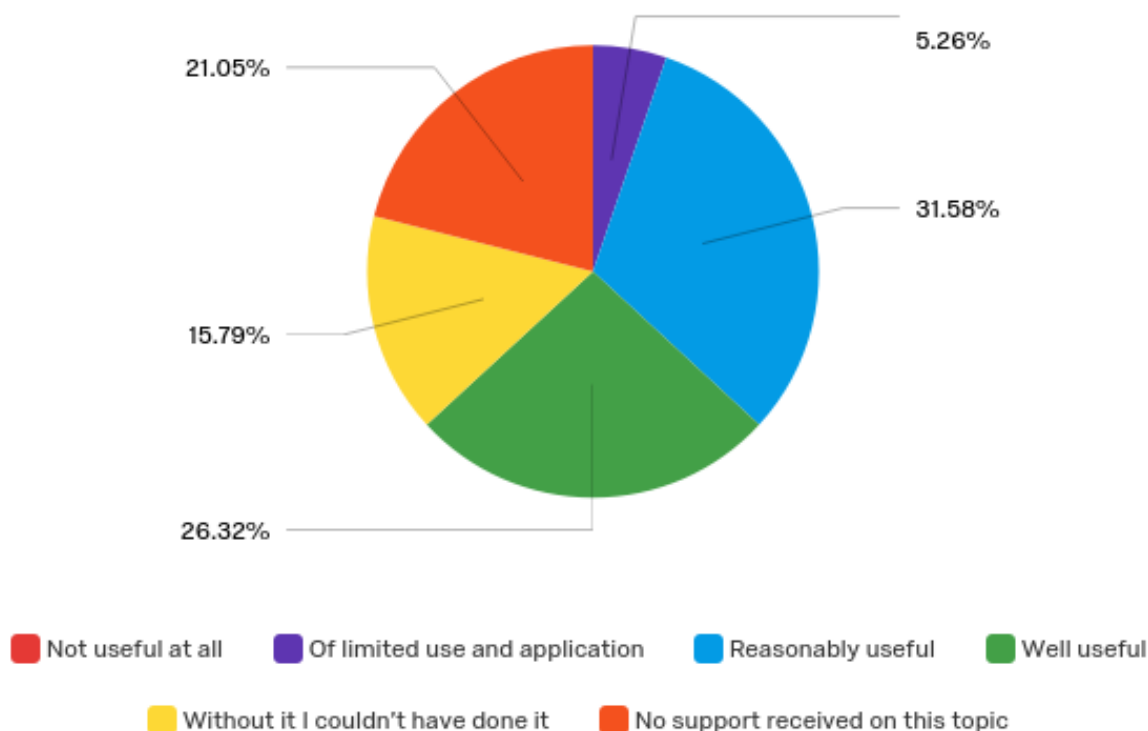
Q6.7 – Improvement of capability to perform social dialogue



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?

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.

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

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

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.

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

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

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

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

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.

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.

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.

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

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.

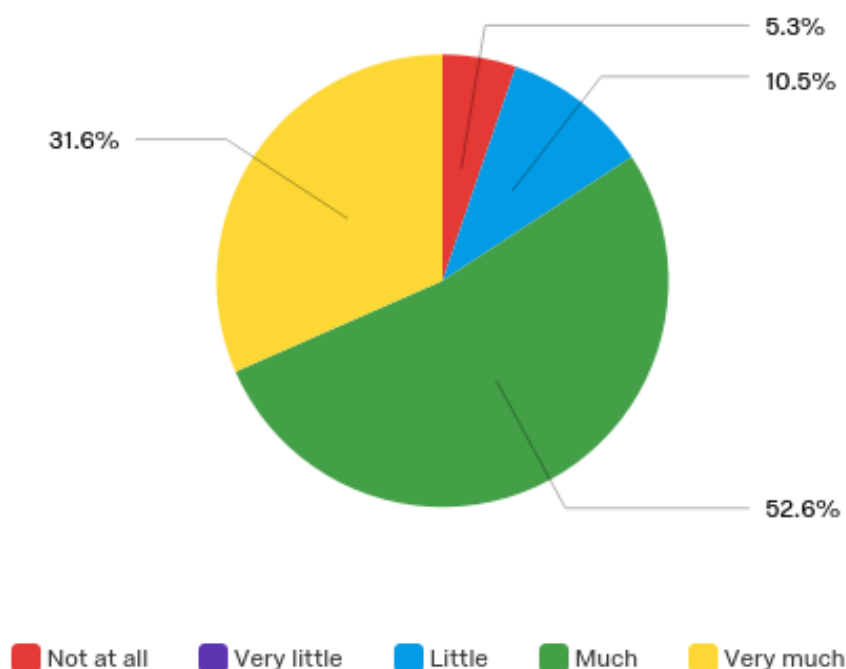
Zambia: We have applied the issue of consulting members to get their views on issues that we lobby for and lobby for what members want the Federation to lobby for them. We have also come to learn about the importance of communication to members on the issues that we engage in on their behalf.

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.

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

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



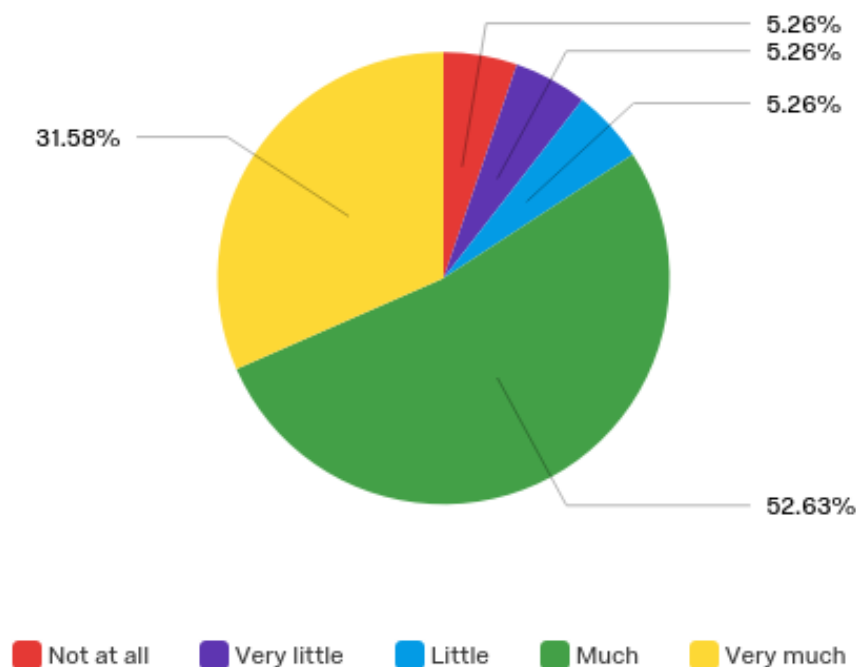
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to lobby effectively, whilst a small portion feels that it was not useful at all. Of the sample 32% responded very much, 53% much and 10% little and 5% not at all.

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



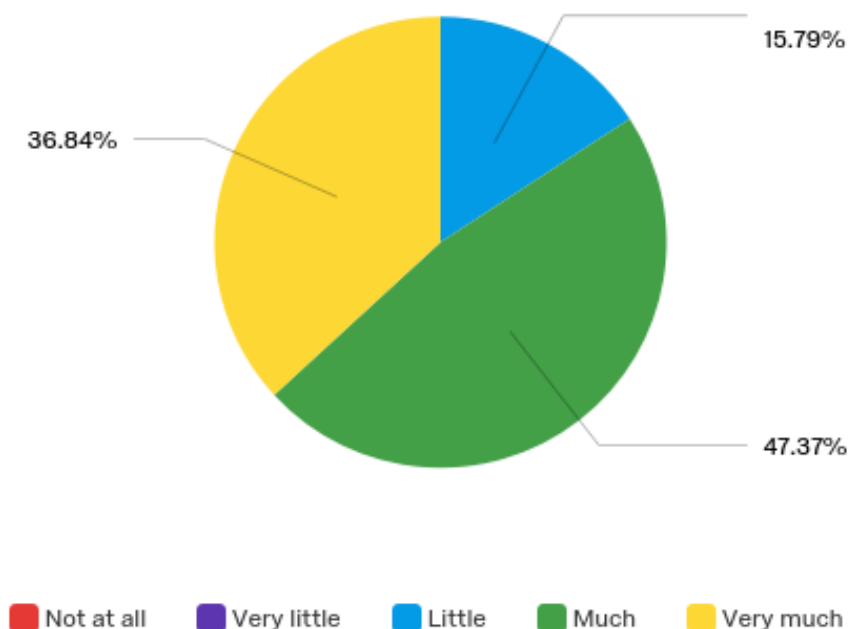
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to undertake advocacy activities, whilst a small portion feels that it was not useful at all. Of the sample 32% responded very much, 53% much, 5% little, 5% very little and 5% not at all.

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

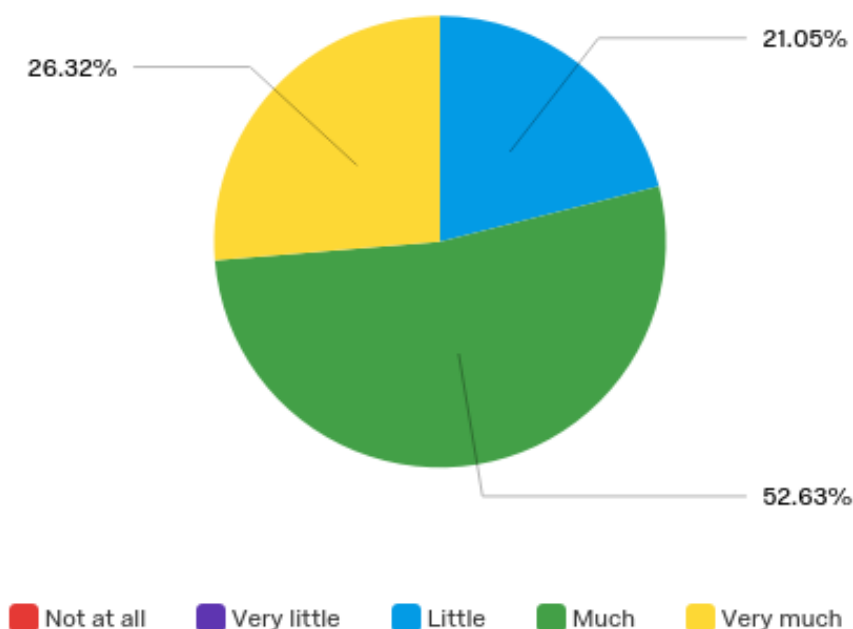


The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to deliver services to members, whilst a small portion feels that it was not that useful. Of the sample 37% responded very much, 47% much and 16% little.

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

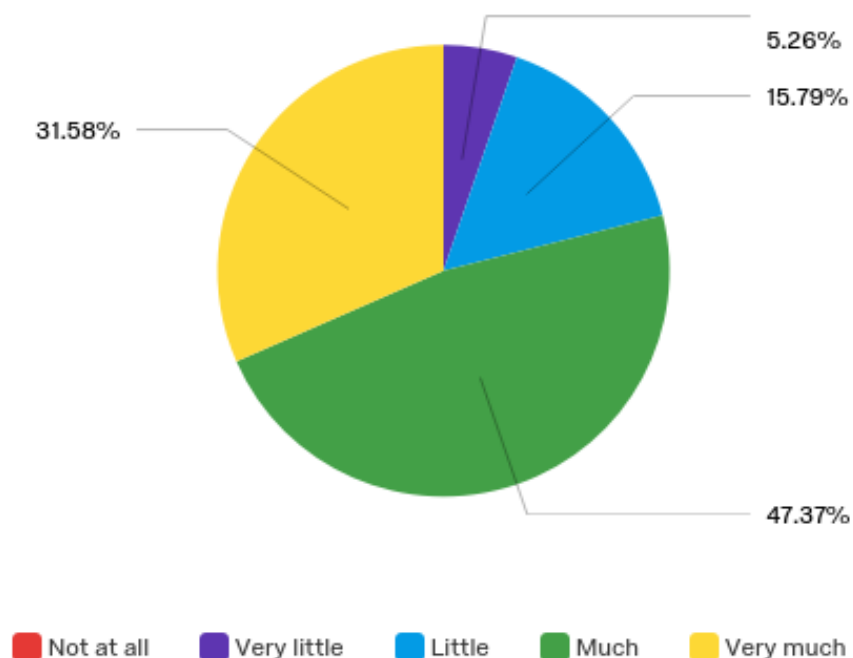


The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to represent members, whilst a small portion feels that it was not that useful. Of the sample 26% responded very much, 53% much and 21% little.

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



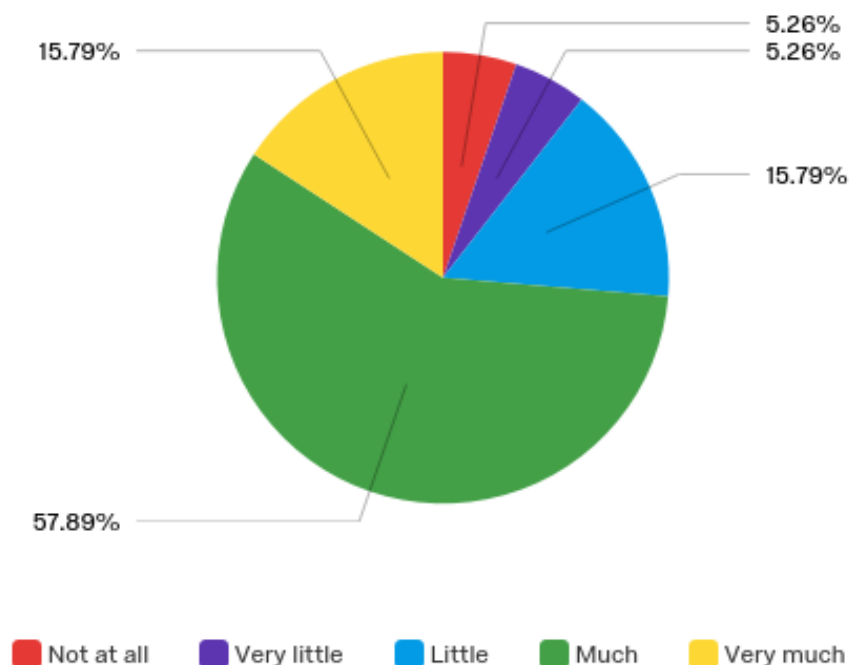
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to develop new products and services for members, whilst a small portion feels that it was not that useful. Of the sample 32% responded very much, 47% much, 16% little and 5% very little.

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



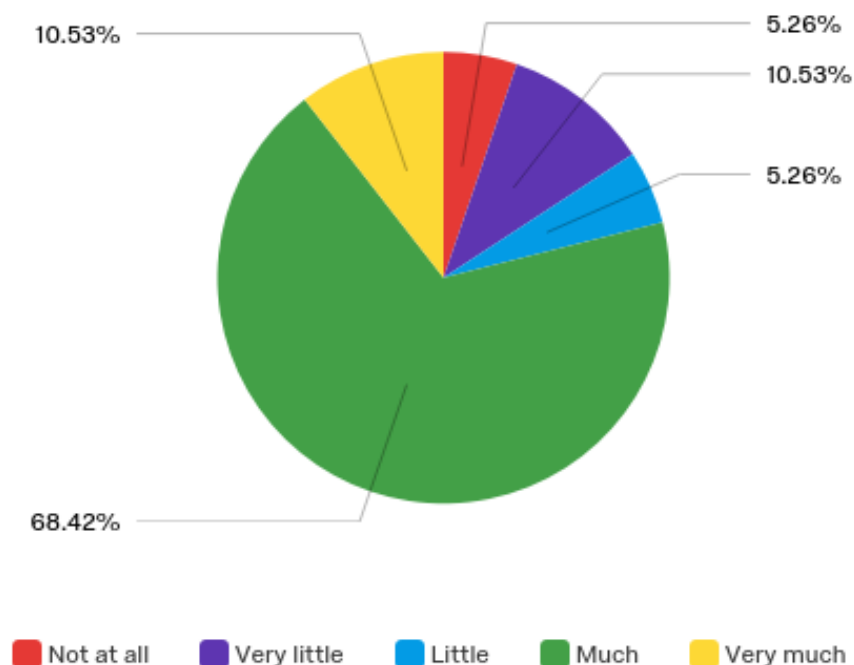
The above pie chart shows that majority of the respondents agree that DECP's activities improves their ability to be more innovative in working methods, whilst a small portion feels that it was not useful at all. Of the sample 16% responded very much, 58% much, 16% little, 5% very little and 5% not at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



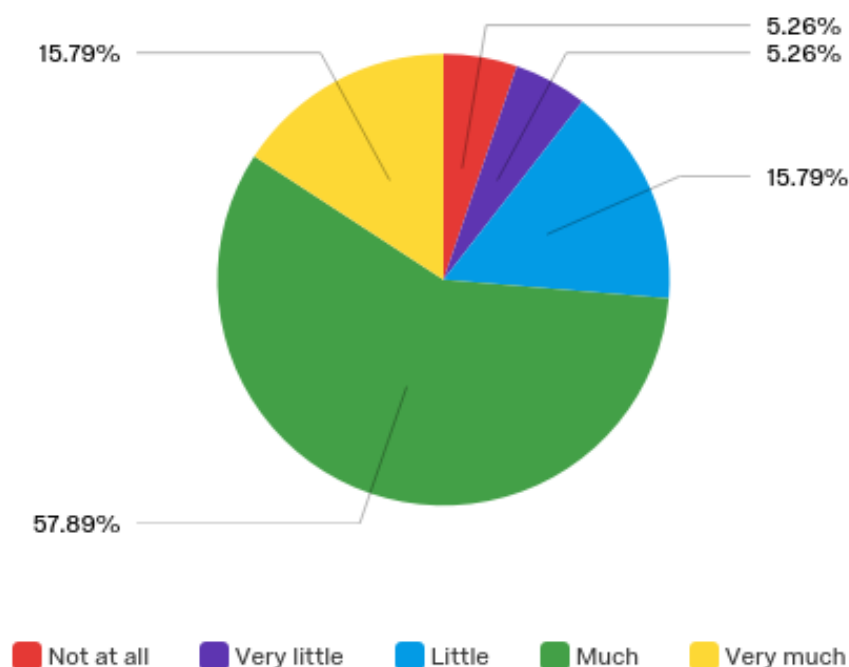
The above pie chart shows that majority of the respondents agree that DECP's activities improves the quantity of relations with partners, whilst a small portion feels that it was not useful at all. Of the sample 11% responded very much, 68% much, 5% little, 11% very little and 5% not at all.

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

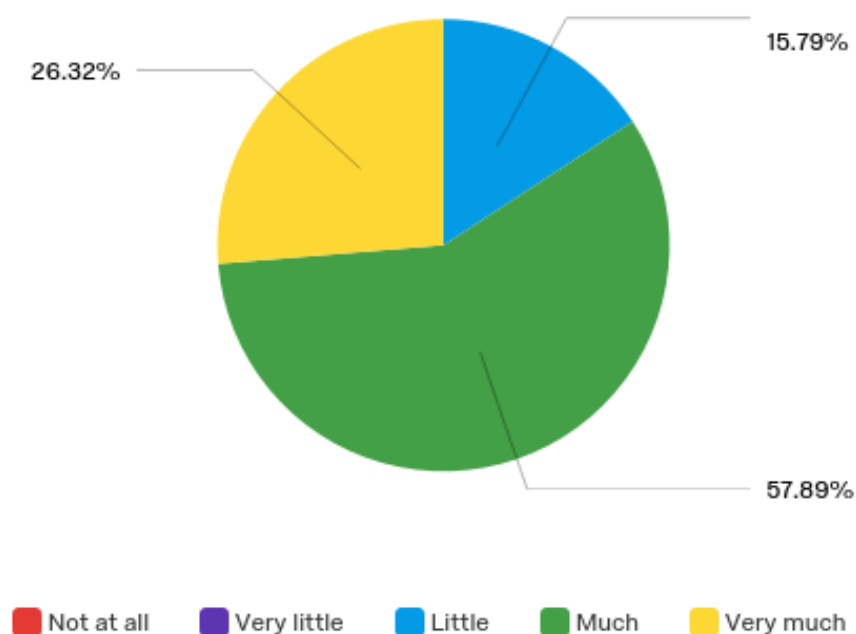


The above pie chart shows that majority of the respondents agree that DECP's activities improves the quality of relations with partners, whilst a small portion feels that it was not useful at all. Of the sample 16% responded very much, 58% much, 16% little, 5% very little and 5% not at all.

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.

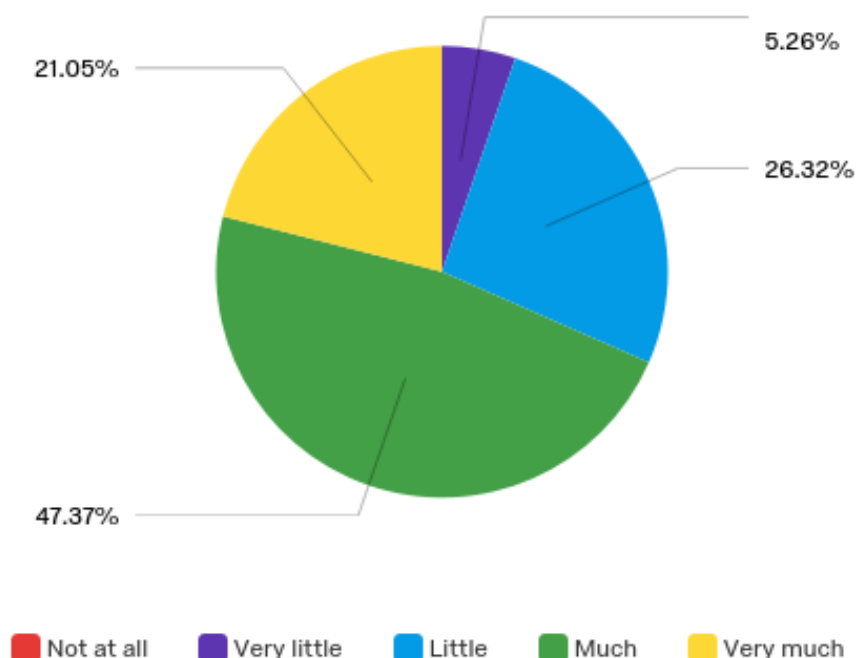
Q8.9 – The ability to exchange information within my organisation

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.

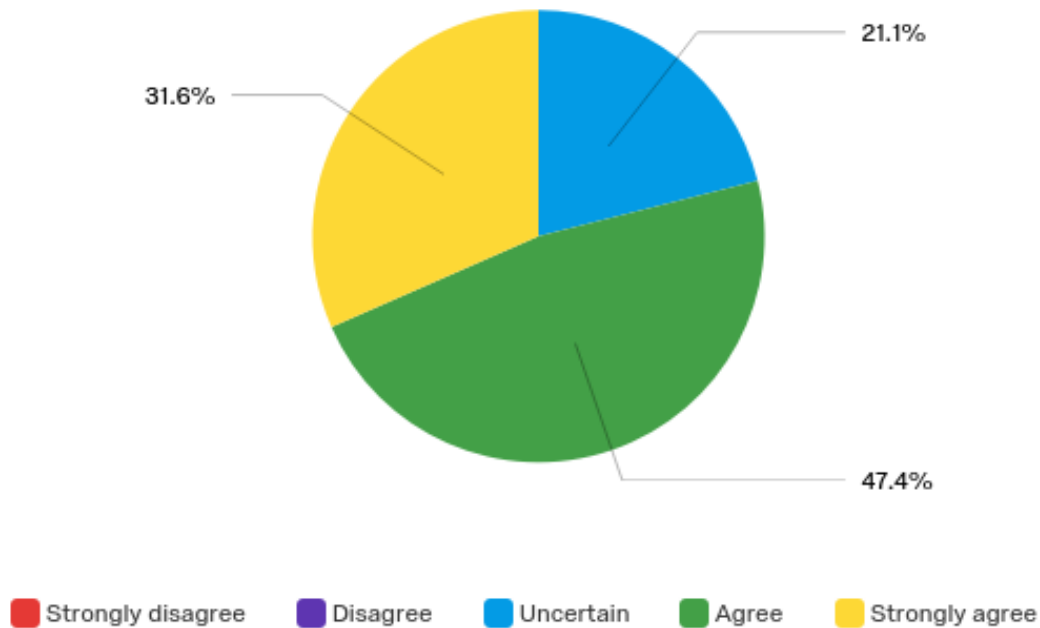
Overview - Question 8

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 extend do you agree with the following statements?

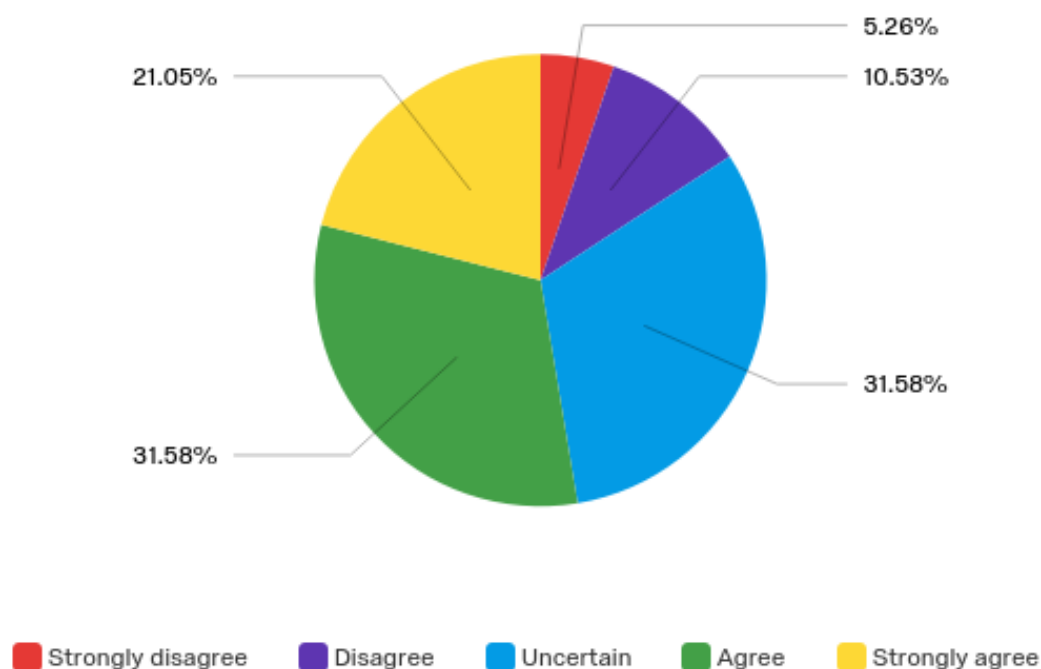
Q9.1 – As a result of DECP-activities our staff is more capable to perform social dialogue



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.

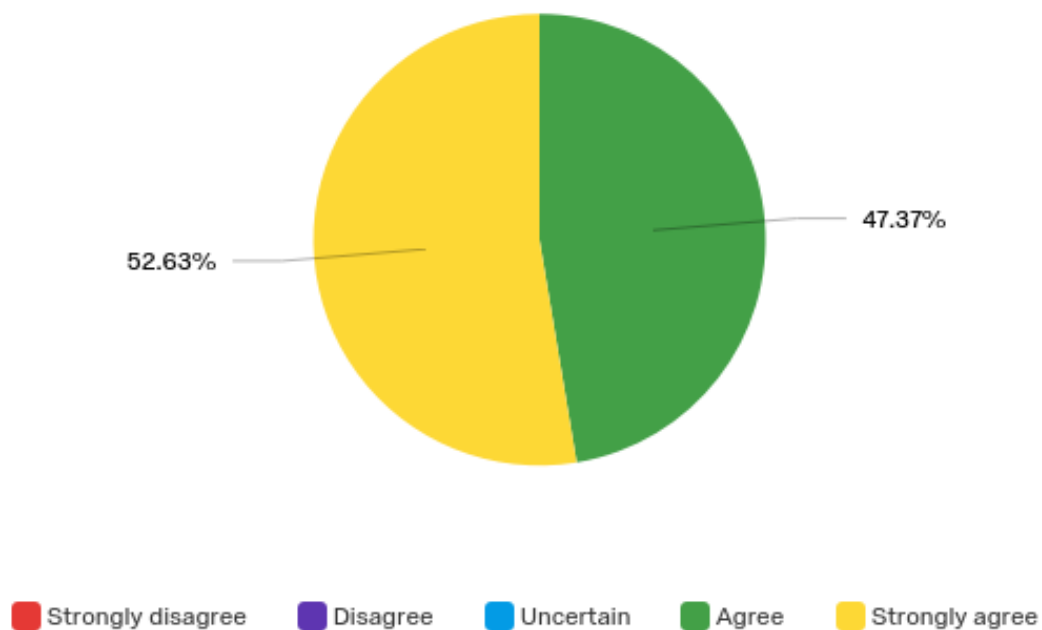
Q9.2 – As a result of DECP-activities gender-equality is a topic in our strategic policy



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



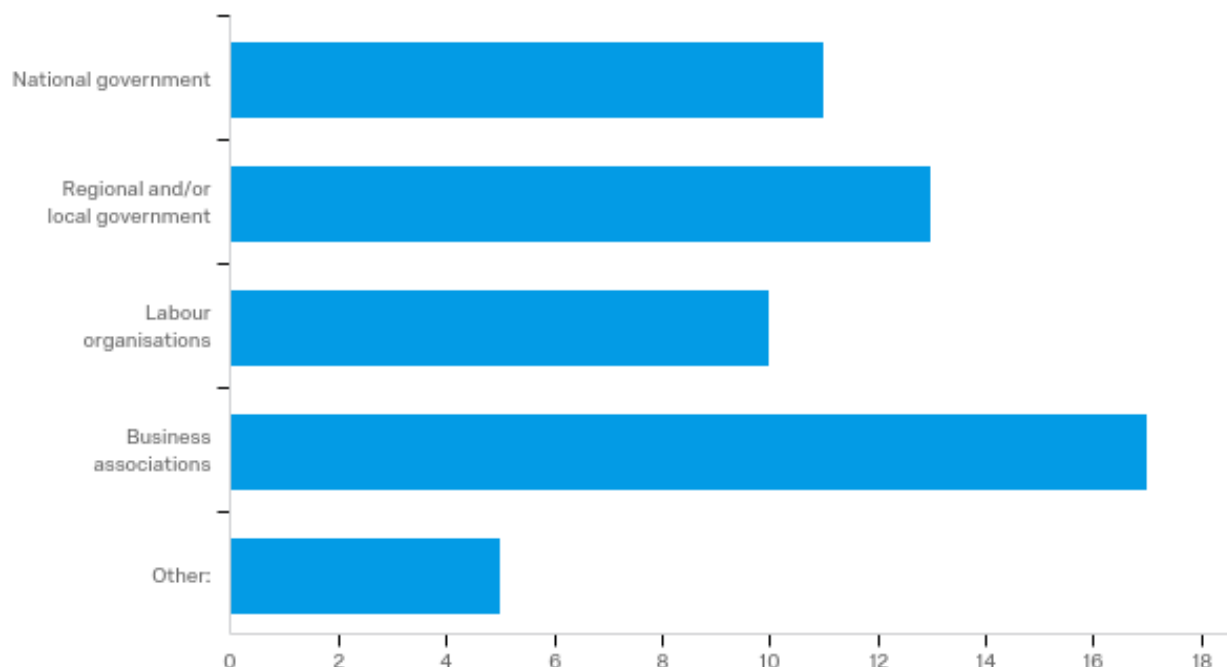
The above pie chart shows that all of the respondents agree that all members that participate in DECP programmes share their knowledge within their respective organization. Of the sample 53% strongly agrees and 47% agrees.

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:

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

Albania: IOE BusinessEurope FoodDrink Europe Regional Organizations

Burundi: Social partners on national and regional level

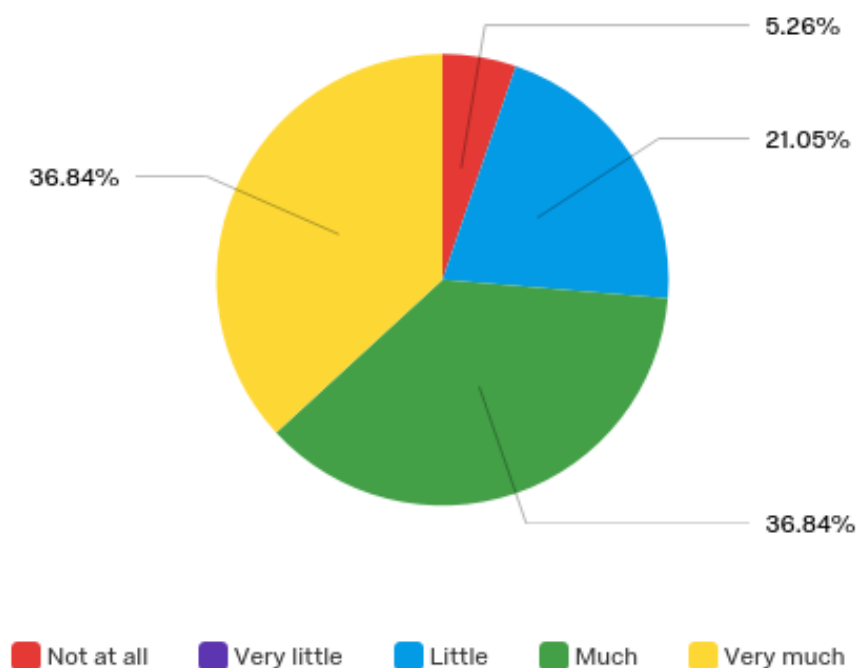
Vietnam: Member of VCCI

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?

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.

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

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

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

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

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.

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.

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

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.

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

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

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

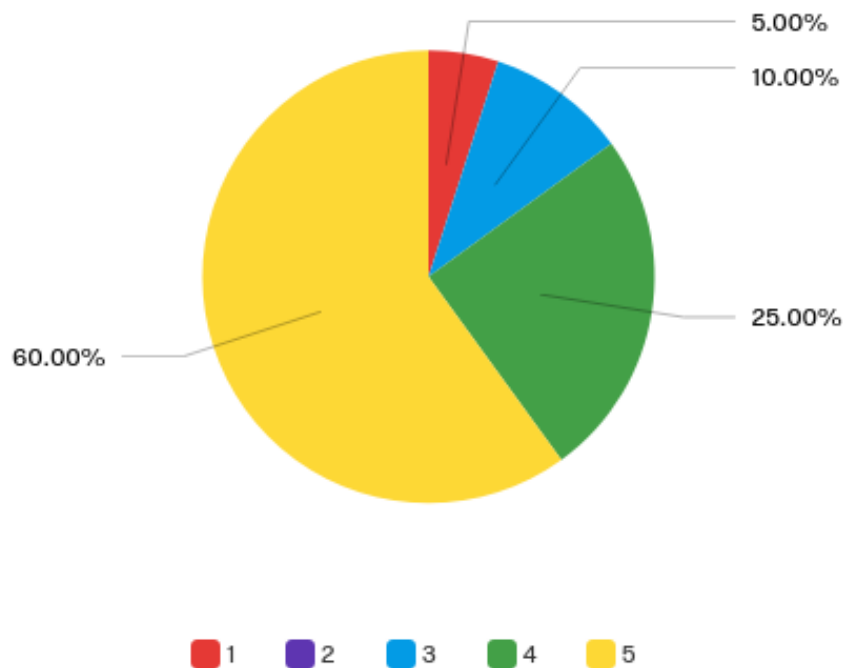
Zambia: The ZFE will have lost on a number of capacity building programmes and that will affect the effectiveness of the Zambia Federation of Employers in its service delivery to its members.

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.

Uganda: The capacity building initiatives would be adversely affected

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:

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.

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

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.

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.

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

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.

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.

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

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.

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

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.

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.

Kenya: We remain grateful to DECP for its support

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	sinjarikoli@gmail.com
Bolivia - Cochabamba	Alberto Arze B.	Director Ejecutivo	directorejecutivo@fepc.org.bo
Bolivia - Santa Cruz	Julio Kempff Suarez	Director Ejecutivo	empresarios@fepsc.org.bo juliokempff@hotmail.com
Bolivia - Chuquisaca	Cintia Castillo Salas	Gerente General	gerenciageneral@fepch.org
Bolivia - La Paz	Soraya Fernandez	ex-Gerente General	soryfj2004@yahoo.com
Burundi	Gaspard Nzisabira	Directeur Général	assoab64@yahoo.fr callixte_nkuru@yahoo.fr
Cambodja	Lor Sok	Secretary in Board of Directors	Lor.sok@sxhlaw.com
	Ms Sophorn Yann	Assistant General Manager	assistant_gm@camfeba.com
Indonesia	Paulus Agung Pampudhi	Executive Director	pambudhi@apindo.or.id
	Hariyadi B. Sukamdani	Chairman	anie@apindo.or.id
Kenya	Jacqueline Mugo	Executive Director	fkehq@fke-kenya.org
Macedonia	Mile Boskov	President	mb@bcm.mk
Mongolia	Khuyagiin Ganbaatar	Executive Director	monef@magicnet.mn
	Zolboo Narantsogt	Director Foreign Affairs	zolboo@monef.mn
Pakistan	K.M. Nauman	President	khawaja.nauman@hotmail.com
	Mr. Siddiqi	Secretary General	fks@efp.org.pk
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	Dante Carhuavilca Bonett	Director Economico	dcarhuavilca@sni.org.pe
Philippines	Jose Roland Moya	Sub-director	ramjo1961@yahoo.com
Tanzania	Dr. Aggrey K. Mlimuka	Executive Director	amlimuka@yahoo.com
	Joyce A. Nangai	Head of Communications	nangai@ate.or.tz
Vietnam	Nguyen Thi Tuyet Minh	Chairwoman VVEC	minhntt@vcci.com.vn
	Mai Dieu Huyen	Manager VVEC	huyenmd@vcci.com.vn
Zambia	Harrington Chibanda	Executive Director	zfe@zamnet.zm chibs19@yahoo.com
	Douglas Opio		opiodouglas@gmail.com
Nicaragua	Juan Carlos Amador	Director	Gerencia.cenami@cadin.org.ni
	Roberto Solorzano	Dir Ejec	marioAmador@cable.net.com.ni
Suriname	René van Essen	Ex-director	vanessen@sr.net

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	beyani.m@ecammw.com btmunthali@gmail.com
Moldova	Vladislav Caminschi	Director General	caminschi@cnp.md
Bosnia	Alija-Remzo Baksic. Director		alija.baksic@gmail.com
Togo	Jacob Mondedji, Responsable des Affaires Economiques		mondedji.jacob@yahoo.fr

Annex 4: List of interviewees

DUTCH EMPLOYERS' COOPERATION PROGRAMME	
Chorus, Rogier	Country Manager / DECP
Joosse, Dirk	Country Manager / DECP
Koster, Arnout de	Country Manager / DECP
Leij, Ronald de	Former Director / DECP
Moore, Andrew	Country Manager / DECP
Overbeeke, Bram van	Former Deputy Director / DECP
Standaert, Jean Marie	Country Manager / DECP
Velde, Jannes van der	Country Manager / DECP
Witte, Paul	Director / DECP
DUTCH MINISTRY OF FOREIGN AFFAIRS	
Docter, Hans	Director for Sustainable Economic Development / Netherlands Ministry of Foreign Affairs
Lina, Joost	Senior Policy Officer / Netherlands Ministry of Foreign Affairs
Runhaar, Job	Policy Coordinator Sustainable Economic Development / Netherlands Ministry of Foreign Affairs
Veul, Johan	Head Private Sector Development / Netherlands Ministry of Foreign Affairs
OTHER PARTNERS AND STAKEHOLDERS	
Geusau, Marie José Alting von	Manager / CNV Internationaal
Gronden, Johan van den	CEO / PUM Netherlands senior experts
Kaag, Astrid	Policy advisor Peru Mondiaal / FNV
Kesteren, Niek Jan van	Former Director / VNO NCW
Nettelhorst-Tweit, Tori	Director / NHO International
Unen, Dian van	Head of Department Mondiaal / FNV
CASE STUDY EAST AFRICA	
Dan Okanya	Coordinator / East African Employers' Organisation (EAEO)
Douglas Opiyo	Technical Advisor / East African Employers' Organisation (EAEO)
Stephano Mwaiko	Program Officer / East African Trade Union Confederation (EATUC)
Case study Peru	
Arrieta, Alejandro	Director Legal and Corporate Affairs / Camposol
Boer, Wiebe de	Ambassador / Embassy of the Kingdom of the Netherlands
Carhuavilca, Dante Bonett	Director of the Institute of Social and Economic Studies / Sociedad Nacional de Industrias (SNI)
Gorriti, Juan José	Vice president and director International Affairs / Confederación General de Trabajadores del Perú (CGTP)
Larrea, Jorge De Rossi	Technical Secretary / National Council of Labour and Promotion of Employment (CNTPE)
Machacuay, Samuel	Consultant Mondiaal / FNV Mondiaal
Mathews, Juan Carlos Salazar	Vice Minister of MSE and Industry / Ministry of Production
Naranjo, Jose Luis Correa	Vice President / Sociedad Nacional de Industrias (SNI)
Núñez, Raúl	Director Human Resources / Ingredion
Ortega, Karen Ampudia	Supervisor Ethical Systems and Sustainability / Camposol
Parodi, Angel Gustavo	Director Human Resource Management / Laive
Paz, Marco Ancajima	Secretary General / Cámara Peruana de la Construcción (CAPECO)

Rojas, Lourdes Guevara	Deputy Director Human Resource Management / Laive
Sanchez, Synara	Attaché for Commercial and Political Affairs / Embassy of the Kingdom of the Netherlands
Villamil, Roberto	Senior Specialist for Employers' Activities / International Labour Organisation (ILO) Country Office for the Andean Countries
Case study Uganda	
Douglas Opio	Head Policy & Research / Federation of Uganda Employers (FUE)
Ezra Rubanda	Head Trade Policy, Research and Advocacy / Chamber of Commerce
Fatmah Nsereko	Coordinator Female Future Programme / Federation of Uganda Employers (FUE)
Florence Maweijje	General Manager HR / Centenary Bank
Leeksa, Jorn	First Secretary Economic Cooperation / Embassy of the Kingdom of the Netherlands (EKN)
Martin Wandera	Director Labour / Ministry of Gender, Labour and Social Development (MGLSD)
Maweijje Muddu David	Country Coordinator / International Labour Organisation (ILO)
Moses Ogwal Goli	Director Policy Advocacy / Private Sector Federation Uganda (PSFU)
Naluggwa Teddy	HR Manager / M. M. Integrated Steel Mills Ltd.
Nanteza Juliet	HR Manager / Vitafoam
Rosemary Ssenabulya	Executive Director / Federation of Uganda Employers (FUE)
Satish Varma	General Manager / Vitafoam
Steven Kabagambe	Head Regional District Mobilisation / Chamber of Commerce
Werikhe Christopher Peter	Secretary General / National Organisation of Trade Unions (NOTU)
CASE STUDY VIETNAM	
Dinh Manh Hung	Expert / Vietnam Women Entrepreneur Council (VWEC/VCCI)
Ho Thi Kim Ngan	Vice President / Hung Yen Federation of Labour
Linden, Marc van der	Policy Officer / Embassy of the Kingdom of the Netherlands
Mai Thi Dieu Huyen	Manager / Vietnam Women Entrepreneur Council (VWEC/VCCI)
Nguyen Hoan Yen	Trainer / Trainers DECP club
Nguyen Minh Duc	Production Director / Hoa Lan Company
Nguyen Thanh Binh	Trainer / Trainers DECP club
Nguyen Thi Phuong Thao	Deputy Manager / Vietnam Women Entrepreneur Council (VWEC/VCCI)
Nguyen Thi Phuong Vien	Production Director / Dai Duong Company
Nguyen Thi Tuyet Minh	Chair / Vietnam Women Entrepreneur Council (VWEC/VCCI)
Pham Nguyen Cuong	Trainer / Trainers DECP club
Phi Ngoc Trinh	General Director / Ho Guom Garment Company
Tran Thi Lan Anh	Acting General Manager / Bureau Employer's Activities (BEA/VCCI)
Tran Tu Anh	Manager Women Economic Empowerment / SNV Netherlands Development Organization

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