

Building capacity
Strengthening advocacy
Fostering governance

Public-Private Dialogue

Public-Private Dialogue for Good Governance

PPD MANUAL FOR TRAINERS

May 2014

*Public-Private Dialogue for Good Governance Training
Herzberg & Sisombat Ed.
The World Bank, 2014*

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A. Introduction to the Training Manual

1. AIM AND SCOPE

Ineffective service provisions is often the result of poor governance, lack of transparency, lack of access to public information, weak accountability relationships and low level of citizens participation. Over time, the World Bank Group (WBG) has put good governance at the core of its agenda and has been supporting a wide array of programs aimed at empowering civil society organizations, including private-sector led organizations to promote demand-led governance reforms.

Because the private sector is a crucial partner in public service delivery, economic growth and overall national development, balanced private sector representation in policy dialogues is essential to mitigate the diversion of assets from benefiting the many; to strengthen transparency, inclusion and accountability, so as to reduce corruption and capture; and to break down the barriers to information asymmetries, better ensuring that the voice of constituencies impacted by policies are actually heard.

Sector development and sustainability are dependent on a set of imperatives which all relate to the governance imperatives:

- Strong *coordination* between sector stakeholders to coordinate sector initiatives and policies means increasing *inclusiveness*.
- Streamlined and effective *regulations* establish a level-playing field, where clear rules and procedures create a *fair* sector environment.
- *Transactions* between the private sector and government need to be *transparent* to ensure against the risk of capture and to ensure delivery of services through increased accountability.
- *Information* needs to be accessible within and across stakeholder groups to both ensure that decision-making is based on facts and to guarantee decision makers are held *accountable* for their actions.

On the basis of this assessment, the World Bank Knowledge Learning and Innovation' Private Sector Engagement for Good Governance (PSGG) Program seeks to overcome impediments to transparency, access to information and greater inclusion of all stakeholders in the policy-making debate, while helping solve key sector constraints related to lack of coordination, unfair regulations, unaccountable transaction and non-transparent information.

This is achieved through the establishment of a multi-stakeholder engagement process, the Public Private Dialogue Platform (PPD), which ensures that the fundamental conditions for sector development and sustainability through open governance practices are put in place. The establishment of these fundamental conditions will ultimately lead to inclusive and sustainable growth, which is itself an essential condition necessary to alleviate poverty.

PPD mechanisms - defined as structured dialogues between the government and private sector aimed at addressing issues faced by the private sector, either to improve the investment climate, health services or manage scarce resources - are a widely recognized way in which to support a process of continuous improvement in the areas identified and to build trust between the parties. The concept itself is not

new: PPD is embedded in the cultures of all many countries through guilds, Chambers of Commerce and structured lobbying and advocacy groups. A PPD initiative is only giving a formal structure and expression to the common desire of businesses and governments to identify and solve issues impeding economic growth and establish the conditions in which the private sector can flourish. Dialogue helps to reveal to governments the likely micro-economic foundations for growth, but it also creates a sense of ownership of reform programs among the business community which makes policies more likely to succeed in practice.

The diversity of stakeholders needs to be considered. The term “private sector” can be misleading as it conveys the idea of a homogeneous group with converging ideas. In most cases, there isn’t one private sector but a multitude of interest groups which do not speak with one voice and have their representative bodies captured by large members. Indeed, they are likely to have different goals, incentives, methods and value which are sometimes complementary, contradictory or conflictive. The state of development of the “private sector” varies also from one country to another, with almost non existing private sector in FCS, or a private sector composed mainly of informal and micro businesses.

The approach in this manual defines the PPD stakeholders groups as comprised of both large-small-medium and micro enterprises, which are formally registered or not; domestic and foreign owned; global and local players; represented by either large business membership organizations (BMOs such as chamber of commerce, industry associations) or community / production groups. This manual’s approach aims to promote coalition building of all these various groups towards improving the governance of a sector that will lead to increasing its competitiveness.

A process of PPD is all the more necessary in fragile states to bring back trust. PPD processes have been emerging in Timor-Leste, Liberia, Sierra Leone, South Sudan: bringing different groups in conflict of the private sector at the same table, PPDs are building a sustainable constituency for stability and reform (investment climate, delivery of public services, natural resources) and an atmosphere of mutual trust and understanding between public and private sectors, improving predictability and in turn enabling economic growth. The reason why PPDs can be increasingly constructive is a consequence of the trust and relationships built up over time through meetings and the focus on achieving tangible outcomes on issues that may, initially, have been difficult to talk about at all.

Nevertheless, in their early years at least, PPD processes are not easily sustainable without external support, as they benefit greatly from specialist skills and capacity building initiatives for both the private and public sector participants. Trust building itself is an important - though less quantifiable - aspect of a PPD process. It will materialize with a focus on overcoming development issues that are shared through a carefully managed dialogue process. In countries where relationship issues are particularly strained within the private sector, or between the public and private sectors, the development partners have acted as an ‘honest broker’ in the dialogue to provide a neutral venue to bring all participants together.

2. OBJECTIVE OF THIS MANUAL

This facilitator manual has been developed to support the PPD experts' ability to facilitate and promote public-private dialogue (PPD). The manual has been developed based on the World Bank Group' staff experience in developing and managing PPDs following a series of country engagements involving delivery of a 3-day capacity building workshop on private sector engagement for good governance and PPD.

It builds upon the PPD handbook for Business Environment Reformers¹. It is a complement of the PPD handbook, and both documents can as a guide or source document providing theoretical and practical knowledge on how to develop, implement and sustain public-private dialogues. Please note it is intended as a "guide" and not a "bible". Be guided by your experience, the needs of the participants, and your own common sense, as well as the information in here. It suggests a structure and content for a 3-day training course, including trainer instructions, exercises, tools and background readings to successfully lead this workshop.

Make sure you go through the facilitator guide well in advance. All information in this manual has been developed through research and hands-on experience.

3. TARGET GROUP

PPD specialists are often deployed in country to provide guidance to PPD teams and stakeholders on the design, management and sustainability of a public private dialogue platform. This training manual has been designed for these PPD specialists who wish to build capacity among PPD stakeholders on secretariat effectiveness and PPD management, advocacy and communications, monitoring and evaluation and sector specific initiatives.

It provides materials and techniques to train PPD stakeholders at the initiative level, and provide capacity building exercises to strengthen the PPD secretariats and guide the teams on how to measure the impact of PPDs.

The beneficiaries of the PPD workshop are:

- Stakeholders of the PPD (private sector, government)
- Staff of the PPD secretariat.

To keep the interactivity of the PPD workshop, the ideal number of participants is around 15 persons with a maximum of 25 people. Based on the World Bank Group staff experience, it is recommended to select a homogeneous group, for example: technical level with technical level; high level officials from different agencies. This is more because of the nature of their respective work rather than because of hierarchy so the trainers can adapt precisely its training material to the needs of the participants. We have found interesting dynamics when mixing government and private sector representatives as mingling them in a three-day event contributes to the efforts of building trust between the parties resulting in a more effective dialogue.

¹ Herzberg B., Wright A. (2006). The PPD Handbook, A Toolkit for business environment reformers, Operational Guidelines for the Charter of Good Practice in Using Public-Private Dialogue for Private Sector Development (2006), Washington DC: The World Bank Group.

4. TRAINING APPROACH

The sessions are designed to be interactive and enjoyable. They provide a mix of presentations, discussions, case studies, role play and exercises. For many activities, participants may need to work in small groups. This also allows all participants to participate more fully. The effectiveness of the training depends on participants actively contributing to the program based on their own background and experience. Facilitators are encouraged to add case studies and examples from their own experience.

Section D of the manual provides information on adult learning.

5. WORKSHOP OBJECTIVES

This is a three-day workshop. The length of the workshop depends on the facilitator, local customs regarding working hours and the time spent with participants on each of the exercise.

After facilitating the workshop, your participants will be able to:

Module 1: Good practice in Setting up, Managing and Exiting a PPD

- Have an overview of good practice in developing, managing and ensuring the sustainability of a PPD;
- Apprehend the dynamics between stakeholders in a dialogue and understand the political risks;
- Understand how a PPD operates, the resources needed, the role of a secretariat.

Module: PPD for Competitiveness (Optional)

- Learn from other experiences of PPD for competitiveness;
- Understand what type of cooperation can happen in a PPD for competitiveness.

Module 2: Communication and Outreach:

- Realize the need to obtain support for a reform through a well-coordinated communication and outreach campaign;
- Grasp the concept of communication and learn from other PPD communication campaign;
- Initiate a communication plan and develop a 12-month communication plan on one specific reform.

Module 3: Monitoring and Evaluation Framework

- Understand the M&E framework for PPD;
- Initiate the implementation of a system to collect evidence and measure outcomes of the PPD.

Module 4: Operations and Business Planning (Upcoming module)

- Measure the efforts to start a PPD in their country;
- Develop a strategy to ensure the sustainability of the PPD;
- Develop an initial work plan for the PPD in their country;
- Develop an operating budget for a PPD.

6. WORKSHOP HIGH LEVEL OVERVIEW

Time	Topic	Method	Duration
Day 1. Good Practice versus Implementation Realities			
09:00-09:30	Welcome and Introductions	Presentation	30 min
Module 1: Good practice in setting up, managing and exiting a PPD			
09:30-10:30	Session 1. Good Practice in PPDs versus Implementation Realities	Presentation	60 min
10:30-11:45	Coffee break		15 min
11:45-12:00	Session 2. Redefining your PPD: contextualization	Discussion	15 min
12:00-13:00	Lunch		60 min
13:00-14:00	Session 3. Trade-offs and secret agendas in building PPD	Role-play	60 min
14:00-14:15	Coffee break		15 min
14:15-17:00	Session 4. Redefining your PPD	Exercise and presentations	2 hr 45 min
Optional Module: PPD for Competitiveness			
Day 2. Communication and M&E			
Module 2: Communication and outreach			
09:00-10:15	Session 5. Outreach, communication and marketing applied to PPD programs	Presentation and exercises	1 hr 15 min
10:15-10:30	Coffee break		15 min
10:30-12:00	Session 6. Designing a 12-month and multi-segment campaign for each PPD represented	Exercise	1 hr 30 min
12:00-13:00	Lunch		60 min
Module 3: Monitoring and Evaluation Framework			
13:00-14:00	Session 7. Monitoring and evaluation: the basics	Presentation	60 min
14:00-15:00	Session 8. The PPD evaluation wheel	Exercise of self-evaluation	60 min
15:00-15:15	Coffee break		15 min
15:15-16:15	Session 9. Measuring the reform process	Exercise of self-evaluation	60 min
16:15-17:00	Session 10. Benchmarking your PPD	Group presentations	45 min
Day 3. Operations and Business Planning			
Module 4: Operations and Business Planning (Upcoming module)			
09:00-10:00	Session 11. Deciding on reform criteria for prioritization, filtration and translating them into an issue submission form	Presentation	60 min
10:00-11:00	Session 12. Cost-benefit analysis	Presentation and exercise	60 min
11:00-12:00	Session 13. Setting up a reform tracking system	Presentation and exercise	60 min
12:00-13:00	Lunch		60 min
13:00-14:30	Session 14. Action and business planning	Exercise	1 hr 30 min
14:30-15:30	Session 15. Budgeting		60 min
15:30-17:00	Session 16. Preparing presentations for external stakeholders	Exercise	1 hr 30 min
17:00-18:00	Session 17. Presentation to the group	Presentations	60 Min
18:00	Wrap up and evaluations		

7. STRUCTURE OF THE MODULES

- **Summary sheet:**
The summary sheet gives information on the time needed, defines the learning objectives, the learning outcomes, the handouts and background reading required per session.
- **Trainer instructions:**
These instructions are the script of each module and give the trainer information on each step of facilitating this workshop. The information is complemented by a time frame for each step, slides and reference to material to be used.

8. ORGANIZING THE TRAINING COURSE

- **NUMBER OF PARTICIPANTS:**

The maximum number of participants for the workshop varies and depends on various factors, such as your experience as a facilitator, available funds, facilities and local customs regarding working hours. The ideal number is 15 and the maximum being 25 to allow interactivity. With less than 10 participants, it is more difficult to implement the interactive parts of the course, especially the work group exercises. In case you have a small number of participants, treat them as just one group and organize the discussion altogether.

- **APPROPRIATE TIMING:**

The manual includes an indicative high level overview and agenda. The actual length of time will depend on your management of discussions and activities. Try to manage time well and inform your audience in advance should the schedule change.

We recommend arriving at least one hour before the start of the session. We suggest you welcome/talk with each participant as they come into the classroom and introduce yourself to them. It breaks the ice and sets the type of friendly atmosphere that is conducive to learning.

Please ensure for timely breaks, interaction and use a variety of teaching methods as it may otherwise become monotonous. Note that the attention span of participants seldom exceeds 45 minutes.

- **LOGISTICS:**

When selecting and preparing the training room, trainers should keep the following points in mind:

- Can everyone see and hear the trainer? Is there sufficient space for interaction and group work?
- Check logistics and prepare a slide/flipchart in advance on issues related to logistics and housekeeping (e.g. locations of restrooms, emergency exits, lunch facilities, break times and any other information that will be helpful to participants).
- Are resources available? (See resources checklist).
- Room Set-Up: depending on the group size, the recommended room layout for a large audience (over 15 persons) is to have participants sit at tables in small group arrangements (see below). During the workshop several activities will be done by these small groups. You can consider the U-shape arrangement for groups of less than 15 persons (see Section H for class room layout).

9. RESOURCES CHECKLIST

For this workshop, please note that you and the participants will need to bring their own **laptop**. Also, make sure you have an overview of and prepare in advance the handouts, templates, and background readings used per session.

This workshop makes use of the following training resources:

- **PowerPoint Presentations:**
Please adapt your PowerPoint presentation to your needs and audience. Slides are provided on a USB stick that comes together with this training manual. Make sure to distribute a hardcopy of the slides presented to the participants.
- **Participants' Handouts (soft copies will be made available):**
Handouts and templates for exercises are used during the course. A complete list of titles is presented in section E. Soft copies are provided on a USB stick and/or can be downloaded from www.publicprivatedialogue.org. The handouts and templates for exercises are also indicated with the symbol ❖ in the summary sheet and the trainer instructions for each session (section C).
- **Background Reading (soft copies will be made available):**
This material is recommended reading for the facilitators in order to prepare themselves prior to the workshop. A complete overview of titles can be found in section E (Recommended Reading and Videos). It gives relevant insights and examples on the most important topics covered by the different sessions. These are also mentioned in the summary sheet for each session and the trainer instructions (section C).

We recommend that you regularly visit the public private dialogue website www.publicprivatedialogue.org as well as sign up for the various social media outlets (PPD YouTube Channel, Facebook, LinkedIn, Twitter) to keep abreast of PPD news and lessons learned. Updated training materials will also be uploaded on the website. This is also valid for the participants of your workshop as they will be able to interact with a community of practice which will be able to share their experience on PPDs (see also page 9, section E for information on videos and section F. Other resources for PPD stakeholders).

- **VIDEOS**

- PPD YouTube channel
Videos on PPD Experiences from various countries are available on PPD YouTube channel:
<http://www.youtube.com/channel/UCmqCuk2ixLGLvIFAflt6tiA>
- Online Video Presentations on PPD Topics:
Recorded presentations are available on the public private dialogue website. As of March 2014, videos are available on the following topics:
 - Good Practice versus Implementation Realities
 - Outreach and Communication
 - The Basics of M&E
 - Other topics are in preparation
- Online Videos on PPD Case-Studies:
 - District PPD in Bangladesh – reducing trade license barriers through dialogue:
http://www.youtube.com/watch?v=_DjiBm1LvD4
 - Improving livelihood in Cambodia: <http://www.youtube.com/watch?v=QjtLiTtmWA>
 - Jordan Valley Water Forum: http://www.youtube.com/watch?v=W8JXvs70q_o
 - 1st Business Environment Roundtable BEE PPD at parliamentary level:
<http://www.youtube.com/watch?v=LXFXLbeslew>
 - During the 2014 PPD Global workshop, more than 20 new videos will be uploaded.
Please check these out on the PPD website: publicprivatedialogue.org

It is recommended to watch these videos as part of your preparation before the workshop (see also section E). It may be also useful to show them at the opening of your workshop when your stakeholders are in starting up phase, and do not yet understand the scope of a PPD.

• MATERIALS FOR THE WORKSHOP

Make sure to organize the materials listed below. Unless otherwise specified, number of copies required = number of participants in class (Average number of participants: +/- 25) (Section H provides a separate list).

- Access to internet (as templates can be downloaded from the website and used during the workshop)
- Laptop (bring your own laptop and inform participants to bring theirs)
- LCD projector (1 unit)
- CD/DVD player (1 unit)
- Flipchart stands (one per table / 4 units)
- Flipchart pads for each stand (4 pads)
- Whiteboard (optional)
- Water-based markers/pens for flipcharts (at least 3 per flipchart in assorted colors)
- Name tags to put on tables
- Hanging name badges
- Participant binders with inserts of:
 - Workshop objectives and content outline
 - Workshop agenda
 - List of participants
 - Participants handouts
- 3-4 packs of candies (chocolate bars, etc.) to reward good participation during hand's on exercises
- 5 USB keys (to save PPD templates and M&E tools) to pass among participants
- Stationery:
 - pens, pencils (1 box each), pencil sharpener (1), eraser (1)
 - Masking tapes (3)
 - putty (2 units)
 - Markers, colored, highlighters
 - Staplers, staples and Staple remover (1)
 - Scissors (1)
 - Rubber bands
 - Two and three hole punch (2)
 - post-it / size: 3x3 inches; 4x6 inches and 8x6 inches (5 each)
 - A5 paper from 3 different colors (200 each)
 - A4 paper (1 ram)
 - notebook (# participants)
 - Paper clips, binder clips
 - Correction fluid/white-out
 - Glue stick
 - Scotch tape and dispenser
 - CDs, USB
 - Message and Post It notepads
- Strong tape (duct tape, strapping tape)

B. WORKSHOP AGENDA

A typical agenda for the three-day workshop is as follows:

Indicative Timing	Agenda Item
Day 1: Good Practice versus Implementation Realities	
09:00 - 09:30	<ul style="list-style-type: none"> - Welcome - Introductions - Videos of PPDs
09:30 - 10:30	Session 1. Good Practice in PPDs versus Implementation Realities
10:30 - 11:45	Coffee Break
11:45 - 12:00	Session 2. Redefining your PPD: contextualization & discussion
12:00 - 13:00	Lunch
13:00 - 14:00	Session 3. Trade-offs and secret agendas in building a PPD: role-play:
14:00 - 14:15	Coffee Break
14:15 - 17:00	Session 4. Redefining your PPD: exercise and presentations
Day 2: Communication & Outreach, Monitoring & Evaluation Framework, PPD for Competitiveness	
09:00 - 10:15	Session 5. Outreach, communication and marketing applied to PPD programs: a framework with exercises
10:15 - 10:30	Coffee Break
10:30 - 12:00	Session 6. Designing a 12-month and multi-segment campaign for each PPD represented
12:00 - 13:00	Lunch
13:00 - 14:00	Session 7. Monitoring and Evaluation: the basics
14:00 - 15:00	Session 8. The PPD evaluation wheel: exercise of self-evaluation

Indicative Timing	Agenda Item
15:00 - 15:15	Coffee Break
15:15 - 16:15	Session 9. Measuring the reform process: exercise of self-evaluation
16:15 - 17:00	Session 10. Benchmarking your PPD - Presentation by each group
Day 3: Operations and Business Planning	
09:00 - 10:00	Session 11. Deciding on reform criteria for prioritization, filtration and translating them into an issue submission form
10:00 - 11:00	Session 12. Cost-benefit analysis: how to do and exercise (integrated with coffee break)
11:00 - 12:00	Session 13. Setting up a reform tracking system
12:00 - 13:00	Lunch
13:00 - 14:30	Session 14. Action and business planning
14:30 - 15:30	Session 15. Budgeting (integrated with coffee break)
15:30 - 17:00	Session 16. Preparing presentations for external stakeholders
17:00 - 18:00	Session 17. Presentations to the Group
18:00	Wrap-up and Evaluation

C. WORKSHOP SESSIONS

Day 1. Good practice versus Implementation Realities

Session: Welcome and Introductions

Time: 09:00-09:30

Objectives:

After the introduction, participants have the following knowledge/skills:

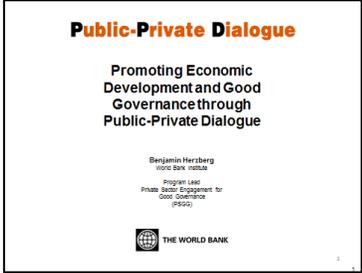
- Overview of the Workshop, Including Time Schedule of Individual Sessions and Breaks;
- Have a Broad Sense of What the Course Sets Out to Achieve.

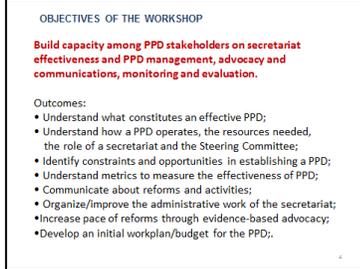
Participants Handouts:

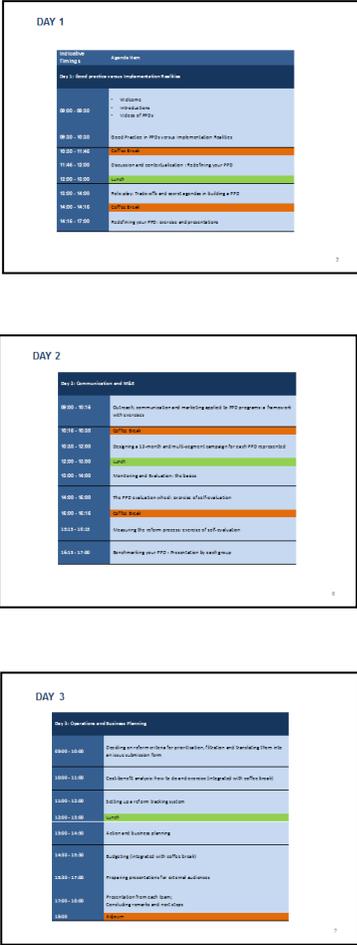
- ❖ Overview Slides. Welcome and Introductions
- ❖ Overview of Workshop Objectives and Workshop Agenda

Recommended Reading:

- Reforming the Investment Climate

Time	Title (slide/theme)	Content
09:30	<p>Slide: Public-Private Dialogue</p> 	<p>Welcome to the 3 day PPD training.</p>
	<p>Slide: Your hosts</p>	<p>Introduction of the hosts</p> <p>Introductions of the hosts (facilitators) of the workshop</p> <p>Start by introducing yourself. Establish credibility, i.e. your background your experience that ties in with this program, and experience with adult-education.</p>

Time	Title (slide/theme)	Content
		
	<p>Slide: Presentation</p> 	<p>Introduction of the delegates</p> <p>Get participants to introduce themselves, with their name, their title and organization, and (optional) any additional and appropriate question(s) such as:</p> <ul style="list-style-type: none"> • State one thing you would like us to know about you or • Tell us about 1 expectation from the workshop
	<p>Slide: Objectives of the workshop</p> 	<p>Objectives of the workshop</p> <ul style="list-style-type: none"> • Understand what constitutes an effective PPD; • Understand metrics to measure the effectiveness of PPD; • Identify constraints and opportunities in establishing a PPD ; • Initiate a work plan to establish the PPD; • Communicate about plans and activities of the PPD; • Organize/improve the administrative work of the secretariat; • Increase pace of reforms through evidence-based advocacy.

Time	Title (slide/theme)	Content
	<p>Slide: Program Day 1, 2, 3</p> 	<p>Briefly explain the Program of the 3-day workshop</p>
	<p>Slide: Housekeeping</p> 	<p>Housekeeping</p> <p>Give participants the housekeeping information they need, such as when breaks are, how long lunch break will be, washroom locations, etc.</p>

Time	Title (slide/theme)	Content
	<p>Slide: Videos PPDs</p> <div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 10px auto;"> <p>VIDEOS PPDs</p> <p>PPD YoutubeChannel</p> <p>http://www.youtube.com/channel/UCmqCuk2ixLGLvIFAft6tiA</p> </div>	<p>Show YouTube Videos on PPDs (optional)</p> <p>It may be useful to show videos at the opening of your workshop when your stakeholders are in starting up phase, and do not yet understand the scope of a PPD.</p> <p>Visit PPD YouTube Channel for videos from many countries: http://www.youtube.com/channel/UCmqCuk2ixLGLvIFAft6tiA</p>

Day 1. Good Practice Versus Implementation Realities

Module 1: Good Practice in Setting Up, Managing and Exiting A PPD

Time: 09:30-17:00

Objectives:

After the sessions, participants have the following knowledge/skills:

- Have an overview of good practice in developing, managing and ensuring the sustainability of a PPD;
- Apprehend the dynamics between stakeholders in a dialogue and understand the political risks;
- Understand how a PPD operates, the resources needed, the role of a secretariat.

Participants Handouts Module 1:

- ❖ Overview Slides Module 1. PPD Training Workshop Main Presentation
- ❖ Exercise: Redefining You Collaborative Policy Platform
- ❖ Role-Play: Trade-Offs and Secret Agendas in Building a PPD (Case Simulation)

Recommended Reading Module 1:

- PPD Charter (Appendix 1)
- Competitiveness Partnerships
- HERZBERG_2012_PPD for Sector Competitiveness
- PPD Handbook
- Public Private Dialogue for Sector Competitiveness and Local Economic Development
- World Bank Sector Competitiveness Report Final 10-5

Day 1. Good Practice versus Implementation Realities

Module 1: Good Practice in Setting Up, Managing and Exiting A PPD

- Session 1: Good Practice in Setting Up, Managing and Exiting A PPD - Presentation

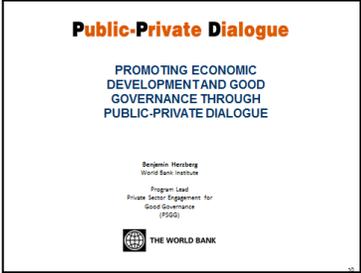
Time: 09:30 - 10:30

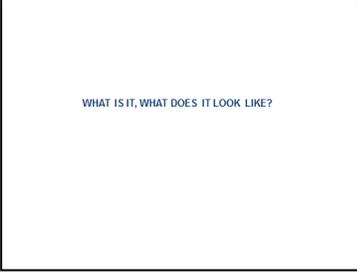
Participants Handouts:

- ❖ Overview Slides Session 1. Good Practice in Setting Up, Managing and Exiting A PPD

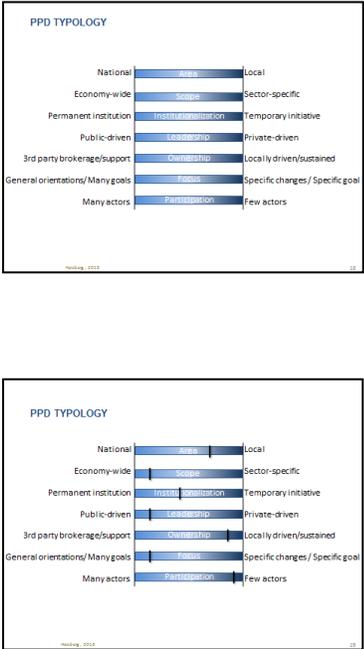
Time	Title (slide/theme)	Content
09:30	Fragility: Natural Disasters 	Fragility: Natural vs Man-Made Disasters in both developing and developed countries <p>The theme of today is fragility. We live in a fragile world. We tend to take economic development for granted but there can be a lot of setbacks.</p> <p><i>To the facilitator: you will present examples of natural disasters, followed by examples of man-made calamities. You do not need to use all examples provided here. You can make a selection, use your own examples, or examples that might be particularly relevant for your audience.</i></p>
	Slide: The earthquake in Haiti 	Earth quake in Haiti, 2010 <p>Haiti was on the path to redevelopment. The earthquake toppled everything. Not only the horrible loss of life, and properties, it also created huge economic development havoc. The unemployment was very high at 70%, and went even higher. Since then Haiti has been trying to catch up. All the economic gain achieved before the earthquake was lost.</p>

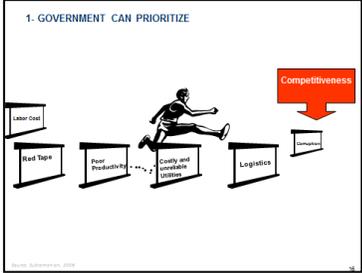
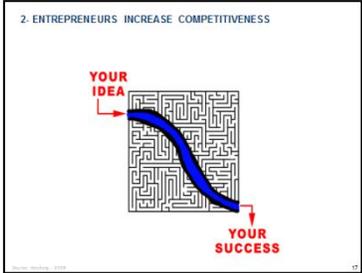
Time	Title (slide/theme)	Content
	<p>Slide: Tsunami in Japan</p> 	<p>Tsunami in Japan, 2011</p> <p>Japan had a very strong automotive industry. Here is a picture of the devastation caused by the tsunami that struck Japan in 2011.</p> <p>Just after the tsunami struck, the car production fell 60% from what it was before. It took Japan a while to recover.</p> <p>Even stronger economies are subject to this fragility. The question is “how do they rebound?”</p>
	<p>Fragility: Many Man-Made Disasters</p>	<p>Fragility: Many Man-Made Disasters</p> <p>Fragility can also come from man-made disasters. In fact, there are many man-made disasters. Some of them are wars.</p>
	<p>Slide: The Iraqi War</p> 	<p>The Iraqi War</p> <p>Fragility can come from man-made disasters.</p> <p>This picture shows people in Iraq, standing amid debris caused by war. The Iraqi war has been on-going for a long time. It has created a large exodus of skilled labor from all over Iraq. There was a huge GDP drop during the war in 2003.</p>
	<p>Slide: The Arab Spring</p> 	<p>The Arab Spring</p> <p>Sometimes you have instability that happens for good reasons in a way. For instance, the Arab Spring, the widespread discontent at economic hardship, decades of autocratic rule and corruption in the Arab world erupted into mass demonstrations. The people demand more freedom, more transparency, more accountability and get to the streets to demand that.</p> <p>A picture of Egypt, Tahrir Square. Someone holding a sign ‘Dear tourists don’t leave, we protect you’.</p> <p>The decline in tourism in Egypt has caused an economic loss</p>

Time	Title (slide/theme)	Content
		<p>of 1.7 billion USD. Tourism is one of the biggest industries in Egypt. Even well intended events create instability and fragility, resulting in a huge economic impact.</p>
	<p>Slide: Downgrade Credit Rating</p> 	<p>Downgrade Credit Rating</p> <p>Man-made fragility also happens in in the OECD market. Remember the financial crisis of 2007-2008, together with the bursting of the housing bubble.</p> <p>This article is from the Wall Street Journal, published in January 2012. The article referred to the credit downgrading of a number of countries. A lot of them have since then lost their triple A status and need to respond to fragility.</p>
	<p>Slide: The Greek Crisis</p> 	<p>The Greek Crisis</p> <p>The response – if it does not come from the government – will come from the street.</p> <p>A picture of Greece, during the Greek government-debt crisis that has plunged the economy into a sharp downturn. The GDP declined from 2008 to 2012. This also happened to many other OECD countries.</p> <p>The crisis has had a huge economic impact. There is an urgent need to come up with new policies, new systems that can adapt to new market conditions.</p>
	<p>Slide: Intro</p> 	<p>We live in an era of fragility.</p> <p>More and more, fragility needs to be mitigated by dialogue, to be able to quickly react and find solutions.</p> <p>These examples explain why the topic of public private dialogue, promoting economic development and good governance through public –private dialogue, is important.</p>

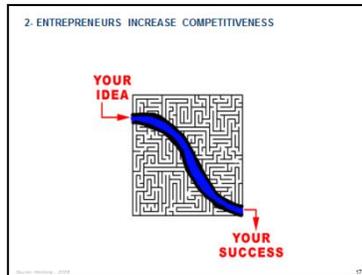
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	<p>Slide: What it is (PPD)</p> 	<p>What is Public-Private Dialogue?</p> <p>It is not a definition in absolute terms. It should be regarded more as a set of parameters that are helpful in understanding what PPD is about.</p> <p>‘structured mechanisms’</p> <p>We make a difference between a public private dialogue which is somewhat structured in the way the public sector addresses the private sector and where the businesses are organized to speak to the government. As opposed to ad-hoc lobbying where some business groups meet occasionally with politicians in order to try to push for an agenda. A structured mechanism is more sustainable over time.</p> <p>‘anchored at the highest practical level’</p> <p>This depends on the level of jurisdiction on which the public private dialogue takes place. You want to anchor that dialogue at the highest practical level on both the government and the private sector side.</p> <p>‘light secretariat’</p> <p>We see that often, a secretariat is set up as a neutral entity or ‘honest broker’ focused on keeping every actor within the PPD informed, prepared and productive.</p> <p>‘discovery process’</p> <p>Facilitating a discovery process to assess which reforms are needed to improve the economy.</p> <p>‘balanced range’</p> <p>Means the involvement of a number of people representing all the views about that topic, including minorities and</p>

Time	Title (slide/theme)	Content
		<p>disfranchised groups, not just the incumbents.</p> <p>‘competitiveness’</p> <p>Actions that have impact on competitiveness and/or policies in sectors we seek to improve, such as enactment of the law, regulations.</p>
	<p>Slide: When to use it</p> <div data-bbox="370 600 732 873" style="border: 1px solid black; padding: 5px;"> <p>WHEN TO USE IT</p> <ol style="list-style-type: none"> 1- As a growth discovery mechanism (whether at economy wide or industry level, whether at national or local level) 2- As a crisis detection mechanism (to capture early warning signals and take defensive actions) 3- As a post-crisis resolution platform (to quickly set up and implement mitigation strategies) 4- As a governance mechanism to ensure inclusion, fairness, transparency and accountability </div>	<p>When to use PPD?</p> <p>Discovery mechanism</p> <p>It can be a discovery mechanism for an entire economy, a specific sector, the national or local level. It can be used to find out what is needed to go to the next step. If we want to do an industrial upgrading, for instance, what do we need to do? If we want to increase the private sector content in the health or education sector, what do we need to do?</p> <p>Detection mechanism</p> <p>It can be used as a detection mechanism to detect important signals such as changes in economic trends. If public and private sector work closely together, they can share essential information. If the private sector detects economic trends early on, it helps if they are able to tell the public sector right away. If there are policy changes, people need to be able to know that in the private sector so that they can adapt.</p> <p>Resolution platform</p> <p>It can be used as a post crisis resolution platform. To quickly set up and implement mitigation strategies when something hits you. PPD has been very useful rebuilding fragile countries or turn around economic downturns.</p> <p>Governance mechanism</p> <p>By having a diverse range of actors that share information between themselves, a mechanism is created that ensures inclusion, fairness, transparency, accountability from the government to the citizens, the civil society and the private sector, and vice versa. This helps improve service delivery.</p>

Time	Title (slide/theme)	Content
	<p>Slide: What does it look like</p> 	<p>What does it look like</p> <p>PPD comes in many forms. It can be structured or ad hoc, formal or informal, wide-ranging or focused on specific issues.</p> <p>It can be initiated by forward-thinking governments, frustrated entrepreneurs, or third parties such as international donor agencies. Sometimes it involves only a few private sector representatives, sometimes it includes labor unions and civil society groups.</p> <p>It can take place at local, national, or international level. It can be organized by industry sector, cluster or value chain, or it can cover cross-cutting economic issues.</p>
	<p>Slide: PPD Typology</p>  <p><i>Note: You can move the cursor along the line of each category.</i></p>	<p>PPD Typology</p> <p>This is a framework that is focusing on seven categories. You can move the cursor on the spectrum where you think it fits. It will give you a picture of how you perceive your partnership.</p> <ol style="list-style-type: none"> 1. What is the area of the PPD? Is it national or local? 2. What is the scope of the initiative? Is it sector-specific, economy-wide, or topic-wide? 3. What is the level of institutionalization of this initiative? 4. Who are the leaders of this? Is this private driven looking or more publicly driven? 5. Who owns it? Is it something locally driven, sustained by the actors themselves or is it something that is sponsored by third parties with a lot of support. 6. What is the focus of the partnership? Is the focus to do a few specific changes, with specific goals, or is it to give general orientation about the economy? 7. Participation. Who are involved?

Time	Title (slide/theme)	Content
	<p>Slide: What is in it for me?</p> 	<p>Slide: What is in it for me?</p> <ul style="list-style-type: none"> • Why would you want to do PPD? • Major reasons why stakeholders decide to do PPD?
	<p>Slide: 1. Government can prioritize</p>  <p><i>Note: This is a build slide.</i></p>	<p>1. Government can prioritize</p> <ol style="list-style-type: none"> 1. The government is facing many issues. Should it deal with delivery issues, registration policies for companies, productivity, utilities, logistics or corruption? Where do you start? Compare it to a steeplechase with so many obstacles to take. 2. The government can prioritize the actions that they need to take when they get structured input from a balanced range of actors in the private sector. It helps them to prioritize. That's what is in it for the government.
	<p>Slide: 2. Entrepreneurs increase competitiveness (1)</p>  <p><i>Note: This is a build slide.</i></p>	<p>2.1 Entrepreneurs increase competitiveness</p> <p>The entrepreneur cares about one thing. When an entrepreneur has ideas, he/she wants success fast.</p>
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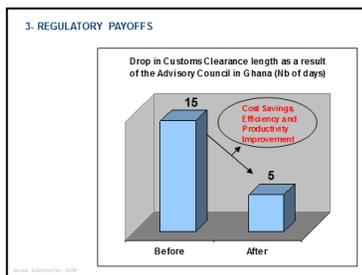
Slide 2. Entrepreneurs increase competitiveness



2.2 Entrepreneurs increase competitiveness

1. Entrepreneurs often face a system with many government regulations that he/she needs to navigate in order to get success. It is a tiresome procedure and many entrepreneurs give up along the way.
2. Many small and medium businesses die within 1 or 2 years. Sometimes this is healthy as they were not competitive enough. These entrepreneurs will start another business that will be more competitive. However, you don't want them to die for bad reasons. The last thing you want is that businesses cannot flourish due to red tape.
3. The entrepreneurs want to see a nice straight path from idea to success. The PPD can help doing that by highlighting the view of the private sector. The PPD can draw attention to the suggestions of the entrepreneurs to simplify procedures, reduce red tape, so that entrepreneurs are able to go much faster towards success. That translates in regulatory pay-off.

Slide 3. Regulatory payoffs



3.1 Regulatory payoffs

1. In Ghana, the Advisory council helped reduce customs clearance from 1-2 weeks down to 3-5 days resulting in Ghana being named the 9th best reformer in the World Bank group's flagship Doing Business survey.
2. The most tangible benefits of PPDs are the policy reforms they can precipitate, but these are not one-shot successes achieved in a vacuum: reforms brought about by PPDs are distinct from those achieved by straightforward lobbying in that they integrated into a broader framework of change. It would be misleading to consider any single reform in isolation from others, or from the wider and softer social changes which competitiveness partnerships can bring.
3. Policy reforms can include new legislation, the amendment or scrapping of existing legislation, removing or simplifying regulations and controls, standardizing procedures across different jurisdictions, and setting up new institutions. Also, industry clusters often face problems that cut across several different ministries, and competitiveness partnerships –

especially when they are structured along sectoral lines – can help businesses to structure, focus and rationalize their message to policymakers.

Slide: 3. Regulatory payoffs (2)

3. REGULATORY PAYOFFS			
Country	Benefit	Before	After
Bosnia (Bosnian)	Streamlined statutory capital requirements under requirement a LLC	\$ 4, 200	\$ 1, 200 (increased number of registered companies located in same area)
Vietnam (VIF)	Eliminate labor restrictions for expatriate employees	Decrease 10% limited the number of foreign employees to 2% of the total staff, with cap at 50	Company can recruit management from abroad, and removed cap under labor restrictions
Turkey (TODK)	Amend law on company registration process	10 steps to register 2 and half month	1 step, 8 procedures to register 1 day process, 9 days total
Botswana (BACBS)	Setting institutional means for economic empowerment	Public grant program with high competition, not investment business approval, poor IC access	Open Botswana Dev. Agency (BDA), Office of Minister of Finance + Planning, Operational Data, IC, 30 applications/week

3.2 Regulatory payoffs

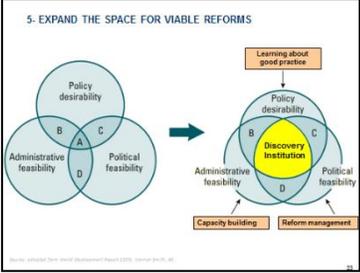
E.g. in Turkey, the Coordination Council for Improvement of the Investment Climate obtained an amendment of the Law on Business Registration Process which led the length of the process to decrease from two and half months to nine days.

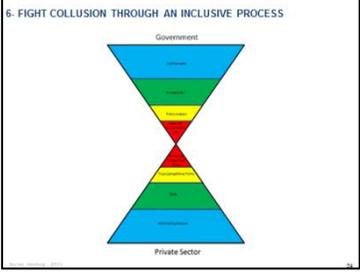
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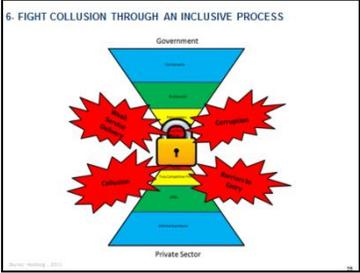
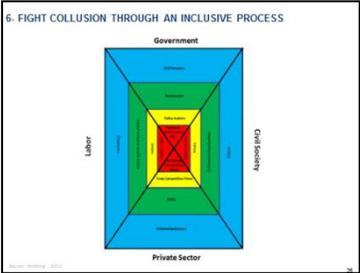
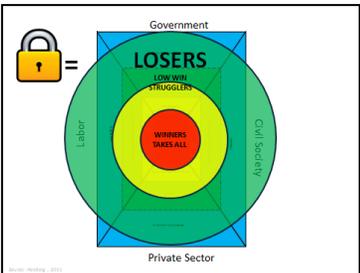
- *Case Study on Structured Public-Private Sector Dialogue, The Experience from Botswana – Dr Anthony Land, May 2002*
- *Investment Climate in Turkey – Melek Us, October 2003*
- *Investment Climate Reform – Going the Last Mile, The Bulldozer Initiative in Bosnia and Herzegovina – Benjamin Herzberg, September 2004*

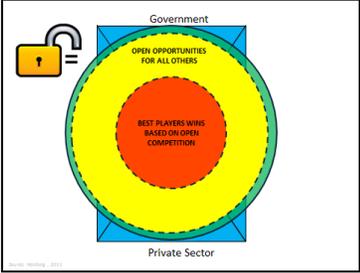
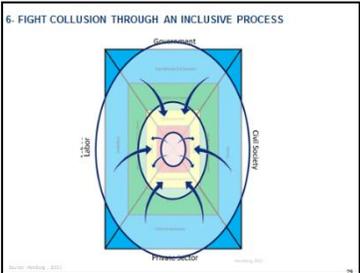
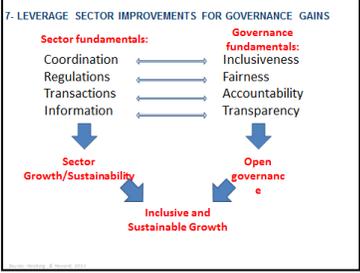
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	<p>Slide: 4. For major players, a way to manage risk (1)</p> <p><i>This is a lengthy build slide! Make sure to practice it before you present it or think about how you would present this story.</i></p>  	<p>4.1 For mayor players, a way to manage risk</p> <ul style="list-style-type: none"> • Another reason why people may want to engage through PPD is that some businesses come to invest in communities and want to manage potential risks while investing in these communities. Typical examples are mining companies. • Major players coming into an existing ecosystem consisting of local communities, infrastructure, employment issues, health services issues, etc. • People may see them as a kind of ‘super hero’ that comes in and does a lot of good things for the communities. • The major players in the center want to know what to do and where to invest. Should they be involved in water improvement, waste management, road constructions, etc.? • Often these companies go around the communities to find out what the community needs most. This is done to mitigate the risks. The company located in the middle and asking many people what kind of projects they should do. Eventually, they may select a few out of the many they have collected. This may upset others who feel their needs have been ignored. • This could become very quickly a problem for those companies that wanted to come and invest. Before you know, everybody is revolting against this bad company that came to rip the country of its richness. People are unhappy and it is difficult for the company to invest. This scenario is a bit of caricature, however, it has happened in a few cases. People expect that big companies are able to solve all sorts of issues but they can’t.

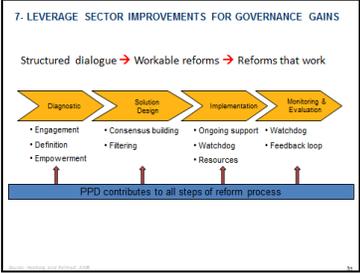
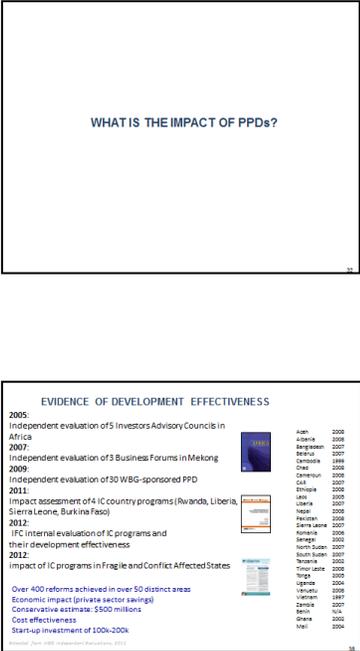
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	<p>Slide: 4. For major players, a way to manage risk (2)</p> 	<p>4.2 For major players, a way to manage risk</p> <p>Let's discuss a different scenario, in which a PPD might be useful. Consider again that big major player that comes and wants to manage the risk. The big player is located in the middle of that environment /community. The player arrives in an ecosystem where there is a certain level of education, skills, regulations, taxes, infrastructure, access to finance, banking services etc.</p> <p>To leverage their brand, some big companies create a network of actors from all communities involved to discuss the fundamental issues that are undermining the development of the areas where they have come in. This approach is opposed to where one comes in and spends a few dollars on a few projects.</p> <p>Instead, the companies organize a wider discussion about the underlying elements that are impeding on the environment in which they operate. This could be anything related to the environment, economic development, or the competitiveness of the area.</p> <p>These companies set up and sponsor a mechanism, and bring in people representing other groups, for instance in the mining industry. They could bring in the smaller mining companies to improve local content into the mining industry. They could also bring in people from the ministry of education, schools, health services as they are all part of that particular ecosystem.</p> <p>A company that applies this approach moves from mitigating risks by solving a few issues to sponsoring the discovery process, seeking to solve the <i>underlying</i> issues faced by all stakeholders.</p> <ul style="list-style-type: none"> - They went from playing politics to trying to get the right permits - They went from playing politics to trying to influence policies. - They went from lobbying and focusing on a few big officials and private sector/ supply chain people to a PPD with multi stakeholder engagement.

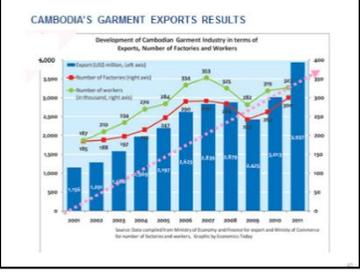
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		<p>This could enable them to discover more partners. You can do that by structuring the PPD around themes like innovation of technology, access to finance, infrastructure, regulation, trade and so on. You can structure it in a way best suited for the complexities and problems of the place.</p> <p>In this way, the big player/large companies can mitigate risks. Going to a new place, creating some disruption, mitigating risks, major players can move from lobbying to sponsoring a true discovery process that is benefitting both the communities and the brand.</p> <p>This is one reason why PPDs are often company-led.</p>
	<p>Slide: 5. Expand the space for viable reforms (1)</p>  <p><i>Note: This is a build slide.</i></p>	<p>1. Expand the space for viable reforms</p> <p>What is a good reform? The framework here shows three circles on the left. The entire (yellow) section of the three circles constitutes a good reform (this slide comes from the World Development Report 2005 on improving the investment climate.) A good reform has policy desirability, is good for the environment, the country, the sector.</p> <p>You need to have the political will. You need to be sure that politically people want to do it, to take this reform and go through the enactment in parliament and then actually implement it.</p> <p>Even if you have the political will, you may not have the administrative feasibility. The capacity of the public officials to carry out that reform. May be inadequate. They may not be equipped, lacks skills/knowledge/money/infrastructure to do it.</p> <p>A good reform is therefore located at the intersection of all those points, indicated by the letter A on the left.</p> <p>Now, what a PPD does is expand that “A” area, i.e. expand the reform space. So it is a good reform management tool.</p>

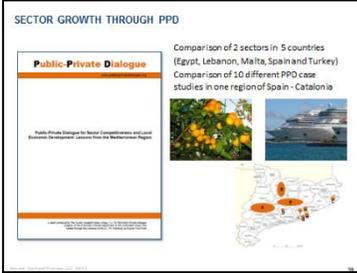
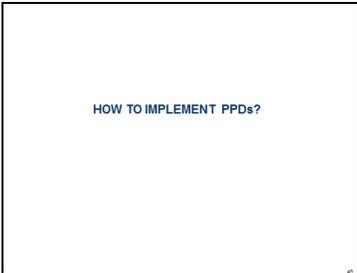
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	<p>Slide 6: Fight collusion through an inclusive process (1)</p>  <p><i>Note: This slide builds into the next slide.</i></p>	<p>6.1 Fight collusion through an inclusive process</p> <p>In a lot of countries you have collusions between the public and private sector actors. PPD can unlock these systems and increase the governance space.</p> <p>The pyramid in the lower part of the slide depicts the private sector. In the upper part of the lower pyramid you see firms that are performing really well. On top of these you find the “artificially competitive” firms. This situation applies particularly to countries with poor governance issues where firms are in fact “artificially competitive” as they receive preferential treatment.</p> <p>Because of this, the truly competitive firms face a glass ceiling. The larger the red section in the top of the pyramid, the more it is going to push down the actors in the lower sections.</p> <p>SMEs don’t have a lot of global supply chains to work into, and in turn, this creates little incentive for technology upgrading, which translates in a large informal sector.</p>
		<p>The inverted pyramid on top depicts the government. Despite goodwill at the very top, you sometimes have a government elite that is being captured, engaging in rent seeking with the private sector. They are making money from those relationships that they’ve built with the private sector actors in the red section.</p> <p>The system suffers from corruption and affects other government actors. It trickles down like dominos: business can’t thrive, low taxes are collected, public salaries are low, and public servants have thus no incentives to keep the system complicated to extract bribes when possible.</p> <p>This creates a domino effect of insufficient salaries, resulting in poor tax revenues and budget deficits. At the same time, the economy cannot grow as there is no open, competitive environment for the truly competitive firms.</p>

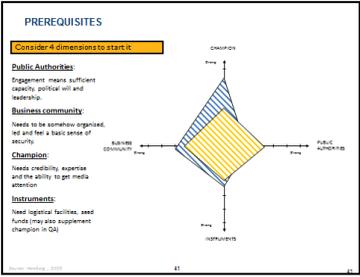
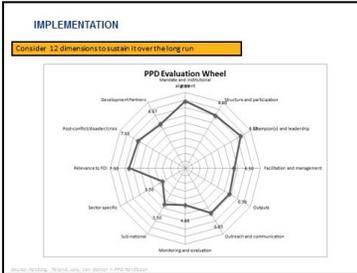
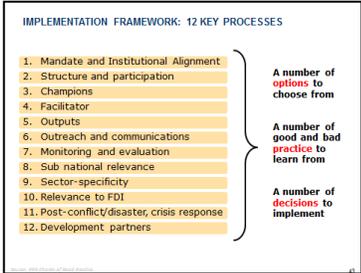
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	<p>Slide: 6. Fight collusion through an inclusive process (2)</p> 	<p>6.2 Fight collusion through an inclusive process</p> <p>Such situation creates an entire system locked by collusion networks. It creates weak service delivery, corruption, and entry barriers for new players.</p>
	<p>Slide: 6. Fight collusion through an inclusive process (3)</p> 	<p>6.3 Fight collusion through an inclusive process</p> <p>Let's not consider only the private sector and the government, there are 2 more parameters:</p> <ul style="list-style-type: none"> - Civil society - at the very top, red section, you find the political parties that hold special ties with the government elite and artificially competitive firms. Media is run by political families that push for issues of self-interest. Sometimes civil society organizations are financed by particular interest groups. - Labor - labor leaders or labor barons can be part of a political process. <p>Poorly paid employees can be pushed to political partisanship. Summarizing, the stakeholders in the red section of the top of the pyramid are reaping the benefits.</p> <p>In the middle section of the pyramid, you find the low-win strugglers. There are a lot of losers in the lowest section of the pyramid: the workers, the citizens, the civil servants, the informal businesses, the SMEs.</p>
	<p>Slide: Losers</p> 	<p>Losers</p> <p>PPD has the potential to unlock the system.</p>

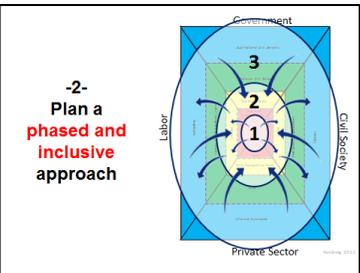
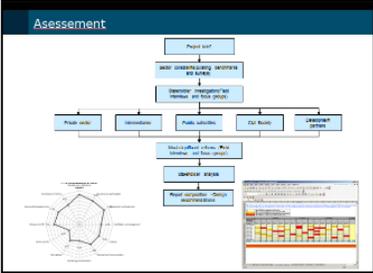
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	<p>Slide: Unlock</p>  <p>Slide: 6. Fight collusion through an inclusive process</p> 	<p>Unlock</p> <p>An unlocked system can create an environment in which the best player can win based on open competition. There will be open opportunities for all others.</p> <p>How do you unlock a locked governance system? PPD can help unlock such system in a phased manner.</p> <ol style="list-style-type: none"> 1) Facilitate a dialogue with the elites to explore ways to strengthen the economy; 2) Create a consultative mechanism with key stakeholders from civil society, 3) Engage the population, through communication campaign and open the space.
	<p>7. Leverage sector improvements for governance gains (1)</p> 	<p>7.1 Leverage sector improvements for governance gains</p> <p>In fact, there is a very strong correlation between the sector fundamentals and the governance fundamentals.</p> <p>For a sector to develop, you need a number of elements. You need a well-coordinated set of actors in the sector, good communication between the top and the bottom of the supply chain. You need regulation that works for the sector. You need transactions that people are accountable for. A system where people can transact, where you have good contract enforcements. You need information flow in order to adapt to trends. Regulation and fairness between the different actors so that they can access the market on a competitive basis.</p> <p>A PPD can play a strong role as it can facilitate coordination and collaboration between actors. This is how the PPD can contribute to good governance.</p>

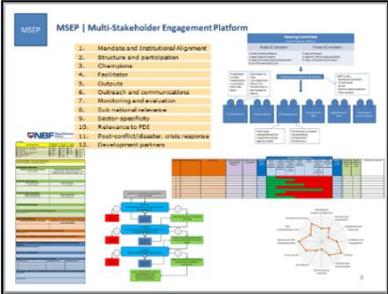
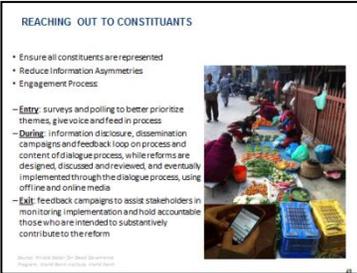
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	<p>7. Leverage sector improvements for governance gains (2)</p> 	<p>7.2 Leverage sector improvement for governance gains</p> <p>Reforms take place under certain conditions. There is a 4 phases. By engaging the public sector and the private sector in all stages along the reform process, the reform process will be enhanced. The PPD can contribute to all the steps of the reform process.</p>
	<p>Slide: Evidence of development effectiveness</p> 	<p>Evidence of development effectiveness</p> <p>Now, is this bringing results?</p> <ul style="list-style-type: none"> • PPDs have been sponsored for about 15 years PPDs. • A number of independent evaluations have been carried out. • In an evaluation conducted in 2009 of World Bank supported 30 PPDs, we found that more than 400 reforms have taken place, in over 50 areas with about 500 million dollar of private sector savings. • Given that a PPD costs roughly between USD 100.000-200.000 a year, the 2009 evaluation shows a very good return on investment compared to the benefits it may bring.
		<p>Competitiveness payoffs – Cambodia garment</p> <p>The PPD in the garments sector in Cambodia resulted in reduction of export management fees, reduction of bureaucracy, reduction of the number of documentation required for import and export procedures. The certificate of origin is now issued in less than 2 days. The ASYCUDA system was introduced for automated export</p>

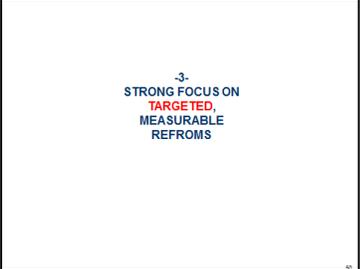
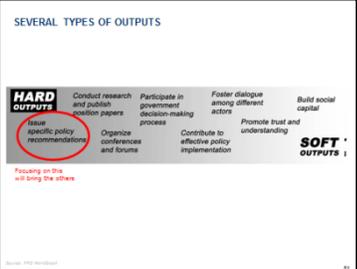
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	 <p>COMPETITIVENESS PAYOFFS - CAMBODIA GARMENT</p> <ul style="list-style-type: none"> • Two reductions of Export Management Fee has saved GMAC members USD 2,2 millions (2008) • Reduction of bureaucracy and documentation required for import-export procedures; • Certificate of Origin now issued within 48 hrs, with reduced cost and documentation (2 GMAC staff are positioned at MoC to assist factories in C/O applications); • Introduction of the ASYCUDA system which has automated export documentation, saving time and money; • Export procedures made transparent and communicated • Reduced the employers' contribution to the National Social Security Fund from 1.8% to 0.8% • New Union Law established • Decade-long Night Shift dispute resolved (night rate from 200% to 130%) 	<p>documentation, saving a lot of time and a lot of money for people. The export procedures became more transparent.</p> <p>The PPD in Cambodia has become a well-oiled machine, also taking up complicated issues as labor law. It has significantly boosted the sector and the e</p>
	<p>Slide: Cambodia's garment export results</p>  <p>CAMBODIA'S GARMENT EXPORTS RESULTS</p> <p>Development of Cambodian Garment Industry in terms of Exports, Number of Factories and Workers</p> <p>Exports (USD million, left axis) and Number of Factories (right axis) are shown as bars, while Number of Workers (right axis) is shown as a line. The chart shows a steady increase in all three metrics from 2000 to 2010.</p>	<p>Cambodia's garment export results</p> <p>Thanks to these reforms, the PPD has contributed to boosting the sector and accompany its development.</p>
	<p>Slide: Growth impact in Madagascar</p>  <p>GROWTH IMPACT IN MADAGASCAR</p> <ul style="list-style-type: none"> • Local economic development analysis and sector selection through PPD in 3 sub-regions • Mining, tourism, ICT, agribusiness, garments • Collaborative actions on cross-cutting issues (investment climate, finance, promotion, MSME) and location-specific issues (infrastructure, utilities) • New Investment Law adopted • > 1200 new loans to MSMEs (> \$30 mn) • > 9000 new direct jobs • > 3600 new firms registered • > 2000 workers trained 	<p>Growth impact in Madagascar</p> <p>In Madagascar, the PPD was responsible for local economic development and sector development initiatives for instance. These translated into new loans for the micro- and small enterprises.</p>
	<p>Slide: PPD impact on road repair in Nosy Be & Fort Dauphin</p>  <p>PPD IMPACT ON ROAD REPAIR IN NOSY BE & FORT DAUPHIN</p> <p>The slide shows six photos of road repair projects. The top row shows the initial state of the roads, and the bottom row shows the completed roads. The locations are Nosy Be Point cassé, RIP 118 Soanierana-Ranomafana, and Rue Camille Mahéren Nosy Be.</p>	<p>PPD impact on road repair in Nosy Be & Fort Dauphin</p> <p>PPD can have very concrete impacts: infrastructure examples of PPD impact can be observed in Nosy Be or Port Dauphin.</p>

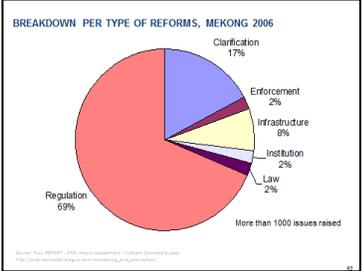
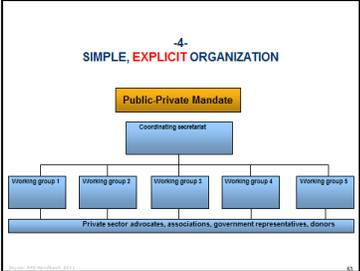
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	<p>Slide: Sector growth through PPD</p> 	<p>Sector growth through PPD</p> <p>PPD also has an impact at sector level. Research was done to find out whether there was a correlation between sector growth and a dialogue between the public and private sector actors. 18 different sectors were researched. Further research was carried out in two sectors in a relatively homogenous market of the Mediterranean region..</p>
	<p>Slide: Sector growth through PPD</p> 	<p>Sector growth through PPD</p> <p>The study focused on the role of the PPD in (i) the cruise tourism sector and (ii) the citrus sector in five countries, Egypt, Lebanon, Malta, Spain and Turkey.</p> <p>A strong correlation was found between sector growth and the presence of PPDs. The study is available and can be downloaded from the website of PPD: www.publicprivatedialogue.org</p>
	<p>Slide: Prerequisites (1)</p> 	<p>Prerequisites</p> <p>So we have seen what PPDs are, why people use PPDs and what their results are. Now the question is: how to implement them?</p> <p>Let's start with: What are the prerequisites for doing a PPD? The following four dimensions need to be considered:</p> <ol style="list-style-type: none"> 1. The government must display sufficient capacity, political will and leadership to engage; 2. The business community needs to be organized, and feel a basic sense of security in speaking out; 3. There is often a third party who can bridge the gap between government and private sector; 4. the sponsor needs credibility, expertise and the ability to get media attention; 5. The availability of instruments, such as logistical facilities and seed funds. <p>Mapping the relative strength and weakness of these four dimensions can help to identify the potential for success in</p>

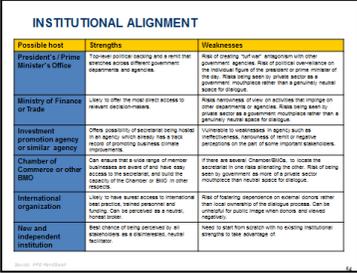
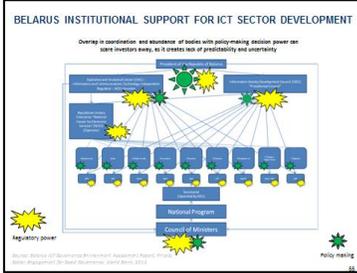
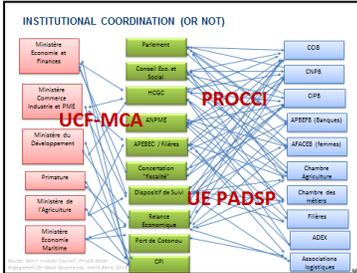
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	 <p>PREREQUISITES Consider 4 dimensions to start it.</p> <p>Public Authorities: Engagement: needs sufficient capacity, political will and leadership.</p> <p>Business community: Needs to be somehow engaged, not just feel a basic sense of security.</p> <p>Champion: Needs credibility, expertise and the ability to get media attention.</p> <p>Instruments: Need logistical facilities, seed funds (may also require a champion in DA).</p>	<p>a competitiveness partnership, and the vulnerable points that need to be addressed.</p> <p>Experience suggests that weakness in one area can be compensated for by strength in another, but competitiveness partnerships without at least two strong dimensions are unlikely to work.</p> <p>Where does your partnership fit on this chart?</p>
	<p>Slide: Implementation</p>  <p>IMPLEMENTATION Consider 12 dimensions to sustain it over the long run.</p>	<p>Implementation</p> <ul style="list-style-type: none"> • It takes four dimensions to start it but: • 12 issues need to be tackled to create the right conditions for a successful PPD. <p>The Charter of Good Practice in Public-Private Dialogue, which was drafted by facilitators from 30 countries under the sponsoring of the IFC, DFID, OECD and GTZ, considers 12 issues that need to be tackled to create the conditions for a successful PPD.</p>
	<p>Slide: Implementation framework: 12 key processes</p>  <p>IMPLEMENTATION FRAMEWORK: 12 KEY PROCESSES</p> <ol style="list-style-type: none"> 1. Mandate and Institutional Alignment 2. Structure and participation 3. Champions 4. Facilitator 5. Outputs 6. Outreach and communications 7. Monitoring and evaluation 8. Sub national relevance 9. Sector-specificity 10. Relevance to FDI 11. Post-conflict/disaster, crisis response 12. Development partners <p>A number of options to choose from</p> <p>A number of good and bad practice to learn from</p> <p>A number of decisions to implement</p>	<p>Implementation framework: 12 key processes</p> <p>The 12 issues to create the conditions for a successful PPD are:</p> <ol style="list-style-type: none"> 1. Assessing the optimal mandate and relationship with existing institutions 2. Deciding who should participate and under what structure 3. Identifying the right champions and helping them to push for reform 4. Engaging the right facilitator 5. Choosing and reaching target outputs 6. Devising a communication and outreach strategy 7. Elaborating a monitoring and evaluation framework 8. Considering the potential for dialogue on a sub-national level 9. Making sector-specific dialogue work 10. Using PPD to facilitate foreign direct investment (FDI) 11. Recognizing the specificities and potential of dialogue in post-conflict or crisis environments 12. Finding the best role for development partners (aka

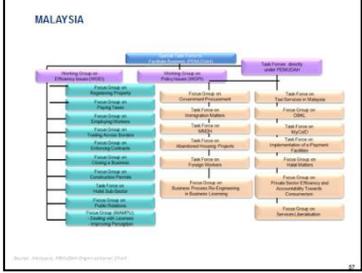
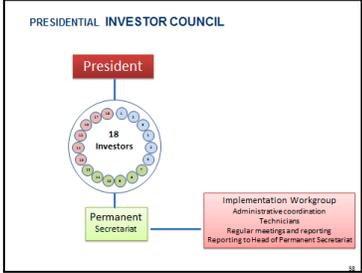
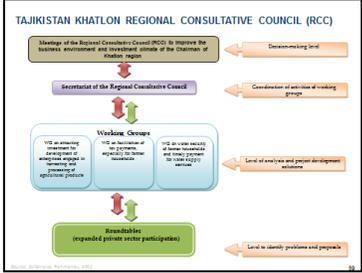
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		donors)
	<p>Slide: Ten practical implementation tips to get results</p> 	<p>Ten practical implementation tips to get results</p> <p>Ten practical tips for implementation are presented next.</p>
	<p>Slide: 1. A lot of work</p> 	<p>1. A lot of work</p> <p>It is a lot of work:</p> <ul style="list-style-type: none"> • Sometimes you are better off not doing it. If not done well, it may even become a political risk. • A lot of time and work needs to be invested in consultations. • You need to make a lot of effort reaching out to the people.
	<p>Slide: 2. Plan a Phased and Inclusive Approach</p> 	<p>Slide: 2. Plan a Phased and Inclusive Approach</p> <ul style="list-style-type: none"> • Plan for a phased and inclusive approach. Start by first assessing the field. Apply a diagnostic approach to PPD. • Tools you can use for this purpose can be downloaded from: www.publicprivatedialogue.org.
	<p>Slide: Assessment</p> 	<p>Assessment</p> <p>The 12 issues can be measured each to better understand the wider environment in which the PPD takes place, and assess its success and challenges.</p> <p>One tool that is used for this purpose is called the Reform Process Table (right lower corner of the slide). This tool measures the status of reforms, the willingness and capability to change of both the government and the</p>

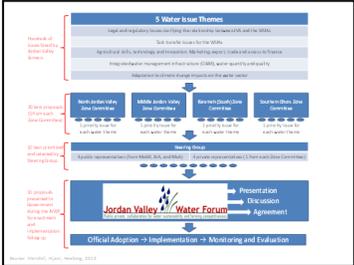
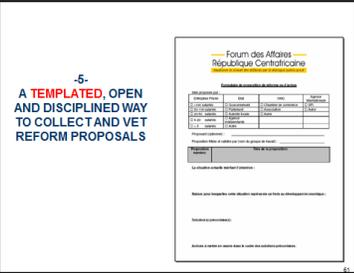
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		private sector, etc.
	<p>Slide: Consultations</p>  	<p>Consultations</p> <p>That means <i>a lot</i> of consultations. This slide shows the consultative phase of PPDs in various countries (CAR, Senegal, Nepal, Jordan).</p> <p>The assessment needs to be collaborative. Once a diagnostic is done, it needs to be discussed and political will needs to be secured.</p>
	<p>Slide: Reaching out to constituents</p> 	<p>Reaching out to constituents</p> <p>Once the consultative phase is completed, constituents need to be informed at various stages. They need to be reached at entry, during and exit moments.</p> <p>It is important to conduct surveys, polls or outreach campaigns to really understand what people think about the reforms. During the process it is important that people stay included. Without their input, prioritization of the issues is impossible.</p> <p>Open communication about the process is essential for creating trust and inclusion.</p>

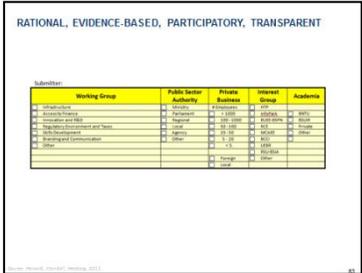
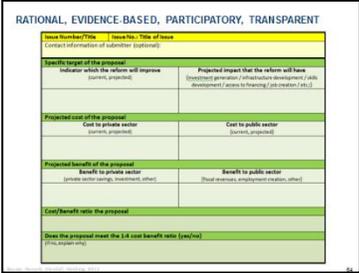
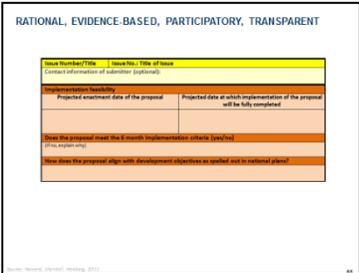
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	<p>Slide: 3.Strong focus on targeted, measurable reforms</p> 	<p>3. Strong focus on targeted, measurable reforms</p> <p>You need to be targeted in order to measure the outputs of reform.</p>
	<p>Slide: Several types of outputs</p> 	<p>Several types of outputs</p> <p>There are several outputs a PPD can yield:</p> <ul style="list-style-type: none"> - soft benefits such as trust, cohesion and social capital; - hard, quantifiable outputs such as policy reforms, position papers and conferences. <p>One often found focus is on policy reforms which can be defined as any change in a legislative or administrative system that will impact the end users of that system. This is a common thread of many partnerships.</p> <p>Recommendations to government which emerge from public-private partnerships must be clear, well-researched and compellingly presented, and must pass through a filtering process so they are seen by all the actors as legitimate.</p> <p>Because the PPDs are part of a broader political ecosystem, careful thought must be given to how to make the transition from ideas to practical changes: there are countless examples of recommendations that are agreed upon and apparently accepted by government but never actually happen. Monitoring and accountability mechanisms should be put in place; outreach and publicity programs can also help create political momentum to ensure that implementation of agreed proposals happens in practice.</p>

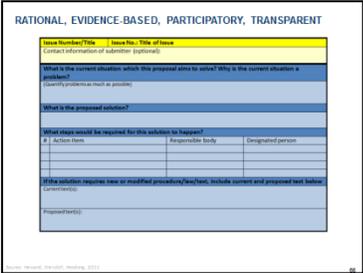
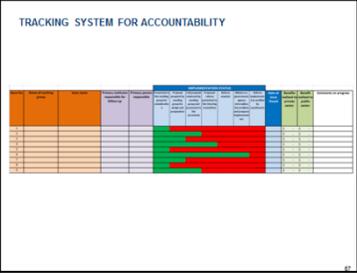
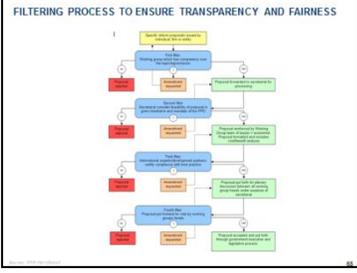
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	<p>Slide: Breakdown per type of reforms, Mekong 2006</p> 	<p>Breakdown per type of reforms, Mekong 2006</p> <p>Cambodia faced a lot of issues. The majority consisted of regulatory issues. However, a set of issues related to the need for clarification as there appeared to be a gap between what was written in documents and the perception of the people. This could be, for example, a poorly drafted law that was subject to multiple interpretations.</p>
	<p>Slide: 4. Simple, explicit organization</p> 	<p>4. Simple, explicit organization</p> <p>A setting that seems to be most appropriate to optimize these key success factors and prevalent in the most productive PPD programs is a structure characterized by a dedicated secretariat and working groups which meet often to devise recommendations for periodical plenary sessions/forums.</p> <p>The function of the secretariat is to organize meetings, coordinate research and technical assistance efforts and other logistics, set agendas, rally members, manage communication and outreach strategies, and be a point of contact for others who want to join. A Secretariat should be set up as a neutral entity or “honest broker” focused on keeping every actor within the PPD informed, prepared and productive.</p> <p>Working groups are typically organized by one or more of the following criteria: industry cluster (e.g. agriculture, tourism or manufacturing), by policy issue (e.g. deregulation, infrastructure or labor) or by geographical location. This enables them to focus more effectively and call on greater levels of technical expertise. Working groups meet more frequently than plenary groups. They typically have a chair who deals with other working groups and the secretariat, by which they are coordinated and supervised. They feed policy recommendations into the government reform agenda. A clearly defined agenda and work plan mitigates the risk of the dialogue becoming a “talk shop.”</p>

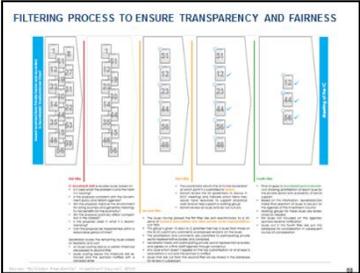
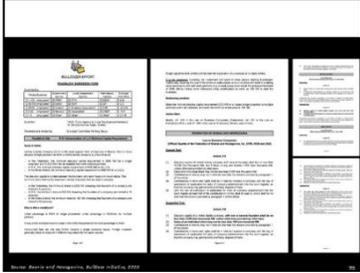
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	<p>Slide: Institutional alignments</p> 	<p>Institutional alignments</p> <p>PPD needs a host that is effectively linked to existing institutions and yet is not perceived as instinctively favoring the interests of any particular participant in dialogue. This can be in an existing organization, agency or government department, so long as it is perceived as being able to take a wider view.</p> <p>A number of existing institutions can potentially make good hosts for dialogues – while setting up a new and independent entity is also an option. The table lists some strengths and weaknesses of possible dialogue hosts.</p> <p>The most important criteria of an organization in which a secretariat is located are that it should be effective, able to build capacity and reach a wide range of businesses, acceptable to a range of stakeholders, and it should not duplicate existing institutions.</p>
	<p>Slide: Belarus Institutional support for the ICT sector development</p> 	<p>Belarus Institutional support for the ICT sector development</p> <p>This slide reflects the situation found on the ground in Belarus.</p> <p>The system is not clear and nobody really understood how the system worked. Too many stakeholders involved, all with regulatory power and decision making power. Therefore nothing gets done at the end of the day.</p>
	<p>Slide: institutional coordination (or not)</p>  <p><i>Note: This is a build slide.</i></p>	<p>Institutional coordination (or not)</p> <p>This is an example of Benin.</p> <ul style="list-style-type: none"> On the left side: the public sector entities; On the right side, the private sector entities; In the middle, a number of mechanisms <p>The arrows depict communication linkages: complicated and confusing.</p> <p>A simple and explicit organization for dialogue simplifies the work and you might increase the quality of the dialogue.</p>

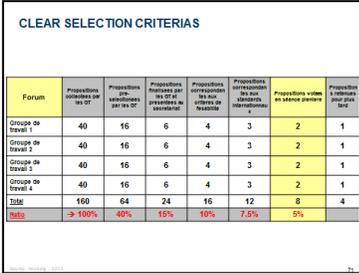
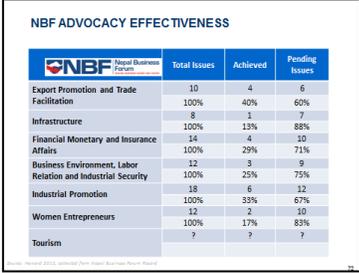
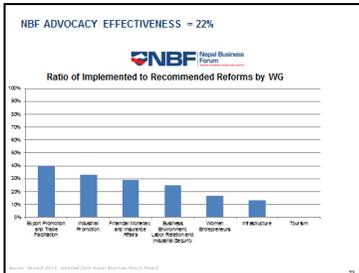
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	<p>Slide: Malaysia</p> 	<p>Malaysia</p> <p>The institutional coordination is more organized in Malaysia. There is a special task force in place to facilitate business (PEMUDAH).</p>
	<p>Slide: President investment council</p> 	<p>President investment council</p> <p>The presidential advisory council, or presidential investors' council, is another example. It is a very simple and explicit organization with a common secretariat that can work well. In this case a president or person of importance can take a decision after consultation with advisors.</p> <p>This approach was used in Tanzania. The Presidential Investors Council consisted of (i) six local investors, (ii) six foreign investors, and (iii) six foreign investors who were not investing in the country. In this case, the foreign investors represented 2/3 of the investors group. This meant that the investors group was not really representing the voice of the local private sector.</p>
	<p>Slide: Tajikistan Khatlon regional consultative council (RCC)</p> 	<p>Tajikistan Khatlon Regional Consultative Council (RCC)</p> <p>The Regional Consultative Council in Tajikistan aimed to improve the business and investment climate in the Khatlon region. It had one secretariat and three working groups.</p> <p>One WG worked on farmers household's access to water and water supply services. Another WG worked on regulator, tax-related issues. The third WG worked on regulatory issues related to harvesting and processing of agricultural produce.</p>
	<p>Slide: 5 Water issues themes</p>	<p>Water issues themes</p> <p>The Jordan Valley Water forum has five issues related to water and agriculture. Hundreds of issues are filtered by</p>

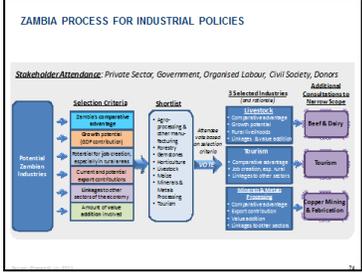
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		<p>regional working groups having the regional and geographical competencies.</p> <p>It was therefore good to have different committees: the north valley, the middle valley, the south valley.</p> <p>The steering group has four public members, four private sector or farmer members, and representatives of the water users associations. Elections are organized each year to elect the head representing the farmers in the community.</p> <p>Every 6 months a forum is organized.</p>
	<p>Slide: 5. A templated, open and disciplined way to collect and vet reform proposals</p> 	<p>5. A templated, open and disciplined way to collect and vet reform proposals</p> <p>You need to have a disciplined way to collect and vet proposals considering the thousands of issues that you have to deal with.</p> <p>These documents can be downloaded from the PPD website.</p>
	<p>Slide: Harvesting proposals in a disciplined manner.</p> 	<p>Harvesting proposals in a disciplined manner</p> <p>This is another template you could use.</p>
	<p>Slide: rational, evident-based, participatory, transparent (1)</p>	<p>Rational, evident-based, participatory, transparent</p> <p>The formats used are rational, evident-based, participatory, and transparent. It is clearly indicated and openly communicated who submits what issues/proposals.</p>

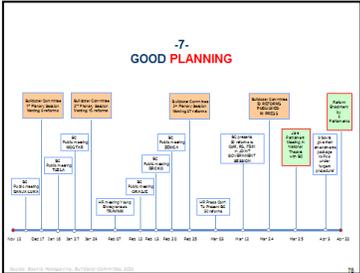
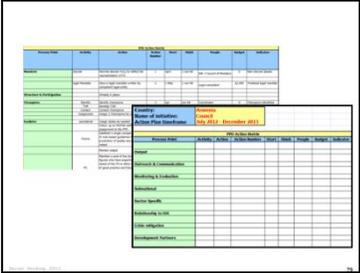
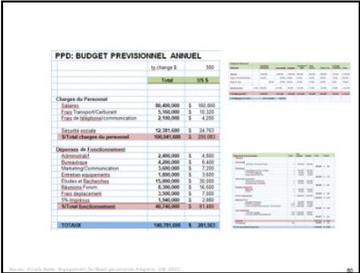
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	<p>Slide: Rational, evident-based, participatory, transparent (2)</p> 	<p>Rational, evident-based, participatory, transparent</p> <p>The rational of each proposal needs to be researched, in terms of potential costs and benefits. What is the evidence?</p>
	<p>Slide: rational, evident-based, participatory, transparent</p> 	<p>Rational, evident-based, participatory, transparent</p> <p>The implementation feasibility of the proposal.</p> <ul style="list-style-type: none"> • Can it be implemented in the given time frame? • Does it align with the development objectives of national or sector plans?
	<p>Slide: rational, evident-based, participatory, transparent (4)</p>	<p>Rational, evident-based, participatory, transparent</p> <p>Study:</p> <ul style="list-style-type: none"> • What is the current problem situation? • What is the solution proposed? • Who should do what if we act? Does it require a new law, a new text, a new memorandum of understanding?

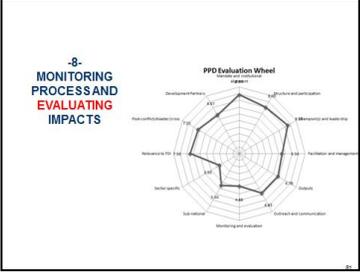
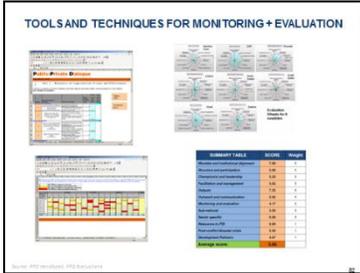
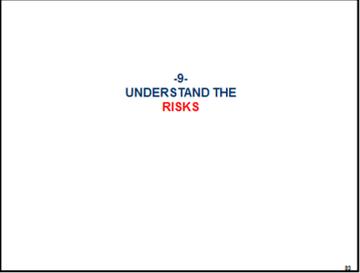
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	<p>Slide: Tracking system for accountability</p> 	<p>Tracking system for accountability</p> <p>This is a simple way to track accountability in an excel spreadsheet:</p> <ul style="list-style-type: none"> • the number of proposals • the name of the working group that submitted it • the name of the issue • the primary institution that was responsible for follow-up and the person in particular responsible for following up • where do we stand, has it been presented to the working group for consideration • has it been accepted by the working group? • etc. <p>PPD templates can be found on the website: www.publicprivatedialogue.org</p>
	<p>Slide: Filtering process to ensure transparency and fairness</p> 	<p>Filtering process to ensure transparency and fairness</p> <p>Tracking the progress of reform proposals from initial suggestions through to concrete recommendations for reform provides useful insights into the effectiveness of the filtering process. It also promotes transparency and builds the legitimacy of final proposals by demonstrating how they came to be adopted.</p>
	<p>Slide: Filtering process in Tajikistan Investment Council</p>	<p>Filtering process in Tajikistan Investment Council</p> <p>Here is a filtering a process that was used in Tajikistan,</p>

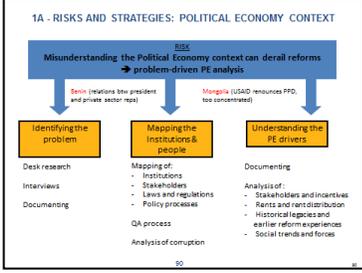
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		<p>where reforms proposals were collected through SME associations, and then filtered down to a few through a transparent filtering process.</p>
	<p>Slide: Filtering process for Bosnia’s Bulldozer Initiative</p> 	<p>Filtering process for Bosnia’s Bulldozer Initiative</p> <p>This is a form that was used in Bosnia. In Bosnia and Herzegovina, the “Bulldozer Initiative” (2002-2003), succeeded in having enacted “50 economic reforms in 150 days”.</p> <p>The Bulldozer Committee first sought reform ideas through many open forums, meetings, and calls for suggestions in press releases. Then each reform was summarized on a simple form (see slide). The hundreds (later, thousands) of reform proposals were then subjected by the Bulldozer Committee to a complex filtering mechanism including legal and economic analysis, careful cost-benefit calculations and, finally, vetting by industry experts and advisors from five international agencies. The latter were critical to make sure that both target audiences did not see the process as only benefiting certain organizations or certain subsectors of a business community. The initial call for proposals resulted in 70 final candidates. These were then democratically discussed in three open forums and voted on. During the first phase each participating business association – around 25 – had a vote. The Bulldozer Committee thus elected the final 50 reforms.</p>

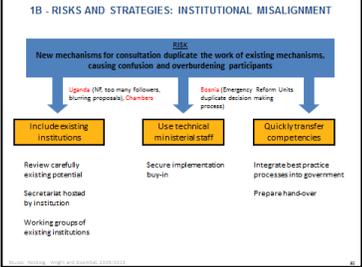
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	<p>Slide: Clear selection Criteria</p>  <p><i>Note: This slide is in French.</i></p>	<p>Clear selection Criteria</p> <p>This slide shows the working groups (4) in the left column and how proposals are filtered and vetted. Each WG collects initially 40 proposals (160 in total). After the first round, 40% of the proposals are preselected. The proposals are further developed by the WGs and eventually go to the plenary where all heads of different working groups meet. They are matched with feasibility criteria, and later with international standards, arriving eventually at a figure of 5%. This approach teaches people about the importance of good filtering.</p>
	<p>Slide: NBF Advocacy effectiveness</p> 	<p>NBF (Nepal Business Forum) Advocacy effectiveness</p> <ul style="list-style-type: none"> • Advocacy effectiveness can be defined as the ratio of the issues presented to the issues achieved. • Slide shows the Nepal Business Forum, consisting of 6 working groups. • The working groups presented a lot of issues, yet only a few were accepted. • You see that some groups present a small number of issues, and get most of them accepted (high advocacy effectiveness). These WGs have either collected issues of higher quality or became better at advocacy over time • The Export Promotion And Trade Facilitation Working Group appears to be strongest in advocacy.
	<p>Slide: NBF Advocacy effectiveness</p> 	<p>Slide: NBF Advocacy effectiveness</p> <p>This graph is a good way of visualizing and analyzing the advocacy effectiveness of each WG.</p>

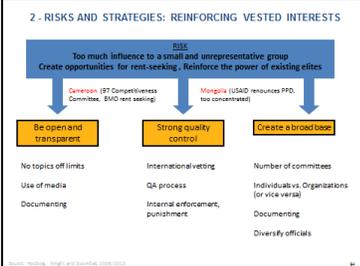
Time	Title (slide/theme)	Content
	<p>Slide: Zambia process for industrial policies</p>  <p>The flowchart titled 'ZAMBIA PROCESS FOR INDUSTRIAL POLICIES' shows a process starting with 'Potential Zambian industries' leading to 'Selection Criteria' (including investment opportunities, growth potential, export contribution, etc.). This leads to a 'Shortlist' (agriculture, mining, etc.), then to '3 Selected Industries (priorities)', and finally to 'Addressed Considerations in Various Sectors' (Text & Policy, Tourism, Copper Mining & Fabrication, etc.).</p>	<p>Zambia process for industrial policies</p> <p>This was a filtering process used in Zambia, pointing out a set of criteria that could work for various sectors.</p>
	<p>Slide: 6. Strong convincing power</p> 	<p>6. Strong convincing power</p> <p>Advertising techniques (social marketing) are commonly used in PPDs to convince people.</p>
	<p>Slide: (showing expressions of convincing power)</p>  <p>The collage shows various communication materials: 'Spain Suburban Initiative', 'Better Business Initiative', 'Nigeria PPD', 'From the Protocol for Prosperity... to the Prosperity Garden (Bosnia)', and 'Cambodia PPD'. It includes newspaper clippings, logos, and photos of people.</p>	<p>Convincing power</p> <p>As for PPD, people need to understand the reform. It needs to be explained in simple terms. Slogans, brands, logos can be useful. Communication channels as newspaper, the magazines, social media, the radio, even TV shows are often used. Sometimes, it is name and shame statement if people corrupted the reform process. Websites are useful and can also help a PPD to fulfill a watchdog function.</p>
	<p>Slide Bangladesh-Vietnam</p>	<p>Bangladesh-Vietnam</p> <p>The Bangladesh Better Business Forum website managed to change the relationship between the citizens and their government, through explicit accountability mechanisms. The developed a “reform counter” published online explaining clearly and visually how many reforms had been submitted by the private sector and their status.</p>

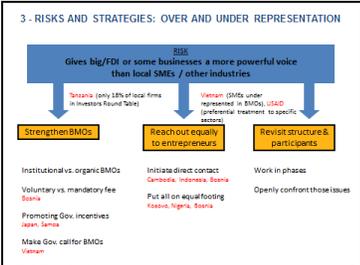
Time	Title (slide/theme)	Content
		
	<p>Slide: 7. Good planning</p> 	<p>7. Good planning</p> <ul style="list-style-type: none"> Plan the entire span of 6 months of your PPD in a very careful way for each activity. Planning helps stakeholders to understand what it takes from them in terms of time and other resources.
	<p>Slide: Action planning</p> 	<p>Action planning</p> <p>The WB developed templates for action plans that people can use. People can use different kind of action plans. Planning and budgeting a PPD process is crucial.</p>
	<p>Slide: Budgeting</p>  <p><i>Note: This slide is in French.</i></p>	<p>Budgeting</p> <p>PPDs are perhaps not so expensive in the grand scheme of things. It costs roughly 100k to 200k per year (USD). The range is big though: sometimes huge and expensive institutions are set up; sometimes just a few people are running the PPD.</p> <p>Whatever the range, you need to understand the costs of the dialogue. The costs include both the costs of running a PPD secretariat and the costs of e.g. time people from private and public sector invest in the dialogue.</p>

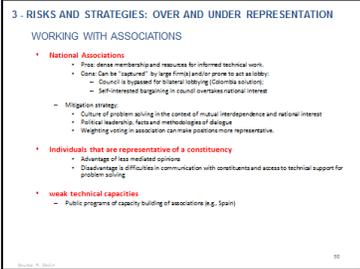
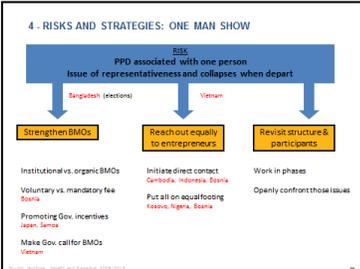
Time	Title (slide/theme)	Content
	<p>Slide: 8. Monitoring process and evaluating impacts</p> 	<p>8. Monitoring process and evaluating impacts</p> <p>Measuring the results so that you can adapt the process.</p> <p>A number of tools are presented to help you with this.</p>
	<p>Slide: Tools and techniques for monitoring and evaluation</p> 	<p>Tools and techniques for monitoring and evaluation</p> <p>Evaluation wheels can be used to benchmark and monitor each of those 12 points we mentioned before (www.publicprivatedialogue.org).</p> <p>The website provides a variety of tools you can use to devise your own evaluation wheel and measure the reform process.</p>
	<p>Slide: 9. Understand the risks</p>  <p>Slide: PPDs are risky business</p> 	<p>9. Understand the risks</p> <p>PPD is not a panacea. When done badly, it can waste time and resources. Six principal risks have been identified, together with the strategies to mitigate them.</p> <p>Risks:</p> <ul style="list-style-type: none"> • Political economy; institutional misalignment; • Refining vested interest • Over and under representation • One man shows • Sustainability issues • Political risks <p>However, we also have identified strategies which can be used to mitigate risks.</p>

Time	Title (slide/theme)	Content
	<p>Slide: 1A - Risks and strategies: political economy context</p>  <p>Slide 1 A: - Risks and strategies: Political economy context –Tools</p> 	<p>1A - Risks and strategies: political economy context</p> <p>In some countries, leading business people may also be leading figures in opposition political groups, making it difficult to persuade governments to engage or to keep a competitiveness partnership politically neutral. Governments may be tempted to side-line opposition figures, with the result that partnerships stand less chance of persisting across changes of administration.</p> <p>While care should be taken on setting up competitiveness partnerships to aim for a membership which is broadly representative and not overly identified with any political group, in practice this can be difficult to achieve. An effective outreach program can help to de-politicize the process by emphasizing the practical benefits to real people. Presentational skills are key here, as battles must be chosen carefully – it makes sense to concentrate on explaining reforms that can be framed simply so that everyone can understand.</p> <p>Direct outreach to parliamentarians and local politicians – indeed, to decision-makers of any political level who are in a position to facilitate or obstruct the approval or implementation of reforms – can also help to defuse political tensions.</p>

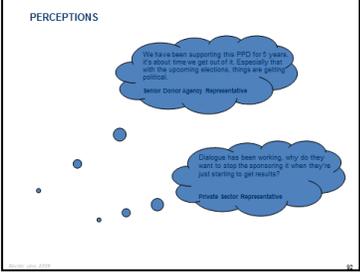
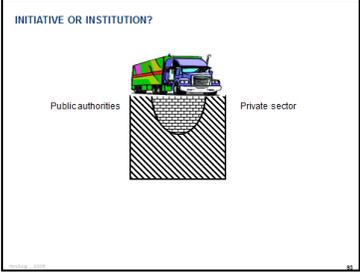
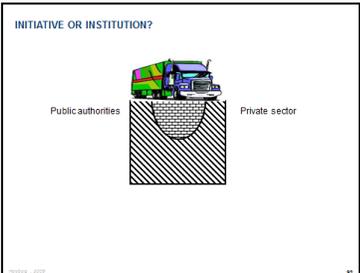
Time	Title (slide/theme)	Content
	<p>Slide: 1B - Risks and strategies: institutional misalignment</p> 	<p>1B - Risks and strategies: institutional misalignment</p> <p>Some competitiveness partnerships may, paradoxically, become victims of their own success. In Uganda, the initial success of the National Forum led to the springing up of similar organizations seeking to get in on the act, duplicating the work and diluting the effectiveness of the original by overburdening individuals and confusing lines of communication.</p> <p>If competitiveness partnerships are set up as initiatives, separate from any existing institution, it can be hard for them to avoid competing with institutions. Indeed, one of the reasons a new competitiveness partnership may be needed is that existing institutions are failing to fulfil their theoretical role.</p> <p>But it is necessary to give careful thought to whether a competitiveness partnership will be encroaching on ground already adequately covered elsewhere.</p> <p>Sponsors and donors must take care not to shortcut existing institutions, both on the government and private sector side, unless it is unavoidable. Transparency of process and inclusion of all relevant parties are the key factors in bringing this about.</p> <p>One of the commonest risks of duplication occurs when a competitiveness partnership is located in the president's office and ministries are excluded from working groups that are covering their turf, creating alienation and resentment among the politicians and civil servants who will ultimately be responsible for implementing any reform proposals.</p>
	<p>1B - Risks and strategies: Institutional misalignment - Mandate of the PPD</p> 	<p>1B - Risks and strategies: Institutional misalignment</p> <p>Mandate of the PPD: Legal Status</p>

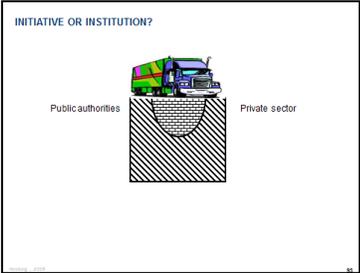
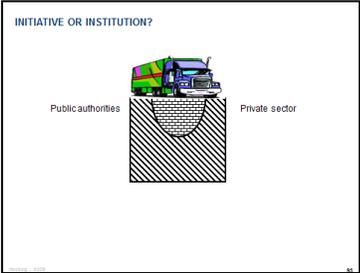
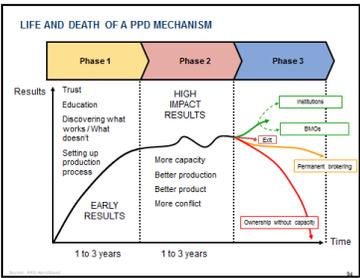
Time	Title (slide/theme)	Content
	<p>Slide: 2 - Risks and strategies: reinforcing vested interests</p> 	<p>2 - Risks and strategies: reinforcing vested interests</p> <p>Partnerships create both an opportunity and a risk when other lines of communication between government and society are weak.</p> <p>Done well, PPDs can enable the voices of stakeholders to be heard by a government that would otherwise be deaf to their concerns, and can give governments a sounding board which will improve the quality of their policy-making.</p> <p>Done badly, PPDs can give unhealthy influence to an unrepresentative group of stakeholders, reinforce links between politicians and lobbyists and provide a veneer of legitimacy for bad policies.</p> <p>An explicit commitment to transparency and the incorporation into the partnership of monitoring and accountability mechanisms are essential safeguards against the risk of cronyism and institutional capture. Another way of tackling cronyism is to ensure that no topics are off-limits for discussion.</p> <p>Having a large number of working committees can help to head off the chance of institutional capture at the top by ensuring that participation is broad-based at lower levels.</p> <p>An explicit commitment to transparency and the incorporation into the partnership of monitoring and accountability mechanisms are essential safeguards against the risk of cronyism and institutional capture. Another way of tackling cronyism is to ensure that no topics are off-limits for discussion.</p>

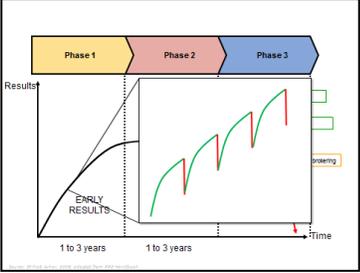
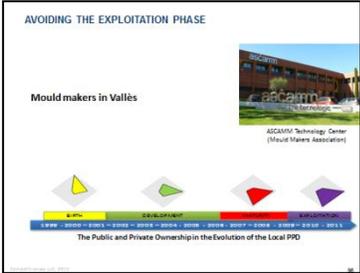
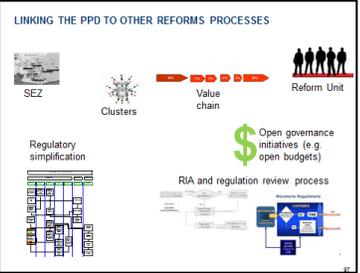
Time	Title (slide/theme)	Content
	<p>2 - Risks and strategies: reinforcing vested interests - types of private representation</p> 	<p>2 - Risks and strategies: reinforcing vested interests</p> <p>Types of Private Representation</p>
	<p>Slide: 2 - Risks and strategies: reinforcing vested interests – Participation</p> 	<p>2 - Risks and strategies: reinforcing vested interests</p> <p>Participation: who nominates PS players?</p>
	<p>Slide: 3 - Risks and strategies: over and under representation</p> 	<p>Slide: 3 - Risks and strategies: over and under representation</p> <p>Given the difficulty of establishing dialogue between government and the private sector, the path of least resistance is for government to focus on consulting a relatively small number of relatively large firms. This unavoidable dynamic has often led to the interests of SMEs being under-represented in competitiveness partnerships. SMEs can also find themselves effectively excluded from consultation because business associations, which theoretically represent their interests, in practice listen more to their larger members. Strong business associations which genuinely speak for SMEs are helpful in making sure that the concerns of SMEs can be heard in dialogue. An alternative or complementary strategy is to pursue outreach programs which bypass business associations and seek input directly from individual small businesspeople. The new advocacy base thus created can then be retrofitted into existing business membership</p>

Time	Title (slide/theme)	Content
		organizations.
	<p>Slide: 3 - Risks and strategies: over and under representation – working with associations</p> 	<p>Risks and strategies: over and under representation –</p> <p>Working with associations</p>
	<p>Slide: 4 - Risks and strategies: one man show</p> 	<p>4 - Risks and strategies: one man show</p> <p>It is inevitable that PPDs will rely to some degree on the enthusiasm and commitment of key individuals, and the personal involvement of top-level government figures is one of the determining features of success. But building the partnership too closely around individuals is a significant risk. There are several examples of partnerships collapsing when a key individual falls out of favour, notably in countries in which an unwilling political leadership has needed to be coaxed into dialogue by a trusted intermediary.</p> <p>While personal commitment from senior government figures is a necessary condition of progress, logic would suggest that outreach and public relations efforts that energize the public to look favorably on competitiveness partnerships can give individual politicians an incentive to be enthusiastic and minimize the effects of changing personnel.</p> <p>Part of the problem with partnerships losing steam when an individual becomes less involved can consist of unrealistic expectations initially raised by that individual's involvement.</p>

Time	Title (slide/theme)	Content
	<p>Slide 5: Risk and strategies: sustainability issues</p>	<p>Risk and strategies: sustainability issues</p> <p>“Talk shop” is a phrase that recurs often in the literature about competitiveness partnerships – discussions are long and unfocused, no concrete results are achieved, people lose interest and attendance declines. Meetings are less likely to degenerate into talk shops when the agenda is strict and clear and communicated well in advance, and when there are concrete proposals on the agenda that require decisions. An experienced and resourceful organizer can head off the risk of meetings getting diverted onto tangents by managing expectations in private conversations beforehand.</p> <p>A media strategy which involves setting public objectives can put pressure on participants. Another solution to talk shops is to change the composition of working group committees, or close down some working groups and start new ones.</p> <p>But it must also be considered that it may be unproductive to throw energy into seeking to prolong the active life of a specific partnership mechanism which achieved initial successes but seems to be running out of steam. When planning a competitiveness partnership, the participants should give some thought to how it might ultimately be dismantled – what other institutions exist that energy might be transferred into.</p>
	<p>Slide: How to get results?</p>	<p>How to get results?</p> <p>As you enter a PPD, think about how you will end it. Who is going to host it, how will it be structured, who will implement what?</p> <p>By “Exit” we mean “What’s next”? How to go from a palliative solution to one rooted in the institutional and business framework and financially sustainable?</p>

Time	Title (slide/theme)	Content
	<p>Slide: Perceptions</p> 	<p>Perceptions</p> <p>You will find that people participating in the dialogue can have different views. It is therefore important to consider why PP dialogue is there in the first place, is it an initiative that will end or will it be a permanent institution?</p>
	<p>Slide: Initiative or Institution? (1-gap)</p>  <p><i>Note: This is a build slide.</i></p>	<p>1. Initiative or Institution? - The Gap</p> <p>There is a gap between the public authorities on one side, and the private sector on the other.</p> <p>That is why a PPD is being facilitated in the first place.</p>
	<p>Slide: Initiative or Institution? (2-bridge)</p>  <p><i>Note: This is a build slide.</i></p>	<p>2. Initiative or Institution? – Bridge</p> <p>You build a simple bridge. The bridge will enable you to discuss issues, to get things done, to have a champion, instruments to share, etc. However, the bridge is not very strong and only allows for minor issues.</p>

Time	Title (slide/theme)	Content
	<p>Slide: Initiative or Institution? (3-stronger bridge)</p>  <p><i>Note: This is a build slide.</i></p>	<p>3. Initiative or Institution? - Stronger bridge</p> <p>Over time, you have reinforced the bridge. You have considered and improved all 12 dimensions. You have paid attention to your outreach, M&E, budget management, the people, systems, the outputs, filtering mechanisms, tracking mechanisms and so on. It is working well and can now be used for major issues. However, it is still a bridge, and there is limit to the weight it can take.</p>
	<p>Slide: Initiative or Institution? (4-filling the gap)</p> 	<p>4. Initiative or Institution? - Filling the gap</p> <p>Filling the gap allows for heavy trucks (issues) to now pass without constraints. So PPD should eventually be institutionalized.</p>
	<p>Slide: Life and death of a PPD mechanism</p>  <p><i>Note: This is a build slide.</i></p>	<p>Life and death of a PPD mechanism</p> <p>The life of a partnership can be considered as going through an initial, mature and exit phase as per the diagram, which also presents options at exit.</p> <p>The best case scenario is when the capability that is put in the ad-hoc PPD is rerouted to the institutions and the business membership organizations (BMOs).</p> <p>Slow death - Sometimes sponsors, champions are moving out. However, the capacity of the actors is not up to par yet. This may mean that the PPD mechanism might die a relatively slow death.</p> <p>Permanent brokerage - you can have brokerage that could</p>

Time	Title (slide/theme)	Content
	 <p><i>Note: This is a build slide.</i></p>	<p>go on for a long time.</p> <p>Exit - Sometimes it stops. People involved in the dialogue do not want to go on and lose their energy.</p> <p>The graph presents complex, contextual realities here. It may give you an idea where the dialogue you are involved in is today.</p>
	<p>Slide: Avoiding the exploitation phase</p> 	<p>Avoiding the exploitation phase</p> <p>In the case of the mould makers in Vales (local economic development initiative in Catalonia), we noticed that over time and during the initial and maturity phase, the PPD diamond (on the bottom) shifted from very strong sponsorship to another forced phase (capture phase or exploitation phase). This may mean that the dialogue could be used by people for e.g. political means.</p> <p>Dialogue processes lasting for over 10-15 years that have not been rerouted to existing institutions could indicate that the 4th phase of exploitation is driven by particular people, for particular reasons. Read more about this study on the Mediterranean region on the website www.publicprivatedialogue.org.</p>
	<p>Slide: Linking the PPD to Other Reform Processes</p> 	<p>Linking the PPD to Other Reform Processes</p> <p>The PPD is not an end by itself. It is not supposed to be there forever. You have to consider PPDs in the context of other reform initiatives. PPDs need to be integrated with various initiatives taking place within the entire institutional framework.</p> <p>Think of special economic zones, clusters, value chains involving SMEs and multinationals, reform units in government, regulatory simplification programs, regulatory impact agencies (RIAs), open governance</p>
	<p>Slide: How to Share Experiences, Get</p>	<p>How to Share Experiences, Get Good Practice Material,</p>

Time	Title (slide/theme)	Content
	<p>Good Practice Material, Tools?</p>	<p>Tools?</p> <p>This is a lot of information that has been shared with you. You can listen to online presentations on various topics related to PPD such as:</p> <ul style="list-style-type: none"> • PPD in general: from fragility to agility • Communication & Outreach • Tools for M&E
	<p>Slide: www.publicprivatedialogue.org</p>	<p>www.publicprivatedialogue.org</p> <p>A resource for stakeholders interested in using PPD for private sector development. The website includes the PPD Handbook, an M&E framework for PPDs, more than 50 PPD case studies, the PPD Charter of Good Practice, lessons learned papers, links to operational PPDs and papers and materials from international workshops on PPD held from 2006 onwards..</p> <p>You are welcome to visit this website and look for implementation guidelines, tools and learn more about this topic.</p>
	<p>Slide: www.facebook.com/publicprivatedialogue</p>	<p>www.facebook.com/publicprivatedialogue</p> <p>Visit Facebook and post a message.</p>
10:30-10:45	Coffee break	

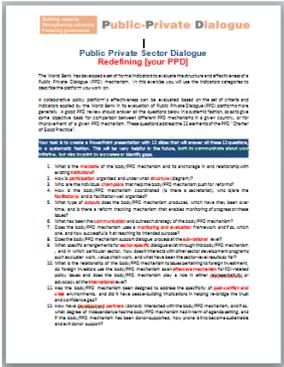
Day 1. Good Practice versus Implementation Realities

Module 1: Good Practice in Setting Up, Managing and Exiting A PPD - Session 2: Redefining your PPD - Discussion and Contextualization

Time: 10:45-12:00

Participants Handouts:

- ❖ Overview Slides Session 2. Contextualization
- ❖ PPD Contextualization (Redefining your Collaborative Policy Platform)

Time	Title (slide/theme)	Content
10:45		Public Private Sector Dialogue - Redefining [your PPD] What works and what could be improved?
	<p>Exercise: Redefining your PPD</p> 	[exercise with the participants: each team does its “diamond”]
	<p>Public Private Sector Dialogue - Redefining [your PPD]</p> 	<p>Exercise: Public Private Sector Dialogue - Redefining [your PPD]</p> <ul style="list-style-type: none"> • Create a PowerPoint presentation with 12 slides that will describe all 12 processes as they are in your PPD, in a systematic fashion. This will be very helpful in the future, both to communicate about your initiative, but also to point to successes and identify gaps. ❖ Handout: Redefining your Collaborative Policy Platform
12:00-13:00	Lunch	

Day 1. Good Practice versus Implementation Realities

Module. PPD for Competitiveness (Optional)

Duration: approx. 30-45 minutes

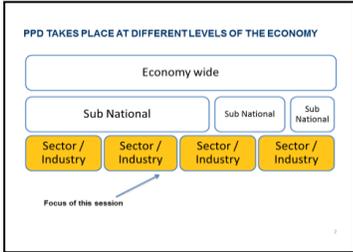
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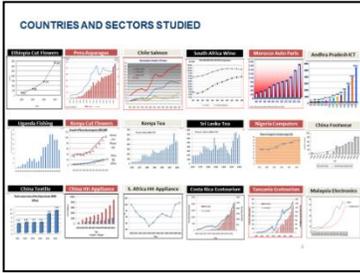
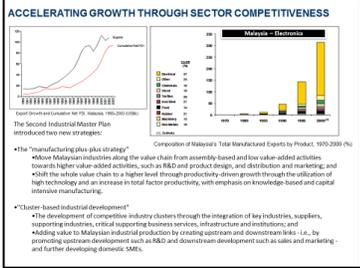
After the session, participants have the following knowledge/skills:

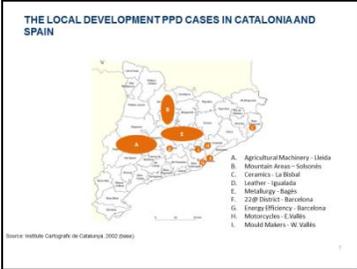
- Learn from other experiences of PPD for competitiveness;
- Understand what type of cooperation can happen in a PPD for competitiveness.

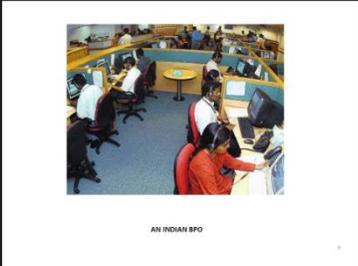
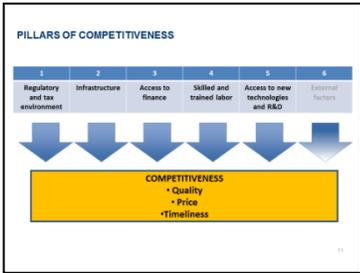
Participants Handout:

- ❖ Overview Slides Module 4. PPD for Competitiveness

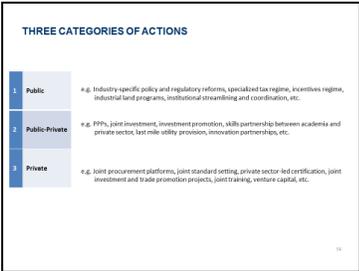
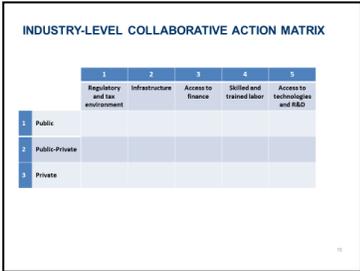
Time	Title (slide/theme)	Content
	<p>Slide: Using PPD to Build Competitive Industries</p> 	<p>PPD: Using PPD to Build Competitive Industries</p> <p>This module discusses how PPD can be used to contribute to the field of competitive industries and how it can be used in the context of competitiveness programs. In addition to improving regulations in general, PPD can also be used to drive investment and employment at the sector level.</p> <p>Nb. This module presents material that is contextual and please note there is no straightforward recipe.</p> <p>Various people contributed to this module a/o Benjamin Herzberg, Suhail Kassim and Emiliano Duch.</p>
	<p>Slide: PPD takes place at different levels of the economy</p> 	<p>PPD takes place at different levels of the economy</p> <p>This slide shows that PPD takes place at different levels of the economy:</p> <ul style="list-style-type: none"> - Economy wide (to tackle economy wide issues) - National/sub national level - Sector/industry level <p>This particular module focuses on sector/industry level.</p>

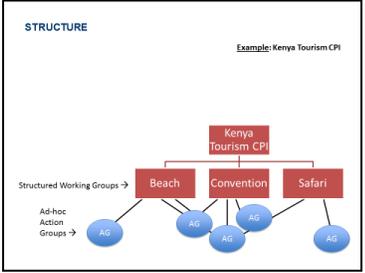
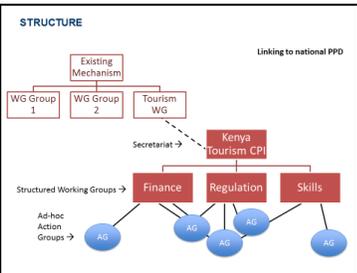
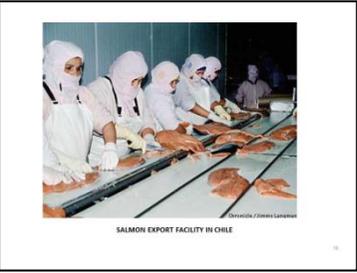
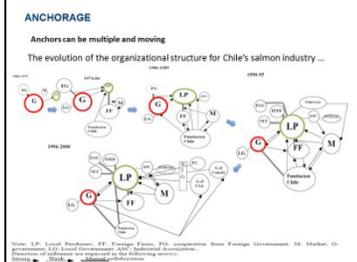
Time	Title (slide/theme)	Content
	<p>Slide: Successful industrial development...</p> 	<p>Successful industrial development...</p> <p>Successful industrial development has often been accompanied by strong dialogue, which led to collaborative actions.</p>
	<p>Slide: Countries and sectors studied</p> 	<p>Countries and sectors studied</p> <p>How did this happen? We looked at 18 sectors and how they eventually peaked. What were the factors that made the sector take off or sustain growth? We observed that strong public-private sector collaborative actions played an important role behind the scenes.</p> <p>You will not find sector growth with either government involvement or the private sector doing it on its own. You need that collaboration that interface between the two: sector-specific public-private dialogue.</p>
	<p>Slide: Accelerating growth through sector competitiveness</p> 	<p>Accelerating growth through sector competitiveness</p> <p>This is a case from the electronic sector in Malaysia and how it started to grow. Here you had the so-called drive-through clusters. A cluster can be defined as an agglomeration of companies that are involved in the same industry and geographically located close to each other. They can therefore plug into the value chain at different points of the value chain and can become more efficient by working together.</p> <p>There are also the virtual clusters, the service clusters, which are distributed yet integrated with the value chain. We referred to value chains and geographical clusters which are important concepts to understand.</p> <p>In the case of Malaysia, a lot of value was added by creating upstream and downstream linkages. Promoting upstream development in research and development, helping the government and the private sector interact so as to create a platform for the private sector to do joint marketing and joint sales. This made it possible to invest sufficiently in R&D, technology parks and so on. Having the right linkages with the companies made it possible to develop the</p>

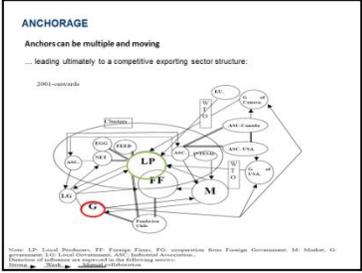
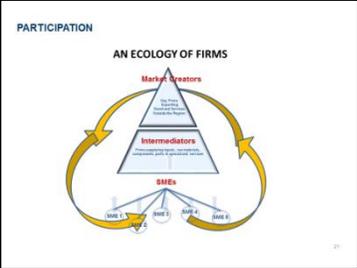
Time	Title (slide/theme)	Content
	<p>Slide: Learning for the Mediterranean</p> 	<p>electronics sector.</p> <p>Learning for the Mediterranean</p> <p>We can also learn from what happened in the Mediterranean region. It is a very interesting region. Even though every country is different, we can also observe some distinct similarities.</p> <p>Let's look at two industries: the tourism and the citrus industries. You can grow oranges basically everywhere in the Mediterranean region. Also, the region has so much to offer in terms of history, culture, people, architecture that a cruise ship could stop at any port in the Mediterranean. Determining factors for a cruise ship to stop at a certain port are the infrastructure and the services provided at the port location.</p> <p>We found in these studies that a strong public-private sector cooperation accompanies such developments. The same is true for the citrus sector.</p>
	<p>Slide: The local development PPD cases in Catalonia and Spain</p> 	<p>The local development PPD cases in Catalonia and Spain</p> <p>We did a similar study in the region of Catalonia in Spain where we looked at nine different clusters. We monitored how these clusters developed and/or how they declined. Here we also looked at the role of public-private collaboration. We noticed that when they declined a lot, this was due to market pressure on the more traditional clusters. These clusters could not react adequately to the market. The reason for that was often a lack of collaboration within the private sector. We also saw traditional clusters that were able to react adequately and kept their competitive positions.</p> <p>We looked at various clusters, such as the ceramic cluster. We looked at mountainous areas to see if they had developed tourism strategies. We also studied people and internal linkages in the motorcycle business and how people managed and specialized their business.</p>
	<p>Slide: Rose farming in Ethiopia</p> 	<p>Rose farming in Ethiopia</p> <p>Consider rose farming in Ethiopia, for instance. Twenty years ago there were no rose farmers in Ethiopia. Now it is huge business in Ethiopia. What happened in-between?</p> <p>It may have started with one enlightened farmer, but eventually you do need state support, the right set of skills, the right infrastructure, the right trade regime, the right</p>

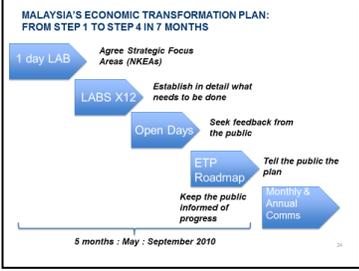
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		<p>regulations, the right finances, etc. The private sector can be a driving force and is ready to invest in an environment that is favorable to development.</p>
	<p>Slide: An Indian BPO</p>  <p>AN INDIAN BPO</p>	<p>An Indian BPO</p> <p>Here is an example of sector development that happened with the help of PPD: Business Process Outsourcing in India. There was a high level of collaboration between the public and the private sector in the Information, Communication Technology (ICT) industry in India through business associations specialized in this domain. They have been working together very effectively to adapt the level of conditions, the regulatory environment, and the infrastructure so that this market could further develop. The question is who will start the process first: the government or the private sector? The answer is both.</p>
	<p>Slide: Asparagus farming in Peru</p>  <p>Asparagus Farming in Peru</p>	<p>Asparagus farming in Peru</p> <p>There is a high chance that the asparagus you eat today may come from Peru. Asparagus has become a major crop in Peru. Peru has specialized itself in this high value crop. Weather-wise, it is not a very demanding crop and relatively easy to grow under the right conditions. In Peru asparagus has become a major industry, thanks to PPD.</p> <p>You see that countries make a choice in terms of crops and competitiveness.</p>
	<p>Slide: Pillars of Competitiveness</p> 	<p>Pillars of Competitiveness</p> <p>Competitiveness is defined by a combination of quality, price and timeliness to market. There are five major foundational factors of competitiveness.</p> <ol style="list-style-type: none"> 1. Regulatory and tax environment. This is about the investment climate, the rules and regulations. How much does it cost to do things? How much do you have to pay to be there? What are the services you get? The regulatory and tax environment is key as you might have a lot of barriers – product market regulations – that pertain to specific markets. For instance, in India the retail market and the automotive industry were initially closed to foreign productions. The same applies to the tax regime and how it can or cannot give incentives for the people 2. Infrastructure is essential. For a factory to run, you need e.g. roads that are accessible to trucks, water supply, power supply (grid or generator), waste disposal and waste treatment, water drainage, water

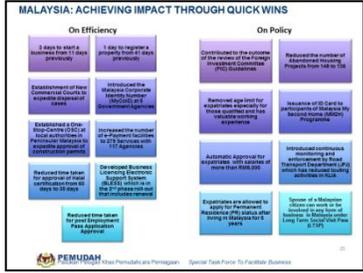
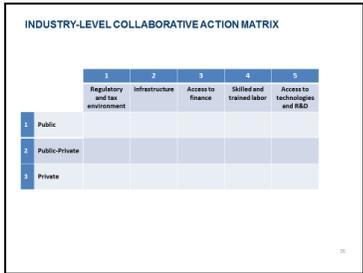
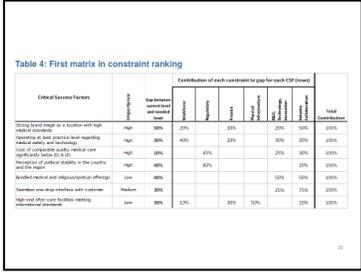
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		<p>treatment system. Infrastructure is not only focusing on the factory itself. It also needs to consider the people working at the factory who need a place to live, feed themselves, to be secure and the means to communicate.</p> <ol style="list-style-type: none"> 3. Access to finance. Without finance, companies are unable to invest and unable to grow. Often locations have no proper access to banking and financing means as the banking network is not well developed. The access to finance needs to be resolved by developing the financial market structure and the financial systems. 4. Skilled and trained labor. The quality of skills and labor is very important and not an easy thing to solve. Here we also refer to education from primary, secondary through tertiary level. This is the base you need to develop high-level skills. 5. Access to new technologies and R&D. This is also related to skilled and trained labor. Does the sector have access to new research and technology and is it able to be one step ahead of others? Is there technology to implement new ideas? Research has to meet the private sector demands of tomorrow, and not of today. <p>(Note these are not mentioned in any particular order of importance.)</p> <p>There are also external factors that are key to competitiveness such as a trade agreement, marketing abilities, specific context of a country (war, conflict).</p>
	<p>Slide: What actions are best for the sector?</p>  <p>sector?</p>	<p>What actions are best for the sector?</p> <p>What does it mean in real life? In Italy there is a famous ceramic tile cluster (Sassuolo) which represents 30% of the world production and 60% of the world exports.</p> <p>If you look at the infrastructure, there is just one little bridge. If you want to develop this cluster further, infrastructure is key and needs to be improved.</p>

Time	Title (slide/theme)	Content
	<p>Slide: What actions are best for the sector?</p> 	<p>What actions are best for the sector?</p> <p>Here is a case on the cruise sector in Barcelona (from the Catalonia study). Today it is the second largest cruise terminal in the world. Fifteen years ago it was negligible. The picture on the left shows the infrastructure for the entire cruise sector in the 1990s. It consisted of a tent on a dock, with a small customs office.</p> <p>In 2010, you find 7 terminals where many ships can dock. This tremendous development has translated into enormous amounts of investments. The little graph on the bottom shows the number of passengers. It went up to approx. 2.5 million passengers a year. All pillars of competitiveness were addressed in the Barcelona cruise sector, with the PPD initiative and business associations driving the whole process.</p>
	<p>Slide: Three Categories of Actions</p> 	<p>Three Categories of Actions</p> <p>In addition to the five pillars of competitions, you need to consider the Three Categories of Actions. When you have a PPD that focuses on a sector, the dialogue process can define different actions:</p> <ol style="list-style-type: none"> 1. Actions that are fully implemented by the public sector; 2. Actions that involve both the public and private sector such as PPPs; 3. Actions that need to be implemented by the private sector.
	<p>Slide: Industry-level Collaborative Action Matrix</p> 	<p>Industry-level Collaborative Action Matrix</p> <p>If you combine the five pillars of competitiveness with the three categories of action, you will have a matrix that depicts the real basis of a sector-specific PPD. This is so-called an industry level, collaborative action matrix.</p> <p>This matrix can be used to indicate what is missing today for the sector to further develop, and what are the actions required. Tools like these help to identify issues</p>
	<p>Slide: Structure</p>	<p>Structure</p> <p>As for the structure, it is very similar to a classical PPD. This is an example of a competitiveness partnership initiative in Kenya, where there were structured working groups (Beach, Convention, and Safari) and various action groups.</p>

Time	Title (slide/theme)	Content
	<p>STRUCTURE</p> <p>Example: Kenya Tourism CPI</p>  <p>Note: This is a build slide.</p>	<p>This structure might actually belong to a higher structure (see slide) which is located in the country and deals with competitiveness. This might be a competitiveness committee that deals with specific sectors.</p> <p>There are roughly similar type of principles setting up those partnerships.</p>
	<p>Slide: Structure</p> <p>STRUCTURE</p> <p>Linking to national PPD</p> 	<p>Structure</p> <p>In contrast to national level structures, sector level structures tend to be more dynamic (see next slide).</p>
	<p>Slide: Salmon export facility in Chile</p>  <p>SALMON EXPORT FACILITY IN CHILE</p>	<p>Salmon export facility in Chile</p> <p>Here is a case of the salmon export facility in Chile. The anchorage of this particular partnership that helped the development of this sector has completely evolved over time. Let us look at the complexity of that (next slide).</p>
	<p>Slide: Anchorage</p> <p>ANCHORAGE</p> <p>Anchors can be multiple and moving</p> <p>The evolution of the organizational structure for Chile's salmon industry ...</p>  <p>Note: This is a build slide.</p>	<p>Anchorage</p> <ul style="list-style-type: none"> - At the beginning you had the government that was at its center. There was cooperation with foreign governments and local producers (1960s up to 1973). - Between 1974 and 1984, the local producers started organizing themselves and bringing in different kind of partners (e.g. industry associations, foreign firms). There was a stronger understanding of the market, yet still dealing with the government. - Followed by a stage that was completely driven by the local producers, using a lot of foreign investment. You notice the complexity of the relationships evolving

Time	Title (slide/theme)	Content
		<p>during this stage (period 1990-1995). There was a huge growth of the sector. A lot of different actors, different associations were coming in.</p> <ul style="list-style-type: none"> - It continues growing and forming new relationships with actors outside Chile (Canada, USA, WTO, etc.). The local producers are thriving. The government who initially was the driving force has now backed down. The government is, however, still very much involved.
	<p>Slide: Anchorage</p> 	<p>Anchorage</p> <p>It is now a competitive, exporting sector structure that has impacted the foundations of society in terms of different actors. This case illustrates how a sector competitiveness dialogue might completely evolve organically. A system like this is flexible as it has to react adeptly to e.g. market conditions and outbreak of diseases.</p>
	<p>Slide: Participation</p>  <p><i>Note: This is a buliding slide.</i></p>	<p>Participation</p> <p>With respect to structures, we also need to understand who participates and why they participate?</p> <p>There is an ecology of firms: in every country, in every sector, you find the so-called market creators. These are key firms exporting goods and services outside the region, outside the country. They are creating value, growth, employment. These are truly competitive firms and are making the best of all the competitiveness factors (pillars). A multinational company may come to a country to look for goods.</p> <p>The companies in that country providing the goods will become part of that value chain. They may become 1st, second or third tier suppliers. These companies themselves may use intermediators. These firms supply inputs, raw materials, parts, specialized services to those top firms.</p> <p>So when you look at sector competitiveness, you have to identify the so-called anchor firms that are exporting goods. Then you have identify the network of SMEs that supply the intermediators. All of the above put together creates an ecosystem.</p>

Time	Title (slide/theme)	Content
	<p>Slide: Participation</p> 	<p>Participation</p> <p>The ecology of firms necessitates that all players come together to ensure common understanding of the needs of SMEs, the anchor firms and the intermediators.</p> <p>This is an example from Malaysia: Malaysia PEMUDAH. This is the organization in Malaysia that takes care of competitiveness development and the betterment of the business environment. Once a year they bring 1000 movers and shakers together (200 multinationals, SMEs, government agencies, ministries etc.) during a period of a few days. During these days they exchange and discuss the challenges and how the business environment can be improved.</p>
	<p>Slide: Objectives setting</p> 	<p>Objectives setting</p> <p>Based on these discussions, objectives are defined and a plan is prepared with transformational actions and targets (jobs, investments).</p> <p>There is an explicit state willingness to spur sector development through deliberate actions, to bring in different players and to extract from them insights on how to further develop the sector. This is facilitated in such a constructive manner that it benefits not only the private sector leaders, but also spreads the wealth and helps to bring about different sectors.</p>
	<p>Slide: Malaysia's economic transformation plan</p> 	<p>Malaysia's economic transformation plan: from step 1 to step 4 in 7 months</p> <p>This is followed by a lab system, a series of different meetings. This slide shows what they have been doing during the seven months since the big event, trying to arrive at more specific recommendations.</p>

Time	Title (slide/theme)	Content
	<p>Slide: Malaysia - achieving impact through quick wins</p> 	<p>Malaysia: achieving impact through quick wins</p> <p>Eventually this process leads to quick wins on efficiency and policy. These wins may be focusing on one particular sector yet may resonate with an entire economy.</p>
	<p>Slide: Industry-level Collaborative Action Matrix</p> 	<p>Industry-level Collaborative Action Matrix</p> <p>Let's return to the Industry-level Collaborative Action Matrix and show an example on how it is applied and how to identify the gaps.</p>
	<p>Slide: Jordan Medical Tourism Industry - level Collaborative Action Matrix</p> 	<p>Jordan Medical Tourism Industry - level Collaborative Action Matrix</p> <p>The Industry-level Collaborative Action Matrix was adapted and used for the Jordan Medical Tourism Industry. You can see a number of gaps and factors identified in the Jordan Medical Tourism Industry.</p>
	<p>Slide: Table 4 - First matrix in constraint ranking</p> 	<p>Table 4 - First matrix in constraint ranking</p> <p>You can 'play with' / adapt the matrix. You can do a ranking and prioritization of gaps in terms of importance (see also next slides).</p>

Time	Title (slide/theme)	Content
	<p>Slide: Conclusion: PPD for sector competitiveness</p> 	<p>Conclusion: PPD for sector competitiveness</p> <p>It is therefore slightly different from a filtering system that you might see in a state-wide public-private sector dialogue (like the ones explained in previous sessions).</p> <p>A PPD cannot really happen without applying the generic PPD principles. It needs to be adapted to the industry, policy context, and sector stakeholders. You cannot do sector identification without sector dialogue. You cannot do a sector dialogue without a structured process.</p>
	<p>Slide: Thank you!</p> 	<p>Thank you!</p> <p>If you have such a structured process, you can get good collaborative actions resulting in good sector competitiveness.</p>

Day 2. Communication and M&E

Module 2: Communication and Outreach

Time: 09:00-10:15

Objectives:

After the sessions, participants have the following knowledge/skills:

- Realize the need to obtain support for a reform through a well-coordinated communication and outreach campaign;
- Grasp the concept of communication and learn from other PPD communication campaign;
- Initiate a communication plan and develop a 12-month communication plan on one specific reform.

Participants Handouts Module 2:

- ❖ Overview Slides Module 2. Communication and Outreach
- ❖ Exercise: Stakeholder Mapping for Policy Advocacy Outreach and Campaign
- ❖ Exercise: Who Says What..
- ❖ Exercise: Your Message
- ❖ Exercise: Delivery Timeline
- ❖ Timeline Example 1.ppt
- ❖ Timeline Example 2.pptx
- ❖ Timeline Example 3 and 4 (part of Bulldozer Presentation).pptx

Recommended Reading Module 2:

- ❑ Strategic Communications Toolkit

Day 2. Communication and M&E

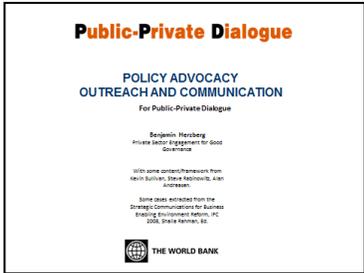
Module 2: Communication and Outreach

- **Session 5: Outreach, Communication and Marketing Applied to PPD Programs: A framework with Exercises**

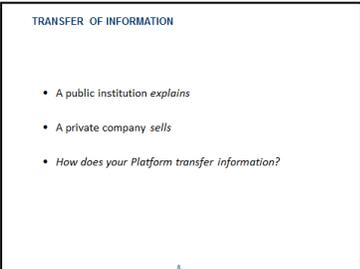
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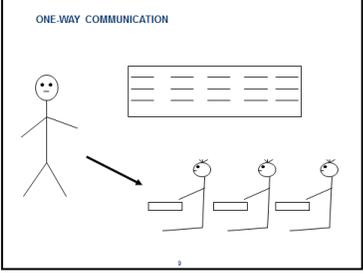
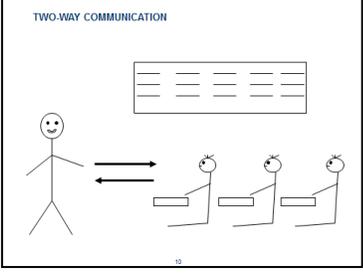
Participants Handouts:

- ❖ Overview Slides Session 5: Outreach, Communication and Marketing Applied to PPD Programs: A framework with Exercises
- ❖ Exercise: Stakeholder Mapping for Advocacy Campaign
- ❖ Exercise: Who Says What..
- ❖ Exercise: Your Message
- ❖ Exercise: Delivery Timeline

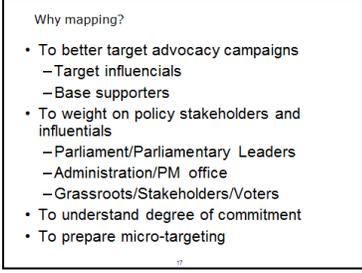
Time	Title (slide/theme)	Content
09:00	Slide: Public-Private Dialogue 	<p>Public-Private Dialogue</p> <p>Briefly: Refer to day 1 (any outstanding issues or questions) and Introduce program of day 2.</p> <p>This session is developed by: Benjamin Herzberg, Kevin Sullivan, Steve Rabinowitz, Alan Andreasen and Shihab A. Azhar.</p> <ul style="list-style-type: none"> • Templates and additional materials can be downloaded from the website. • You can also watch a presentation on Policy Advocacy Outreach and Communication by Benjamin Herzberg on the website. • The session consists of a number of exercises. Templates of exercises can be downloaded from the website www.pubilcprivatedialogue.com

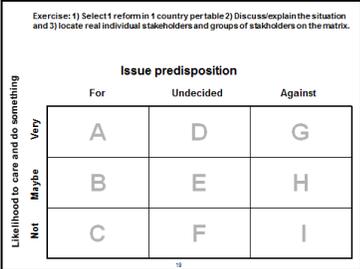
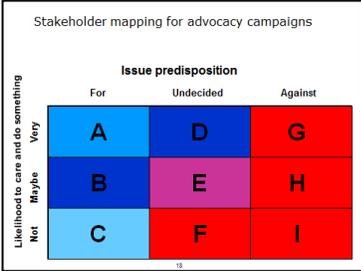
Time	Title (slide/theme)	Content
	<p>Slide: Business environment reform Vs. private sector</p> <p><i>Note: This is a build slide.</i></p>	<p>Business environment reform Vs. private sector</p> <ul style="list-style-type: none"> • Compare reform in public sector with reform in private sector. • Private sector engage people with different skills sets in different stages as opposed to public sector where the same group people with a fixed set of skills are engaged in all stages.
	<p>Slide: Public Service Announcement</p>	<p>Public Service Announcement</p> <ul style="list-style-type: none"> • When it comes to ‘selling’, it may result in ineffective an inefficient communication as is shown in the slide. • There is just too much content in an emergency message.
	<p>Slide: Private sector communication</p>	<p>Private sector communication</p> <ul style="list-style-type: none"> • Now compare prior slide with this message from the private sector • Note that not many words are required to sell the idea effectively ‘you are cool when you wear Rolex match’. It is not at all about the watch itself rather than what values the watch represents.
	<p>Slide: Private sector communication</p>	<p>Private sector communication</p> <ul style="list-style-type: none"> • Likewise, in the car industry. Cars are marketed with beautiful ladies standing alongside the cars. • The industry aims to communicate a message that when you buy this car, you will be successful and attract beautiful girls. It addresses the instincts of people and associates the product with certain values. •

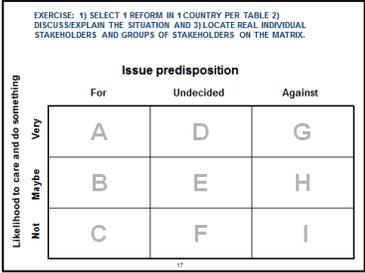
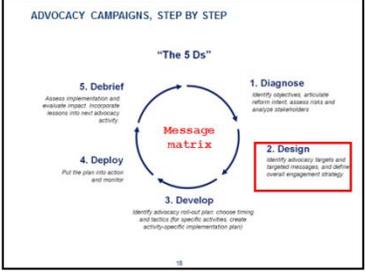
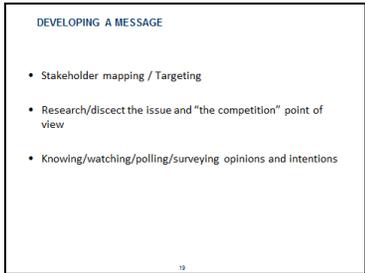
Time	Title (slide/theme)	Content
	<p>Slide: Private sector communication</p> 	<p>Private sector communication</p> <ul style="list-style-type: none"> • Another example of Coca Cola. Here it shows how this drink is associated with the perception of a certain lifestyle, a certain outlook on life.
	<p>Slide: Government that understands communication</p> 	<p>Government that understands communication</p> <ul style="list-style-type: none"> • Some governments have understood how to communicate a message. They use social marketing techniques to drive social change for the betterment of society • This shocking picture aims to change drinking behavior by showing what could happen. • The government seeks to address the core of people's values.
	<p>Slide: Transfer of information</p> 	<p>Transfer of information</p> <ul style="list-style-type: none"> • All these examples are about transfer of communication and how you do it. • If you are involved in a PPD today, the question is: how do you transfer the information, how do you communicate your actions, proposals?

Time	Title (slide/theme)	Content
	<p>Slide: One-way communication</p> 	<p>One-way communication</p> <p>We have to move from an old-fashioned, top-down teaching situation where the teacher (located on a platform) knows it all and just tells others what to do.... <i>(next slide)</i></p>
	<p>Slide: Two-way communication</p> 	<p>... to a Two-way communication</p> <ul style="list-style-type: none"> • A 2-way communication between teacher and kids, at the same level, where there are discussions and better learning takes place. • Similarly, we see the same happening with policy reforms, sector improvement and competitiveness actions. There is a need for a 2-way communication with the people so that they understand the benefits of reform.
	<p>Slide: Will people follow/support?</p> 	<p>Will people follow/support?</p> <ul style="list-style-type: none"> • If you don't involve the people, and there is no 2-way communication with the people, it may have consequences. People may stay away. They have a choice: do I care about the reform or do I rather go somewhere else? • It is essential to attract people's attention.

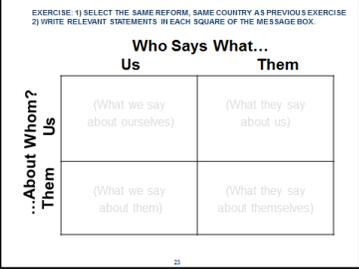
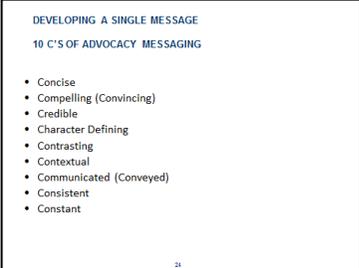
Time	Title (slide/theme)	Content
	<p>Slide: High risk of failure, high benefit of success: Need to get better</p> 	<p>High risk of failure, high benefit of success: Need to get better</p> <ul style="list-style-type: none"> • Drawing the attention of the people in the wrong way can result in demonstrations and protests against the reform. • The question here is: is it a demonstration in support or against a reform? A reform communicated well can create a huge success. • Similarly, a reform communicated poorly can lead to a massive failure. There have been reforms that started well with consultations between public and private sector. Yet the constituents were left out and later strongly opposed the reform (think of labor reforms).
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <ul style="list-style-type: none"> • You can use a framework for outreach and policy advocacy which we call the “Five Ds” Strategic Communications Framework: <i>Diagnose, Design, Develop, Deploy and Debrief</i>: <ul style="list-style-type: none"> - Diagnose: Identify and analyze stakeholders, review communications channels, assess risks - Design: Identify engagement goals and target audiences, define overall engagement strategy and evaluation approach - Develop: Articulate message and communications objectives, delineate roll-out plan, choose timing and tactics, craft communications products and materials - Deploy: Put the plan into action, manage risks, monitor and adjust. strategic and tactics as needed - Debrief: Assess strategy and plan, evaluate impact, share lessons learned • It provides a structure for designing and implementing a strategic communications component in reform projects. The framework is designed to be flexible.

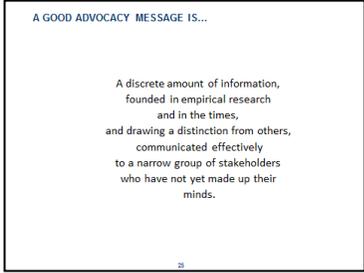
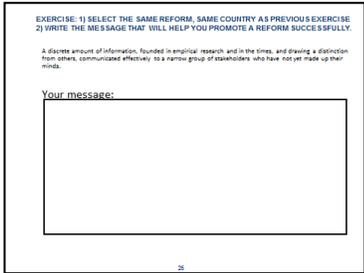
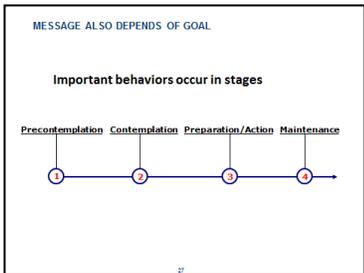
Time	Title (slide/theme)	Content
	<p>Slide: Advocacy campaigns, step by step</p>  <p>Advocacy campaigns, step by step</p> <p>"The 5 Ds"</p> <p>1. Diagnose: identify objectives, articulate reform intent, assess risks and analyze opportunities</p> <p>2. Design: identify advocacy targets and targeted messages and define overall engagement strategy</p> <p>3. Develop: identify advocacy rollout plan, choose timing and tactics, develop specific activities, create activity-specific implementation plan</p> <p>4. Deploy: Put the plan into action and monitor</p> <p>5. Debrief: Assess implementation and evaluate impact, incorporate lessons into next advocacy activity</p> <p>Stakeholder targeting</p>	<p>Advocacy campaigns, step by step</p> <ul style="list-style-type: none"> Let's look at the first stage: diagnose. This stage is also called stakeholder targeting, in which stakeholder mapping and analysis are carried out. This step is a critical part of the advocacy campaign – analyzing all the groups involved with, or affected by, the reform.
	<p>Slide: Why mapping?</p>  <p>Why mapping?</p> <ul style="list-style-type: none"> To better target advocacy campaigns <ul style="list-style-type: none"> – Target influencers – Base supporters To weight on policy stakeholders and influencers <ul style="list-style-type: none"> – Parliament/Parliamentary Leaders – Administration/PM office – Grassroots/Stakeholders/Voters To understand degree of commitment To prepare micro-targeting 	<p>Why mapping?</p> <ul style="list-style-type: none"> There are different ways of segmenting your target audience for communication activities. One way to look at it is to identify the actors that have the potential to promote policy change, as well as those that can impede such changes. Potential actors can be analyzed in terms of their power over an issue or policy (resources, political strength, etc.) and in terms of their awareness/interest in the impact of the new policy on their lives. <p>So mapping serves three main purposes:</p> <ul style="list-style-type: none"> it helps the team identify partners and supporters, it prevents the team from overlooking opponents, and it identifies the best ways to reach each stakeholder. <ul style="list-style-type: none"> You need to understand the context and degree of commitment of people. Make sure to use the limited resources well.

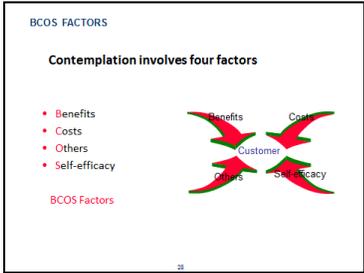
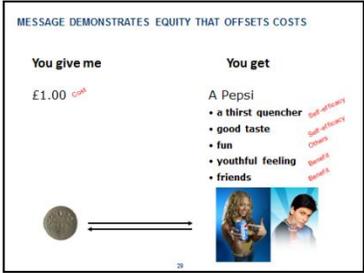
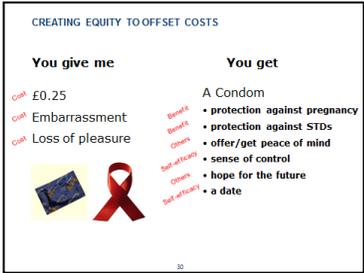
Time	Title (slide/theme)	Content
	<p>Slide: Stakeholder mapping for advocacy campaigns</p>  <p>Exercise: 1) Select 1 reform in 1 country per table 2) Discuss/explain the situation and 3) locate real individual stakeholders and groups of stakeholders on the matrix.</p>	<p>Stakeholder mapping for advocacy campaigns</p> <ul style="list-style-type: none"> This stakeholder map goes one step further than the maps where the degree of support and level of interest are assessed (based on the Clinton campaign). On top of the matrix: the issue predisposition. This refers to the opinion of the stakeholder on a certain issue: are they against, undecided or for/in favor of the issue. On the side of the matrix: the likelihood to care and do something Question: which stakeholders would you address if you are looking to win votes? A lot of people think: choose the people against me as you could win a lot of votes. Or choose the people in favor to bring up the support. <p><i>See next slide for a possible answer</i></p>
	 <p>Stakeholder mapping for advocacy campaigns</p> <p><i>Note: This is a build slide.</i></p>	<ul style="list-style-type: none"> A possible answer is presented in this slide. Focus your efforts on: <ul style="list-style-type: none"> Stakeholder groups B and D are worth investing as: <ul style="list-style-type: none"> B is in favor of the issue only not very sure yet it will do something D is undecided regarding the issue yet very likely to care and act Put a little effort in A and C as they are already in favor of the issue just to make sure they are not forgotten. Do not spend the majority of your time here. Do not spend too much effort/time convincing stakeholders who are inherently against the issue. <p>A typical mistake made in communication efforts is to spend too much time where you should really not be spending any times/resources – and that is unmovable opponents, and hard-core allies.</p>

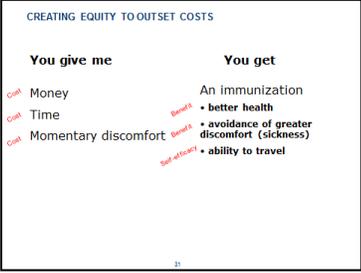
Time	Title (slide/theme)	Content
	<p>Slide: Exercise: Stakeholder mapping</p> 	<p>Exercise: Stakeholder mapping (5-10 min)</p> <ul style="list-style-type: none"> This is an exercise you can do for your situation. Select one reform from your country, sector etc. List all stakeholders involved in this reform and put them in the matrix. Try to be specific by actually putting the persons representing organizations/agencies rather than the organizations/agencies themselves. <p>❖ Exercise: Stakeholder mapping Templates can also be downloaded from the website: www.publicprivatedialogue.org</p>
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <p>The next step is the design stage. In this stage we want to develop a message.</p>
	<p>Slide: Developing a single message</p> 	<p>Developing a single message</p> <ul style="list-style-type: none"> After stakeholder mapping has been completed, research the reasons why certain stakeholders are completely against it. What are they thinking? There are various ways to gather this information and get a better picture of the situation.

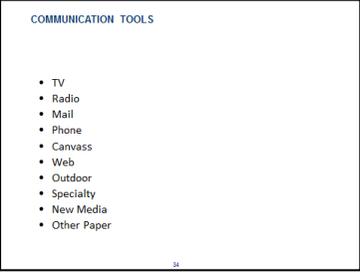
Time	Title (slide/theme)	Content
	<p>Slide: Developing a message</p> <p>Slide: Message development</p> <div data-bbox="370 384 732 655"> </div> <p><i>Note. This slide builds in reverse order.</i></p> <div data-bbox="370 762 732 1033"> </div>	<p>Developing a message</p> <p>In order to get a better picture, you need to think about the message. There are various levels you need to think of when you do this:</p> <ol style="list-style-type: none"> 1. Issue attributes (the elements of the reform); 2. Issue benefits; 3. Personal consequence (what will the consequences of the issue be for me?); 4. Values: they are universal and core to people's behavior. <p>When you develop a message, you need to think of point 1-3, but it is not enough. A convincing message includes the 4th level, the values of the people. (think of earlier slides with the commercial message addressing values)</p>
	<p>Slide: Reasons to continue e-government</p> <div data-bbox="357 1194 716 1465"> </div>	<p>Reasons to continue e-government</p> <ul style="list-style-type: none"> • People have different opinions and different values as this poll carried out in Bangladesh shows. • It reflects reasons why the government should continue its reform of digitalizing its services (e-government) • This poll shows different groups of people (public officials, business owners, opinion leaders, and general population) have different reasons. This is because the perception of personal consequences, benefits, and values vary among (groups) of stakeholders.
	<p>Slide: Message box</p> <div data-bbox="357 1608 716 1879"> </div>	<p>Message box</p> <ul style="list-style-type: none"> • One way to “keep tabs” on potential challenges with opponents is to do a periodic “pulse check” on what messages are being sent about the reform, and what supporters and opponents are saying about each other. • Completing this pulse check (Table 6.2) periodically may help the team anticipate opponents’ next steps and be prepared with a response.

Time	Title (slide/theme)	Content
	<p>Slide: Exercise: Who says what..</p> 	<p>Exercise: Who says what...</p> <p>One way to “keep tabs” on potential challenges with opponents is to do a periodic “pulse check” on what messages are being sent about the reform, and what supporters and opponents are saying about each other. Completing this pulse check (Table 6.2) periodically may help the team anticipate opponents’ next steps and be prepared with a response.</p> <ul style="list-style-type: none"> • Revisit the reform you were focusing on in the first exercise on stakeholder mapping. • Take the template ‘who says what..’ and write a statement about what you hear yourself or others saying when promoting an idea: <ul style="list-style-type: none"> - What do we say about ourselves when we promote this reform? - What do we say about them? - What do others say about you? - What do they say about themselves? • Take a few minutes (template can be downloaded from the link). • This is an important first step in designing the message about the reform. <p>❖ Handout: Who says what..</p>
	<p>Slide: Developing a single message</p> 	<p>Developing a single message</p> <p>Remember the very effective commercial messages (Coca Cola, Rolex, car, etc.). They need to fulfil the 10 criteria:</p> <ul style="list-style-type: none"> - Concise (otherwise people forget) - Convincing - Credible - Character defining - Contrasting (to what opponents say) - Contextual (to the situation in which the reform takes place) - Well communicated and conveyed by people - Consistent – message needs to remain the same even when communicated by different stakeholders - Constant – the more exposed , the more the message will be reinforced

Time	Title (slide/theme)	Content
	<p>Slide: A good advocacy message is...</p> 	<p>A good advocacy message is...</p> <p>This leads us to the definition of what is a good advocacy message (see slide).</p> <p>It is not easy to design a message fulfilling these criteria.</p>
	<p>Slide: Exercise: Your message</p> 	<p>Exercise: Your message</p> <ul style="list-style-type: none"> • Select the same reform as before and write a message that will promote your idea successfully, while keeping in mind what it takes to be a good advocacy message. • Take a few minutes. • The file can also be downloaded from the website.
	<p>Slide: Message also depends of goal</p> 	<p>Message also depends of goal</p> <ul style="list-style-type: none"> • With respect to messaging, a tool is introduced from the field of social marketing. This tool looks at how social change occurs, how behavioral change takes place. • Behavioral change takes place in 4 stages: <ul style="list-style-type: none"> - Pre-contemplation: people are not aware of the issue; - Contemplation: people become aware of an issue; - Preparation/action: people decide to act - Maintenance: people need to be reminded <p>(For example, think of smoking. Same behavioral change dynamics will apply to the issue of reforms)</p>

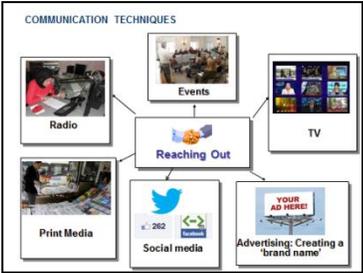
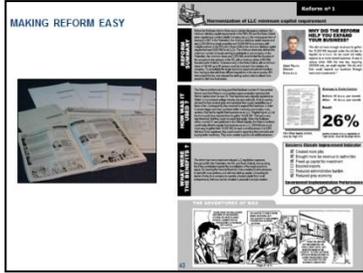
Time	Title (slide/theme)	Content
	<p>Slide: BCOS factors</p> 	<p>BCOS factors</p> <p>In the contemplation stage, people will consider 4 factors:</p> <ul style="list-style-type: none"> - Benefits - Costs (can be significant) - Others (peer pressure. This is why companies use celebrities) - Self-efficacy (e.g. if I do it, will it be good for me, will I become healthier, will I get more voters?)
	<p>Slide: Message demonstrates equity that offsets costs</p> 	<p>Message demonstrates equity that offsets costs</p> <p>A few examples..</p> <ul style="list-style-type: none"> • The message that you are developing needs to indicate that the benefits outweigh the costs. • The cost of a Pepsi Cola is 1 pound. What you get is: <ul style="list-style-type: none"> - A thirst quencher - Good taste - Fun - Youthful - Friends • These are all the values Pepsi Cola attaches to drinking Pepsi Cola. What you get for 1 pound are all these benefits. They move you from pre-contemplation to contemplation to action. The award you get are the benefits.
	<p>Slide: Creating equity to offset costs</p> 	<p>Creating equity to offset costs</p> <p>Another example is the condoms.</p> <p>Costs are:</p> <ul style="list-style-type: none"> - 0,25 pound/condom - Embarrassment - Loss of pleasure <p>Benefits are:</p> <ul style="list-style-type: none"> - Protection against pregnancy - Protection against STDs - Offer/get peace of mind - Sense of control - Hope for the future - A date

Time	Title (slide/theme)	Content
	<p>Slide: Creating equity to offset costs</p> 	<p>Creating equity to offset costs</p> <p>Same for vaccination: costs versus benefits</p>
	<p>Slide: Creating equity to offset costs</p> 	<p>Creating equity to offset costs</p> <p>Similar behavior -why you would or would not take action - also applies to reform, policies.</p> <p>The costs are that you have to give:</p> <ul style="list-style-type: none"> • Political capital • Time • Some of your political base (I may lose some who are opposed to the reform) • A headache <p>You will get:</p> <ul style="list-style-type: none"> • An economic reform • Better business environment • New partisans (new voters) • Good media clippings (reputation) • Reelection • Deal away with internationals • Ability to get invited at conferences (share “best practice”) <p>Again, when someone takes a decision, you take someone from pre-contemplation -> contemplation -> action. The benefits need to be reiterated in the message in order to maintain that behavior.</p>

Time	Title (slide/theme)	Content
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <p>Now that we have designed the message, how are we going to bring it to the people?</p>
	<p>Slide: Communication tools</p> 	<p>Communication tools</p> <p>There are various communication tools that you could use. Plenty of channels to distribute the message.</p> <p>Possible Channels</p> <ul style="list-style-type: none"> - TV - Radio - Periodicals - Books - Brochures - Billboards - Posters - Videos - Websites - Email - Blogs - Meetings - Workshops - Seminars - Street gatherings - Word of mouth

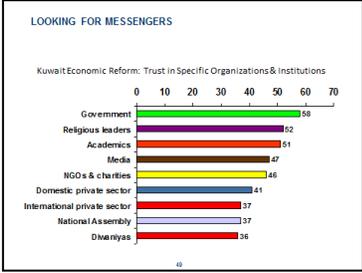
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	<p>Slide: Communication assessment</p> <div style="border: 1px solid black; padding: 5px;"> <p>COMMUNICATION ASSESSMENT</p> <p>A Communication Assessment Determines the Communication Needs for a Project/Initiative...</p> <p>→ Interviews with opinion leaders</p> <ul style="list-style-type: none"> Identifies roadblocks, evaluates opponents' strategies Analyzes risks and opportunities in the political, social, cultural environment; suggests mitigation techniques Assesses communication capacity of government, media, stakeholders, and local communication professionals Provides first stage stakeholder analysis <p>→ Quantitative and qualitative public opinion research (surveys, focus groups)</p> <ul style="list-style-type: none"> Provides in-depth stakeholder analysis Develop and test hypotheses w/critical audiences Test messages and vehicles </div>	<p>Communication assessment</p> <ul style="list-style-type: none"> In order to find the best channel, you need to do a communication assessment. Through a mix of qualitative and quantitative research you need to find out what people think. E.g. think of what are the channels that are used? 																																																																																				
	<p>Slide; Communication assessment</p> <div style="border: 1px solid black; padding: 5px;"> <p>COMMUNICATION ASSESSMENT</p> <table border="1"> <thead> <tr> <th></th> <th>2003</th> <th>Croats</th> <th>Bosnians/Serbs</th> <th>Bosnia</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Print newspapers</td> <td>27</td> <td>27</td> <td>27</td> <td>27</td> <td>27</td> </tr> <tr> <td>Radio</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> </tr> <tr> <td>Television</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> </tr> <tr> <td>Internet</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>Other</td> <td>25</td> <td>25</td> <td>25</td> <td>25</td> <td>25</td> </tr> <tr> <td>Don't know</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>2004</th> <th>Croats</th> <th>Bosnians/Serbs</th> <th>Bosnia</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Print newspapers</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> </tr> <tr> <td>Radio</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> </tr> <tr> <td>Television</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> <td>33</td> </tr> <tr> <td>Internet</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>Other</td> <td>15</td> <td>15</td> <td>15</td> <td>15</td> <td>15</td> </tr> <tr> <td>Don't know</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table> </div>		2003	Croats	Bosnians/Serbs	Bosnia	Total	Print newspapers	27	27	27	27	27	Radio	33	33	33	33	33	Television	33	33	33	33	33	Internet	2	2	2	2	2	Other	25	25	25	25	25	Don't know	3	3	3	3	3		2004	Croats	Bosnians/Serbs	Bosnia	Total	Print newspapers	18	18	18	18	18	Radio	33	33	33	33	33	Television	33	33	33	33	33	Internet	2	2	2	2	2	Other	15	15	15	15	15	Don't know	3	3	3	3	3	<p>Communication assessment</p> <ul style="list-style-type: none"> This is an assessment of media outlets conducted for a reform in Bosnia Herzegovina. It identified alternative channels (source: Benjamin Herzberg. 2006). <p>In Bosnia, there are 3 ethnic groups: the Croats, Bosniaks and Serbs. They have different religions:</p> <ul style="list-style-type: none"> Croats- Catholics Bosniaks – Muslims Serbs – Orthodox Christians <ul style="list-style-type: none"> What are the behaviors of the people? Where do they get their news from? You see that different groups use different channels (radio, different newspapers). You also see that a lot of people do not want to answer the question about which channels they use.
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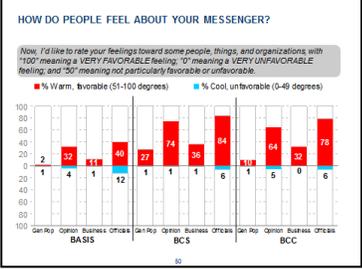
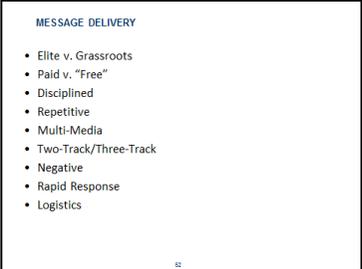
Time	Title (slide/theme)	Content																											
	<p>Slide: How often do you watch TV News?</p> <table border="1"> <caption>HOW OFTEN DO YOU WATCH TV NEWS?</caption> <thead> <tr> <th>Frequency</th> <th>General Population (%)</th> <th>Opinion Leaders (%)</th> </tr> </thead> <tbody> <tr> <td>Several times a week</td> <td>49</td> <td>97</td> </tr> <tr> <td>Once a week</td> <td>12</td> <td>2</td> </tr> <tr> <td>Once a month</td> <td>15</td> <td>0</td> </tr> <tr> <td>Once a year</td> <td>1</td> <td>0</td> </tr> <tr> <td>Never</td> <td>22</td> <td>0</td> </tr> </tbody> </table>	Frequency	General Population (%)	Opinion Leaders (%)	Several times a week	49	97	Once a week	12	2	Once a month	15	0	Once a year	1	0	Never	22	0	<p>How often do you watch TV News?</p> <p>Same study – How often do you watch news on the TV?</p> <ul style="list-style-type: none"> 97% of the opinion leaders watch the news on TV as opposed to less than half of the population (49%). This gives you important information on how you could channel your message effectively. 									
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	<p>Most-read newspapers</p> <table border="1"> <caption>Most-read newspapers</caption> <thead> <tr> <th>Newspaper</th> <th>Opinion Leaders (%)</th> <th>General Population (%)</th> </tr> </thead> <tbody> <tr> <td>Prokuror</td> <td>57</td> <td>35</td> </tr> <tr> <td>Prokuror</td> <td>24</td> <td>20</td> </tr> <tr> <td>Traka</td> <td>18</td> <td>16</td> </tr> <tr> <td>Nezaketa</td> <td>16</td> <td>7</td> </tr> <tr> <td>Amal-Öz</td> <td>11</td> <td>10</td> </tr> <tr> <td>Samak</td> <td>10</td> <td>8</td> </tr> <tr> <td>Yakın Yakın</td> <td>9</td> <td>10</td> </tr> </tbody> </table>	Newspaper	Opinion Leaders (%)	General Population (%)	Prokuror	57	35	Prokuror	24	20	Traka	18	16	Nezaketa	16	7	Amal-Öz	11	10	Samak	10	8	Yakın Yakın	9	10	<p>Most-read newspapers</p> <p>Most-read newspapers: difference between opinion leaders and general population.</p>			
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Time	Title (slide/theme)	Content
	<p>Slide: Communication techniques</p> 	<p>Communication techniques</p> <ul style="list-style-type: none"> • Communication is about reaching out to the people and there are many ways to do it (social media, internet etc.) • PPD initiatives mostly take place through one-on-one and group meetings (working groups). The message is often reiterated through news channels.
	<p>Slide: Making reforms easy</p> 	<p>Making reforms easy</p> <p>Remember the parallel between private and public sector. This slide shows examples of PPDs from various countries that have used techniques from the private sector. Messages that are captured in one picture, and a few sentences.</p>
	<p>Slide: Communication techniques</p> 	<p>Communication techniques</p> <p>Left bottom corner: Procurement Watch International, an anti-corruption coalition in the Philippines, found an innovative use for its brand—they turned it into a computer screensaver. The brand was recognizable—it had been featured in an ad campaign—and the screensaver became an unexpected hit. The branding and screensaver caught the eye of several government officials. The project took advantage of this visibility and distributed diskettes with the branded screensaver throughout government and to parliamentary staff. The innovative distribution of the brand helped keep the issue current with stakeholders and potential reform champions, making the message more compelling to those audiences.²</p> <p><i>(For more detail on examples provided in the slide, check out the e-presentation on Policy Advocacy Outreach and Communication by Benjamin Herzberg on the website.)</i></p>

² J. Edgardo Campos and Jose Luis Syquia. 2006.

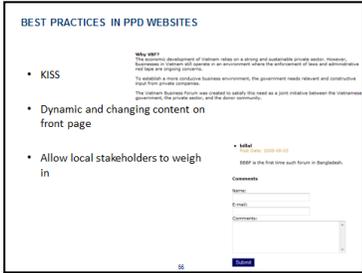
Time	Title (slide/theme)	Content
	<p>Slide: (brochure with comic strip)</p> 	<p>Brochure with comic strip</p> <p>Here is a brochure with a comic strip explaining the 50 Reforms to the Average Citizen (the Bulldozer Initiative in Bosnia and Herzegovina). This brochure was prepared informing the public of each reform proposed during Phase I with an evaluation of their effects, and introducing a cartoon on the “Adventures of Max,” a businessman who overcomes problems by participating in the Bulldozer Initiative. Eighty-four thousand copies of this brochure were distributed in the three languages of the countries, through five of the main newspapers.</p>
	<p>Slide: Tax reform in South Africa</p> 	<p>Tax reform in South Africa</p> <p>In South Africa, research indicated that only a quarter of tax payers were well informed and knowledgeable about their tax obligations. In response, the South African Revenue Service (SARS) launched an initiative to educate taxpayers.</p> <p>Among other communication initiatives, such as a walk-about and door-to-door education campaign, the effort invented a cartoon character, Khanyi, to tell the story in a conversational way. Khanyi was a bright, clever taxpayer educator who worked at SARS and traveled across South Africa to spread awareness of tax initiatives and communicate the importance of paying taxes.</p> <p>The comic delivered difficult content in a simple and easily accessible story format, and was made available in English, Afrikaans, Xhosa, Setswana, and isiZulu.</p>
	<p>Slide: “Better Business, Better Bangladesh”</p> 	<p>“Better Business, Better Bangladesh”</p> <p>In Bangladesh, “Better Business, Better Bangladesh” was communicated through a variety of means, a TV show, a magazine, and a brand.</p>

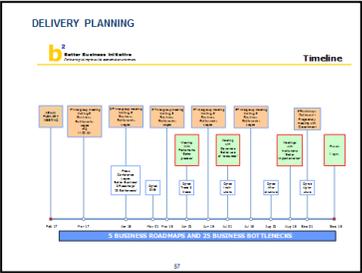
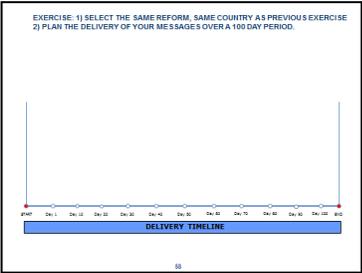
Time	Title (slide/theme)	Content
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <p>The deploying stage is the stage of implementation of the action plan.</p>
	<p>Slide: Messengers</p> 	<p>Messengers</p> <p>The more you have people speaking on your behalf, the more important it is to have a clear message so that the delivery of the message is constant and consistent. For this purpose, brands can be very useful as they can represent a particular reform.</p>
	<p>Slide: Looking for messengers</p> 	<p>Looking for messengers</p> <ul style="list-style-type: none"> In Kuwait, a survey on ‘Who do you trust?’ was carried out to identify which institutions could be used best as channels to convey messages regarding the reform. It is a typical question that might be put in such a survey. Who do you trust? This is key to developing a strategy, in terms of what institutions can be put forward in the communication efforts leading the reform. Here the government has enviable rankings. Highly credible with the people. This kind of research at the outset of reform program can bring both political cover, as well as a certain level of confidence, to the officials who will be leading the reform effort. It helps them to build a case within their own leadership, based on solid analysis of what people feel.

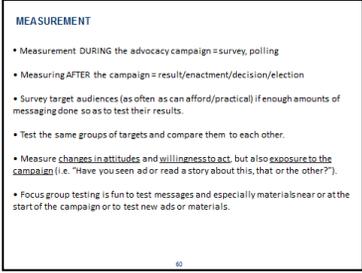
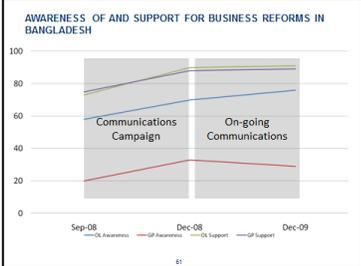
Time	Title (slide/theme)	Content																																		
	<p>Slide: How do people feel about your messenger?</p>  <p>HOW DO PEOPLE FEEL ABOUT YOUR MESSENGER?</p> <p>Now, I'd like to rate your feelings toward some people, things, and organizations, with "100" meaning a VERY FAVORABLE feeling, "0" meaning a VERY UNFAVORABLE feeling, and "50" meaning not particularly favorable or unfavorable.</p> <p>■ % Warm, favorable (51-100 degrees) ■ % Cool, unfavorable (0-49 degrees)</p> <table border="1"> <thead> <tr> <th>Organization</th> <th>Role</th> <th>Warm, favorable (%)</th> <th>Cool, unfavorable (%)</th> </tr> </thead> <tbody> <tr> <td rowspan="3">BASIS</td> <td>Gen Rep</td> <td>2</td> <td>1</td> </tr> <tr> <td>Oppor</td> <td>32</td> <td>4</td> </tr> <tr> <td>Business Offices</td> <td>11</td> <td>12</td> </tr> <tr> <td rowspan="3">BCS</td> <td>Gen Rep</td> <td>40</td> <td>1</td> </tr> <tr> <td>Oppor</td> <td>27</td> <td>1</td> </tr> <tr> <td>Business Offices</td> <td>74</td> <td>1</td> </tr> <tr> <td rowspan="3">BCC</td> <td>Gen Rep</td> <td>36</td> <td>6</td> </tr> <tr> <td>Oppor</td> <td>84</td> <td>10</td> </tr> <tr> <td>Business Offices</td> <td>64</td> <td>5</td> </tr> </tbody> </table>	Organization	Role	Warm, favorable (%)	Cool, unfavorable (%)	BASIS	Gen Rep	2	1	Oppor	32	4	Business Offices	11	12	BCS	Gen Rep	40	1	Oppor	27	1	Business Offices	74	1	BCC	Gen Rep	36	6	Oppor	84	10	Business Offices	64	5	<p>How do people feel about your messenger?</p>
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	<p>Slide: Messenger - brand</p>  <p>MESSENGER = BRAND</p> <p>Territorial Improvement Plan</p> <p>DOING BUSINESS 2013</p> <p>Isulong! PROCUREMENT REFORM BILL</p> <p>WHAT KILLS CORRUPTION?</p> <p>KNOWLEDGE OF LAWS TRANSPARENCY SERVICE RESPONSIBILITY</p>	<p>Messenger - brand</p>																																		
	<p>Slide: Message delivery</p>  <p>MESSAGE DELIVERY</p> <ul style="list-style-type: none"> • Elite v. Grassroots • Paid v. "Free" • Disciplined • Repetitive • Multi-Media • Two-Track/Three-Track • Negative • Rapid Response • Logistics 	<p>Message delivery</p> <p>There are many ways to deliver the message. Consider the following aspects ensuring a proper delivery:</p> <ul style="list-style-type: none"> • Elite v. Grassroots: Which informal channels can be used to deliver messages? Often, local grassroots channels can be more credible and personal when delivering a "call to action" for target audiences. For example, when calling subject matter experts (SME) to obtain business permits in Nicaragua, the IFC team delivered messages through known and trusted local messengers such as a popular local radio announcer or posters in the local artisans markets. • Paid v. "Free: Through which medium should messages be delivered? Advertising messages can be controlled but are often viewed as propaganda. Investing time in press relations or securing time on a radio or TV program can be done in many cases without additional cost and can be more credible. • Disciplined (needs to be done in a disciplined manner. You may want to employ a communication specialist in the PPD unit who can do all the work (stakeholder 																																		

Time	Title (slide/theme)	Content
		<p>mapping etc.) and define and help deploy the right messages)</p> <ul style="list-style-type: none"> • Repetitive: How can communications through each channel be timed, sequenced, and integrated to deliver a stronger message together? Consistent messages sent through multiple channels are most likely to reach target audiences. • Multi-Media: How can reform messages be delivered creatively to be persuasive, compelling, and relevant to the target audience? What visuals and stories can humanize the reform? • Two-Track/Three-Track • Negative (be prepared to rectify negative/incorrect media attention about a reform) • Rapid Response: be prepared to respond timely to negative/incorrect media attention about a reform) • Logistics
	<p>Slide: Delivery: Public and symbolic commitment</p> 	<p>Delivery: Public and symbolic commitment</p> <p>The Bulldozer Initiative in Bosnia and Herzegovina turned an event that may have been just another protocol signing into something truly symbolic. The three prime ministers, the six heads/speakers of parliament, a mayor, and seven Bulldozer local representatives signed an agreement called “The Protocol for Prosperity” committing them to continuing and deepening their support for the Bulldozer reform process.</p> <p>The signing of the protocol took place at the botanical gardens. It was the first document since the 1995 Dayton Accords to bear the signature of all the heads of the executive and parliamentary bodies. To mark the event and make a symbolic commitment, each signatory planted a rose tree in an area that was named the “Prosperity Garden.”³</p> <p>What no one had anticipated was that the people needed to bend to plant the bushes. It meant that photographers took pictures of people bending over. These pictures appeared in the newspaper and caused a bit of a giggle.</p>

³ Benjamin Herzberg. 2004.

Time	Title (slide/theme)	Content
		<p>In the lower part of the slide you see an opinion piece. In smaller countries you can often ask someone to write an opinion piece in a newspaper. It is an effective way of influencing people.</p>
	<p>Slide: Website, internet, social media..</p> 	<p>Website, internet, social media..</p> <ul style="list-style-type: none"> • Website, internet, social media, twitter, Facebook, so on are very effective ways to communicate with the grassroots. Also good to react to. • You can post documents on the website for people to download and read. People can also send their comments.
	<p>Slide: Different types of websites</p> 	<p>Different types of websites</p> <ul style="list-style-type: none"> • The Bangladesh Better Business Forum website managed to change the relationship between the citizens and their government, through explicit accountability mechanisms (like a “reform counter” published online explaining clearly and visually how many reforms had been submitted by the private sector and their status). • Most PPDs have a web platform and use multimedia.
	<p>Slide: Best practices in PPD websites</p> 	<p>Best practices in PPD websites</p> <p>When you decide to use a website, make sure to:</p> <ul style="list-style-type: none"> • KISS –keep it sweet and simple. Use words that are easy to understand. Instead of talking about “government procurement regulations and processes,” talk about corruption. • Dynamic and changing content on front page. It gives an impression of movement and action, even if nothing is happening • Allow local stakeholders to comment on it. (e.g. feedback form, issue submission form)

Time	Title (slide/theme)	Content
	<p>Slide: Delivery planning</p> 	<p>Delivery planning</p> <ul style="list-style-type: none"> In the deployment stage, you need to have some kind of a timeline on how you are going to do it. It is recommended to make a visual timeline, using a certain time interval (e.g. 6 months). This can be shared with people and people know what to expect when. This is an example from Nigeria. A number of meetings are planned to work on ‘business bottlenecks’ (on top). The green boxes show when there will be meetings on ‘better process’ with the parliament, on ‘better use of resources’ with the governors, and ‘better implementation’ with the institutions. On the bottom, you see specific meetings with the press, SMEs, Trade, etc. This is a way of organizing your communication.
	<p>Slide: Exercise Delivery Timeline</p> 	<p>Exercise: 1) select the same reform, same country as previous exercise 2) Plan the delivery of your messages over a 100 day period.</p> <ul style="list-style-type: none"> Take a minute to prepare a visual timeline (over a period of 100 days) on how you are going to deliver and deploy the message. Use the template. <p>❖ Handout: Delivery Timeline</p>
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <p>The last stage of debriefing:</p> <ul style="list-style-type: none"> Assess implementation Evaluate impact Incorporate lessons learned in the next advocacy activity

Time	Title (slide/theme)	Content
	<p>Slide: Measurement</p> 	<p>Measurement</p> <p>In this stage you want to:</p> <ul style="list-style-type: none"> • Measure DURING the advocacy campaign = survey, polling • Measure AFTER the campaign = result/enactment/decision/election • Survey target audiences (as often as can afford/practical) if enough amounts of messaging is done so as to test their results. • Test the same groups of targets and compare them to each other. • Measure <u>changes in attitudes</u> and <u>willingness to act</u>, but also <u>exposure to the campaign</u> (i.e. "Have you seen ad or read a story about this, that or the other?"). • Focus group testing is fun to test messages and especially materials near or at the start of the campaign or to test new ads or materials.
	<p>Slide: Awareness of and Support for Business Reforms in Bangladesh</p> 	<p>Awareness of and Support for Business Reforms in Bangladesh</p> <p>This graph was used during an advocacy campaign in Bangladesh.</p>
	<p>Slide: Advocacy campaigns, step by step</p> 	<p>Advocacy campaigns, step by step</p> <p>This graph identifies the 5 Ds of an advocacy campaign. You can download this file and, for example, pin it to your wall. The slide represents a summary of this session. The stages, the key questions, activities, and expected outputs.</p>

Time	Title (slide/theme)	Content
10:15 - 10:30	Coffee Break	

Day 2. Communication and M&E

Module 2: Communication and Outreach

- **Session 6. Designing a 12-month and multi-segment campaign for each PPD represented**

Time: 10:30 - 12:00

Participants Handouts:

❖

Time	Title (slide/theme)	Content
10:30		
12:00 - 13:00	Lunch	

Day 2. Communication and M&E

Module 3: Monitoring and Evaluation Framework

Time: 13.00 - 15:00

Objectives:

After the sessions, participants have the following knowledge/skills:

- Understand the M&E framework for PPD;
- Initiate the implementation of a system to collect evidence and measure outcomes of the PPD.

Participants Handouts Module 3:

- ❖ Overview Slides Module 3. Monitoring and Evaluation Framework
- ❖ Exercise: Back-of-the- Envelope (BOTE) Aggregate Cost Savings – templates.xls
- ❖ Notes for BOTE aggregate Cost Savings Templates
- ❖ Example PS (Private Sector) Savings.xlsx
- ❖ Calculation PS Savings in 9 Reforms 2007 (G-PSF)
- ❖ Exercise: PPD Evaluation Tool_2010.xlsx
- ❖ Exercise: PPD Evaluation Tool_2013.xlsx
- ❖ Exercise: PPD Measuring the Reform Process.xlsx
- ❖ Database Reform Example
- ❖ File-maker TrainingV2.ppt
- ❖ Handbook_PPD-Database_Tool.pdf
- ❖ PPD reform Database Tool
- ❖ Reform Tracking Presentation.pptx
- ❖ Sample Submission Form
- ❖ Simple Tracking System for reform.xlsx

Recommended Reading Module 3:

- M&E Handbook for Business Environment Reformers

Day 2. Communication and M&E

Module 3: Monitoring and Evaluation Framework

- Session 7. Monitoring and Evaluation: the Basics

Time: 13:00 - 14:00

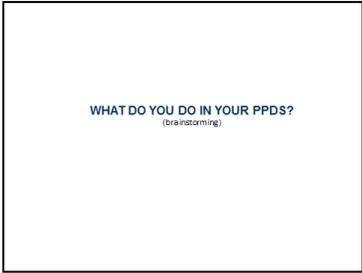
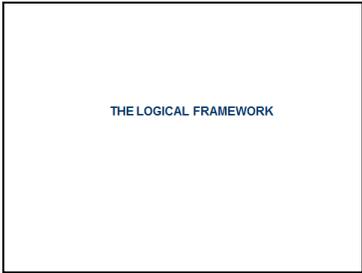
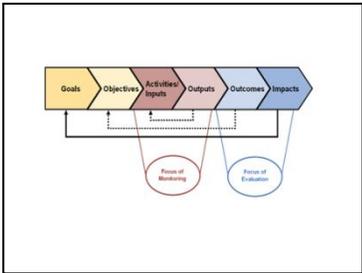
Participants Handouts Module 3:

- ❖ Overview Slides Session 7. Monitoring and Evaluation: the Basics
- ❖ Exercise: Prepare Your PPD Evaluation Wheel
- ❖ Exercise: Make Your PPD Reform Process Table
- ❖ Exercise: Design Your Own Logical Framework
- ❖ Exercise: Getting Baseline Data
- ❖ Exercise: Cost-Benefit Analysis Using the “Back of the Envelope” Technique

Recommended Reading Module 3:

- M&E Handbook for Business Environment Reformers

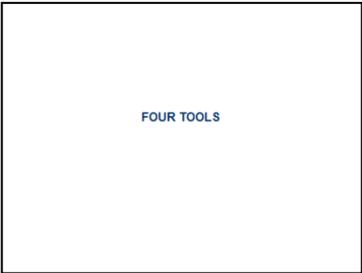
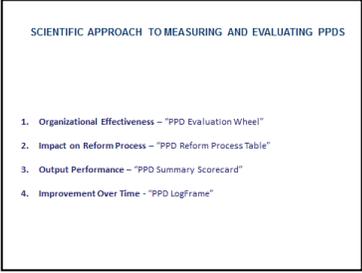
Time	Title (slide/theme)	Content
13:00	<p>Slide: Basics of M&E</p> 	<p>Basics of M&E</p> <ul style="list-style-type: none"> • This session is developed with input from: Frans van Gerwen, Benjamin Herzberg, Malcolm Toland, Uriel Levy and Jackie Coolidge. • An online presentation on ‘The basics of Monitoring and Evaluation’ by Benjamin Herzberg is available (see the website www.publicprivatedialogue.org) • The session consists of a number of exercises. Templates of exercises can be downloaded from the websites. • It will provide insight and introduce some selected tools on how to measure progress of PPDs.

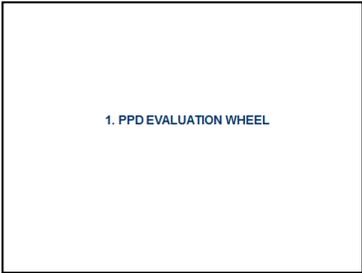
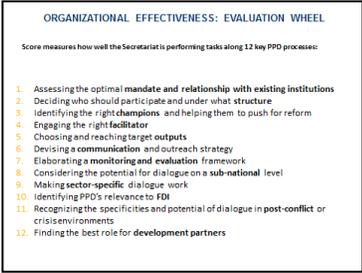
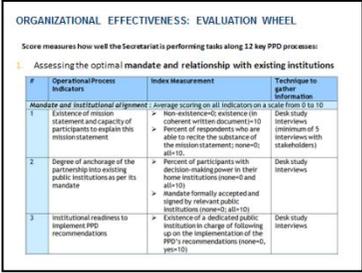
Time	Title (slide/theme)	Content
	<p>Slide: What do you do in your own PPD?</p> 	<p>What do you do in your own PPD?</p> <ul style="list-style-type: none"> • What do you do in your own PPD? • There is a wide variety of ways people measure progress of a PPD. • Think about how and what to measure when you perform a PPD task.
	<p>Slide: The logical framework</p> 	<p>The logical framework</p> <p>A range of frameworks and systems exist for the planning and management of projects. A widely used tool in the development community is the logical framework approach (LFA) and the associated Log Frame.</p> <p>The Log Frame helps to clarify the objectives of any project, program, or policy and improve the quality of M&E design. It aids in the identification of the expected causal links – the ‘program logic’ - in the following results chain: inputs, processes, outputs, outcomes, and impact.</p> <p>It leads to the identification of performance indicators at each stage in this chain, looks at the evidence needed to verify these indicators as well as the assumptions that underlie them and the risks which might impede the attainment of results.</p>
	<p>Slide: From goals to impacts</p> 	<p>From goals to impacts</p> <p>Monitoring work focuses on the progress and tracking of inputs, implementation of activities and production of outputs.</p> <p>Evaluation tends to take place at specific points/stages in a project and permits an assessment of progress over a longer period of time.</p> <p>The focus is on tracking changes in relation to outcomes (with reference to objectives) and impact, in terms of the project goals.</p>

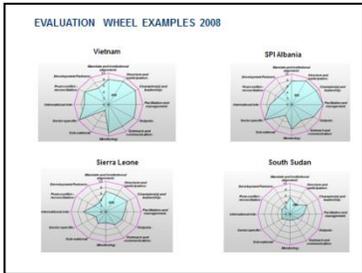
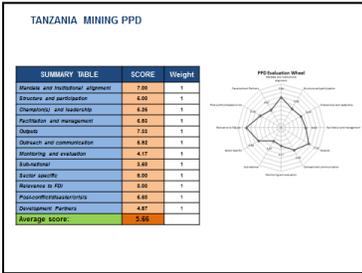
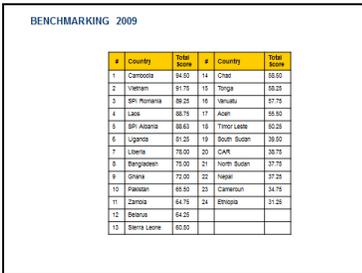
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	<p>Slide: Key M&E Terminology</p> <table border="1" data-bbox="391 342 751 611"> <thead> <tr> <th>Level of indicators</th> <th>Typical examples</th> <th>Business Environment Examples</th> </tr> </thead> <tbody> <tr> <td>Inputs/Activities</td> <td> <ul style="list-style-type: none"> Human resources Financial resources Material resources Training </td> <td> <ul style="list-style-type: none"> Training for officers Awareness events for stakeholders Mapping exercises </td> </tr> <tr> <td>Outputs</td> <td> <ul style="list-style-type: none"> Products Recommendations/Plans Studies/Reports Legislations drafted </td> <td> <ul style="list-style-type: none"> Mapping reports Press releases Written inspection reports Awareness of various audiences Training for stakeholders Legislative drafting </td> </tr> <tr> <td>Outcomes</td> <td> <ul style="list-style-type: none"> Change in knowledge and/or behavior Improved practices Increased services Legislation passed </td> <td> <ul style="list-style-type: none"> Positive client feedback Reduction in number of steps, time and cost in a process Increasing use of mediation center/one-stop shop </td> </tr> <tr> <td>Impact</td> <td> <ul style="list-style-type: none"> Increased sales Increased employment Increased profitability </td> <td> <ul style="list-style-type: none"> Increased formalization Increased exports/imports Sustainability of mediation center / one stop shop % increase in municipal revenue </td> </tr> </tbody> </table>	Level of indicators	Typical examples	Business Environment Examples	Inputs/Activities	<ul style="list-style-type: none"> Human resources Financial resources Material resources Training 	<ul style="list-style-type: none"> Training for officers Awareness events for stakeholders Mapping exercises 	Outputs	<ul style="list-style-type: none"> Products Recommendations/Plans Studies/Reports Legislations drafted 	<ul style="list-style-type: none"> Mapping reports Press releases Written inspection reports Awareness of various audiences Training for stakeholders Legislative drafting 	Outcomes	<ul style="list-style-type: none"> Change in knowledge and/or behavior Improved practices Increased services Legislation passed 	<ul style="list-style-type: none"> Positive client feedback Reduction in number of steps, time and cost in a process Increasing use of mediation center/one-stop shop 	Impact	<ul style="list-style-type: none"> Increased sales Increased employment Increased profitability 	<ul style="list-style-type: none"> Increased formalization Increased exports/imports Sustainability of mediation center / one stop shop % increase in municipal revenue 	<p>Key M&E Terminology</p> <ul style="list-style-type: none"> • Inputs: The resources that will be used including people, money, expertise, technology and information to deliver the activities/tasks of the project/program. It is usual to monitor the inputs and activities providing information for analysis and ultimately data for an evaluation. • Activities or tasks: The actions taken or the work performed as part of an intervention. For example, the provision of technical advice, training sessions, facilitation of meetings or events etc. Activities utilize inputs, such as funds, technical assistance and other types of resources to produce specific outputs. Essentially activities or tasks are what the project will ‘do’. • Outputs: These are the immediate results derived from the activities of the project. These outputs might be directly experienced by those being targeted by the intervention e.g. training advice or indirectly through outputs like reports, mapping of a situation etc. • Outcomes: These are the short-term and medium-term results of an intervention’s outputs, usually requiring the collective effort of partners. Outcomes represent changes in conditions that occur between the completion of outputs and the achievement of impact. Reductions in the number of procedures or cost of registering a business are outcomes from a business simplification project. • Impacts: Positive and negative, long-term results/benefits for identifiable population groups produced by an intervention, directly or indirectly, intended or unintended. In the case of PPD interventions, impact would include changes such as such as higher productivity, greater income, increased investments, increased export. <p>The slide presents typical indicators for different levels of assessment.</p> <p>What is an indicator?</p> <p>A quantitative and/or qualitative variable that allows the measurement and verification of changes produced by a</p>
Level of indicators	Typical examples	Business Environment Examples															
Inputs/Activities	<ul style="list-style-type: none"> Human resources Financial resources Material resources Training 	<ul style="list-style-type: none"> Training for officers Awareness events for stakeholders Mapping exercises 															
Outputs	<ul style="list-style-type: none"> Products Recommendations/Plans Studies/Reports Legislations drafted 	<ul style="list-style-type: none"> Mapping reports Press releases Written inspection reports Awareness of various audiences Training for stakeholders Legislative drafting 															
Outcomes	<ul style="list-style-type: none"> Change in knowledge and/or behavior Improved practices Increased services Legislation passed 	<ul style="list-style-type: none"> Positive client feedback Reduction in number of steps, time and cost in a process Increasing use of mediation center/one-stop shop 															
Impact	<ul style="list-style-type: none"> Increased sales Increased employment Increased profitability 	<ul style="list-style-type: none"> Increased formalization Increased exports/imports Sustainability of mediation center / one stop shop % increase in municipal revenue 															

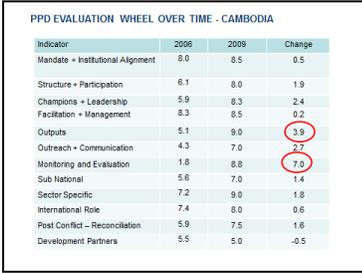
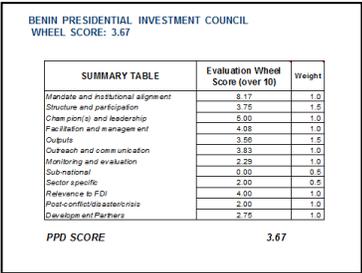
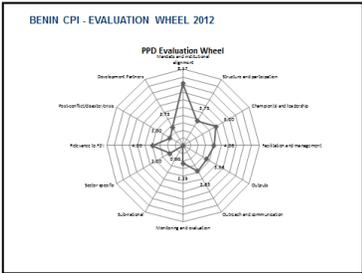
Time	Title (slide/theme)	Content										
		<p>development intervention relative to what was planned. A typical outcome indicator for business simplification is the ‘change in the number of procedures needed to register a business’</p> <p>Indicators, wherever possible, need to generate consistent measurements. They need to be selected or constructed so that when different observers measure performance, they will come to the same conclusion. Different types and aspects of interventions may require different types of indicators or a combination of indicators.</p>										
	<p>Slide: Selecting indicators</p> <div data-bbox="355 837 716 1108" style="border: 1px solid black; padding: 10px; text-align: center;"> <p>SELECTING INDICATORS</p> </div>	<p>Selecting indicators</p> <p>How to select good M&E indicators for your project. It is important to check that they make sense and work in practice.</p>										
	<p>Slide: Indicators....SMART</p> <div data-bbox="370 1413 730 1684" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; font-size: small;">INDICATORS USED FOR GATHERING PERFORMANCE INFORMATION SHOULD BE..... SMART</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center; font-weight: bold; color: red;">S</td> <td style="font-size: x-small;">Specific: Reflect what the project intends to change and are able to assess performance</td> </tr> <tr> <td style="width: 20px; text-align: center; font-weight: bold; color: red;">M</td> <td style="font-size: x-small;">Measurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Be comparable across projects allowing changes to be compared.</td> </tr> <tr> <td style="width: 20px; text-align: center; font-weight: bold; color: red;">A</td> <td style="font-size: x-small;">Attainable: Achievable by the project and sensitive to change. Feasible time and money to collect data using chosen indicators. Available at a reasonable cost</td> </tr> <tr> <td style="width: 20px; text-align: center; font-weight: bold; color: red;">R</td> <td style="font-size: x-small;">Relevant: Relevant to the project in question.</td> </tr> <tr> <td style="width: 20px; text-align: center; font-weight: bold; color: red;">T</td> <td style="font-size: x-small;">Time bound: Describes when a certain change is expected.</td> </tr> </table> </div>	S	Specific: Reflect what the project intends to change and are able to assess performance	M	Measurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Be comparable across projects allowing changes to be compared.	A	Attainable: Achievable by the project and sensitive to change. Feasible time and money to collect data using chosen indicators. Available at a reasonable cost	R	Relevant: Relevant to the project in question.	T	Time bound: Describes when a certain change is expected.	<p>Indicators...SMART</p> <p>We define two groups of indicators: SMART and SPICED. These are intended as checklists for assessing the construction of indicators.</p> <p>Indicators used for gathering performance information should be..... SMART</p> <ul style="list-style-type: none"> • S-Specific: Reflect what the project intends to change and are able to assess performance • M-Measurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Be comparable across projects allowing changes to be compared. • A-Attainable: Achievable by the project and sensitive to change. Feasible time and money to collect data using chosen indicators. Available at a reasonable cost.
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	<p>Slide: Indicators should ..SPICED</p> <div data-bbox="370 520 732 787" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;">INDICATORS USED WHEN COLLECTING SUBJECTIVE INFORMATION SHOULD BE..... SPICED</p> <p>S Subjective: Contributors have a special position or experience that gives them unique insights which may yield a high return on the evaluator's time. What may be seen by others as 'anecdotal' becomes critical data because of the source's value.</p> <p>P Participatory: Indicators should be developed together with those best placed to assess them. This means involving the ultimate beneficiaries, but it can also mean involving local staff and other stakeholders.</p> <p>I Interpretable: Locally defined indicators may be meaningless to other stakeholders, so they often need to be explained.</p> <p>C Cross-checked: The validity of assessment needs to be cross-checked, by comparing different indicators and progress, and by using different informants, methods, and researchers.</p> <p>E Empowering: The process of setting and assessing indicators should be empowering in itself and allow groups and individuals to reflect critically on their changing situation.</p> <p>D Disaggregated: There should be a deliberate effort to seek out different indicators from a range of groups, especially men and women. This information needs to be recorded in such a way that these differences can be assessed over time.</p> </div>	<p>Indicators should ..SPICED</p> <p>Indicators used when collecting subjective information should be..... SPICED</p> <ul style="list-style-type: none"> • S-Subjective: Contributors have a special position or experience that gives them unique insights which may yield a high return on the evaluator's time. What may be seen by others as 'anecdotal' becomes critical data because of the source's value. • P-Participatory: Indicators should be developed together with those best placed to assess them. This means involving the ultimate beneficiaries, but it can also mean involving local staff and other stakeholders. • I-Interpretable: Locally defined indicators may be meaningless to other stakeholders, so they often need to be explained. • C-Cross-checked: The validity of assessment needs to be cross-checked, by comparing different indicators and progress, and by using different informants, methods, and researchers. • E-Empowering: The process of setting and assessing indicators should be empowering in itself and allow groups and individuals to reflect critically on their changing situation. • D-Disaggregated: There should be a deliberate effort to seek out different indicators from a range of groups, especially men and women. This information needs to be recorded in such a way that these differences can be assessed over time.

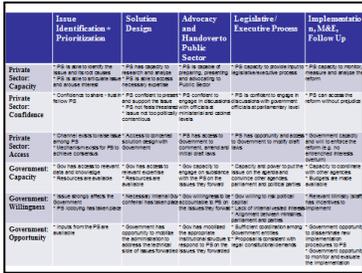
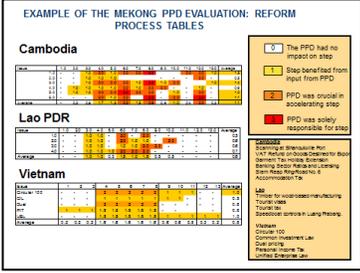
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	<p>Slide: Example SMART indicators</p> 	<p>Example SMART indicators</p> <p>Example of a WB project where SMART indicators have been used.</p>
	<p>Slide: Four tools</p> 	<p>Four tools</p> <p>There are 4 M& E tools you can use for a PPD.</p>
	<p>Slide: Scientific approach to measuring and evaluating PPDs</p> 	<p>Scientific approach to measuring and evaluating PPDs</p> <p>In this session we present an outline of an M&E framework consisting of four monitoring and evaluation tools that can be used for measuring different aspects of PPD:</p> <p>We look at 4 tools to measure and evaluate PPDs:</p> <ol style="list-style-type: none"> 1. Organizational Effectiveness – “PPD Evaluation Wheel” 2. Impact on Reform Process – “PPD Reform Process Table” 3. Output Performance – “PPD Summary Scorecard” 4. Improvement Over Time - “PPD LogFrame” <p>To download and use the tools: http://www.publicprivatedialogue.org/monitoring_and_evaluation/M&E%20Handbook%20July%2016%202008.pdf</p>

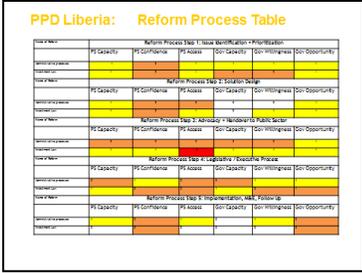
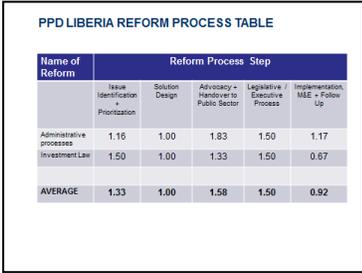
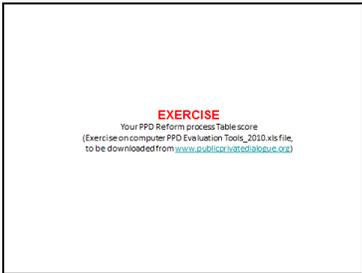
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	<p>Slide: PPD Evaluation Wheel</p> 	<p>PPD Evaluation Wheel</p> <p>The “PPD Evaluation Wheel” is used to visually evaluate different aspects of a PPD which contribute to its organizational effectiveness.</p>
	<p>Slide: Organizational effectiveness: evaluation wheel</p> 	<p>Organizational effectiveness: evaluation wheel</p> <p>The PPD Wheel addresses the 12 elements of the PPD Charter of Good Practice considered as essential contributors to an effective PPD process.</p> <p>Note that this is not an evaluation of the PPD’s results, but rather an assessment of how well the PPD is organized to deliver those results.</p>
	<p>Slide: Tanzania Mining PPD</p> 	<p>Organizational effectiveness: evaluation wheel</p> <p>For each of the 12 elements represented on the wheel, objectively verifiable indicators indexed on a scale from 1 to 10 have been identified. The average index between different indicators for a single process aspect gives the final score to be plotted on the wheel.</p> <p>You can give the score for each of the 12 elements for your PPD by using the excel sheet that is provided online (see link below). The total score for a given PPD only reflects the effectiveness of the processes put in place by the secretariat, and does not reflect the result of the PPD in terms of reform impact.</p> <p>http://www.publicprivatedialogue.org/monitoring_and_evaluation/M&E%20Handbook%20July%2016%202008.pdf</p>

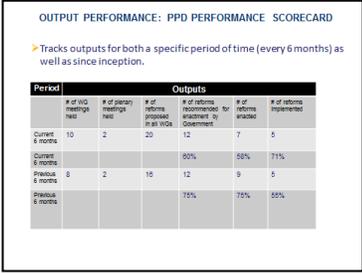
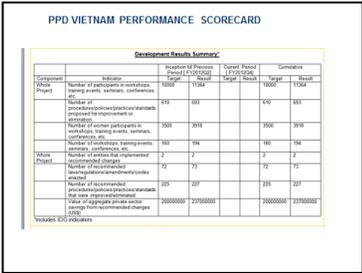
Time	Title (slide/theme)	Content
	<p>Slide: Evaluation wheel examples 2008</p> 	<p>Evaluation wheel examples 2008</p> <p>The Evaluation Wheel also allows for quick comparisons between PPDs from different countries.</p>
	<p>Slide: Tanzania Mining PPD</p> 	<p>Tanzania Mining PPD</p> <p>You can also look at one PPD and examining different kind of perspectives. This is an example of the Tanzania Mining PPD.</p>
	<p>Slide: Benchmarking 2009</p> 	<p>Benchmarking 2009</p> <p>The frameworks and indicators have been designed in such a way that they can be used for comparative analysis and benchmarking of outcomes and impacts of PPDs in different settings.</p> <p>This Table is the result of an independent evaluation benchmarking exercise carried out in 2009. Again, it does not reflect the quality of the PPD itself rather than how well the dialogue mechanism is organized to carry out the PPD.</p>
	<p>Slide: PPD evaluation wheel over time: Cambodia</p>	<p>PPD evaluation wheel over time: Cambodia</p> <p>Applying the Wheel regularly over time can tell a compelling story. The example of Cambodia is particularly interesting as one of the oldest PPDs supported by the World Bank Group. The Cambodia Government –Private Sector Forum (G-PSF) was first evaluated using the Wheel by a World Bank team in 2006 as part of an intensive in-country review.</p> <p>A follow up evaluation was carried out in 2009 by an</p>

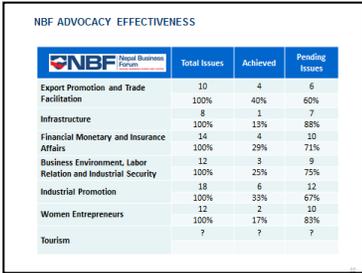
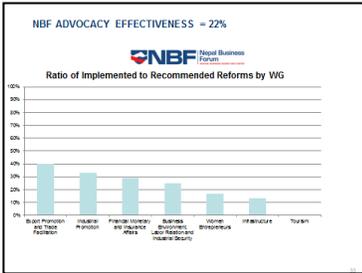
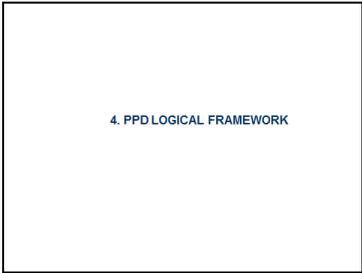
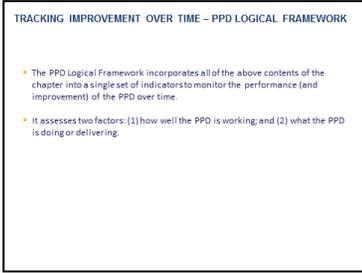
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	<p>Slide: Exercise: Prepare Your PPD Evaluation Wheel</p>  <p>EXERCISE Your PPD Evaluation Wheel (Exercise on computer PPD Evaluation Tools_2010.xls file to be downloaded from www.publicprivatedialogue.org)</p>	<p>Exercise: Prepare Your PPD Evaluation Wheel</p> <p>The file can be downloaded from: www.publicprivatedialogue.org)</p> <p>Exercise: Prepare Your PPD Evaluation Wheel</p>																																																				

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	<p>Slide: Reform impact</p> <div data-bbox="362 961 724 1234" style="border: 1px solid black; padding: 10px;"> <p>REFORM IMPACT: PPD REFORM PROCESS TABLE</p> <ul style="list-style-type: none"> □ We measure the impact on the reform process using a tool called the “Reform Process Table”, which divides the Reform Process into five areas: <ol style="list-style-type: none"> 1. Issue Identification and Prioritization 2. Solution Design 3. Advocacy and Handover to Public Sector 4. Legislative / Executive Process 5. Implementation, M&E and Follow-up □ For each of these steps, the PPD’s impact on a given reform is scored as follows and summed up: <table border="0" style="margin-left: 20px;"> <tr> <td style="padding-right: 10px;">0</td> <td>the PPD has no impact on this step</td> </tr> <tr> <td>1</td> <td>this step benefited from input from the PPD</td> </tr> <tr> <td>2</td> <td>the role of the PPD was crucial in the accelerating this step</td> </tr> <tr> <td>3</td> <td>the PPD was solely responsible for this step</td> </tr> </table> </div>	0	the PPD has no impact on this step	1	this step benefited from input from the PPD	2	the role of the PPD was crucial in the accelerating this step	3	the PPD was solely responsible for this step	<p>Reform impact</p> <p>The Reform Process Table divides the reform Process into five areas:</p> <ol style="list-style-type: none"> 1) Issue Identification and Prioritization; 2) Solution Design; 3) Advocacy and Handover to Public Sector; 4) Legislative / Executive Process; 5) Implementation, M&E and Follow-up. <p>At each step, preconditions were identified – i.e. conditions which must be met before a given reform in the process could achieve that step and thus be ready to move to the next. For example, the private sector must have the ability to achieve any necessary degree of consensus on the issues to present to any given Government audience.</p> <p>For each of these steps, the PPD’s impact on a given reform is scored as follows and summed up:</p> <table border="0" style="margin-left: 20px;"> <tr> <td style="padding-right: 20px;">0</td> <td>The PPD has no impact on this step whatsoever and was not involved in any way in the step being carried out.</td> </tr> <tr> <td>1</td> <td>This step benefited from input from the PPD but only to a limited extent.</td> </tr> </table>	0	The PPD has no impact on this step whatsoever and was not involved in any way in the step being carried out.	1	This step benefited from input from the PPD but only to a limited extent.
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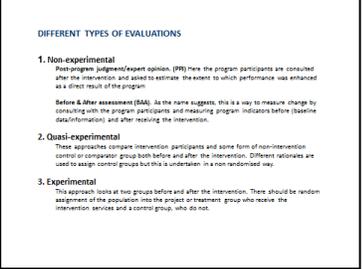
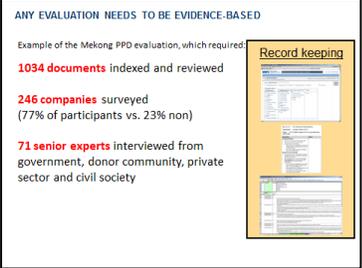
Time	Title (slide/theme)	Content
		<p>2 The role of the PPD was crucial in the accelerating this step; it played a leading role in ensuring that the step took place or created the conditions to allow it to happen.</p> <p>3 The PPD was solely responsible for this step. Without the PPD, this step would not have been taken.</p>
	<p>Slide: Example of How to Complete the Reform Process Table</p> 	<p>How to complete the Reform Process Table</p> <p>The Reform Process Table gives a very good picture of where the PPD is most useful, and where efforts are needed to maximize efficiency in enabling government and private sector to cooperate on policy making.</p> <p>The difference in the private sector and the public sector results, rooted in the inherent difference of view of the process, is an excellent way to put on the table organizational issue related to the workings of the PPD.</p> <p>The Reform Process Table, like the Evaluation Wheel is also meant to be calculated yearly. It can be calculated by an independent evaluator or as a self- evaluation conducted in a workshop with Private Sector and Government stakeholders.</p>
	<p>Slide: Example Mekong PPD evaluation</p> 	<p>Example Mekong PPD evaluation</p> <p>This slide shows reform tables in the context of Cambodia, Lao PDR and Vietnam.</p> <p>In the case of Cambodia, you see the results of 6 reforms undertaken by the Government-Private Sector Forum in Cambodia.</p> <p>Nb: You will be able to download a similar template of the reform table presented in the slide from www.publicprivatedialogue.org</p>

Time	Title (slide/theme)	Content
	<p>Slide: PPD Liberia Reform Process Table</p> 	<p>PPD Liberia Reform Process Table</p> <p>This is a case study from Liberia. As part of the evaluation of the Liberia Better Business Forum (LBBF) in 2009, a Reform Process Table was completed for two LBBF reforms: (i) administrative processes; and (ii) the Investment Law.</p>
	<p>Slide: PPD Liberia Reform Process Table</p> 	<p>PPD Liberia Reform Process Table</p> <p>The Reform Process Table highlights where the impact on the reform process has been greatest and where it has been least. Ranking steps in order of the importance of the PPD's influence leads to an understanding of where a PPD is currently most effective, and where it may need to focus more attention.</p> <p>The analysis shows that the LBBF has had relatively greater impact in the middle stages of the process, which center on the private sector's engagement with the public sector on specific reform recommendations.</p> <p>This set of results helps the PPD understand where it had particular impact and whether any trends can be seen across and within the set of reforms it undertook.</p>
	<p>Exercise: Make your PPD Reform Process Table</p> 	<p>Exercise: Make your PPD Reform Process Table</p> <p>The PPD Reform Process Table can be downloaded from www.publicprivatedialogue.org</p> <p>The downloaded Excel spreadsheet can be used to calculate the results of the PPD Reform Process Table.</p> <p>Please fill in the scores of a dialogue process/reform(s) you have been involved in.</p> <ul style="list-style-type: none"> • Exercise: Make Your PPD Reform Process Table <p>NB. You can also use this tool for benchmarking purpose.</p>

Time	Title (slide/theme)	Content																																																																						
	<p>Slide: PPD Score Card</p> 	<p>PPD Score Card</p> <p>The third M&E tool focuses on the tracking of a PPD'S outputs for a specific period of time, since its inception.</p> <p>Tracking outputs should include not just the number of reforms adopted and implemented, but the earlier stages of the number of reforms proposed at the WG stage and accepted in plenary. Comparing all of these stages helps understand not just the total volume of PPD activity but also the effectiveness of the filtering process being used to transform a reform idea into a concrete action taken by Government.</p>																																																																						
	<p>Slide: Output performance</p>  <table border="1"> <thead> <tr> <th rowspan="2">Period</th> <th colspan="6">Outputs</th> </tr> <tr> <th># of WG meetings held</th> <th># of plenary meetings held</th> <th># of reforms proposed in all WGs</th> <th># of reforms recommended for enactment by Government</th> <th># of reforms enacted</th> <th># of reforms implemented</th> </tr> </thead> <tbody> <tr> <td>Current 6 months</td> <td>10</td> <td>2</td> <td>20</td> <td>12</td> <td>7</td> <td>5</td> </tr> <tr> <td>Current 6 months</td> <td></td> <td></td> <td></td> <td>60%</td> <td>58%</td> <td>71%</td> </tr> <tr> <td>Previous 6 months</td> <td>8</td> <td>2</td> <td>18</td> <td>12</td> <td>9</td> <td>5</td> </tr> <tr> <td>Previous 6 months</td> <td></td> <td></td> <td></td> <td>75%</td> <td>75%</td> <td>55%</td> </tr> </tbody> </table>	Period	Outputs						# of WG meetings held	# of plenary meetings held	# of reforms proposed in all WGs	# of reforms recommended for enactment by Government	# of reforms enacted	# of reforms implemented	Current 6 months	10	2	20	12	7	5	Current 6 months				60%	58%	71%	Previous 6 months	8	2	18	12	9	5	Previous 6 months				75%	75%	55%	<p>Output performance</p> <p>Over a period of time, you can look at:</p> <ul style="list-style-type: none"> • # of WG meetings held • # of plenary meetings held • # of reforms proposed in all WGs • # of reforms recommended for enactment by Government • # of reforms enacted • # of reforms implemented <p>A particularly important finding is the ratio comparing the number of reforms enacted by Government as a percentage of the number of reforms recommended for enactment.</p>																													
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	<p>Slide: PPD Logical Framework</p>  <p>4. PPD LOGICAL FRAMEWORK</p>	<p>PPD Logical Framework</p> <p>The 4th tool - the PPD LogFrame</p>																																
	<p>Slide: Tracking improvement over time</p>  <p>TRACKING IMPROVEMENT OVER TIME - PPD LOGICAL FRAMEWORK</p> <ul style="list-style-type: none"> The PPD Logical Framework incorporates all of the above contents of the chapter into a single set of indicators to monitor the performance (and improvement) of the PPD over time. It assesses two factors: (1) how well the PPD is working; and (2) what the PPD is doing or delivering. 	<p>Tracking improvement over time</p> <ul style="list-style-type: none"> The PPD Logical Framework incorporates all of the earlier mentioned tools in this session into a single set of indicators to monitor the performance of the PPD over time. It assesses two factors: (1) how well the PPD is working; and (2) what the PPD is doing or delivering. 																																

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The results obtained from each of the three previous tools can be fed into the PPD LogFrame Table.</p> <p>The Table is composed of two project components:</p> <ol style="list-style-type: none"> 1. Creation/setup/re-engineering/improvement of a PPD process- which assesses how well the PPD is working; and 2. Promotion of policy reforms through the PPD mechanism – which assesses what the PPD is delivering. <p>The impact is measured by e. the private sector savings flowing from the reforms that are significantly influenced by the PPD.</p>
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	<p>Slide: Exercise: Design your own logical framework</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>EXERCISE</p> <p>Open Word, create a table, and design your own logical framework</p> </div>	<p>Exercise: Design your own logical framework</p> <p>You can either download a logical framework file (www.publicprivatedialogue.org) or better create your own, applying it to the particular reform you are working on.</p> <ul style="list-style-type: none"> • Exercise: Design Your Own Logical Framework 																				
	<p>Slide: Evaluating impact</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>EVALUATING IMPACT</p> </div>	<p>Evaluating impact</p>																				

Time	Title (slide/theme)	Content
	<p>Slide: different types of evaluations</p> 	<p>Different types of evaluations</p> <p>There are different types of impact evaluations:</p> <ol style="list-style-type: none"> 1. Non-experimental Post-program judgment/expert opinion. Here the program participants are consulted after the intervention and asked to estimate the extent to which performance was enhanced as a direct result of the program 2. Quasi-experimental Before & After assessment (BAA). As the name suggests, this is a way to measure change by consulting with the program participants and measuring program indicators before (baseline data/information) and after receiving the intervention. 3. Experimental These approaches compare intervention participants and some form of non-intervention control or comparator group both before and after the intervention. Different rationales are used to assign control groups but this is undertaken in a non-randomised way. <p>This approach looks at two groups before and after the intervention. There should be random assignment of the population into the project or treatment group who receive the intervention services and a control group, who do not.</p>
	<p>Slide: Any evaluation needs to evidence-based</p> 	<p>Any evaluation needs to evidence-based</p> <p>A number of PPD impact evaluations have been carried out, for example, the Mekong PPD impact evaluation.</p> <p>The implementation phases follow the PPD Handbook recommendations. The study was built around three distinct research phases including desk research based on the indexation and review of 1034 documents (Cambodia: 210 documents Laos: 126 documents Vietnam: 698 documents), surveys of 246 private sector companies in the three countries and interviews of 71 senior experts from government, donor community, private sector and civil society.</p>

Time	Title (slide/theme)	Content
		<p>Desk research sought to collect documentation on the three PPDs as extensively as possible. Diverse sources of information were included, namely international agency reports and documents, PPD outputs (internal and external communications, working papers and issue matrices/agendas), national statistics for the three countries, press reviews and clippings. The data collected for Lao PDR and Vietnam has been aggregated into a database.</p>
	<p>Slide: The Mekong case study</p> <div data-bbox="370 709 732 982" style="border: 1px solid black; padding: 5px;"> <p>EXAMPLE OF THE MEKONG PPD EVALUATION: PUTTING NUMBERS ON RESULTS, AND TRYING TO COMPARE COSTS TO BENEFITS</p> <p>Time for Export and Import in Cambodia or Employing Workers in Vietnam → sub-indicators positively influenced</p> <p>Annual private sector's pro bono input = \$950,000; IFC/donors input = US\$945,000 → Private sector values the PPDs at levels exceeding the donor funding</p> <p>Private sector savings (past 5 years, sample of 15 reforms): US\$237.9M in Vietnam; US\$69.2M in Cambodia; US\$2.7M in Laos → US\$309.8M</p> <p>Based on the direct impact evaluated, Return on Investment or the private sector gains for each dollar invested in the partnerships by the IFC/donors across the three countries is at least US\$291. → US\$1 ROI = US\$291</p> </div>	<p>The Mekong case study</p> <p>The Mekong case study shows what you can do PPD impact evaluation. It managed to measure results, and trying to compare costs to benefits.</p>
	<p>Slide: Exercise: Getting Baseline Data</p> <div data-bbox="370 1213 732 1486" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">GETTING BASELINE DATA <small>(exercise, participants go online)</small></p> </div>	<p>Exercise: Getting Baseline Data</p> <ul style="list-style-type: none"> • Obviously, you cannot measure impact without baseline. • What was the situation prior to the start of the PPD? • Go online, search and try to collect as much as possible, baseline data online about a particular reform of your interest. Check out World Bank website for statistics. <p>❖ Exercise: Getting Baseline Data</p>

Time	Title (slide/theme)	Content
	<p>Slide: Exercise: Cost-Benefit Analysis Using the “Back of the Envelope” Technique</p> <div data-bbox="367 453 727 722" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;">COST BENEFIT ANALYSIS <small>The “back of the envelope” technique</small> <small>(Exercise on computer with Back Of The Envelope BOTEX.xlsfile)</small></p> </div>	<p>Exercise: Cost-Benefit Analysis Using the “Back of the Envelope” Technique</p> <ul style="list-style-type: none"> • What is the cost and the benefit of doing a reform? Remember we earlier talked about Advocacy, Communication and Outreach. We mentioned how important it is for the people to understand the benefits of the reform. Often people do not calculate what the impact of a reform is. However, a financial overview may prove to be very convincing. <p>To get a basic idea of how you could do a simple cost-benefit analysis of a reform:</p> <ul style="list-style-type: none"> • Go to www.publicprivatedialogue.org and download a cost-benefit spreadsheet called BOT-Back of the Envelope. • Fill in the figures in the spreadsheet. <p>❖ Exercise: Cost-Benefit Analysis Using the “Back of the Envelope” Technique</p>

Day 2. Communication and M&E

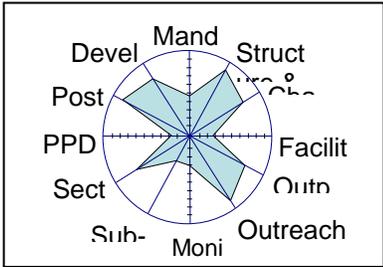
Module 3: Monitoring and Evaluation Framework

- Session 8. The PPD evaluation Wheel: Exercise of Self-Evaluation

Time: 14:00 - 15:00

Participants Handouts:

- Exercise: Prepare Your PPD Evaluation Wheel

Time	Title (slide/theme)	Content
14:00	<p>Handout the PPD evaluation form - Exercise: Prepare Your PPD Evaluation Wheel</p> <p>Slide: The PPD Evaluation Wheel</p> 	<p>Exercise: The PPD Evaluation Wheel - Exercise of self-evaluation</p> <p>Download the PPD evaluation form:</p> <ul style="list-style-type: none"> ❖ Exercise: Prepare Your PPD Evaluation Wheel <p>Instructions for drawing the evaluation wheel</p> <p>Step 1: Please assess individually on a scale from 1 (not at all) to 5 (very much) the evaluation questions on your PPD.</p> <p>Step 2: Indicate in the figure the score of your overall assessment (total score of two sub-questions, on a scale of 1 to 10) on each specific factor in the corresponding spoke of the evaluation wheel.</p> <p>Step 3: Draw a line between the scores to create a graph in the evaluation wheel. This will produce a picture that looks like this example (see picture):</p> <p>Step 4: In a focus group meeting, results of individual scores or aggregated scores of each stakeholder group can be compared and discussed. Plotting the different scores and drawing a line of different color for each stakeholder's group responses enable visual comparison. As a final step the facilitator/evaluator can also produce a summary evaluation wheel, combining the scores of all stakeholder groups.</p>

Day 2. Communication and M&E

Module 3. Monitoring and Evaluation Framework

- Session 9. Measuring the Reform Process: Exercise of Self-Evaluation

Time: 15:15 - 16:15

Participants Handouts:

- ❖ Overview Slides Session 9. Measuring the Reform Process: Exercise of Self-Evaluation
- ❖ Reform Process Table

Time	Title (slide/theme)	Content
15:15		

Day 2. Communication and M&E

Module 3. Monitoring and Evaluation Framework

- Session 10. Benchmarking your PPD - Presentation by Each Group

Time: 16:15 - 17:00

Participants Handouts:

- ❖ Overview Slides Session 10. Benchmarking your PPD - Presentation by Each Group

Time	Title (slide/theme)	Content
16:15		Exercise to be conducted by the teams / must have a laptop for 2/3 participants.

Day 3. Operations and Business Planning (Upcoming Module)

Module 4. Operations and Business Planning

Time: 09:00 - 18:00

Objectives:

After the session, participants have the following knowledge/skills:

- Measure the efforts to start a PPD in their country;
- Develop a strategy to ensure the sustainability of the PPD;
- Develop an initial work plan for the PPD in their country;
- Develop an operating budget for a PPD.

Participants Handouts Module 4:

- ❖ Overview Slides Module 4. Operations and Business Planning
- ❖ Overview Slides Defining a Strategy.pptx
- ❖ Exercise. PPD Action Plan Template.xls
- ❖ Budget Templates.xls

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- **Session 11. Deciding on Reform Criteria for Prioritization, Filtration and Translating Them into an Issue Submission Form**

Time: 09:00 - 10:00

Participants Handouts:

- ❖ Overview Slides Session 11. Operations and Business Planning
- ❖ PPD Action Plan Template
- ❖ Sample Submission Form
- ❖ Sample Tracking System For Reforms

Recommended Reading:

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- **Session 12. Cost-Benefit Analysis: How to Do Exercise (integrated with coffee break)**

Time: 10:00 - 11:00

Participants Handouts:

- ❖ Overview Slides Session 12. Cost-Benefit Analysis: How to Do Exercise

Recommended Reading:

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- **Session 13: Setting Up a Reform Tracking System**

Time: 11:00 - 12:00

Participants Handouts:

- ❖ Overview Slides Session 13. Setting Up a Reform Tracking System

Recommended Reading:

12:00 -
13:00

Lunch

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- Session 14: Action and Business Planning

Time: 13:00 - 14:30

Participants Handouts:

- ❖ Overview Slides Session 14. Action and Business Planning

Recommended Reading:

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- Session 15: Budgeting (integrated with coffee break)

Time: 14:30 - 15:30

Participants Handouts:

- ❖ Overview Slides Session 15. Budgeting

Recommended Reading:

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- Session 16: Preparing Presentations for external stakeholders

Time: 15:30 - 17:00

Participants Handouts:

- ❖ Overview Slides Session 16. Preparing Presentations for External Stakeholders

Recommended Reading:

Day 3. Operations and Business Planning

Module 4. Operations and Business Planning

- Session 17: Presentations to the Group

Time: 17:00 - 18:00

Participants Handouts:

- ❖ Overview Slides Session 17. Presentations to the Group

Recommended Reading:

Day 3. Operations and Business Planning

Session: Wrap-up and Evaluation

Time: 18:00

Objectives:

After the session, participants have the following knowledge/skills:

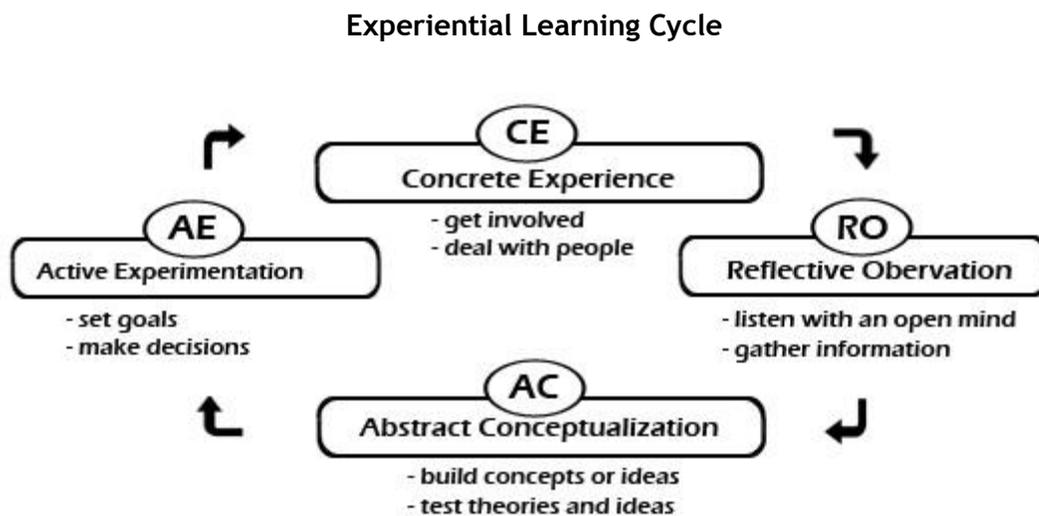
- State and Share Follow-Up Actions
- Provide Feed-Back

Participants Handouts:

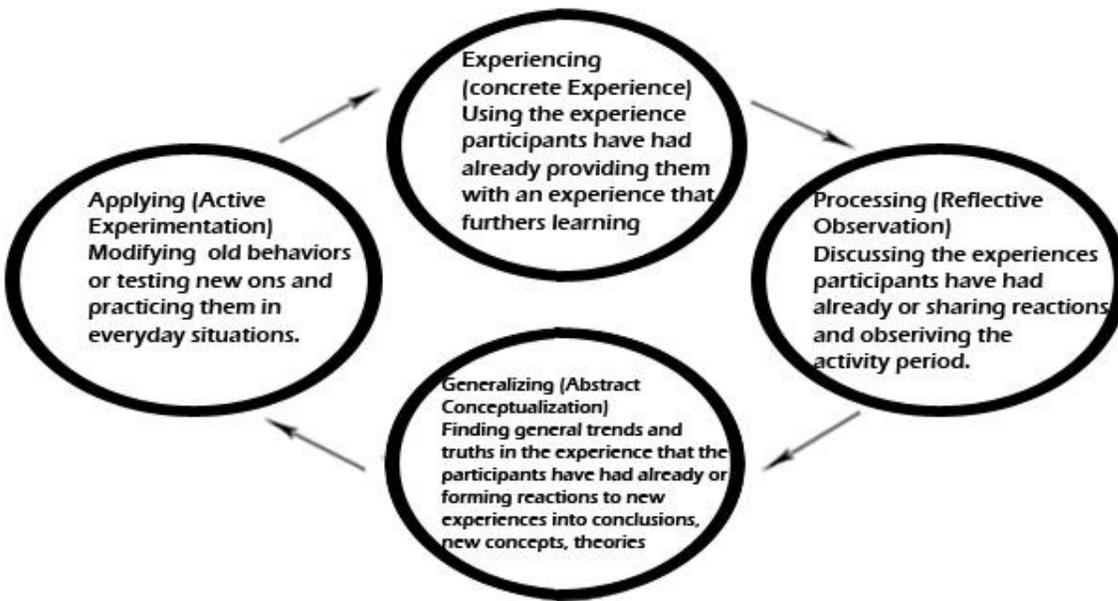
- ❖ Workshop Evaluation
- ❖ Certificates Of Attendance

D. How Adults Learn

When you are learning, the process often seems complicated and confusing. But there are really only four basic steps in learning. These four steps occur time after time, each one building on the earlier ones. If you understand these four steps, you control one of the basic keys to increasing your ability to learn, both in workshops and in “real life”. The process is also called “Experiential Learning”.



Although adults learn continually, they do have preferences about how they learn. David Kolb (1976) calls these “Learning Style Preferences.”



Some adults have a receptive, experience based approach to learning: these individuals rely heavily on feeling-based judgments and learn best from specific examples, involvement and discussions. Kolb calls these learners **Concrete Experiencers**. In the Experiential Learning Cycle, the Concrete Experiencer may be excited by experiencing the activity (step 1). However, the Concrete Experiencer may become glassy-eyed in Step 3, when the group generalizes about the activity.

Some adults have a tentative, impartial and reflective approach to learning. Such individuals rely on careful observation and learn best from situations that allow impartial observation. Kolb calls these **Reflective Observers**. These individuals, in terms of the Experiential learning Cycle, obtain insight and learning most easily from processing (Step 2) and generalizing (Step 3) rather than from doing the activity (Step 1) or applying the activity (Step 4).

Continuing around the Adult Learning Cycle, other adults have an analytical and conceptual approach to learning, relying heavily on logical thinking and rational evaluation. These individuals learn best from impersonal situations, from the opportunity to integrate new learning with what is already known, and from theory. This group is termed the **Abstract Conceptualizers**; they tend to be most comfortable in generalizing, step 3 of the Experiential Learning Cycle.

Finally, there are adult learners who are called **Active Experimenters**. Their approach to learning is pragmatic and practical. (“Yes but will it work?”) They rely on experimentation and learn best from projects, back-home applications and “trying it out”. They must have the answer to the question: “Now that I know all this, what am I going to do with it?” Step 4 in the Experiential Learning Cycle, applying, is especially necessary for the Active Experimenter.

The Experiential Learning Cycle cannot be changed simply because an individual prefers one particular approach to learning. If effective, lasting learning is to occur with any individual, the Experiential Learning Cycle must be completed. It is therefore necessary that a trainer is able to lead the learners skilfully through all aspects of the learning cycle.

E. LIST OF PARTICIPANTS HANDOUTS, READING AND VIDEOS

Soft copies are available on www.publicprivatedialogue.org

Participants Handouts

Welcome and Introduction

Participants Handouts:

- Overview Slides. Welcome and Introductions
- Overview of Workshop Objectives and Workshop Agenda
- List of Participants

Recommended Reading:

- Reforming the Investment Climate

Module 1. Good practice versus Implementation Realities

Participants Handouts Module 1:

- Overview Slides Module 1. PPD Training Workshop Main Presentation
- Exercise: Redefining You Collaborative Policy Platform
- Role-Play: Trade-Offs and Secret Agendas in Building a PPD (Case Simulation)

Recommended Reading Module 1:

- PPD Charter (Appendix 1)
- Competitiveness Partnerships
- HERZBERG_2012_PPD for Sector Competitiveness
- PPD Handbook
- Public Private Dialogue for Sector Competitiveness and Local Economic Development
- World Bank Sector Competitiveness Report Final 10-5

Module 2: Communication and Outreach

Participants Handouts Module 2:

- Overview Slides Module 2. Communication and Outreach
- Exercise: Stakeholder Mapping for Policy Advocacy Outreach and Campaign
- Exercise: Who Says What..
- Exercise: Your Message
- Exercise: Delivery Timeline
- Timeline Example 1.ppt
- Timeline Example 2.pptx
- Timeline Example 3 and 4 (part of Bulldozer Presentation).pptx

Recommended Reading Module 2:

- ❑ Strategic Communications Toolkit

Module 3. Monitoring and Evaluation Framework

Participants Handouts Module 3:

- ❑ Overview Slides Session 7. Monitoring and Evaluation: the Basics
- ❑ Exercise: Prepare Your PPD Evaluation Wheel
- ❑ Exercise: Make Your PPD Reform Process Table
- ❑ Exercise: Design Your Own Logical Framework
- ❑ Exercise: Getting Baseline Data
- ❑ Exercise: Cost-Benefit Analysis Using the “Back of the Envelope” Technique

Recommended Reading Module 3:

- ❑ M&E Handbook for Business Environment Reformers

Module 4. Operations and Business Planning

Participants Handouts Module 4:

- ❑ Overview Slides Module 4. Operations and Business Planning
- ❑ Overview Slides Defining a Strategy.pptx
- ❑ Exercise. PPD Action Plan Template.xls
- ❑ Budget Templates.xls

Wrap up & Evaluation

Participants Handouts:

- ❑ Learner Action Plan
- ❑ Certificate of Attendance
- ❑ Workshop Evaluation Form

VIDEOS

PPD YouTube Channel

Videos on PPD Experiences from various countries are available on PPD YouTube channel: <http://www.youtube.com/channel/UCmqCuk2ixLGLvIFAflt6tiA>

Online Video Presentations on PPD Topics

Recorded presentations are available on the public private dialogue website. As of March 2014, videos are available on the following topics:

- ❑ Good Practice versus Implementation Realities
- ❑ Outreach and Communication
- ❑ The Basics of M&E
- ❑ Other topics are in preparation

Online Videos on PPD Case-Studies

- ❑ District PPD in Bangladesh – reducing trade license barriers through dialogue: <http://www.youtube.com/watch?v=DjiBm1LvD4>
- ❑ Improving livelihood in Cambodia: <http://www.youtube.com/watch?v=QjJtLiTtmWA>
- ❑ Jordan Valley Water Forum: http://www.youtube.com/watch?v=W8JXvs70g_o
- ❑ 1st Business Environment Roundtable BEE PPD at parliamentary level: <http://www.youtube.com/watch?v=LXFXLbeslew>
- ❑ During the 2014 PPD Global workshop, more than 20 new videos will be uploaded. Please check these out on the PPD website: www.publicprivatedialogue.org.

We recommend that you regularly visit the public private dialogue website www.publicprivatedialogue.org) as well as sign up for the various social media outlets (Facebook, LinkedIn, Twitter) to keep abreast of PPD news and lessons learned.

F. OTHER RESOURCES FOR PPD STAKEHOLDERS

A number of annexes from the PPD Handbook may be useful in the management of a PPD secretariat. They are accessible here: <http://www.publicprivatedialogue.org/tools/ANNEXES>.

These Annexes in the PPD handbook contain online samples of materials relevant to establishing and maintaining PPD that practitioners can take and adapt to local contexts. Each annex is numbered in sequences corresponding to the Handbook's main sections. Section A does not refer to any annex.

B - DIAGNOSTICS

- ANNEX B1: [Template for completing diagnostic report and checklists](#)
- ANNEX B2: [Template questionnaire for interviews with private sector representatives](#)
- ANNEX B3: [Template questionnaire for interviews with BMO representatives](#)
- ANNEX B4: [Template questionnaire for interviews with public sector representatives](#)
- ANNEX B5: [Template questionnaire for interviews with civil society representatives](#)

C - DESIGN AND IMPLEMENTATION

- ANNEX C1: [Outreach to entrepreneurs: Sample "business roadblock" submission form](#)
- ANNEX C2: [Sample letter to businesses and business associations](#)
- ANNEX C3: [Legal mandate – Case of Serbia](#)
- ANNEX C4: [Formal mandate – Case of Bosnia and Herzegovina](#)
- ANNEX C5: [Sample PPD participants, roles and responsibilities](#)
- ANNEX C6: [Sample ToRs for setting up a secretariat to promote and manage PPD](#)

D - MONITORING AND EVALUATION

- ANNEX D1: [Sample structure for terms of reference for a PPD evaluation](#)
- ANNEX D2: [Most Significant Change interviews – Interview format](#)
- ANNEX D3: [Most Significant Change interviews – Interview template](#)
- ANNEX D4: [Instructions for drawing the evaluation wheel](#)
- ANNEX D5: [Evaluation wheel – questionnaire to stakeholders](#)
- ANNEX D6: [Evaluation wheel – template](#)

E - ONLINE-ONLY ANNEXES

- ANNEX E1: [Self - Evaluation Tool](#)
- ANNEX E2: [PPD Database Tool](#)

G. FACILITATION OF BREAK-OUT SESSIONS – A SUGGESTED ROAD MAP

Please find below a road map for organizing the break-out sessions per day. Feel free to adapt it your context. This example is based on a facilitator team of 2 individuals and an audience divided over 2 working groups.

Break out session 1 (DAY 1)

DAY 1 10:45 – 12:00	Discussion and contextualization to your country's context – achievements, mistakes, lessons learnt and sustainability – SWOT
-------------------------------	---

Objective	Un-loading from participants; obtain their views of list of achievements; what went well; could be improved
Template to use	None – free discussion
Facilitation	Facilitator 1: Lead the discussion Facilitator 2: Summarize discussion in SWOT Analysis
Output	SWOT analysis

Break out session 2 (DAY 1)

DAY 1 14:15 – 17:00	Redefining your PPD: exercise and presentations
-------------------------------	---

Objective	Benchmark the PPD against 12 dimensions of the evaluation wheel
Template to use	Exercise on contextualization; use the questions of the evaluation to guide discussion
Facilitation	Facilitator 1: group 1 covers dimension 1-6 of the evaluation wheel Facilitator 2: group 2 to cover dimension 7 to 12
Output	12-slide PowerPoint

Group1: # people – facilitated by facilitator 1; Group2: # people – facilitated by facilitator 2

Presentation with exercises (DAY 2)

DAY 2 09:00 - 10:15	Outreach, Communication and marketing applied to PPD programs: a framework with PSDC exercises
-------------------------------	--

Objective	Acquire skills in communication
Template to use	Stakeholders' mapping for 1 reform Reform specific messaging Reform specific campaign timeline
Facilitation	Facilitator 2: presenter (new groupings based on 1-2 selection) – the two groups do the same exercises Facilitator 1: supports group 1 Facilitator 3: supports group 2

Output	Stakeholders' mapping for 1 reform Reform specific messaging Reform specific campaign timeline
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Presentation with exercises

DAY 2 13:00 – 17:00	Monitoring and evaluation: the basics + exercises
-------------------------------	---

Objective	Understand M&E Familiarize with M&E tools: the evaluation wheel; how to calculate cost/benefits
Template to use	Excel file of the Evaluation wheel and cost-benefits
Facilitation	Facilitator 1: presenter and group 1 Facilitator 2: group 1 – dimension 1 to 6
Output	Evaluation wheel Cost-benefits analysis for one or several reforms

DAY 3 09:00 – 10:00	Business priorities – vision and logframe
-------------------------------	---

Objective	Define vision, mission statement, goals and objectives Translate into logframe
Template to use	Discussion guide on strategy planning / use “game of majority Logframe
Facilitation	Facilitator 1: presenter and group 1: lead discussion on vision, mission, goals Facilitator 2: lead on translating into logframe
Output	Vision and mission statement Logframe

DAY 3 13:00 – 14:30	Action planning over (x) months
-------------------------------	---------------------------------

Objective	Develop a detailed action plan
Template to use	Action plan against the 12 dimensions (excel template) Communication plan template
Facilitation	<u>On 12 points:</u> Facilitator 1: Group 1 Facilitator 2: Group 2 <u>On communications:</u> Facilitator 2: private sector (disaggregate), CSO, media Facilitator 3: communications to donor group, public
Output	Detailed action plan

H. CHECKLIST MATERIALS - PUBLIC PRIVATE DIALOGUE WORKSHOP

Unless otherwise specified, number of copies required = number of participants in class

Number of participants: +/- 25

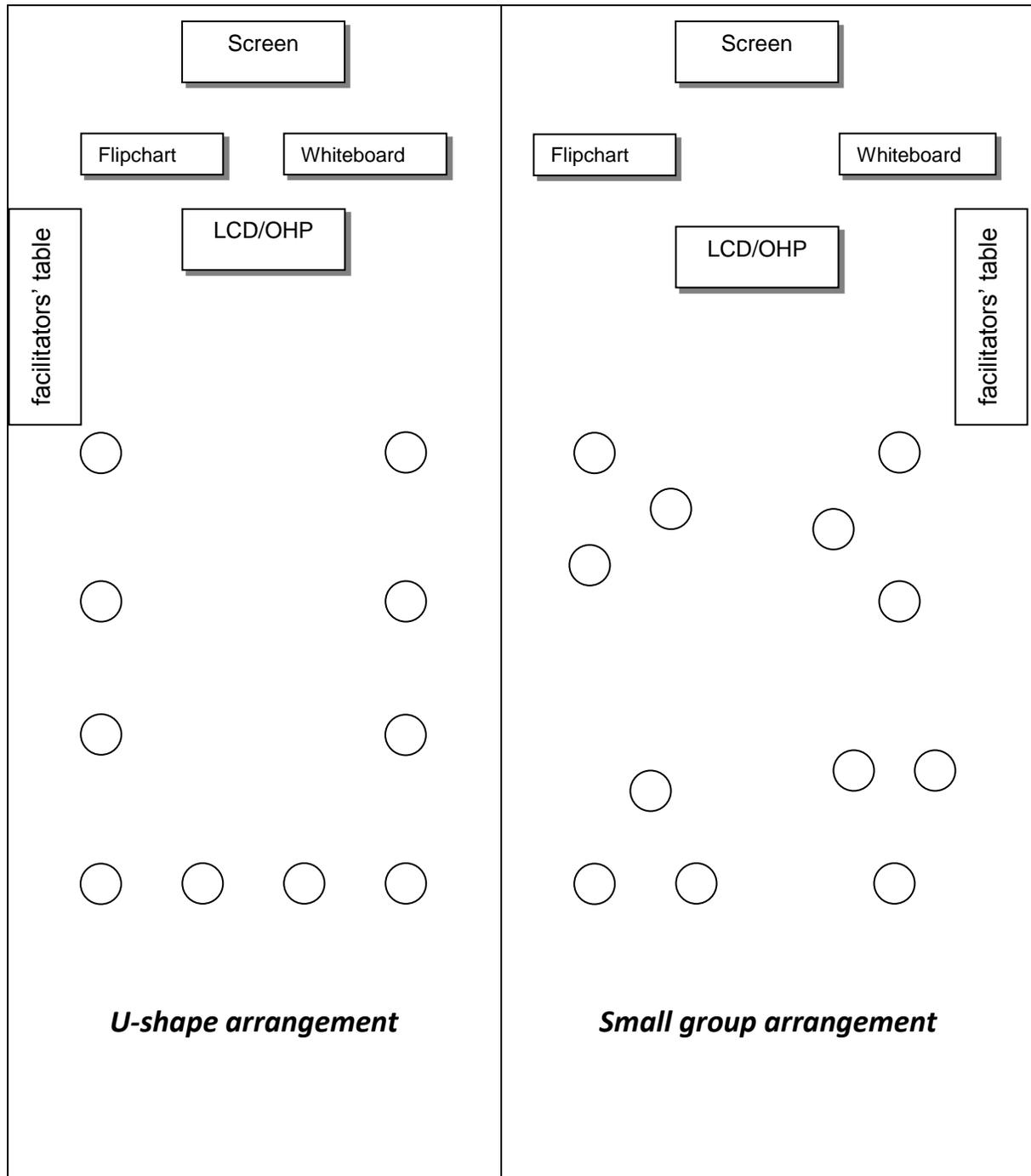
General

- Access to internet (as references to videos / links are offered during the workshop)
- Laptop (bring your own laptop and inform participants to bring theirs)
- LCD projector (1 unit)
- CD/DVD player (1 unit)
- Flipchart stands (one per table / 4 units)
- Flipchart pads for each stand (4 pads)
- Water-based markers/pens for flipcharts (at least 3 per flipchart in assorted colors)
- Name tags to put on tables ; Hanging name badges
- 3-4 packs of candies to reward good participation during hand's on exercises
- 5 USB keys to save PPD templates and M&E tools) to pass among participants

- Participant binders with following inserts:
 - Workshop objectives and content outline
 - Workshop agenda
 - List of participants
 - Participants handouts

- Stationery:
 - pens, pencils (1 box each), pencil sharpener (1), eraser (1)
 - Strong tape (duct tape, strapping tape); Masking tapes (3); putty (2 units)
 - Scotch tape and dispenser
 - Markers, colored, highlighters; Staplers, staples and Staple remover (1)
 - Scissors (1); Rubber bands
 - Two and three hole punch (2)
 - post-it / size: 3x3 inches; 4x6 inches and 8x6 inches (5 each)
 - A5 paper from 3 different colors (200 each); A4 paper (1 ram)
 - notebook (# participants); Paper clips, binder clips
 - Correction fluid/white-out; Glue stick

CLASSROOM LAYOUT



I. PPD WELCOME LETTER

Building capacity
Strengthening advocacy
Fostering governance

Public-Private Dialogue

I

Dear [title, name],

It is our pleasure to welcome you to the PPD Workshop. We hope you had a safe and comfortable trip to the [LOCATION]. With this letter we hope to give you more information about the logistical preparations.

The PPD Workshop will start at 09:00 on [date] and end at 18:00 on [date]. It will be held in the [location] meeting hall.

Kindly note that the registration for all participants will be on [date] from 08:30 to 09:00. The registration desk will be in front of the main meeting hall [name of the room]. You will find a copy of the agenda and a participants list in the folder which will be handed to you along your name badge upon registration.

IMPORTANT NOTE:

Kindly note that room service, mini-bar, internet in room, telephone charges and any other private costs are not covered within the meeting package and must therefore be covered on guest-account.

Full Board accommodation has been booked for you throughout your whole stay at the [name and place]. **This means that Breakfast, Lunch & Dinner are included, as provided by the hotel facilities.**

Please make sure you pass by the registration desk on [date] to check what time your airport transfer will be ready to pick-you up from the Hotel. In the meantime, please check that your departure flight details are confirmed.

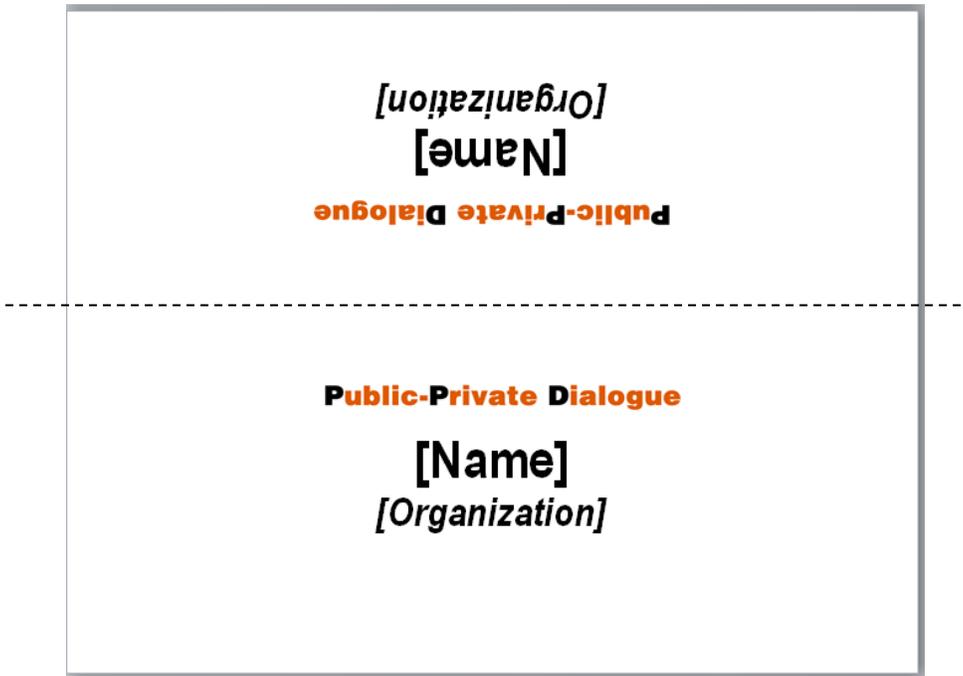
Should you have any **inquiries** regarding the logistical arrangements such as airport transfers, hotel accommodation or related topics, please refer to **[contact person]** who will be glad to assist you further (she can be reached either through the front desk or at [email] and [phone]).

Enjoy the workshop and your stay at [location]!

Best wishes,

The PPD Team

K. NAME PLATE



M. WORKSHOP EVALUATION FORM

Building capacity
Strengthening advocacy
Fostering governance

Public-Private Dialogue

WORKSHOP EVALUATION FORM

Workshop: [name of the PPD initiative]	Place/Institution:
Time:	Facilitator:

To help us improve quality in providing training that could meet your needs, please spend a few minutes to answer the questions on this form by circling the appropriate number.

Poor ←————→ Excellent
 1 2 3 4 5

I. Workshop content

How does the workshop meet your needs and learning objectives?	1	2	3	4	5
In your opinions, how practical is the workshop content?	1	2	3	4	5

What part(s) of the workshop is especially useful to you?

1) 2)

3) 4)

What part(s) of the workshop is least useful to you?

1) 2)

3) 4)

What other topic(s) would you like to see included in the workshop?

1) 2)

3) 4)

General comments on workshop content:

.....

.....

.....

II. Facilitator's quality

Knowledge of the topic	1	2	3	4	5
Practical experience	1	2	3	4	5
Presentation skills	1	2	3	4	5
Workshop management skills	1	2	3	4	5

General comments on facilitator:

.....

.....

.....

PPD workshop – Training Evaluation Form page 1

Building capacity
Strengthening advocacy
Fostering governance

Public-Private Dialogue

III. Workshop Organization

Time	1	2	3	4	5
Venue	1	2	3	4	5
Room layout	1	2	3	4	5
Workshop materials & pre-workshop information	1	2	3	4	5
Refreshment	1	2	3	4	5

General comments on workshop organization:

.....

.....

.....

IV. Overall evaluation

Your general rating of the workshop	1	2	3	4	5
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Other comments:

.....

.....

.....

Thank you for your cooperation!

PPD workshop – Training Evaluation Form page 2

N. Certificates of Attendance

Building capacity
Strengthening advocacy
Fostering governance

Public-Private Dialogue

[PROGRAM NAME]

award this certificate to

“First name, Last name”

For having participated in the

“Workshop on Public-Private Dialogue ”

[Place]
[date]

+

[name]
[Facilitator name]

[Name]
[Program Manager]

□