

Public-Private Dialogue

www.publicprivatedialogue.org

March 3-6, 2014
Frankfurt, Germany

LESSONS LEARNED AND PROCEEDINGS

7th PPD Global Workshop
Public Private Dialogue for Sustainable Business

Location

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Frankfurt, Germany

This document contains the final proceedings of the 7th Public-Private Dialogue Workshop under the theme of “*Public-Private Dialogue for Sustainable Business*”, held in Frankfurt, Germany, from 3 to 6 March 2014. The workshop has been organized by the World Bank Knowledge Learning and Innovation (WBKLI)’s Private Sector Engagement for Good Governance (PSGG) program and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the International Finance Corporation and the Global Partnership for Effective Development Cooperation. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The report has been written by Ermal Vila, governance consultant (WBKLI) and Lili Sisombat, program specialist (WBKLI).

The World Bank Knowledge Learning and Innovation (former World Bank Institute)

The WBKLI is a global connector of knowledge, learning and innovation for poverty reduction. It is part of the World Bank Group. It connects practitioners, networks and institutions to help them find solutions to their development challenges. With a focus on the ‘how’ of reform, it links knowledge from around the world and scales up innovations. Within the WBKLI, the Private Sector Engagement for Good Governance (PSGG) program aims to support open governance practices by encouraging greater private sector participation for more efficient, effective and sustainable development across core sectors.

The German Federal Ministry for Economic Cooperation and Development (BMZ)

BMZ develops the guidelines and the fundamental concepts on which German development policy is based. It devises long-term strategies for cooperation with the various players concerned and defines the rules for implementing that cooperation. In the area of private sector development, German development-policy measures aim at creating an enabling environment for investment and sustainable private-sector engagement as well as at enhancing the competitiveness and innovative capacities of businesses in partner countries. Also, BMZ intends to harness the potential of the private sector in the interests of achieving sustainable development. Public-Private Dialogue plays a key role in German development cooperation for identifying opportunities for public-private cooperation and for ensuring that partner country reforms of the business environment are demand-led.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

The GIZ is a federal enterprise supporting the German Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ operates in many fields, one of them being economic development and employment promotion; In the area of economic development, GIZ assists partner countries in improving their economic framework conditions, removing bureaucratic obstacles and establishing suitable promotional structures. Public private dialogue between public and private actors is an essential tool of GIZ’s support for policy reforms as well as to identify possibilities for public-private cooperation.

The International Finance Corporation (IFC)

The International Finance Corporation’s Investment Climate Department (CICN) designs and delivers advisory services and other operational work related to investment climate reform, and develops Investment Climate knowledge products for staff and clients. CICN contributed to the content of the workshop and sponsored the welcome dinner of the workshop.

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Introduction

The seventh International Workshop on Public Private Dialogue “PPD for Sustainable Business” took place on March 3-6, 2014 in Frankfurt. The workshop has been organized by the World Bank Knowledge Learning and Innovation (WBKLI)’s Private Sector Engagement for Good Governance (PSGG) program and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the International Finance Corporation and the Global Partnership for Effective Development Cooperation. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The objective of the event was to develop knowledge and better support PPD practitioners on the ground including private sector representatives, government officials and development professionals.

Program overview of the workshop:

PPD Workshop			Training of Trainers
MONDAY MARCH 3 DAY 1	TUESDAY MARCH 4 DAY 2	WED MARCH 5 DAY 3	THURS MARCH 6 DAY 4
PPD Lessons Learned and PPDs in Practice	The How To's of PPD	The PPD Global Knowledge Agenda + PPD Clinic	Training to PPD consultants and practitioners
<p>PPD for Sustainable Business</p> <p>Lessons from the Field</p> <p>Stock taking of experiences in implementing PPDs</p>	<p>The How-To's of running a sector-based dialogue: Lessons from The Renewable Energy German Cluster</p> <p>The How To's of PPD program management</p>	<p>The How-To's of avoiding capture and engaging citizens</p> <p>Global Benchmarking of Private Sector Participation in Public Policies - Self Evaluation</p> <p>Revising the PPD Handbook: discussion</p> <p>Building a Community of Practice: the PPD Collaborative Platform</p>	<p>Methodology in the Design of PPD</p> <p>Stakeholder analysis</p> <p>Sharing knowledge Quality Control</p>
Lunch	Lunch	Lunch	Lunch
<p>Responding to crisis, designing PPD in times of change</p> <p>PPD Initiatives in Practice: 10 case studies discussing their three top successes and three top failures</p> <p>PPDs in Fragile and Conflict-Affected States</p>	<p>The How To's of PPD sustainability</p> <p>The How To's of Monitoring & Evaluation in PPDs</p> <p>The How To's of Building Reform Teams</p>	<p>PPD Clinic: Series of personalized country consultations on PPD</p>	<p>Walk-through of training materials for a 3-day workshop on managing a PPD secretariat</p>

An unprecedented group of 33 Public Private Dialogue initiatives met at the 7th Global Workshop on Public-Private Dialogue. 145 participants from 40 countries joined the event, including the Hon. Axel Addy, Minister of Commerce and Industry of Liberia, and the Hon. Fatoumata Binta Diallo, Minister of Industry, SMEs, and Promotion of Private Sector of Guinea.

Organized since 2006, the global workshops have been used to take stock of lessons, share tools and experience as well as to reflect on the directions of the work to ensure a better development impact. For this event, a record number of learning materials has been generated with 21 cases studies and 15 videos, all accessible from the PPD website.

Particular exchanges took place around: (1) Understanding good practices in setting up, managing and ensuring the sustainability of a PPD initiative, (2) Using new approaches to improve the effectiveness of dialogue platforms, e.g. conducting political economy analysis, establishing reform teams to facilitate implementation or using mobile phone technology to broaden participation, and (3) Measuring the effectiveness of a dialogue program.

The PPD Community of Practice also introduced the PPD Manual for Trainers which has been developed for PPD consultants and program staff to support PPD initiatives at the country level and provide capacity building exercises to strengthen the PPD secretariats and guide the teams on how to measure the impact of PPDs. The materials developed are for a 3-day training workshop. This was a major effort to productize the knowledge and scale up interventions. The training manual comprises of a 150-page facilitator's guide, workshop sessions content, interactive exercises, 6 hours of video, reading resources and tools, checklists, templates and guidelines, M&E tools, an Issue Tracker tool, etc. Moreover, feedback was collected and a revised PPD Charter will be soon disseminated for consultation.

Finally, having reached its maturity with 7 years in the making, it was about time that the PPD Community of Practice instituted its own peer-recognition awards. Three "PPD Howards" were awarded to local PPD initiatives to honor the virtues of 1) long-standing achievements, 2) resilience, and 3) innovation - qualities which are key to successful PPDs. The "PPD Howards" are named after our late WBKLI colleague and friend Nicholas C. Howard, who was part and parcel of our work on collaborative governance. Congratulations to the first winners of the Howards: the Health in Kenya Initiative for its innovative approach; the Nepal Business Forum for long-standing achievements and the Palestinian Private Sector Coordination Council for its resilience.

The event was a testimonial that PPD is relevant in the context of harnessing private sector for development and created the same enthusiasm as when it started. As one participant puts it, the event was "*creative – enjoying – diverse – fantastic – top quality effort – wonderful opportunity!*"

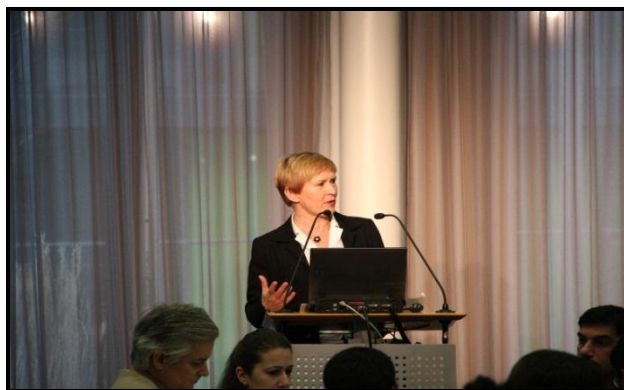
The collection of case studies, PPD videos and photos can be found on the Public-Private Dialogue website www.publicprivatedialogue.org

PART I: PPD Lessons Learned and PPDs in Practice

A. Welcome Address

Susanne Dorasil, Head of Division, Economic policy; Financial sector, at the German Federal Ministry for Economic Cooperation and Development (BMZ), welcomed the participants to the workshop by emphasizing the increasing importance of public-private dialogue in the international development agenda and the contribution of the workshop to this discussion.

PPD can take many different forms—nevertheless, there are general guiding principles which can help PPD experts avoid common pitfalls and maximize the payoffs that dialogue can bring.



Susanne Dorasil, Head of Division, Economic policy; Financial sector, German Federal Ministry for Economic Cooperation and Development BMZ

Dorasil pointed out that PPD can be a crucial contributor to sustainable development by promoting good public and corporate governance, *“as it is a force to counter policy-making by shouting or by back-room deals involving a select few”*. PPD helps create more quality channels of communication with governments, therefore improving the quality of advice the government receives from the private sector due to a diversification of resources and a more evidence-based advocacy. Subsequently, it strengthens business enabling environments.

Dorasil made the case for a stronger involvement of the private sector in achieving development results, as public funding can’t do this alone – the private sector’s investment, its know-how and capacity for innovation are crucial in achieving such a development objective. More importantly, she underlined the necessity to include the private sector as an integral part of the debate on development effectiveness, as endorsed by the Busan Fourth High Level Forum on Aid Effectiveness. The Joint Statement on Public Private Cooperation recognizes that the for-profit private sector is a central driver of development and emphasizes the importance of inclusive dialogue for building a policy environment conducive to sustainable development. The Global Partnership for Effective Development Cooperation also agreed on a global monitoring framework which includes an indicator on PPD as a proxy for private sector engagement, and will serve as an incentive for partner countries and donors to scale up and deepen public-private dialogue.

“PPD is a force to counter policy-making by shouting or by back-room deals involving a select few”

Dorasil concluded that the workshop would be an important venue to help develop such an important tool for monitoring the private sector’s engagement for development.

B. Keynote Address – “Public Private Dialogue for Sustainable Business”



Andreas Bluethner, Director, Food Fortification & Partnerships, BASF, The Chemical Company

Andreas Bluethner, Director, Food Fortification & Partnerships for BASF delivered the keynote speech and shared his experience on how to make a dialogue useful to inspire positive change in society.

The experience shared was focused on the specific industry of food fortification. Bluethner identified two elements for a successful dialogue: being practical and being output-oriented. Former UN Secretary General Kofi Annan, who initiated the global campaign on public-private engagement to solve the world’s most prominent problems, would say that this would work in three steps: 1) Dialogue, 2) Learning, and finally, 3) Projects. The public and private sector have different perspectives: the public sector wants to undertake in-depth research

about an issue, whereas the private sector wants to jump straight in. The lesson is that dialogue is a process that extends throughout the different players.

Bluethner furthermore illustrated how BASF integrates social partnerships in its own structure. This enables a good internal dialogue between all BASF streams to prevent miscommunication by focusing on results. Because there are many interests from different groups, it is important to develop efficient multi-stakeholder dialogue platforms and embark both the public and private sectors in a joint venture. Bluethner underlined that the internal and societal dialogue promoted by BASF have a positive effect not only for the company but for the economy as a whole.



The second point made by Mr. Bluethner is that a dialogue needs to be sustainable – BASF participates to several initiatives and platforms on sustainability where scaling up ideas and practices accompanying a PPD are discussed. One recommendation is to work on standardization and norms. How can the norms related to specific industries do good for society? Again, it all comes back to the dialogue process, as the sole mechanism to ensure such norms are considered. By building a process owned by stakeholders, there is a greater chance of implementation.

Another lesson learned from this private sector experience is that market frameworks are the driver for systematic dialogues - ultimately markets need to expand throughout a society. For example, edible oils can be packaged differently to middle income and lower income consumers. Lower income consumers make up the bigger market but standards in such markets may be lacking, making it difficult for investors to target such markets. That’s why a consolidated market framework can be the basis for a partnership. This means that industry and government must work together to change the regulatory environment so that investors can cater for all markets in a way that protects consumers and creates a level-playing field for the investor. Bluethner concluded by highlighting that the private sector is looking for an end aim to be achieved through the dialogue, with a particular focus on mutual benefits.

C. Lessons from the Field

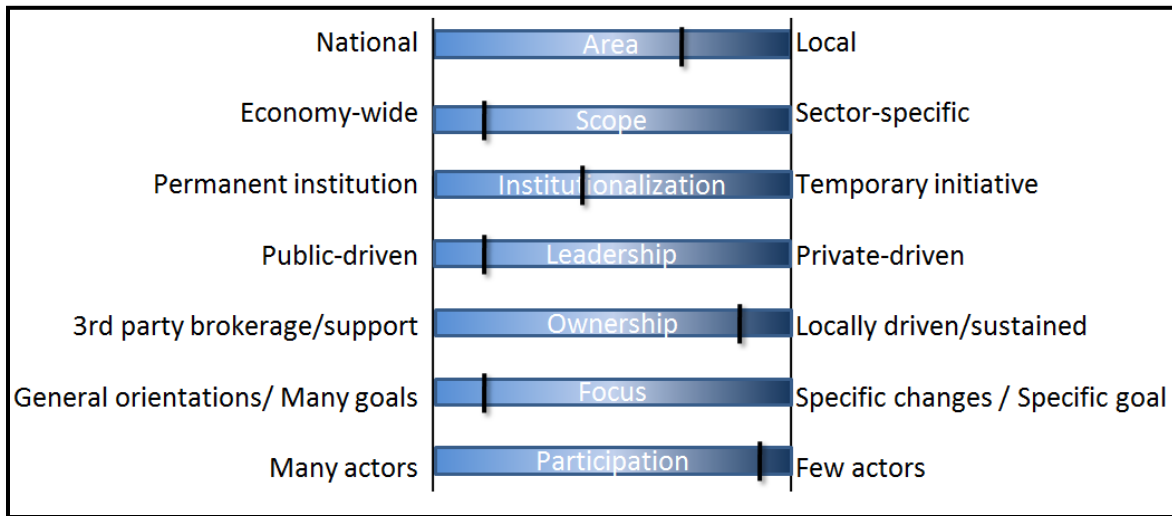
Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance, WBG, started his presentation on PPD implementation lessons by sharing his own challenging but successful experience as the coordinator of the Bulldozer Initiative in Bosnia and Herzegovina.

Herzberg illustrated with some examples that PPD has always been around, with dialogue taking a variety of forms. After demonstrating some PPD initiatives and their specific dynamics, a sheet indicating the different types of PPD was handed to the participants. The delegations were invited to classify where their PPD fits - every PPD fits within the PPD typology and it can be carried out at all levels. PPDs are applied for different reasons and in different situations, and despite how diverse they can be, there are many commonalities across the board.



Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance, WBG

Figure I.1 PPD Typology



Herzberg identified four cases where PPD can be used: as a growth discovery mechanism, a crisis detection mechanism, a post-crisis resolution mechanism and a governance mechanism. For every actor, the question “*What’s in it for me?*” needs to be asked. Herzberg then dwelled on six dimensions for assessing readiness for PPD and also 12 dimensions to sustain PPD in the long run. Herzberg presented the Evaluation Wheel assessing PPD’s organizational effectiveness and readiness to perform well. He went ahead and shared 10 practical tips on how to run a PPD successfully, highlighted as follows: 1) a lot of work, 2) a phased and inclusive approach that can take several years to get up and running, 3) focus on targeted, measurable reforms (hard vs. soft reforms), 4) simple, explicit organization, 5) a template open and disciplined way to collect and vet reform proposals, 6) strong convincing power, 7) good planning, 8) monitor the process and evaluate impact, 9) understand the risks, 10) as you enter, think about what’s next

(consider the life and death of a PPD mechanism - actors need to be ready to take it over and the PPD can be linked to other reform processes).

As a concluding remark, Mr. Herzberg encouraged the participants to join the PPD Community of Practice via social media and in using the website platform (www.publicprivatedialogue.org) which contains good practice, lessons, templates, case studies, implementation guidelines and tools, materials from the 2014 and other workshops.

“PPD can be used as a growth discovery mechanism, crisis detection mechanism, post-crisis resolution mechanism or governance mechanism”

D. Interactive Exercise: Responding to Crisis, Designing PPD in Times of Change

Theater Delta Consulting utilized Interactive Theater techniques for two sessions which aimed at supporting the objectives of the workshop in terms of improving the knowledge and skills necessary to effectively engage in public-private dialogue in order to improve the investment climate, build capacity, strengthen advocacy, and foster governance in communities. The Interactive Theater exercises also aimed at fostering the desired learning outcomes of the workshop, including developing strategies to: build mutual trust amongst the parties through communication of shared vision; include all parties in the dialogue and prevent one person from capturing the agenda; increase empathy and perspective; and increase the transparency of process.



Professional actors performing “All Talk No Action”

This first session, “*Responding to Crisis, Designing PPD in Times of Change*” was facilitated primarily by **Ben Saypol** (*Director of Theater Delta Consulting*), with additional help from **Malcolm Toland** (*PPD Expert*), and consisted of an Interactive Theater “performance”, utilizing professional actors. Two scripts had been developed according to a reliable and comprehensive protocol consisting of in-depth research, key informant interviews, observation of PPD videos, brainstorming, outlining, role-playing, writing, revision, and rehearsal. This thorough process ensured the realism of the scenes and, in turn, the motivation for the participants to interact with the scenes.

The interactive theater exercise then consisted of a 90-minute session. For the first 45-minute section, participants viewed the first scene “*All Talk No Action*,” with a focus on designing and managing PPDs, including those in post-crisis environments. During the second 45-minute section, participants viewed the second scene “*Unify around What?*” with the focus shifting to improving inclusion and governance in PPD platforms.

The first 45-minute scene started with a brief introduction to the Interactive Theater exercise where participants were instructed to watch the scene and pay particular attention to the character listed on the name tag they had randomly received, which corresponded to one of the four characters. Following there was a 10-12 minute scripted scene “*All Talk No Action*” performed by professional actors. In “*All Talk No Action*,” the civil war in Literavia (a fictional place not related to any real delegation) has recently ended and pending elections have been postponed yet again. Maximillian, the port operator, initiates a meeting in his offices to jump-start a dialogue process on private sector development. He invites Karen, a permanent secretary in the Ministry of Commerce Albert, the head of the Chamber of Commerce, and Amelia, the donor from the International Aid Society. The three main issues are: How should the PPD be organized? Where should it be situated? Who should lead?

Participants then reacted to and processed the scene in self-selecting pairs around the room; each pair shared a name tag and so they focused on that character in the scene. Each pair was to discuss answers to these two questions:

- *Why did your character make the choices he/she made? What motivated them?*
- *What should your character be doing instead? (Participants had to write down the strategy that their character should use to resolve the crisis and proceed with the design)*

One or two pairs for each character reported back their answers to the larger group (Maximilian, Albert, Karen, Amelia), while PPD expert Malcolm Toland facilitated, echoing back the answers and adding some other ideas based on his PPD expertise. Four participants volunteered to replace the actors on stage, each portraying one of the four characters, and replaying/revising the scene/dialogue based on the suggestions voiced in the discussion. At the very end of the session, Toland reviewed the PPD lessons learned from the exercise.



The second 45-minute section also started with a brief introduction to the Interactive Theater exercise, where participants were prepped to know that, after they watched the scene, they would actually get to *interact with the characters*; they would get to ask the characters any questions they want about what they did in the scene and why.

A 10-12 minute scripted scene “*Unify Around What?*” was again performed by professional actors. “*Unify Around What?*” takes place a year later. A secretariat has been formed and a Literavian diaspora returnee named Solomon has been appointed as the PPD coordinator. The first business forum is around the corner. It will be the first time that such an event is televised. The office is bustling with activity. Miss Mona, the young competent administrative assistant, is dealing with the barrage of phone calls and logistical tasks. Solomon has called a meeting with Maximillian and Karen (carry-overs from the last scene who are leading the working groups on Infrastructure and Finance, respectively) to deal with an

issue that has come up. Each group has submitted 8-10 reform proposals instead of the required five and none is willing to cut down. The main issues are: whose voices are being heard, and how transparent the decisions are when dealing with the reform agenda through a PPD.



Saypol solicited four volunteer participants to replace these characters and answer the questions on behalf of the characters (The volunteers were seated in chairs with the Actor standing right behind them).

Following, Saypol asked all questions from the audience at once. The four volunteer participants answered a few the questions *in character*, meaning they stayed in role and spoke from the point of view of the character. This is powerful tool to discover the underlying motivations for why people might act the way they do in these situations. Lastly,

Toland facilitated a conversation exploring what participants have done in their countries to solve similar problems. Toland added observations based on his PPD expertise around governance and inclusion

Anecdotal evidence from the conference reports that participants would use the theater exercise as a point of reference during subsequent sessions at the conference. For example, one person said, “We have a clear “Karen situation” in our country – a lot of talk and governmental inertia.” Another said, “Albert acts exactly like the head of our Chamber of Commerce.” These two examples show the Interactive Theater exercise not only rings true but also stays with the participants. Based on a more in depth evaluation form, the data there revealed an extremely positive response from audience members to the realism of the scenario and characters, as well as to the interactive format. In addition, the data indicates significant learning and intention to apply the knowledge and skills to their PPD practice.

“We have a clear “Karen situation” in our country – a lot of talk and governmental inertia.” Another said, “Albert acts exactly like the head of our Chamber of Commerce.”

E. PPDs in Fragile and Conflict-Affected States

Steve Utterwulghe, Global Lead, Public-Private Dialogue, WBG, moderated the session on PPDs in Fragile and Conflict-Affected States (FCS). Utterwulghe opened the session by sharing the International Finance Corporation's (IFC) experience in fragile states. He explained that PPD plays a special role in FCS, in: 1) institution development, 2) transparency, 3) trust building, and 4) peace support.

The latest results of a survey among PPD projects in FCS were shown, the output of which will be a toolkit for task team leaders and other staff working on PPD projects. The survey included topics such as flexibility and sector-based approach, empowering champions, capacity of stakeholders, project design, promoting inclusiveness, facilitator engagement, lessons learned, communicating effectively as well as local ownership and sustainability.



Steve Utterwulghe, *Global Lead, Public-Private Dialogue, WBG*

The preliminary findings presented by Utterwulghe suggested that some of the benefits of PPDs in FCS include trust creation, strengthening of subnational governance as well as support for peace-building. On the other hand, the survey identified challenges such as the difficulty in accessing data to set baselines, conduct surveys and track impact, combined with continual changes in counterparts and champions and the capture of government functions by small number of private sector elites undermine PPD functionality. Utterwulghe concluded by pointing to a number of possible areas for future work, such as: greater focus on political-economy analysis, broad-based stakeholder mapping, improving data access and collection, capturing intangible results, scenario building, sub-national intervention and building in adaptive management.



H.E. Axel Addy (*Minister of Commerce & Industry, Government of Liberia and Co-chair of the Liberia Business Forum*)

The Hon. Axel Addy, Minister of Commerce and Industry, Government of Liberia, shared with the audience the experience of his country. Following an almost-decade long civil conflict, the country was left with a weak infrastructure, fragile institutions and a battered economy. In such conditions, high suspicion between the actors was one of the biggest obstacles to overcome. Minister Addy explained how the Bank Group assisted in building trust through a dialogue forum aiming at adopting the necessary reforms to help improve the overall investment climate in the country.

The Liberia Better Business Forum (LBBF) was launched to facilitate the dialogue between the government of Liberia and the private sector which share equal representation on the Governing Board and Working Groups. There are currently five LBBF Working Groups based on the business constraints prioritized by the forum's members, including: 1) Corruption, 2) Tax Rates & Procedures 3) Access to Finance, 4) Access to Electricity, and 5) Customs Rates & Procedures. Among the successes and impacts, Minister Addy singled out the creation of a one-stop shop innovation center that came out of the dialogue process. However, several challenges remain,

such as the sustainability of reforms in addition to monitoring, maintaining security to make sure that investors come, as well as capacity building of the forum's Secretariat in the transition period. In his concluding remarks Minister Addy recalled that, apart from the need to improve the business climate, other key priorities such as health or education still need intense attention and improvement.

Stephen Rimmer, Sr. Private Sector Development Specialist, WBG, talked about the focus of the Private Sector Development Center (PSDC) in Iraq, which is typical for an FCS context. Before the intervention of the World Bank program in 2010 there was no PPD in Iraq. Business initiatives were dependent on the government mainly due to the government-led oil industry. After some efforts to build a new business group in Iraq, a PPD platform resulted as a sequential process. He explained that transparency and independence are particularly important in the FCS context. Some of the priorities of the PPD initiative in Iraq are the improvement of the business climate as well as gender aspects (women's economic empowerment).



Stephen Rimmer, Sr. Private Sector Development Specialist, WBG

The outcomes of PSDC have been a number of draft regulations. A pilot process of the PPD with the government of Iraq was an internet survey on public attitudes which showed that the private sector plays an important role in society. However, as in other FCS contexts, Rimmer finally noted that the PSDC in Iraq needs a funding structure in order to become fully sustainable.



Lyad Joudeh, Board member, Palestine Trade Center

Lyad Joudeh, Board member, Palestine Trade Center, spoke about the West Bank/Gaza context and pointed out that the private sector and the government have to work together on many issues linked to the political situation (for example, the 3G Connectivity which is blocked by Israel). The private sector contributes to 72% of GDP and is "the driving force behind West Bank/Gaza's growth".

The government has little resources and needs the private sector to engage and get involved in public issues. Joudeh also emphasized one of the main goals of the National Economic Dialogue (NED) conference is to become an umbrella organization for the private sector associations to work for an improved business enabling environment as well as to

be active in formulating national plans and the policy agenda. In his conclusion, Joudeh pointed to a number of challenges related to the need for the creation of a transparent Monitoring & Evaluation to feed in the dialogue process, the availability of experienced technical teams on both sides, as well as the institutionalization of the NED.

James Brew, Director, Stakeholder & Field LLC, shared his ten years of experience of PPD work in fragile and conflict-affected states. According to Brew, PPD can be set up with the objective to stabilize peace and build trust, in which case donors have to understand the complex nature of the work and be ready to engage for a multi-year program. However, PPD in FCS can also be set up to improve



James Brew, *Director, Stakeholder & Field LLC*

regulations or other reforms. His view is that PPD initiatives in such contexts are more about getting the country out of war and seizing the opportunity to get the people involved and extend the impact of the initiatives.

Brew emphasized that PPD is part of the peace dividend and urged stakeholders not to ignore the conflict. Trust building is crucial as it acknowledges the fact that there is a conflict, and this is the first step of the healing process. Brew concluded that equally important is to work on discovering the voice of the private sector and use it to engage in dialogue.

F. PPD Howards

Established in 2006, the PPD Community of Practice finally instituted its own recognition awards this year. Three “PPD Howards” were awarded to local PPD initiatives to honor the virtues of qualities which are critical to successful PPDs:

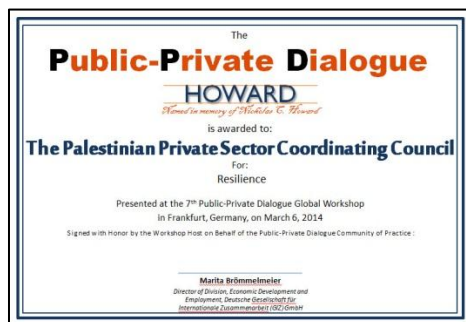
- 1) Long-standing achievements,
- 2) Resilience, and
- 3) Innovation

The “PPD Howards” are named after our late World Bank colleague and friend Nicholas C. Howard, who dedicated his professional life to advance the collaborative governance agenda.



Nicolas C. Howard, *after which the PPD Howards are named*

Marita Brömmelmeier, Director of Division Economic Development and Employment, GIZ, handed over the PPD Howards. After recalling PPD’s importance in improving the business climate in developing countries and how instrumental it is in GIZ’s work, Brömmelmeier, on behalf of the PPD Community of Practice, awarded the Howards to the winning teams.



The
Public-Private Dialogue

HOWARD

Named in memory of Nicholas C. Howard

is awarded to:

Nepal Business Forum NBF

2014 PPD Howard for long-standing Achievement

The Nepal Business Forum (NBF) has been recognized for the many years of hard work to build the capacity of the Forum to deliver measurable results and to become today a fully independent entity. In spite of initial challenges, now the government is sustaining the NBF with its own budget. Nepal's first-ever public-private business forum began its journey in 2010 with the aim to improve the business environment in Nepal through better interaction between the business community and government officials.



Palestinian Private Sector Coordinating Council

2014 PPD Howard for Resilience

The Private Sector Coordination Council (PSCC) was recognized for operating a Public-Private Dialogue in a very difficult environment and for being an inspiring example of what it takes to keep going when the conditions are unfavorable. The PSCC counts in its membership the key private sector institutions, which represent most of the Palestinian private sector. These institutions provide a wide range of specialized services which benefit their members and support them in their business endeavors. They also carry the responsibility of representing their members in the administrative, technical and advocacy roles with the aim to improve the economy and self-sufficiency.



Health in Kenya Initiative

2014 PPD Howard for Innovation

The Health in Kenya Initiative was recognized for using PPD in an innovative manner by applying the PPD principles to tackle difficult issues in the health sector, where the public service delivery is known to be poor. It is a national initiative, designed to improve patient safety standards in Kenya through a reformed inspections process. A joint health inspections checklist has been produced as well as a patient safety survey report, which highlights the safety standards across 500 public and private facilities across Kenya.



G. Case studies: Twelve PPD Initiatives in Practice

Two “Speed-Dating” sessions gave the workshop participants the opportunity to hear directly from stakeholders about the experiences of twelve PDD initiatives. A series of 20-minute table discussions around country case studies focused on 3 top successes and 3 top challenges these cases face in their day to day work. Every 20 minutes, attendees switched to a different table of their choice. During the hour, attendees had the opportunity to discuss three different cases out of the six available per session. Presenters thus remained at their table during the entire hour and presented and discussed their cases three times in a row.

The case studies selected for these two sessions were of different typologies, from economy-wide to sector-specific, coming from across the globe and from diverse politico-economic environments. Focusing on successes and challenges, the discussions revealed several commonalities:

- 1- **Trust building:** PPD’s first benefit is its capacity to build trust between the public and the private sectors. This positive outcome of the dialogue process was emphasized strongly in the majority of the presentations. Stakeholders underlined that trust-building is a critical stepping stone before discussion on important reforms can happen to achieve quantifiable results.
- 2- **Measurable outcomes:** presenters gave concrete examples of reforms achieved as a result of dialogue, from the improvement of businesses license processes to the passing of laws which improve the business climate.
- 3- **Implementation difficulties:** this was one of the main themes discussed widely during the three days of the workshop. For example, presenters highlighted a number of pragmatic mechanisms that they have put in place to track the implementation and measure the impact of reforms.
- 4- **Champions and facilitators:** their crucial role was another dominant theme across the twelve case studies. Presenters also insisted on the key role played by Heads of Governments or authorities in pushing the agenda forward.

On the challenges faced by the PPD initiatives, presenters discussed some of the initial as well as persisting challenges of initiating and implementing reforms.

- 1- **Coordination and prioritization.** All the PPD initiatives presented during the speed dating sessions are facing a difficult political and economic environment, and challenges related to the capacity of government and private sector organizations. In spite of some progress, many governments are lacking essential transparency practices and the private sector is fragmented, with a large number of uncoordinated organizations unable to express coherent views. Therefore, the need to build capacity from both the public and private sector side is seen as an utmost urgency.
- 2- The issue of **sustainability** is the most challenging common denominator for the twelve case studies. The ‘sustainability challenge’ poses itself in a variety of ways: the initiatives are way too dependent on the donors (both technically and financially); in other situations the sustainability of reforms suffers because of changes in government; and, in many occasions, the challenge is simply a financial one. Different initiatives are at different maturity stages and the issue of ‘exit’ or ‘transfer’ poses (or will do so) a major existential question.

1. Afghanistan (Afghanistan Private Sector Advocacy Forum APSAF)

Sarfaraz Tariq Ahmad, Director of Business Registration and Licensing, Ministry of Commerce; Mohamed Abdulkader, Operations Officer, IFC Advisory Service in MENA.

The 12 case studies are available on:

www.publicprivatedialogue.org

The Afghanistan Private Sector Advocacy Forum (APSAF), a public-private dialogue initiative, ensures that the private sector is engaged in identifying bottlenecks in trade licensing procedures and prioritizing sector-specific licenses.

The achievements of the PPD have been to date: the number of procedures for obtaining a trade license was reduced from 21 to 8; the number of days for obtaining a new trade license was decreased from 30 to 7 and for renewing a license from 180 to 120. An automated solution to improve licensing and registration processes has also been designed. The Ministry/Government commitment to reform in this



area including at technical level has been very solid and as a result a much higher level of trust between government and private sector was created. Provincial implementation of reforms has seen a significant increase as well.

The challenges faced by the dialogue and reform process are: initial obstacles between government agencies in agreeing on the way forward slowed down the process significantly; sustainability of the platform; the project is mainly IFC-driven, and, second, the sustainability of the reforms may suffer from changes in the Government champions.

2. Bosnia and Herzegovina (Competitive Regional Economic Development)

Zdravko Miovcic, EDA - Enterprise Development Agency, Banjaluka; Selma Karavdic-Gaab, GIZ; Karin Rau, GIZ.

CREDO (Competitive Regional Economic Development) Boards are being established in the framework of the Competitive Regional Economic Development Krajina project, and are being implemented in the North-West area of Bosnia and Herzegovina. CREDO Krajina project aims to support SMEs to improve their competitiveness. The project, funded by SIDA and implemented by Enterprise Development Agency (EDA), a local NGO focusing on economic development, has been running since March 2013 and is expected to continue until October 2015. The four priority sectors identified are: metal processing, food and drinks, wood processing industry, and footwear industry. The CREDO approach is to work with the industry and supporting institutions to identify market opportunities, performance gaps and economic constraints. Competitiveness improvement measures will be developed in close cooperation with the



industry and public sector organizations. One of the challenges, given the post-conflict context of Bosnia and Herzegovina, is that the private sector is weak and its views are not always coherent.

The Boards have shown very good results to date. The initial focus on key issues such as employment, export, revenue and productivity has generated a dynamic response from the private sector. Currently efforts are made to work on more specific issues. However, with funding from donors and EDA operating the secretariat, there are uncertainties about the sustainability of the PPD structure.

3. Burkina Faso (Government-Private Sector Meeting)

Franck Tapsoba, General Director, Burkina Faso Chamber of Commerce and Industry; Pagnagni Ouarma, Director of companies' promotion, Department of Services to Enterprises and Cooperation.



This is one of the rare examples of a sustainable PPD platform in developing economies, initiated and operated by the private sector in cooperation with the government. The goal of the annual meeting between the private sector and the government is to create a lasting climate of partnership and dialogue on major issues concerning the development of the economy, with the participation of the public administration, the private sector, the technical and financial partners and the civil society. The coordination committee organizes sector-based meetings and discusses sector-specific issues in preparation of the general meeting. The

chamber of commerce funds studies to support the discussions so that the government, as well as other stakeholders can work on proposals for reforms. Afterwards, the next step is a high level meeting (with the Prime Minister) which decides on what measures to implement. Donors may play a role in funding some technical studies, when they are too complex or require a larger budget.

A number of successes have been achieved by the Government/Private Sector Meeting, including improvements in the legal system to the business climate. Follow-up mechanisms have been established to help accelerate the implementation of regulations.

4. Ethiopia (Ethiopia Public Private Consultative Forum)

Solomon Bezuneh Mulu, President, Chamber of Commerce and Industry; Mamo Esmelealem Mihretu, Operations Officer, WBG; Eyob Tekalign Tolina, Manager, Ethiopian Public Private Consultative Forum (EPPCF).

The Ethiopian Public Private Consultative Forum (EPPCF) has been established through a Memorandum of Understanding (MoU) signed in July 2010 between the then Ministry of Trade and Industry and the Ethiopian Chamber of Commerce and Sectorial Associations (ECCSA). The MoU is a result of years of negotiations between the



private sector and the government to establish a formal mechanism for Public Private Dialogue.

Tangible reforms have been achieved, including tax, customs, and licensing in addition to building trust between Government and private sector. The PPD estimates that it has helped the private sector save over (US) \$25M. A follow-up committee has been established to track implementation and a higher quality engagement from the private sector including regular interviews of businesses. It is important to note that the Prime Minister plays a key role and is regularly engaged. The key challenge is the sustainability of the initiative as it is currently managed by IFC staff/consultants who dedicate much efforts and time.

5. Jordan (Jordan Valley Water Forum)

Amal Hijazi, General Manager, Sustainable Environmental and Energy Solution; Malcolm Toland, PPD expert.



The Jordan Valley Water Forum (JVWF) is an inclusive and transparent mechanism for multi-stakeholder engagement aimed at solving critical issues facing the water and agribusiness sectors throughout the Jordan Valley. It is a process involving government representatives, farmers, development partners, Water Usage Associations, and other industry associations which meet twice a year to agree on priorities and review progress made since the past forum. The World Bank Institute's Private Sector Engagement for Good Governance (PSSG) program helped establish the JVWF in June 2012.

The participative method of the dialogue platform allows everyone to voice their concerns and get heard. The government was skeptical initially but then quickly came on board. Most importantly, there is a significant growth in trust and transparency. The dialogue resulted in several concrete steps toward rectifying the water crisis that includes: i) breaking the monopoly of the Amman municipal market, ii) providing insurance funds, iii) securing airfreight space in airlines for export of fresh products, and iv) addressing infrastructure maintenance issues along King Abdullah Canal. Nonetheless, a major challenge of the JVWF PPD initiative is to ensure its sustainability and to maintain a full attention as the Government of Jordan continues to face external pressures resulting from regional conflicts.

6. Kenya - (Health in Kenya Initiative)

Rachel Njeri Mwaura MD, Msc.PH, Operations Officer, Health in Africa Initiative.

Health in Kenya is a national initiative, designed with the aim of improving patient safety standards in Kenya through a reformed inspections process. In January 2010, Health in Africa Initiative -- (HiA), a joint World Bank program and USAID, published the "Private Health Sector Assessment in Kenya". The study started in December 2008 and was a combination of survey data analysis, key informant interviews and two stakeholder engagement workshops held in April and June of 2009.



The role of champions has been very instrumental when combining inspections carried out by 6 bodies into one joint inspection checklist. The leader of Health in Africa Initiative is well-respected and great facilitator. Equally important has been finding passionate champions of this reform in the two largest professional boards that don't necessarily trust each other, the Medical Board and the Nurses' Council. International health experts are also brought into the conversation. The checklist went through stakeholder validation and field testing country-wide. Now it's being supplemented by an implementation manual to better evaluate quality of service in medical facilities.

A number of challenges are impeding full success. While the national government is responsible for setting policy, implementation is up to Kenya's new 47 county governments. The national government provides fund transfers but they come in bulk without explicit earmarks for healthcare, which creates risks that funds may get diverted to other priorities. Additionally, regulatory bodies (Health Ministry) and professional boards do not have full presence at the country-level, raising questions on who will conduct inspections. Finally, the checklist is still manual and just one form for different types of facilities, which makes it somewhat burdensome. Having an electronic version would make it easier to gather information and access the relevant sections of the questionnaire by facility type.

7. Kyrgyz Republic (Business Development and Investment Council)

Azamat Akaneev, Adviser to the First-Prime-Minister of the Kyrgyz Republic; KanykeyBrimkulova, Government of the Kyrgyz Republic; Talaipek Koichumanov, Government of the Kyrgyz Republic; Askat Seitbekov, Government of the Kyrgyz Republic; Tolkun Shakeev, Government of the Kyrgyz Republic.



Established in 2007 with the support of the European Bank for Reconstruction and Development and the Government of the Kyrgyz Republic, the Investment Council is an effective and constant platform for dialogue between the Government and the business community in order to improve the business environment and investment climate in the country.

One success of the Council has been the introduction of non-visa regime for foreign tourists coming to the Kyrgyz Republic. The main factor for such success has been the

leadership from certain private sector actors. The result was not only a tripling in the number of tourists, but there was also an increase in the number of business tourists. Another success of the Council has been the reduction of the licensing permits. The mechanism by which these permits were granted was very chaotic, corrupt and lacked transparency. The business community took a very active approach towards resolving such system, which together with the Council's recommendations to the government helped centralize the mechanism and make it more efficient and credible. It is the only and most developed PPD at the national level.

The PPD is done by the Council and it considers all recommendations coming from the private sector. The submissions need to be well-prepared and in most cases the Council does not approve. The Council in fact takes only political decisions. Moreover, one difficulty in getting reforms passed through the Parliament has been the politicians' domination by populist influences.

8. Macedonia (National Entrepreneurship and Competitiveness Council)

Goran Lazarevski, Senior Advisor, Booz Allen Hamilton Skopje; Jana Stojkova Trajkovska, Adviser, Cabinet of the Vice Prime – Minister for Economic Affairs; Tatjana Veljkovikj, Government of the Republic of Macedonia, General Secretariat.

The National Entrepreneurship and Competitiveness Council (NECC) was established in 2012 as the highest national Public-Private Dialogue forum. It is supported by USAID's IDEAS project, and has a direct partnership status with the Government's economic policy cabinet which showed a high level of commitment for cooperation. Initially Business Membership Organizations felt threatened by the number of other associations as they feared giving up their legitimacy to raise issues to the government. The private sector created a mandate whereby only high level issues that cannot be resolved by the associations should go on the agenda. The dialogue is supported by well researched policy papers. The government is obligated to include the policy dialogue information in its proposal. Whereas previously there was a lack of feedback on proposals, now a committee is in place to manage the elaboration of the agenda process. The committee is composed of government and private sector representatives. Proposals are reviewed under a criterion to ensure that the issues can be delivered within the next year.



The Council has improved the private sector's capacity to clearly identify problems and present specific solutions. The partnership agreement with the government on joint working groups has helped overall in trust-building between the government, private sector, and civil society organizations.

In spite of a proven track record of successes, there are still challenges due to the highly fragmented private sector with 17 chambers in a country of 2 million people. The chambers of commerce are aggressively competing for members, and are not familiar with evidence-based research making the aggregation of policy recommendations very challenging.

9. Morocco (National Committee for Business Environment)

Thami El Maaroufi, Advisor to Head of Government; Hamid Khail, Ministry Of General Affairs and Governance; Khalid Benabdellah, Head of Government Office; Lhoussaine Wahib, Ministry Of General Affairs and Governance.



The National Committee for Business Environment (CNEA) was established in 2010 under the National Pact for Industrial Emergence signed in 2009 between the Moroccan government and the private sector. CNEA was created as a public-private authority in charge of coordinating reforms related to the business environment. In its mandate, CNEA prepares the annual program with prioritized measures of improving the business environment; coordinates the efforts of the Government to ensure effective implementation of the adopted measures; institutionalizes public-private dialogue and engages

the private sector in identifying priority reforms; develops a communication strategy to raise awareness of local and international investors to reforms initiated by Morocco; and also assesses the impacts of reforms through quantitative indicators.

As an indication of successful reforms and measures, since the implementation of the committee in 2010 Morocco has improved its ranking in Doing Business report by 41 places, from the 128th place in 2009 to the 87th in 2013. Other successes include the identification of business indicators as well as the establishment of dialogue platforms. Moreover, regular meetings and workshops of trade associations are held in order to hand in proposals to government agencies to initiate reforms. Other reforms include the facilitation of the process of starting a business by reducing the time, cost and number of procedures (deleting the minimum capital requirement, reducing costs by 40 %, reducing the time from 15 to 5 days); the simplification of the procedures of registering property and paying taxes (introduction of e- payment / e-statement etc.); lastly, the implementation of an alert mechanism against administrative abuses involving all stakeholders (Ministry of Justice , Moroccan Instance for Anti-Corruption etc.).

10. Nepal (Nepal Business Forum)

Krishna Gyawali, Secretary, Ministry of Industry, Government of Nepal; Yam Kumari Khatuwada, Joint Secretary, Ministry of Industry, Government of Nepal; Parbati Sharma, Section Officer, Ministry of Industry, Government of Nepal; Narendra Kumar Basnyat, President, Confederation of Nepalese Industries; Kumar Pradhan Kishor, President, Eastern Regional Chamber of Commerce and Industries, Biratnagar; Ingrid Dahl-Madsen, First Secretary, Danish Embassy in Nepal; Laura Ann Watson, Senior PSD specialist, WBG.

The Nepal Business Forum (NBF), Nepal's first-ever public-private business forum began its journey in 2010 with the aim of improving the business environment in Nepal through better interaction between the business community and government officials. NBF aims to create a business environment conducive to growth and development. The forum looks into several dimensions of improving the business climate of Nepal including designing an action plan for regulatory reforms related to investment, developing skills of the potential labor force, ensuring access to finance for business, starting up new businesses etc.



Among the successes of the NBF are: creation of structures to address the issues of post-conflict development; increased coordination in Ministries as well as better coordination of the private sector; achievement of more than 6m USD in compliance cost savings and 61 recommendations implemented; increased trust between the private sector and the government; greater awareness of the role of the private sector in development, as this has now become a priority across the political spectrum. Finally, the institutionalization of the NBF has yet been another success, as there has been an allocation of staff and provision of office space for the forum.

Whereas there has been a relatively high degree of success in the past four years, the NBF has faced a series of challenges and obstacles. The overlapping of the two large nationwide private sector institutions has been a serious issue and it has been difficult to coordinate and harmonize these two organizations. In addition, there is a lack of collaborative engagement on the agenda - how to build commonality on issues and how to prioritize them? Even though there has been a better coordination within the private sector,

there still exists poor preparation of issues by private sector organizations. Finally, coordination failures and prioritization of issues within the government still poses challenges.

11. Papua New Guinea (Business Coalition for Women)

Serah Sipani, Operations Officer, WBG; Lili Sisombat, Program Specialist PSGG, WBG.



The Business Coalition for Women has a mission to educate and assist businesses to develop, support and implement gender policies and programs to empower women as employees, leaders, suppliers and customers, as well as to promote a better social and regulatory environment for them in Papua New Guinea. It has a direct impact on women as this is a coalition for women economic empowerment.

The Coalition has had a remarkable number of successes and impacts. Apart from strictly raising issues that specifically impact women in

business and educating and assisting women in their businesses, this PPD is having an impact on the economic environment in Papua New Guinea. Due to the fact that it is a private sector led initiative, it has key industries supporting the process. Lastly, part of its success has been the establishment of a clear process from where the Working Groups push the dialogue platform to have issues resolved.

12. Tajikistan (Regional Consultative Council on Improvement of the Investment Climate)

Zarina Kosymova, Deputy Team Leader, GIZ / FFPSD Program; Latofat Azizbekova, Secretary, Consultative Council in GBAO; Fotehlon Masumov, Secretary, Consultative Council in Sughd Region; Gulos Rahmatshoev, Association of women entrepreneurs of Badakhshan; Reinhard Woytek, Program Director, GIZ/FFPSD; Odiljon Yakubov, GIZ/FFPSD Program.

In 2010, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) initiated technical support for the establishment of the Consultative Councils on Improvement of the Investment Climate and Business Environment under the Governor (CC) and its Secretariat in Sughd Region (Northern Province). At the same year, the International Finance Corporation (IFC) provided technical support for the establishment of a regional CC in the Khatlon Region. Currently, GIZ and IFC support the national level CC Secretariat only to channel up the proposals coming from the regional CCs as well as to improve coordination and communication between regional and national CCs.



There is a variety of success stories that can be attributed to the regional Consultative Council:

1. Has been instrumental in improving electricity supply to water supply pump stations during irrigation period (Fruit & Vegetables sector),

2. Led to the diversification of the export market for processed F&V (from just the Russian market to new direction towards South [Afghanistan] and Europe countries);
3. Led to job opportunities and income generation through the treatment of abandoned lands and the establishment of intensive gardens (apricot, apple and grapes) on 6,000 ha;
4. Resulted in joint private-public sectors outreach effort sponsored by GIZ in conduction of tax campaign to gather proposals from the private sector on pitfalls and payoff of the recently adopted Tax Code,
5. Led the city administration of Khujand, Sughd region, to create a so called “one-stop shop” day for getting permits on start-up business. During the one-stop shop day all the governmental institutions are gathered on one place and private sector can obtain the permits without spending months for all the procedures.

Nevertheless, there is a still great deal of challenges to be tackled. The voice of the private sector is limited through the umbrella organizations and the implementation of the filtered issues has not been adequately monitored. Furthermore, the Chamber of Commerce is a government institution and it does not represent well the demands of the private sector. There are also issues of transparency – very often issues appear on the agenda without the PPD filtration process approving or recommending it. Lastly, the Secretariat is yet not strong enough and more efforts are needed to make it more effective.

PART II: The How-To's of PPD

A. Running a Sector-Based Dialogue: Lessons from Germany's Best Practice for Innovation Cluster, deENet

Clemens Mostert, Network Manager, DeENet Competence Network, Distributed Energy Technologies, presented the structure, role and achievements of deENet. The cluster has a total of 45,000 companies (automotive, efficient and renewable energy). The target is to have 100% sustainable eco-energy in Germany by 2050.

Mostert explained the mechanisms of starting a cluster. In 2003 representatives from research institutes, companies and government came together and founded deENet to prove that decentralized energy production is not only ecologically but also economically viable. He commented that it was important to create a common cooperation platform for the economy, R&D as well as politics. Apart from a growing membership, this has resulted in the creation of several research institutes. The membership structure constitutes of 60% private sector, 20% public sector and 20% research sector, all spread along the cluster's value chain. The meeting of members happens once a year and there are regular executive board meetings (14 elected members). The management is composed of a managing director, cluster managers and project managers. There are also four different working groups (marketing, R&D, energy concepts, further education) and the funding is mixed private sector/public sector – with the main contribution coming from companies (funding also on project basis, e.g. EU, government, etc.).



Clemens Mostert, Network Manager, DEENet Competence Network, Distributed Energy Technologies, Germany

“Citizens' Participation generates trust and acceptance and increases possibility for economic engagement”

During the Q&A session, on the question about the presence of other foreign research institutions included in the cluster, Mostert confirmed that there also other European countries who work with them. One participant asked if the cluster is a value chain cluster with complementary industries instead of industries of the very same sector, to which Mostert explained that there are also other competitors in their region – however, they all have many common interests that need to be solved together.

Stefan Franke, Master Plan Manager, Office of Land Management, Service of Climate Protection, presented a concrete example of how the cluster works: the “Master plan 100% climate protection”, which aims at reducing CO₂-emissions and have 100% renewable energy (for electricity and heat). Franke presented the master plan step by step. Step 1, which lasted about 18 months, was dedicated to developing the project, consisting of implementing the process management, organizing public workshops, implementing a public advisory board and finally getting confirmation for the Master plan by the decision makers. Step 2 was spread out over three years and consisted mainly of implementing climate protection projects, intensifying the networking of involved players, as well as implementing a long term climate protection strategy.



Stefan Franke, *Master Plan Manager, Office of Land Management, Service of Climate Protection, County of Marburg-Biedenkopf, Germany*

Franke underlined the importance of the dialogue process for several reasons. Dialogue makes sure there is a fair participation of every key stakeholder, it allows for exchange of ideas and networking as well as know-how transfer. Dialogue encourages ideas, inspires pilot schemes and good practice exchanges - it strengthens trust. Franke highlighted the main success factors of their dialogue process, including: 1) stakeholder participation, 2) strong partners in politics and economy, 3) on-site energy supplier/regional energy sector, 4) networking with other participants, 5) mix of renewable energy sources, 6) sustainable use of resources, 7) combination with other topics/infrastructure, 8) competent process management, and finally, 9) improved regional value creation. Franke concluded by

emphasizing the importance of citizens' engagement, which generates trust and acceptance and increases the possibility for economic engagement.

Jan Kallok, Program Manager, IdE Institute distributed Energy Technologies, presented the structure and benefits of one of the cluster's research institutes, the IdE - Institute distributed Energy Technologies. The institute's primary function is to serve the needs and expectations of entrepreneurial and industrial partners, such as in direct innovation, joint R&D with other companies, clustering effects, administrative synergies, "umbrella branding", political lobbying, easier access to funding opportunities, cooperation with public institutions, higher visibility, R&D infrastructure, etc.

In terms of organization and structure, IdE was created as a Public-Private Partnership, initiated by the private sector side of the cluster. A general meeting involving decision makers from all shareholders takes place twice a year. The institute comprises of Program Coordination Groups, as well as research groups, a scientific committee as well as an SME roundtable. Benefits from participating in IdE mean that the private sector has more access to know-how, R&D infrastructure, enhanced publicity as well as direct contact to the political level. Nonetheless, this membership comes with certain obligations, such as being active in the institute's bodies as well as making financial contributions.



Jan Kallok, *Program Manager, IdE Institute distributed Energy Technologies*

B. PPD Program Management

Laura Ann Watson, Sr. Private Sector Specialist, South Asia, WBG, moderated a “Coffee Table” discussion on “*Practical Steps and Processes for an Efficient PPD*”, which provided opportunities for each PPD delegation to discuss their own challenges, how to address them and understand the various aspects of running an efficient secretariat.



The first building block of the session was a discussion on the role of the secretariat. Building trust, communicating effectively and the coordination and mediating skills were some of the most common topics which were brought to the table by the coffee-shop ‘clients’. Bringing stakeholders together and creating new relationships are essential to trust-building. By providing a common platform to discuss their issues, the secretariat helps building bridges between the public and the private sector. A lot of time is spent in chasing down the stakeholders because of the private sector’s fragmentation and the government’s limited capacities. Consequently, an effective communication strategy is crucial as it is the foundation to good outcomes – these outcomes and tangible results also help in the trust-building process. During the discussion, some participants also asked the question of building proper communication tools which would better serve the purposes of an effective communication strategy.

Additionally, time needs to be spent on creating effective strategies to facilitate and maintain good relations between the stakeholders. Many times secretariats have to deal with strong and rigid administrations, and unfortunately convening a meeting becomes a time-consuming process. It is the duty of the secretariat to make sure everyone has done his homework and to ensure that there is good coordination to avoid any surprise. Therefore substantive research needs to be done in order to design good solutions, write good policy recommendations. As far as structure is concerned, the focus on working groups was stressed by

“PPD should always have a focus on deep impact!”

various participants, as they give a stronger voice to stakeholders. Lastly, the secretariat needs to develop good coordination and mediation skills.

The second building block of the session was focused on stakeholder engagement and how to make the secretariat more effective in this regard. A variety of themes was brought to the attention by the discussants. Agenda relevance, follow-up strategies as well as transparency issues were some of the topics highlighted. The three “Rs”, *Relevance* of the agenda with the national agenda, stronger *Relationship* to maintain continuity and *Reliance* on partners were mentioned as three important pillars to keep the private sector engaged.

The second theme vividly discussed was representation and legitimacy: stakeholders must be representative and legitimate and all relevant stakeholders should be engaged. Equally important is the identification of champions for the relevant issues. Some participants mentioned the need for follow-up and an effective communication. Communicating issues among both the private and public sectors needs to be done under a clear strategy. Likewise, the issue of program implementation is closely related to issues of sustainability and ownership.

Many discussants felt that more attention should be paid to the equal participation of both private and public – and not give donors the driving seat. Quick wins are important because international donors request them, but sustainable solutions are even more important. Whereas the donor community is important in providing technical expertise, it should not take a leading role and must allow the private sector to own the process. Follow-up missions and monitoring, assessments and evaluations exist to create transparency, maintain trust and focus on long-term outcomes. Finally, other issues were raised, such as prioritization of recommendations from the private sector after the process is finished, the need for associations to be effective rather than loose assemblies, and lastly there was a consensus that the private sector knows how to complain, but not how to resolve issues.

After the table discussions were finished, **Malcolm Toland** took the stage and went through a 5-point checklist on PPD Program Management. He commented on some of the very crucial functions of a PPD Secretariat. Citing a 2009 Global Review, Toland said that the Secretariat is the ‘engine’ of the dialogue process – it has probably the most influence on the PPD’s success than any other actor.

Toland reminded the audience that the Secretariat has the unique opportunity to shape how stakeholders engage and under what process and set of rules, as it can also strongly influence on the PPD’s legacy and sustainability. Lastly, Toland explained that the Secretariat can catalyze behavioral change among all PPD actors in setting the right example for transparent and evidence-based reform.



Malcolm Toland, PPD Expert

Summarized below is Toland’s 5-point Checklist on PPD Management:

The Engine

- Coordinator
- Manager
- Administrator
- Facilitator
- Filterer
- Consensus Builder
- Analyst
- Seeker of technical support and funding
- Advocate
- Communicator
- Relationship manager – nurturer
- supporter
- Networker
- Capacity builder
- Evaluator
- Cheerleader!

Operations & Tools

- TORs for GB, WGs, criteria for serving, replacement
- Roles of GB/WG leaders
- Criteria for choosing issues
- Approach for filtering issues
- Approach to carrying out research & analysis
- Format for reform position papers developed
- Advocacy strategy for taking issues to decision makers
- Regular reporting
- System for issues tracking

Logistics, Administration and Planning

- Prepare people in advance for meetings (do what you need to so that they engage)
- Meeting minutes – develop and send out quickly
- Contact database
- Information database
- Annual action plan
- WG meeting schedule

Communication

- Keeping PPD stakeholders informed
- Media management
- Distribution of position papers
- Sharing PPD outputs, outcomes and impacts
- Gaining the PPD visibility
- Logo and branding

Where can it go wrong?

- Keeping the agenda manageable (balance between encouraging input and pushing back)
- Not engaging in-between meetings
- Overly ambitious work planning
- Irregular communication and outreach
- Reluctance to engage PPD leaders (GB & WGs)
- Members unclear about their roles
- Lack of disciplined activity tracking
- Unconvincing / inconsistent presentation of reform proposals
- Difficult internal dynamics and information sharing
- Being pulled in different directions by the funder

Toland also shared some more advice on getting traction and keeping stakeholders engaged. He advised that early excitement and euphoria can disappear quickly if the dialogue process stalls. Moreover, transitioning from start-up to initial successes can be lengthy and frustrating.

Toland shared with the audience some tips on avoiding pitfalls and having a more efficient Secretariat, listed below:

What to do?

- Get agreement quickly on the rules of engagement – but make sure there are rules!
- Get commitment of members to the agenda and the process
- Put something on the table at every opportunity
- Generate awareness and appreciation for filtering and evidence
- Generate clarity about WG and GB members' roles and responsibilities including as PPD champions within their own constituencies
- Add ideas of your own
- Do what is needed (and more) in between meetings
- Formal and informal relationships with WG and GB leaders
- Encourage links between WGs and the GB
- Publicize successes and give members the credit

In his concluding remarks Toland commented on the dichotomy between “quick wins” versus “deep impact”. According to Toland, both are very important, and awareness needs to be created that they are equally significant. Quick wins demonstrate that reform is possible and that engagement is worth the investment, while at the same time it helps keep members engaged. However, Toland stressed the importance of communicating properly such quick wins. On the other hand, deep impact is what leaves the largest impact and is usually related to a more rigorous process. Lastly, Toland left the audience with a strong message that it is the ‘how’ that matters more than the ‘who’ – tools and process of engagement will outlive the personalities involved. It is the ‘how’ which will deliver the greatest impact and most lasting changes in behavior among key actors.

“..The ‘how’ that matters more than the ‘who’ – tools and process of engagement will outlive the personalities involved!”

C. PPD Sustainability: What Role for Chamber of Commerce & Business Associations?

Kim E. Bettcher Sr. Knowledge Manager, Center for International Private Enterprise, made the introductory remarks about the experience to date in terms of PPD sustainability. Bettcher argued that this is a very important issue in PPD because it is the most elusive question, as we are still trying to figure it out and it is critical that we do that. An IFC study from 2009¹ indicated that local ownership or self-sustainability was the most timely and controversial issue facing PPDs at the moment and deserves serious scrutiny. Bettcher also challenged the audience by asking them to think about where sustainability should be in the PPD Charter for Good Practice. Budgeting, capacity and continued engagement after the transition of the project on both sides are also to be considered. Dialogue needs to be sustained, whether it is sustained as an institution or as a culture and a practice. Bettcher noted that associations are closely related to this issue, in part because they are the weak point - low participation, low technical capacity in writing proposals or the lack of representativeness are some of the problems faced by business associations. He also brought examples showing the experience of CIPE in dealing with such problems –Montenegro, as a positive example where there was a high degree of follow-up, and Tanzania, where the whole process fell through when there was a government rotation and there was no institutional memory left to keep the process going.



Kim E. Bettcher, Sr. Knowledge Manager, Center for International Private Enterprise



Franck Tapsoba, General Director, Burkina Faso Chamber of Commerce and Industry

Franck Tapsoba from the Burkina Faso Public Private Dialogue roundtables talked about the Burkinabe experience with the theme “*How we did it all alone and asked the development partners to stay away*”. The PPD in Burkina started under the period of structural adjustment imposed by the international financial institutions to stabilize the banking system. The private sector organizations needed also to be restructured to provide business services to reach out to different actors. In the 1990s the private sector grew impatient with the government and didn’t trust its ability to conduct necessary reforms.

However, since 2001 the annual meeting of the Government with the private sector has established a framework for dialogue. Discussions are focused on improving the economy and how to bring the informal sector into the formal sector. The Meeting brings together around 1100 participants (for which there is a selection process). There are 11 sectors which hold

¹ Toland, Malcolm. “Independent evaluation of 30 WBG-supported Public Private Dialogue and Reform Platforms for Private Sector Development”, International Finance Corporation, World Bank Group, April 2009.

sectoral meetings – when the issues cannot be solved during the sectoral meetings they then go on the agenda of the annual meeting (with the Prime Minister). The implementation of measures takes place in close coordination with the Prime Minister’s office where a joint technical committee is in charge of measuring and reviewing the results every quarter. In addition, the “Oversight Committee”, comprised of line ministers as well as representatives of private sector organizations examines the difficulties in implementing the measures. There is also a monitoring system for each sectoral work. 30% of costs are covered by the Government and 70% by the Chamber of Commerce (logistics, consultants, and staff). Nevertheless, in spite of such solid mechanism of dialogue and follow-up, Tapsoba concluded that the biggest challenge is the better structuring of the dialogue in the early stages because not all private sector organizations are well structured and representative.

Under the theme of “*How we took over a donor-supported project and run it all by ourselves*”, **Marwan El Sammak**, Chairman of the Alexandria Business Association, shared the Egyptian experience on sustainable PPD in a volatile political environment. El Sammak provided a background of the current political, economic and social framework in Egypt. The Alexandria Business Association (ABA) provides support to the private sector by promoting the interests of the business community, providing networking opportunities, and by consolidating business and social ties and advocating the views of the members to the government. IFC has initially helped the ABA develop an in-depth study of constraints faced by entrepreneurs, which is used by ABA to advocate with the government.



Marwan El Sammak, *Chairman of the Alexandria Business Association*

The association now runs independently the evidence-based advocacy project. Results include a stronger engagement from justice representatives and 55% of the loans being taken by women. Moreover, the Doing Business Report 2014 rated Egypt in the 104th place (previously 128).

Stemming from the survey, supported initially by IFC, the ABA is now planning on establishing a sustainable PPD at the local, national, and sub national levels. At the national level, the ABA will invite the new government to set up a structured national PPD, with an identified reform agenda. In order to make this as inclusive as possible, the network will be expanded to business associations in other governorates, and ensure their voice is unified and represented in front of the government counterparts. At the local level, the Egypt Doing Business report of 2014 results will be used to develop a reform agenda for Alexandria. Furthermore, dialogue with Alexandria Governorate and other private sector partners will be established and sustained in order to implement the reform agenda. The new PPD mechanism will capitalize on the success of the ABA, which will help monitor the government commitment and reform process.

Lili Sisombat, Program Specialist, Private Sector for Good Governance, WBG, shared the lessons learned from the sustainability strategies developed by the Mekong PPDs – Cambodia, Laos, and Vietnam - under the theme of “*How we handed over the PPDs to the private sector to ensure their sustainability.*” Sisombat demonstrated that some of these PPD initiatives had achieved operational and financial sustainability.

“As you enter, think about exit!”



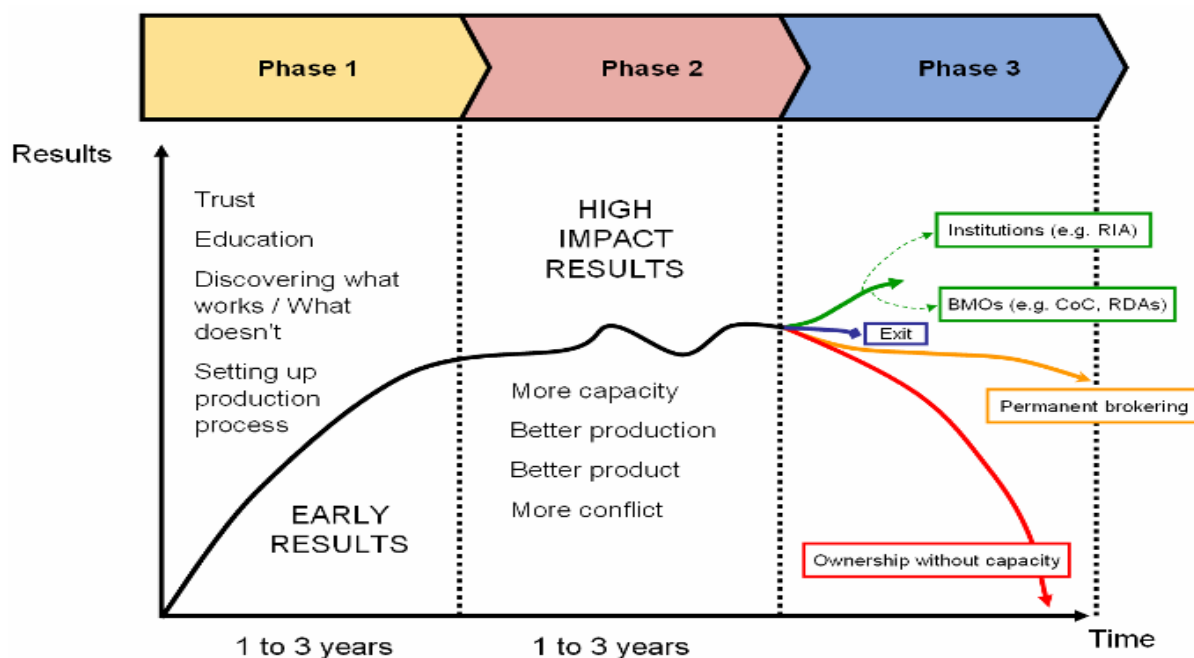
Lili Sisombat, (Program Specialist, Private Sector Engagement for Good Governance, WBG)

Sisombat began her presentation by explaining the three levels of sustainability: 1) Operational Sustainability, which means that the Secretariat relies on its internal capacities and/or services it purchases at market costs to manage the dialogue, 2) Financial Sustainability, which means that the PPD generates sufficient cash from services it offers to cover its operational costs, and 3) Sustained Mandate and Effectiveness, which means that the PPD continues to provide a channel for meaningful dialogue between the private sector and the Government and is an engine for reforms of the business enabling environment. Sisombat recalled that when talking about sustainability, the focus is on the sustainability of the Private

Sector Coordination as on the public sector side, coordination is a core function of the government. The issue on the government side is its commitment to the dialogue process. However, both sides face equal problems related to their capacity to reform.

Sisombat mentioned the findings of the *Review of World Bank Group Support to Structured Public-Private Dialogue for Private and Financial Sector Development (Toland, 2009)*, which ranked these three economy-wide PPDs to be amongst the highest performers. The three PPDs account for US\$400 million combined private sector savings. The IFC has run the secretariat during the life of these PPDs. After presenting the three scenarios of IFC transitioning out of these PPDs, Sisombat also gave a graphical representation of the life-span of these PPDs, focusing especially on their exit phase:

Figure II.1 Exit in the PPD Lifecycle



In Laos, the exit has failed as the Lao Business Forum was handed over to the Lao Chamber of Commerce but there were no commitment and no budget to sustain the dialogue. In Cambodia the Government-Private Sector Forum is coordinated by 8 business associations and the Chamber of Commerce. However, there is no assured sustainability as the Chamber is political and imposes its views on the smaller organizations. In Vietnam where the capacity of the government and the private sector is higher, a coalition of 14 business membership organizations with high capacity to conduct advocacy efforts supports the Vietnam Business Forum.

In her concluding remarks, Sisombat shared some of the lessons learned on sustainability based on the Mekong PPDs experience. First of all, “as you enter, think about exit”, which means that the exit strategy has to be designed upfront. Careful preparation of the project and involvement of stakeholders is central to PPD sustainability. Additionally, the PPD needs to have leaders and champions from both sides. Equally important is the capacity of actors which according to Sisombat can come with the improvement of the economic situation. Guidelines on sustainability and transition strategies can be found on the PPD website (publicprivatedialogue.org).

D. Monitoring & Evaluation in PPDs



Malcolm Toland, PPD expert

Shihab Ansari Azhar, Strategy and Portfolio, South Asia, WBG, moderated the session on Monitoring and Evaluation in PPDs.

Malcolm Toland, PPD Expert, gave an overview of the PPD monitoring and evaluation framework and how to measure a time-bound / reform specific PPD. He stated that Monitoring means tracking the progress of program implementation against pre-established targets. Evaluation means assessing what we do. Implementers are encouraged to continuously ask questions, such as “*What has happened as a result of our work?*” and “*What difference have we made?*” The tracking process is essential and national bodies

and governing boards should evaluate all dialogue platforms, including the successful ones. Toland elaborated on his experience in Uganda and the dialogue on the coffee value-chain. An evaluation was conducted 7 years after it was established and surfaced a number of flaws in the PPD structure, operations and platform.

A large variety of M&E tools has been developed and can be found on the PPD website (www.publicprivatedialogue.org). Toland then demonstrated briefly the four main tools for M&E:

- **The PPD scorecard** is an output performance scorecard, where activities are tracked every 6 months on different levels (outcomes in working groups and plenary). It gives the possibility to measure working group’s output volume, and, more importantly, it gives an opportunity for the Steering Committee to discuss the results. Toland suggested that ranking gives a good overview of the quality and amount of discussion, as well as informs on the relationship between the government and the dialogue forum. It is a simple tool easy to implement.

Working Group	Total Issues	Achieved	Pending Issues
Export Promotion and Trade Facilitation	10	4	6
	100%	40%	60%
Infrastructure	8	1	7
	100%	13%	88%
Financial Monetary and Insurance Affairs	14	4	10
	100%	29%	71%
Business Environment, Labor Relation and Industrial Security	12	3	9
	100%	25%	75%
Industrial Promotion	18	6	12
	100%	33%	67%
Women Entrepreneurs	12	2	10
	100%	17%	83%
Tourism	?	?	?

Figure II.2 The PPD Scorecard

- PPD Logical Framework** incorporates into a single document a set of indicators to monitor the performance (and improvement) of the PPD over time. It is based on the result-chain framework: To achieve the impact expected, what resources (financial, material, human) need to be invested, what activities are conducted and what are the outputs of these activities; what changes in behavior (outcomes) result from these outputs and finally what is the level of success when measuring impact. the PPD Logical Framework can be visualized as follows:

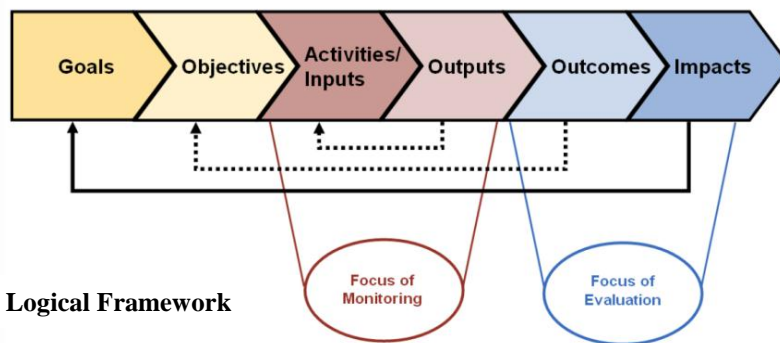


Figure II. 3 PPD Logical Framework

- PPD Evaluation Wheel** measures how well the Secretariat is performing along the 12 dimensions of the PPD Charter – it looks deeper into organizational effectiveness. A series of 48 indicators from these 12 dimensions are used to compose the Evaluation Wheel, and Toland presented various examples showing different shapes of the wheel. The average scores that the wheel produces can also be used to rank and compare different PPDs across countries. The wheel can be used at a moment in time to assess effectiveness and allow discussion on where to improve. Moreover, it can be a good tool for the donors to evaluate the cost and effectiveness of their investments.

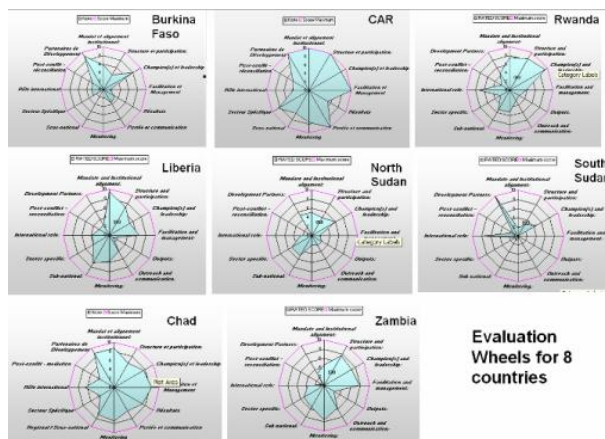


Figure II.4 PPD Evaluation Wheel

- **PPD Reform Process Table** is a tool to track the impact on the reform process. It measures the impact of the PPD on each stage of the reform process and tries to capture abstract concepts such as capacity, trust, and cooperation. This table divides the reform process into five areas: (1) Issue Identification and Prioritization, (2) Solution Design, (3) Advocacy and Handover to Public Sector, (4) Legislative / Executive Process, and (5) Implementation, M&E and Follow-up. For each of these steps, the PPD's impact on reform is given a score, from zero (no impact) to 3 (the PPD was key) leading to an overall average. The results are a colored table enabling to visualize where the PPD has had the larger impact.

Issue	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	Average
1.0	-	-	1.0	2.0	1.0	2.0	2.0	3.0	-	-	2.0	2.0	1.0	1.5
2.0	-	-	1.0	1.0	1.0	-	-	-	-	-	-	2.0	-	0.5
3.0	-	-	1.0	2.0	2.0	2.0	1.0	3.0	1.0	2.0	-	-	1.0	1.4
4.0	-	1.0	1.0	1.0	1.0	2.0	1.0	2.0	2.0	-	-	1.0	-	0.9
5.0	-	1.0	1.0	2.0	2.0	3.0	2.0	2.0	-	1.0	-	2.0	-	1.2
6.0	-	-	-	2.0	1.0	2.0	-	3.0	-	2.0	-	3.0	-	1.1
Average	-	0.3	0.8	1.7	1.3	2.2	1.5	2.6	0.6	1.0	0.4	2.0	0.3	1.1

Figure II.5 PPD Reform Process Table

Toland concluded on the importance of Monitoring and Evaluation. First of all, M&E is a tool to learn from experience, as it creates a baseline for reassessing priorities. Second, it helps in the planning and in the allocation of resources. Third, by demonstrating results and impact, it creates an evidence-based document for current and future projects. Fourth, M&E increases a PPD's visibility and external perceptions of relevance.

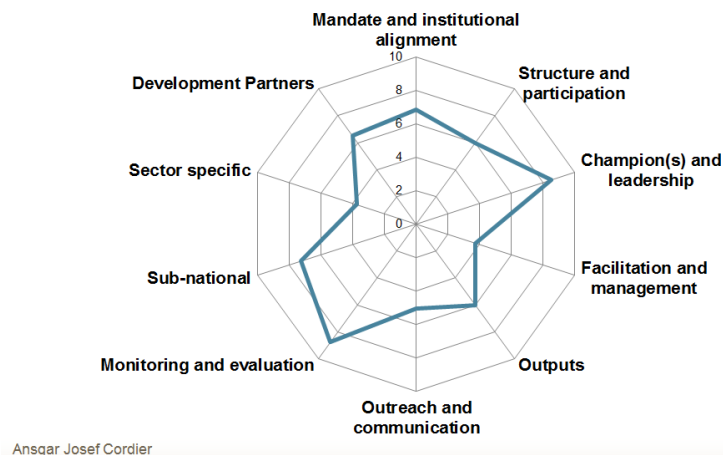
Lastly, the combined M&E tools use verifiable data as well as a strong participatory approach which help build local M&E capability and an oversight process. Nonetheless, M&E faces a number challenges, which include difficult task of quantifying intangible benefits and 'outcomes' of PPD such as trust, and cooperation, as well as a conciliating between local and national issues.

Ansgar Josef Cordier, Development Consultant, gave an illustration of how the PPD Evaluation Wheel is applied on the ground. Cordier illustrated the application of the wheel on the "SME-oriented PPD" in Senegal. The SME sector in Senegal consists of 90% of all enterprises and 42% of the total employment. Cordier and the GIZ team decided to use the PPD Wheel to evaluate their PPD because it was a proven evaluation tool and it could take stock on what has been achieved (comparison) as well as benchmark with other PPD experiences.

The tool also enables to capture the opinion of business people as it is survey-based tool to find out if the PPD is relevant and useful for SME owners. The results of the survey showed that SME owners were satisfied with the outcomes (several propositions on customs have been implemented). However, there were challenges related to communication and outreach, focusing on specific issues as well as facilitation and management. By concluding on some limitations of the PPD Wheel, Mr. Cordier highlighted the flexibility of the tool in SME-oriented PPDs in Senegal. The team is now working on the scaling up the PPD at regional and national level while focusing on generic SME issues.



Ansgar Josef Cordier,
Development Consultant, GIZ

Figure II.6 Evaluation Wheel - SME-Oriented PPD, Senegal

Veronique Salze-Lozac'h, Director, Economic Development, The Asia Foundation, presented the “*Online Issue Tracking Tool*”, which is a web-based software that tracks an issue-based record of PPDs and working group activities. Salze-Lozac'h explained some of the functions of the tool, such as recording key information on each issue selected, setting issue-specific objectives (with indicators), keeping track of actions taken/progress made, as well as collecting data for monitoring and evaluation purposes.



Veronique Salze-Lozac'h, Director, Economic Development, The Asia Foundation

The purpose of the issue tracker is to document issues, share experience, to understand how decisions have been made and which ones are successful. It is also a tool to present progress – all different actors can see what has been done since the last dialogue.

Moreover, it is a flexible tool which can be adapted to each PPD needs. In addition, important data can be captured in one place (sector, geographical location, policy issue, relevant/involved stakeholders), and this makes it very useful for M&E. Furthermore, other M&E tools to complement/supplement the Issue Tracker may be included: (1) Evaluation wheel, (2) Quarterly evaluation surveys, (3) Spider diagrams, (4) Theory of Change.

For more information, visit <http://www.ng-outsourcing.com.np/taf>

E. Building Reform Teams

Many decisions made at a high-level Forum meeting are not followed up due to the lack of coordination in the ministries and resources to implement these. Using a role play, the session provided a methodology to set up reform teams so that solutions are designed and implemented in a “Rapid Results” manner. The objective of the role play was to explore the obstacles involved in building reform groups and develop solutions to overcome them.

Benjamina Randrianarivelo, Governance Specialist, WBG, introduced the “Leadership4Results” methodology, on building reform groups using an interactive format facilitated by Theater Delta Consulting, the Interactive Theater “Workshop” format. The exercise involved the case study used the previous day.



Ben Saypol, Director, Theater Delta

The PPD in Literavia was now in a more advanced stage. The PPD agreed upon 25 reforms in 25 months. One of those reforms was to set up a special economic zone (SEZ) to reinforce the existing industry cluster, attract new investment in this area, and transform it into a growth pole. As the country excels in Logistics (packaging, truck fleet management, warehousing, label printing, and inventory management), the stakeholders have decided to build upon this strength and create a special economic zone (SEZ) around this cluster of industries to generate more investment and employment. They want to bring in major players from the outside and establish a regional transport hub in the country.

In order to do so, several things were required: create a new SEZ law; implement a new set of incentives so that companies will invest and establish themselves in this special economic zone; update the customs legislation to exempt the goods that will go in and out of the zone from tax duty; set up a public-private partnership (PPP) to build a cold storage facility within the zone so that food can be exported from the zone; and conduct a feasibility study for costing out the cold storage facility.

Action Plan:	With:
<ul style="list-style-type: none"> ■ <u>A new SEZ law</u> ■ <u>New set of incentives</u> ■ <u>Customs legislation /regulations</u> ■ <u>Cold storage facility feasibility study</u> ■ <u>(For the above: What needs to be done? Who is going to do it? And by when?)</u> 	<ul style="list-style-type: none"> ■ Minister of Trade and Industry ■ Minister of Finance ■ Investment Promotion Agency ■ Head of Transport Association ■ Head of Customs ■ PPP – Contracting unit ■ Representative of Logistics Cluster ■ Coordinator of Literavia PPD ■ Representative from the Engineering Firm who will do the feasibility study ■ Head of Chamber of Commerce ■ Association of Food Producers ■ Engineering Consulting Firm

Figure II. 7 Action Plan



Next, the Interactive exercise was explained. At their tables of approximately eight each, armed with a flip chart and markers, each small group was to develop an Action Plan to implement the reform, focusing on the following questions: (1) *What needs to be done?* (2) *Who will do it?* (3) *And by when?*

After a 20-minute work session, one group volunteered to report back on their Action Plan. The larger group was then solicited to provide critical feedback of this action plan. Encouraged to play devil’s advocate, the larger group suggested reasons for which the action plan could fail given realistic

conditions on the ground. The team owner of the action plan was offered to defend its action plan. Two discussants were asked to go on-stage to defend their ideas. They engaged in a lively debate around the proposed action plan, arguing their viewpoints.

Benjamina Randrianarivelo wrapped up the learning from the role play: *“How are we going to find those strategies to make sure we enhance the positive and minimize the negative?”* He then introduced the participants to the “Leadership4Results” framework.

Randrianarivelo identified key issues undermining the efficiency of coalitions and teams, such as (1) Lack of organization, (2) Lack of mutual trust, (3) Lack of capacity (incl. continual change; no commitment), (4) Lack of mechanisms for implementing, (5) Weak coordination and/or follow up, and (6) No mechanisms for sustaining partnership. The Leadership for Results framework has the following structure:



Benjamina Randrianarivelo, Governance Specialist, Leadership for Results, WBG

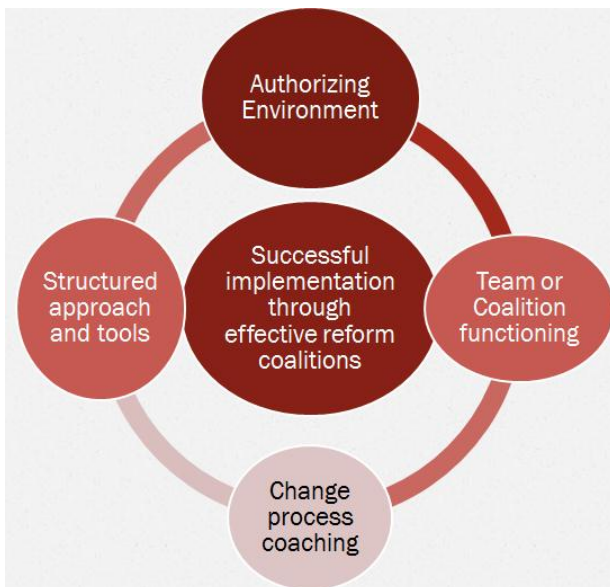


Figure II. 8 Leadership 4 Results

F. Avoiding Capture of the PPD Agenda and Cronyism: ICT Tools for Citizens' Voice and Use of Social Media for PPDs

Public Private Dialogue platforms can be captured by larger companies represented in Business Associations and Chamber of Commerce. Instead of defending the industry and an inclusive development, the PPD faces then the risk of ignoring disfranchised groups (sub-national business groups, women entrepreneurs, informal sector, etc.) and the voices of citizens. The session provided background on how the political economy (PE) can derail reforms (presentation by Alben Melin) and introduced mobile-phone based tools for PPD secretariat to use and obtain feedback from a wider constituency, ensuring larger engagement from citizens in the monitoring of reform implementation.



Alben Melin, *Principal Operations Officer, Partnerships for Prosperity, WBG*

Alben Melin, Principal Operations Officer, Partnerships for Prosperity, WBG and contributor to the handbook *“The Political Economy of Business Environment Reform: An Introduction for Practitioners”* (OECD, 2011) began her presentation on Political Economy and its central role to effective PSD strategies, PPD and Investment Climate Reform, by defining it as *“...How political institutions, the political environment and the economic system influence each other”*.

It includes: (1) power relations, (2) ethnic, religious, and tribal structures, (3) governmental structures, (4) key political figures, and (5) historical past. Melin made the case that political economy is important because markets and economic development cannot be disentangled from political structures, ethnicity, social norms, etc. Country strategies need to be designed with a clear understanding of PE and knowledge on how to use a PE analysis, for example, for better advocacy and building of coalitions. Different PE tools exist from different donors (macro, sector and problem-analysis tools), summarized below:

Level	Tool
Macro-level country analysis	<ul style="list-style-type: none"> • Drivers of Change (DFID) • Strategic Governance and Corruption Analysis (SGACA, Netherlands) • Power Analysis (SIDA)
Sectoral Analysis	<ul style="list-style-type: none"> • Analytical framework for Understanding the Political economy of Sectors and Policy Arenas (DFID/ODI) • Addressing Governance in Sector Operations (EC)
Problem driven analysis	<ul style="list-style-type: none"> • Political Economy of Policy Reform (World Bank SDD/OPM) • Policymaking Process Framework (IDB) • Problem-driven Governance and Political Economy Analysis (World Bank)

The five stages of a PEA are: (1) stakeholder analysis, (2) map PE people and structures, (3) map PE contextual pressures, (4) selection and use of strategic tools, (5) PE dashboard. Moreover, Melin reminded the audience that it is important to work with the media as they have the power to influence.

Utpal Misra, Coordinator, Open Development Technology Alliance, WBG, then presented ICT tools for citizens' feedback as a way to address issues of collusion and capture of the agenda. An interactive exercise was conducted on how to use ICT to reach out to a larger PDD constituency, demonstrating that ICT enhanced citizen engagement and online and mobile surveys are some of the methods to do that.

The session started with an online survey to demonstrate how easy a feedback mechanism could be set up thanks to new technologies. A link leading to an online survey was sent to all the members of the audience. While Misra continued with his presentation, participants answered to the questions with aggregated responses shown on the screen.

In the online survey live conducted during the PPD workshop, there were 821 votes on 15 ideas. For example, on the question, "*Which of these business environment constraints is the most detrimental to the current operation of businesses in your country?*" - most votes were given to 1) Corruption, 2) Electricity, and 3) Access to finance. The online tool also has a variety of visualizations, including graphs, maps and word clouds.

Misra conducted a second live polling, this time by using the members of the audience's cellphones. By just sending the text "PPD" to a specific number, participants received an SMS with a survey containing three questions regarding PPD issues. Participants then had to respond with "YES" or "NO" every time they received a question. The method is very simple, yet powerful - first, you inform people of what's happening, then you ask them, you take their opinion, you feed that opinion into implementation and finally you ask them again to evaluate. This way a virtuous loop is created. SMS polling can be used in a variety of contexts and issues.

Misra summarized the benefits of Citizens' engagement: it can reduce conflict, lead to better, longer-lasting and wiser policy choices. It also helps build citizen competence, cultivates mutual understanding and builds bonds and trust between all sides, making it a very crucial aspect in the PPD agenda. Citizen engagement informs, consults, engages, empowers and fosters collaboration. Misra also elaborated on the three pillars of citizen engagement of the *Open Development Technology Alliance*.



Utpal Misra, Coordinator, Open Development Technology Alliance, WBG

*The tool can be used for free at
[http:// www.allourideas.org](http://www.allourideas.org)*

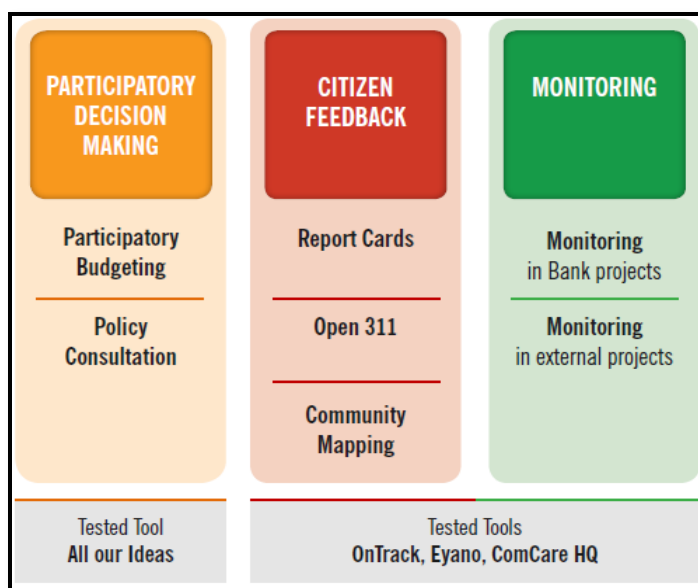


Figure II.9 Pillars of Citizen Engagement, ODTA

Although citizens' feedback has not been yet widely used for PPDs, there are some convincing results from experience conducted by government and civil society organizations from the DRC and Brazil:

- In South Kivu cell phone-based surveys helped localize fields of intervention (e.g. infrastructure projects)
- In Brazil 2 million people participated in health policy surveys and the majority could be mobilized only because it was internet-based and easily accessible
- In Nepal 18.000 complains were submitted through an ICT tool and helped to prioritize policies
- ICT tools were also used in Haiti after the earthquake and in Kenya during the insecurity following the election of 2008.

ICT-based engagement has several advantages, such as cost efficiency, real time response, convenience, higher level of participation and inclusiveness. However, this type of intervention can only be successful if both the owner of the survey and the citizens are ready to engage:

- Do you have buy-in from the citizen/stakeholders/target group?
- Do you have buy-in from the policy makers?
- Have you identified a responsible and capable agency to oversee the process?
- Is the agency ready to act on the responses received?
- Are you clear on your goals (what you want from the process)?
- Have you communicated with the citizens/stakeholders/target groups?
- Have you identified the proper tools and approaches?
- Is there going to be sustained engagement?

The surveys have to be concise, relevant, well-articulated; the purpose of the questions must be clear, and the use of multiple channels explored. Lastly, the project has to be well-communicated and issues of sustainability (costs, know-how, timely responses) have to be considered.

PART III: The PPD Global Knowledge Agenda

A. From Local to Global: Global Benchmarking of Private Sector Participation in Public Policies



Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG

Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG presented the Partnership for Prosperity (P4P) initiative and the role of the private sector as a partner in development. Following the High Level Forum on Aid Effectiveness in Busan, the Global Partnership for Effective Development Cooperation strengthened the catalytic role of partnerships and the focus on principles such as ownership, results, inclusiveness, transparency and accountability. Moreover, it reaffirmed the previous commitments for aid effectiveness (Paris Agenda and Accra), while at the same time recognizing the central role of the private sector in advancing innovation, creating wealth, income and jobs, mobilizing domestic resources and in turn contributing to poverty reduction.

Melin elaborated further on the P4P, a multi-stakeholder platform to convene knowledge, innovative ideas and initiatives, as well as strategic partnerships on the role of the private sector in contributing to sustainable development. Formerly known as the *Private Sector-Building Block*, the newly branded P4P is taking the lead in post-Busan private sector engagement, focusing on (1) innovation, and (2) convening capacity. Its main objective is to “*Expand and enhance public and private co-operation for broad-*

based, inclusive and sustainable growth”. The P4P has the goal to focus on scalable programs in partnerships, sector specifics, high-level dialogues, links between business leaders and development partners, as well as focus on country level and tangible issues. The presentation ended with some examples of the involvement of the P4P, including the design of two sessions at 2014 World Economic Forum Annual Meeting in Davos as well as the participation in the second Meeting of the Swedish Leadership for Sustainable Development.

“Expand and enhance public and private co-operation for broad-based, inclusive and sustainable growth”.

For the purpose of monitoring the implementation of Aid Effectiveness commitments, the Global Partnership for Effective Development Cooperation decided to include an indicator on PPD as a proxy to assess private sector engagement. This global indicator is to measure specifically the implementation of paragraph (32b) of the Joint statement: “Enable the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction”. **James Brew**, Director, Stakeholder and Field Llc, was commissioned by the OECD to conduct a pilot in 10 countries. Brew made a presentation of the approach and provided opportunity to the stakeholders to provide feedback.

B. Building a Community of Practice: the PPD Collaborative Platform



Anna Nadgrodkiewicz, *Director, Multiregional Programs, Center for International Private Enterprise*

Anna Nadgrodkiewicz, Director, Multiregional Programs, Center for International Private Enterprise, presented the efforts to scale up the PPD Community of Practice (CoP).

The PPD Public-Private Dialogue Hub is part of the broader WBI Open Private Sector initiative, and is an Interactive space for the global PPD community of practice to provide best practices and learning opportunities as well as exchange PPD experiences from around the world.

Content will be created by the community of practice (country cases, tools, lessons learned) and moderated by WBI and CIPE. The new PPD website design has been presented. It has a simple

structure as well as dynamic content. During her presentation, Nadgrodkiewicz distributed a questionnaire to obtain participants' feedback on the CoP.

The goal of the PPD Hub will be to improve governance and business environment by promoting inclusive and sustainable growth at the country and sector level through public-private dialogue; its audience will mainly consist of business organizations, governments, and donors.

The Feedback from the audience had the following results:

- PPD assumes that both partners are organized, but often the private sector is fragmented, so this fragmentation also has to be addressed;
- Websites are helpful but they should be platforms where PPDs can ask for support from other actors or international consultants - should the page be an online marketplace to find this?
- Case studies are important to see successful examples;
- The website has to address the issues that PPDs have; otherwise they will not work with it.

C. Revision of the PPD Charter of Good Practice

The PPD Charter for Business Environment Reformers has proven to be a useful tool for PPD practitioners. The PPD Charter (which full version can be found at <http://www.publicprivatedialogue.org/charter/>) has extensive definitions and recommendations for each of the points below.

However, the document was originally elaborated in 2006. Lessons learned for the past 8 years now enabled practitioners at the workshop to take a second look at the Charter in light of the experience gained in the meantime.

Alexandra Oppermann, Advisor, GIZ Sector Project "Innovative Approaches for Private Sector Development", with the support of **Malcolm Toland**, conducted an exercise to obtain inputs from the participants for the revision of the PPD Charter along the 12 principles. The participants were divided in 14 groups, and each group was invited to agree on five key ideas to be included in Principles 1 through 12. In addition, participants gave feedback on the need or not for an additional Charter Principle. They also commented on the current PPD definition. The result of the brainstorming session is presented below for each section of the Charter.



Principle I: Mandate and Institutional Alignment

A statement of objective is helpful for clarity. A formal or legal mandate can be an important help in some political and economic contexts, but mandates are never sufficient to establish good PPD. Wherever hosted and whenever possible, PPD should be aligned with existing institutions to maximize the institutional potential and minimize friction.

1. inclusiveness
2. integration
3. action oriented
4. tailored
5. purpose

Principle II: Structure & Participation

PPD's structure should be manageable while flexible, to enable participation to be both balanced and effective, and reflect the local private sector context.

1. inclusive
2. sustained from concept to completion
3. agreed structured process
4. reflecting stakeholder's interest

Principle III: Champions

It is difficult to sustain dialogue without champions from both the public and private sectors, who invest in the process and drive it forward.

1. mobilize influence
2. private sector champions are crucial!

3. attributes: has an interest, is transparent, has capacity
4. credibility

Principle IV: Facilitator

A facilitator who commands the respect of stakeholders can greatly improve the prospects of PPD.

1. representative
2. knowledgeable
3. integrative
4. mobilizer
5. innovative
6. socialization skills
7. responsive

Principle V: Output

Outputs can take the shape of structure and process outputs, analytical outputs or recommendations. All should contribute to agreed private sector development outcomes.

1. mutually beneficial for public and private
2. impactful
3. transparent and communicated
4. applicable or tangible
5. practical or realistic
6. measurable

Principle VI: Outreach and Communications

Enabling communication of a shared vision and understanding through the development of a common language is essential for building trust among stakeholders.

1. communicate results of PPD and the status of implementation and lessons learned through outreach campaigns
2. transparency of process
3. communication strategy
4. broadly inclusive open-access
5. mutual understanding

Principle VII: Monitoring and Evaluation

Monitoring and evaluation is an effective tool to manage the public private dialogue process and to demonstrate its purpose and performance.

1. results and impact
2. inclusive participatory approach
3. transparency
4. indicator
5. responsibility

Principle VIII: Sub-National

Public-private dialogue is desirable at all levels of decision-making down to the most local possible level, especially as this is likely to be more practically capable of involving micro-entrepreneurs, SMEs and other local stakeholders.

1. sustainability
2. linkages with national to sub-national
3. communication to local stakeholders (e.g. media)
4. involving commodity associations
5. decentralization (top-down)

Principle IX: Sector Specific

Sector-specific or issue-specific public-private dialogues should be encouraged because they provide more focus, greater incentive to collaborate, and more opportunity for action.

1. fighting corruption
2. transparency
3. competitiveness
4. informal economy
5. market entry barriers

Principle X: International Role

Broad and inclusive public-private dialogue can effectively represent and promote national and regional interests of both public and private actors in international negotiations and international dialogue processes.

- sector specific
- awareness and training
- timing of PPD
- interact with regional and national level

Principle XI: Post-Conflict, Crisis Recovery and Reconciliation

Public-private dialogue is particularly valuable in post-conflict and crisis environments – including post-natural disaster – to consolidate peace and rebuild the economy through private sector development.

1. united reconciliation
2. reinforce the capacities
3. development plan
4. restore the trust
5. resources mobilization

Principle XII: Development Partners

Public-private dialogue initiatives can benefit from the input and support of donors (development partners) when their role is determined by the local context, demand driven, and based on partnership, coordination and additionality.

1. impact measurement
2. donor participation in the dialogue
3. implementation partners
4. M&E

Principle XIII:?

1. PPD in transition situations
2. expand PPD to include workers and syndicates when necessary
3. process
4. collapse principles 8,9 and 10 to one “PPD typologies”
5. Good governance with mandated accountability
6. policy coherence
7. include legislative institutions into PPD

PPD Definition

PPDs are structured mechanisms, anchored at the highest practical level, coordinated by a light secretariat, and aimed at facilitating the discovery process by involving a balanced range of public and private sector actors in identifying, filtering, accelerating, implementing, and measuring competitiveness actions and policy reforms.

- public and private sector → public, private and other
- policy reforms → policy improvements
- highest practical level → appropriate practical levels
- light secretariat → capable secretariat
- discovery → problem-solving and consultation

Based on these inputs, a separate document is being elaborated on the revised version of the 12 principles of good practice in managing a PPD.

PART IV: Practice Day for PPD Experts

This 4th day was designed for PPD specialists who wished to hone their diagnostic skills. PPD specialists are often deployed in a country to provide guidance to PPD teams and stakeholders on the design, management and sustainability of a public private dialogue platform. This Train the Trainer program reviewed tools on how to conduct a PPD diagnostic, assess the environment and stakeholders, and support the establishment of a PPD. The program will also went through material and techniques used for conducting a “PPD Training” 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.

A. Political Economy Analysis Application on the field: The Development Entrepreneurship Approach

Syed Al-Muti, Associate Director, Economic Development, The Asia Foundation, presented for a selected group of PPD experts the “Development Entrepreneurship Approach” in Political Economy. Al-Muti gave some context on the political economy approach, which, unlike from the traditional approach, encourages donors to find not only what can be done, but also how it can be done. It also asks for a better navigation of the political landscape to reach the goal. The same framework advocates that politics, agency, leadership and coalitions play a vital role in achieving positive development outcomes.



Syed Al-Muti, Associate Director, Economic Development, The Asia Foundation

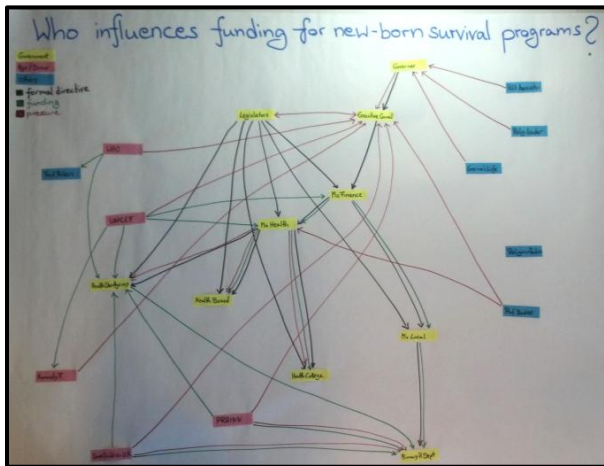
Al-Muti introduced the Development Entrepreneurship Approach which has at its centrality the identification of *development entrepreneurs* who are willing to strategically engage themselves in political networking and bargaining in pursuit of reforms. The program utilizes a flexible, iterative approach, seeking business-enabling policy reforms to remove binding constraints in high-potential sectors. After giving an overall picture of the DE Approach in Bangladesh, Al-Muti focused on the role of PPD in the DE Approach. In this context, PPD is used to (1) Identify and incorporate new actors into the reform coalition, (2) Focus the debate on issues that had not been discussed previously, (3) Attract the attention of political elites towards necessary reforms, and (4) Deepen and strengthen relationships among the reform coalition for future purposes.

B. A Tool for stakeholders analysis: The Influence Map (NetMAP)

Benjamina Randrianarivelo conducted an interactive exercise on stakeholder mobilization with the PPD experts. NetMAP is a hands-on mapping tool that helps reform teams to master the people side of change as well as better understand the stakeholder networks that influence their success. The end goal of the application of this tool is an increased impact. The exercise took stock on the previous Interactive Theater Exercises conducted during the first two days of the workshop, with the imaginary country of Literavia and the Special Economic Zones issue. As a reminder, the **reform** is aiming at setting up a special economic zone (SEZ) to reinforce the existing **industry cluster**, attract new **investment**, generate more **employment**, transform it into a **growth pole** and establish a regional transport **hub** in the country. Therefore Randrianarivelo asked the question: “*Who’ll influence the success of this reform?*” The exercise, which mainly consisted of three groups drawing the ‘influence maps’, was conducted in 4 steps answering the previous question:

1. Who is involved in the process?

The participants had to pick 5 **categories** of actors involved in the reform, i.e. political authorities; public administration; private sector; civil society; international institutions etc. Following, they also had to add the **names** of all individuals, groups and organizations that will influence the outcome of the reform

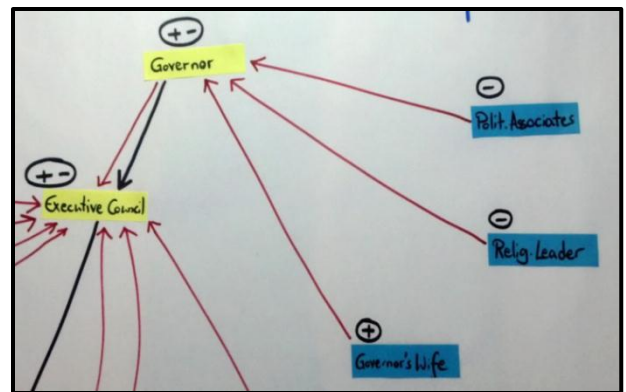


3. What are their formal and informal links?

Participants had to define the different kinds of **formal and informal connections** (e.g. money flow, hierarchy, conflict, political pressure, reporting...). These could be positive and negative links (ex. Conflicts).

3. What do they want?

In this step, participants had to identify who is **positive, negative or neutral** with regards to achieving the success of the reform. The identification should indicate the whole spectrum (Strongly positive -> Positive -> Neutral -> Negative -> Strongly negative).



4. How influential are they?

In this last step participants had to assess how strongly each actor will **influence** the success of the reform effort. Wooden disks were used to build influence towers next to every actor card to indicate level of influence. By the end of the exercise, each team had to write down the number next to each actor.



Based on those data, each group had to draft the Influence Matrix by selecting 3 to 5 most important actors and indicate who can have significant influences on them (influencers). Randrianarivelo then asked participants to favor those influencers who are open-minded enough to change. The Net-Map exercise helped in assessing what are the potential coalitions, potential opposition, broader perspectives, and the missing links as well as understand why projects succeed or fail.

C. Manual for Trainers on Public-Private Dialogue for Good Governance

In the second part of the Train-the-Trainers day, following the presentations on how to organize high-level engagement of country's political leadership and foster political will for reform, **Lili Sisombat** conducted a run-through of the “*Manual for Trainers on Public-Private Dialogue for Good Governance*”. This content was produced by the World Bank Institute following a series of country engagements involving delivery of a 3-day, field based, and capacity-building workshops on private sector engagement for good governance and PPD, for local stakeholders.

The manual provides a set of training materials which can be used by PPD experts to build capacity among PPD stakeholders on secretariat effectiveness and PPD management, advocacy and communications, monitoring and evaluation and sector specific initiatives. The content also includes the findings of the Investment Climate Department, a joint World Bank – IFC Department of the World Bank Group, which has been sponsoring PPDs on the ground for several years, and which has put forward over time knowledge products that have been key to advance the knowledge in the PPD field.

After introducing the structure of the Manual for Trainers, Sisombat presented and explained an elaborated facilitator guide prepared to help guide the appropriate use of the training materials. In addition to this facilitator guide the training materials include PowerPoint presentations, associated narratives, handouts, interactive exercises, videos, reading resources, tools, checklists, templates and guidelines. Subsequently Sisombat reviewed the objectives of the 3-day workshop, the logistics and also shared some principles of adult-learning methodology. The rest of the walk-through of the training materials followed the below structure:

- Session 1: Good practice in PPDs, general frameworks and lessons learned
- Session 2: Communicating about reforms
- Session 3: M&E for PPD
- Session 4: PPD for competitiveness



Training Manual Table of Contents

- A. Introduction to the Training Manual
 - a. Objective of This Manual
 - b. Target Group
 - c. Training Approach
 - d. Workshop Objectives
 - e. Structure of the Modules
 - f. Organizing the Training Course
 - g. Resources Checklist
 - B. Workshop Agenda
 - C. Workshop Sessions
 - D. How Adults Learn
 - E. List of Participants Handouts, Reading and Videos
 - F. Other Resources for PPD stakeholders
 - G. Facilitation of Break-Out Sessions – a Suggested Road Map
 - H. Checklist Materials - Public Private Dialogue Workshop
 - I. PPD Welcome Letter
 - J. Participants List
 - K. Name Plate
 - L. Learner Action Plan
 - M. Workshop Evaluation Form
 - N. Certificates of Attendance
-



ANNEXES

Annex 1: Participants List

Country	Last Name	First Name	Title	Organization
Afghanistan	Abdulkader	Mohamed	Operations Officer	Advisory Service in Middle East & North Africa - Investment Climate
Afghanistan	Andrews	Meagan	Senior Operations Officer	World Bank Group
Afghanistan	Paulo	Michael	Project Advisor	Programme for Sustainable Economic Development - NaWi, GIZ
Afghanistan	Sarfaraz	Tariq Ahmad	Director of Business Registration and Licensing	Ministry of Commerce and Industries, Government of Afghanistan
Albania	Kovaçi	Alban	Adviser	Deputy Prime Minister's Cabinet
Albania	Nase	Raimonda	Program Manager	GIZ
Albania	Sali	Ledio	Head of Sector of Human Resources IT and Editing	Ministry of Agriculture, Rural Development and Water Administration
Albania	Sinjari	Koli	Director	BiznesAlbania
Albania	Sykja	Bashkim	Director of Entrepreneurship Support	Ministry of Economic Development, Trade and Entrepreneurship
Austria	El Malla	Amal	Operations Officer	World Bank Group
Bangladesh	Azhar	Shihab Ansari	Strategy and Portfolio	World Bank Group
Bangladesh	Begum	Ferdaus Ara	CEO	Business Initiative Leading Development (BUILD)
Bangladesh	Kabir	Dewan Muhammad Humayun	Director, Prime Minister's Office	Government of the People's Republic of Bangladesh
Bangladesh	Lutfullah	Mohammad	Operations Officer	World Bank Group
Bangladesh	Al-Muti	Syed	Director of Economic Development	Asia Foundation
Belarus	Niederberger	Irina	Project Manager	Investment Climate Advisory Services , IFC
Bosnia-Herzegovina	Karavdic-Gaab	Selma	Senior Advisor	GIZ
Bosnia-Herzegovina	Miovcic	Zdravko	Director	EDA - Enterprise Development Agency
Bosnia-Herzegovina	Rau	Karin		GIZ
Burkina Faso	Pégnani	Ouarma	Business Development Officer	Chamber of Commerce and Industry
Burkina Faso	Tapsoba	Frank	Director General	Chamber of Commerce and Industry
Cameroon	Cesana	Julien	Project Manager	GIZ

Cameroon	Endene Eked	Moise Ernest	Permanent Secretary	Cameroon Business Forum/ IFC
Cameroon	Ntsama	Justin	Technical Coordinator	Support Council for the Realization of Partnership Contracts/GIZ
Denmark	Thisted	Karen Panum	Consultant	Confederation of Danish Industry
Egypt	El Helbawy	Hesham	Local Economic Development Head	Ministry of Local Development
Egypt	El Sammak	Marwan	Chairman	Alexandria Business Association
Egypt	Khalil Ali	Fatma	Operations Officer	World Bank Group
Egypt	Mahgoub Hamdy	Marwa	Associate Operations Officer	World Bank Group
Egypt	Zobaa	Mona	First Undersecretary / Head of Policy Advocacy Department	Ministry of Investment
Ethiopia	Homa	Ferede Ayenew		Ministry of Trade and Industry
Ethiopia	Desta	Kebour Ghenna	Executive Director	The Pan African Chamber of Commerce and Industry (PACCI)
Ethiopia	Bezuneh	Mulu Solomon	President of Chamber of Commerce	Ethiopian Chamber of Commerce and Sectoral Association
Ethiopia	Mihretu	Mamo Esmelealem	Operations Officer	World Bank Group
Ethiopia	Tolina	Eyob Tekalign	Manager	Ethiopian Public Private Consultative Forum Secretariat
France	Melin	Albena	Principal Operations Officer, Head - P4P Secretariat	World Bank Group
Germany	Brömmelmeier	Marita	Director of Division Economic Development and Employment	GIZ
Germany	Dorasil	Susanne	Head of Division Economic Policy, Financial Sector	German Federal Ministry for Economic Cooperation and Development (BMZ)
Germany	Kauffmann	Eiko	Economic Policy Advisor	GIZ
Germany	Mostert	Clemens	Network Manager	deENet Competence Network Distributed Energy Technologies
Germany	Oppermann	Alexandra	Advisor for Private Sector Development	GIZ
Germany	Palm	Sonja	Head of Programme Africa Facility	Africa Facility / GIZ
Germany	Peterskovsky	Lisa	Advisor for Private Sector Development	GIZ

Ghana	Osei-Bonsu	Nana		Private Enterprise Federation
Ghana	Gyambea-Amoako	Afua	Civil Servant	Ministry of Trade and Industry
Guinea	Balde	Thierno Iliassa	Reform Coordinator	MIPME & PSP
Guinea	Diallo	Fatoumata Binta	Minister of Industry, SMEs, and Promotion of Private Sector	Ministry of Industry, SMEs, and Promotion of Private Sector, Guinea Gov't
Guinea	Marchat	Jean Michel	Lead Economist and Cluster Leader	World Bank Group
Guinea	Sidibe	Moussa Mansa	Vice-chairman and spokesman / Patronat	CPEG/ BCETP
Guinea	Sylla	Alseny	Secretary General	Ministry of Industry, SMEs, and Promotion of Private Sector, Guinea Gov't
Iraq	Al-Ani	Mohammed	Private Sector Development Specialist	World Bank Group
Iraq	Al-Wukel	Sura	Private Sector Development Specialist	World Bank Group
Iraq	Ayub	Lemya	Private Sector Development Analyst	World Bank Group
Iraq	Rimmer	Stephen	Senior Private Sector Development Specialist	World Bank Group
Jordan	Hijazi	Amal	Managing Director	Sustainable Environmental and Energy Solutions
Kenya	Mwaura	Rachel Njeri	Operations Officer	World Bank Group
Kenya	Ochieng	Sara Ruth	Operations Officer	IFC, World Bank Group
Kyrgyz Republic	Akaneev	Azamat	Adviser to the First-Prime-Minister of the Kyrgyz Republic	Government of the Kyrgyz Republic
Kyrgyz Republic	Brimkulova	Kanykey	Communications Specialist	EBRD / Government of the Kyrgyz Republic
Kyrgyz Republic	Djanybaeva	Gulnura	Deputy Chief of Party	USAID REFORMA Project
Kyrgyz Republic	Seitbekov	Askat	Economist	EBRD / Government of the Kyrgyz Republic
Kyrgyz Republic	Shakeev	Tolkun	Lawyer	EBRD / Government of the Kyrgyz Republic
Lao	Souvannasao	Phouthasack	Adviser, Investment Promotion Department	Ministry of Planning and Investment
Lao	Kirsten	Focken	Senior Advisor	GIZ
Liberia	Addy	Axel	Minister of Commerce & Industry	Government of Liberia / LBBF Governing Board Public Sector Co-Chair
Liberia	Baker	Vaanii	Operations Officer	World Bank Group
Liberia	Smith	Krystle	Business Policy Analyst	World Bank Group
Macedonia	Lazarevski	Goran	Senior Advisor	Booz Allen Hamilton Skopje

Macedonia	Stojkova Trajkovska	Jana	Adviser, Head of Department for Structural Reforms and Regulation	Cabinet of the Vice Prime–Minister in charge of Economic Affairs, Government of the Republic of Macedonia
Macedonia	Veljkovikj	Tatjana	Adviser	General Secretariat, Government of the Republic of Macedonia
Malawi	Kaferapanjira	Chancellor	Chief Executive Officer	Malawi Confederation of Chambers of Commerce and Industry
Morocco	Benabdellah	Khalid	Chief of Mission	Government of Morocco
Morocco	El Maaroufi	Thami	Adviser	Government of Morocco
Morocco	Khail	Hamid	Business Climate Advisor to the Chief of Government	Ministry Of General Affairs and Governance
Morocco	Wahib	Lhoussaine	Advisor to the Chief of Government	Ministry Of General Affairs and Governance, Government of Morocco
Mozambique	Cortês Kyeser	Denise Danila de Oliveira	Executive Director	ACIS – Association of Commerce, Industry and Services
Mozambique	Patel	Kekobad Meherji	Executive Director	CTA-Confederation of Business Associations of Mozambique
Namibia	Kamwi	Leonard	Head of Advocacy & Research	Namibia Chamber of Commerce and Industry
Namibia	Shifotoka	Hileni	Junior Advisor	Partnership for Economic Growth (PEG), GIZ
Namibia	Uiseb	Eldon	Senior Development Planner	Ministry of Local Development
Nepal	Dahl-Madsen	Ingrid	First Secretary	Danish Embassy in Nepal
Nepal	Watson	Laura Ann	Senior PSD specialist	World Bank Group
Nepal	Pradhan	Kishor Kumar	President	Eastern Regional Chamber of Commerce and Industries, Biratnagar
Nepal	Gyawali	Krishna	Secretary	Ministry of Industry, Government of Nepal
Nepal	Basnyat	Narendra Kumar	President	Confederation of Nepalese Industries
Nepal	Sharma	Parbati	Section Officer	Ministry of Industry, Government of Nepal
Nepal	Khatuwada	Yam Kumari	Joint Secretary	Ministry of Industry, Government of Nepal
Nigeria	Joshua	Margaret Mojisola	Adviser	Pro-poor Growth and Promotion of Employment in Nigeria

Pakistan	Baider	Mohamed	Operations Officer	World Bank Group
Pakistan	Bashir	Amjad	Operations Officer	World Bank Group
Pakistan	Khan	Nisar	Member of the Federal Board of Revenue (FBR)	Federal Board of Revenue
Pakistan	Lashari	Sohail	President	Lahore Chamber of Commerce
Pakistan	Zuberi	Saima	Associate Operations Officer	World Bank Group
Papua New Guinea	Sipani	Serah	Associate Operations Officer	World Bank Group
Rwanda	Nkubito	Daniel	Public Private Dialogue expert	Rwanda Development Board
Rwanda	David	Rugamba	Head of Strategy and Competitiveness Unit	Rwanda Development Board
Rwanda	Mukubu	Gerard Nkusi	Chief Advocacy Officer	Private Sector Federation
Rwanda	Rubangisa	Gilbert	Private Sector Development Advisor	GIZ
Senegal	Blank	Judith	Technical Adviser	GIZ
Senegal	Cordier	Ansgar Josef	Development Consultant	GIZ
Senegal	Ndiaye	Christine C. Lucile	Senior Technical Adviser	GIZ
Senegal	Ndiaye	Ousmane Sy	Permanent Secretary	UNACOIS (Union Nationale des Commerçants et Industriels du Sénégal)
Senegal	Thiam	Oumy Sangare	General Secretary	Thiès Chambre of Commerce, Industry and Agriculture
Switzerland	Hegazy	Farid	Global Coordinator, Enabling Environment for Sustainable Enterprises	International Labour Organization, Enterprises Department
Switzerland	Huelin	Andrew George	Consultant	International Trade Centre
Switzerland	Czapnik	Benjamin	Consultant	International Trade Centre
Tajikistan	Azizbekova	Latofat	Secretary	Consultative Council in GBAO
Tajikistan	Masumov	Fotehhon	Secretary	Consultative Council in Sughd Region
Tajikistan	Kosymova	Zarina	Deputy Team Leader	GIZ / FFPSD Programme
Tajikistan	Rahmatshoev	Gulos	Consultant	Association of Women Entrepreneurs of Badakhshan
Tajikistan	Woytek	Reinhard	Program Director	GIZ / FFPSD Programme
Tajikistan	Yakubov	Odiljon	PPD Expert in Sughd province	Framework and Finance for Private Sector Development - Khujand

Thailand	Salze-Lozac'h	Veronique	Director, Economic Development , Chief Economist	Asia Foundation
Tunisia	Afify	Sara	Economic Researcher	
Tunisia	Elshiaty	Mohamed	Operations Officer	World Bank Group
Tunisia	Filali Baba	Nawal	Associate Operations Officer	World Bank Group
Tunisia	Karafi	Aicha	Director General	Central Bureau of Coordination, Cabinet of the Minister, Ministry of Finance
Tunisia	Laabidi	Khalil	Director	Ministry of Finance, Government of Tunisia
Uganda	Toland	Malcolm	PPD Global Team	World Bank Group
USA	Bettcher	Kim	Senior Knowledge Manager	CIPE (Center for International Private Enterprise)
USA	Brew	James	PPD Expert	World Bank Group
USA	Fall	Birima	Operations Officer	World Bank Group
USA	Herzberg	Benjamin	Program Lead, Private Sector Engagement for Good Governance	World Bank Group
USA	Hussein	Maha	Operations Officer	World Bank Group
USA	Manchanda	Sumit	Senior Private Sector Development Specialist	World Bank Group
USA	Mane	Nene	Program Assistant, Private Sector Engagement for Good Governance	World Bank Group
USA	Misra	Utpal	Operations Officer	World Bank Group
USA	Nadgrodkiewicz	Anna	Director, Multiregional Programs	CIPE (Center for International Private Enterprise)
USA	Randrianarivelo	Benjamina	Operations Officer	World Bank Group
USA	Robakowski-Van Stralen	Anja	Operations Analyst	World Bank Group
USA	Sager	Cecilia	Manager, Investment Climate for Industry	World Bank Group
USA	Saypol	Ben	Director	Theater Delta
USA	Sisombat	Lili	Program Specialist, Private Sector Engagement for Good Governance	World Bank Group
USA	Utterwulge	Steve	Global Lead, Public Private Dialogue	World Bank Group
USA	Vila	Ermal	Governance Consultant, Private Sector Engagement for Good Governance	World Bank Group

West Bank Gaza	Awwad	Maha	President of the Board of Directors	Palestinian Shippers Council
West Bank Gaza	Joudeh	Iyad	Member of Board of Directors	Palestine Trade Center (Paltrade)
West Bank Gaza	Malki	Raed	Senior Programme Manager	Canadian government
West Bank Gaza	Qasim	Hasan	Chairman	Palestinian Information Technology Association PITA
West Bank Gaza	Ramadan	Saqer Mohd Mahd	Chairman	Palestinian Federation of Industries
West Bank Gaza	Rezeq	Khalil	Member of Board of Directors	The Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA)
West Bank Gaza	Tahhan	Yacoub Elias	Programme Coordinator	Private Sector Development Programme (PSDP), GIZ
West Bank Gaza	Yasin	Ihab	Head of Private Sector Development Unit	Ministry of National Economy
Yemen	Sofan	Sami A.	Finance and Private Sector Analyst	World Bank Group

Annex 2: Agenda

Public-Private Dialogue

www.publicprivatedialogue.org



7th PPD Global Workshop

March 3-6, 2014
Frankfurt, Germany

Public Private Dialogue for Sustainable Business

Program

Location

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Frankfurt, Germany

Organized by

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and
World Bank Institute (WBI)

Funded by

The German Federal Ministry for Economic Cooperation and Development (BMZ)

Partners

International Finance Corporation (IFC)
Global Partnership for Effective Development and Cooperation (GPEDC)



THE WORLD BANK



Workshops dates

3- day PPD workshop: Monday, March 3rd, Tuesday, March 4th and Wednesday, March 5th, 2014

One half-day open clinic with 12 time slots for PPD: Wednesday, March 5th, 2014 (afternoon)

1 train-the-trainers day for PPD trainers / consultants: Thursday, March 6th, 2014

Venue

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Dag-Hammarskjöld-Weg 1-5

65760 Eschborn, Deutschland

Tel: + 49 619679 0

Program overview

PPD Workshop			Training of Trainers
MONDAY MARCH 3 DAY 1	TUESDAY MARCH 4 DAY 2	WED MARCH 5 DAY 3	THURS MARCH 6 DAY 4
PPD Lessons Learned and PPDs in Practice	The How To's of PPD	The PPD Global Knowledge Agenda + PPD Clinic	Training to PPD consultants and practitioners
<p>PPD for Sustainable Business</p> <p>Lessons from the Field</p> <p>Stock taking of experiences in implementing PPDs</p>	<p>The How-To's of running a sector-based dialogue: Lessons from The Renewable Energy German Cluster</p> <p>The How To's of PPD program management</p>	<p>The How-To's of avoiding capture and engaging citizens</p> <p>Global Benchmarking of Private Sector Participation in Public Policies - Self Evaluation</p> <p>Revising the PPD Handbook: discussion</p> <p>Building a Community of Practice: the PPD Collaborative Platform</p>	<p>Methodology in the Design of PPD</p> <p>Stakeholder analysis</p> <p>Sharing knowledge Quality Control</p>
Lunch	Lunch	Lunch	Lunch
<p>Responding to crisis, designing PPD in times of change</p> <p>PPD Initiatives in Practice: 10 case studies discussing their three top successes and three top failures</p> <p>PPDs in Fragile and Conflict-Affected States</p>	<p>The How To's of PPD sustainability</p> <p>The How To's of Monitoring & Evaluation in PPDs</p> <p>The How To's of Building Reform Teams</p>	<p>PPD Clinic: Series of personalized country consultations on PPD</p>	<p>Walk-through of training materials for a 3-day workshop on managing a PPD secretariat</p>

Background

Public-Private Dialogue (PPD) initiatives are useful to improving business environments, improving competitiveness, increasing trust and fostering governance through coordination, transparency and accountability. Business forums, investor advisory councils, clusters and other types of comprehensive and systematized partnerships have become an important part of the private and financial sector reform and competitiveness process. Over time, the WBG has sponsored a number these structured partnerships, which have proved effective in generating political will through coalition building and have served as processes to carry forward reform or sector programs from diagnosis and prioritization to the implementation stage.

Impact evaluations conducted in 2005, 2006, and 2009, have shown that organized partnerships where the private sector can have input into policy design and where private actors and public officials can discuss the regulatory and competitiveness environment in a systemic fashion have succeeded in many countries in simplifying overly complex legal and regulatory frameworks, reducing the cost and time required to do business, increasing the delivery of services to the private sector and citizens, and encouraging competitiveness of specific industries. To get the most benefits out of a PPD in term of economic and governance impact, without it being too costly in terms of political and institutional costs, one has to do careful diagnostic, planning, management and monitoring throughout the entire life cycle of a PPD.

Concurrently, acknowledging the role that the private sector can play in development, governments and more than 40 representatives from both the public and the private sector endorsed the Joint Statement on “Expanding and Enhancing Public Private Partnership for Broad-based, Inclusive and Sustainable Growth” at the Fourth High Level Forum on Aid Effectiveness (HLF-4) held in Busan (Korea).

The statement recognizes that the for-profit private sector is a central driver of development and emphasizes the importance of inclusive dialogue for building a policy environment conducive to sustainable development, where consultation with the private sector in the elaboration of national and sector plans is seen as a prerequisite to broadening country ownership of the development process and ensuring inclusive growth, and expanding economic opportunity for all segments of the population.

Government and development partners realize that the best way to eradicate poverty and boost shared value is to complement aid by mobilizing the energy and capital that exists in the private sector by encouraging sustainable business models that are designed to deliver mutual benefits for business (generating sales and profit growth) and for low-income communities (creating jobs and increasing incomes). In this context, PPDs are becoming crucial connectors between development partners, private sector and government representatives working together to address development issues and pool resources for shared prosperity.

With the objective of developing knowledge and better supporting PPD practitioners on the ground, the World Bank Group has organized a series of PPD annual Global Workshops since 2006 (February 2006 in Paris, France, April 2007 in Douala, Cameroun, April 2008 in Dakar, Senegal, April 2009, June 2010 and June 2011 in Vienna, Austria).

These events have served to gather stakeholders, practitioners and donors to work on case studies, understand good practice and set guidelines and tools for PPDs. About one hundred representatives from business forums, investors’ councils, and competitiveness partnerships from both the public and private sectors, and from sponsoring donors (such as IFC, the World Bank, or others) have participated in these workshops.

Participants

This workshop is an action-learning workshop designed to facilitate knowledge exchange between practitioners so that each participant can improve the performance of the public private dialogue platform he/she is engaged in.

- Government officials participating in PPD
- Private sector representatives participating in PPD
- Coordinators of PPDs
- Program managers, task team leaders using/planning to use PPD in their development programs

Learning Outcomes

The 7th PPD Global Workshop “PPD for Sustainable Business” will take stock of recent developments in PPD knowledge, explore how it is used to foster inclusive development, discussing specific PPD cases, exploring critical PPD related topics, and helping build capacity to effectively manage and monitor a PPD process during the PPD life cycle, from entry to exit.

The workshop lasts 3 days: specific themes that will be explored during the workshop are as follows:

- Designing and managing PPDs, including in post- crisis environments
- Ensuring effectiveness of PPD secretariats (practical steps and processes)
- Achieving shared prosperity through PPD
- Improving inclusion and governance in PPD platforms
- Measuring PPD results and Transitioning out of PPD
- Using ICT for feedback (citizens, informal sector, women, rural firms, etc.)

At the end of the workshop, participants will be able to:

- Understand good practices in setting up, managing and ensuring the sustainability of a PPD initiative.
- Use new approaches to improve the effectiveness of their dialogue platform such as conducting political economy analysis, establishing reform teams to facilitate implementation or using mobile phone technology to broaden participation.
- Measure the effectiveness of a dialogue program.

In addition to the knowledge exchanged and gained through the workshop, the following outputs will result from participation to the workshop:

- During the workshop, participants will work towards a revised version of The Charter of Good Practice in using Public Private Dialogue for Private Sector Development.
- Participants will conduct self-evaluation and also provide feedback for the development of a global PPD benchmarking indicator.

A “Clinic” session (Afternoon of 3rd day)

This session is offered during the last afternoon of the workshop for participants who desire to get detailed questions answered about their particular PPD initiatives by international PPD practitioners in an open clinic format. Participants are encouraged to register during the first two days, on a first-come, first-serve basis by writing their names into the one hour time slot of their choice. During that time, participants will have the full attention of PPD specialists, who will address their particular issues. Altogether, and through three breakout rooms, 12 one hour slots will be provided. While the clinic sessions will focus on specific cases, all attendees are welcome to join and participate to the discussions.

Train-the-Trainer day (4th day)

This 4th day is designed for PPD specialists who wish to hone their diagnostic skills. 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 Train the Trainer program will explain them how to conduct a PPD diagnostic, assess the environment and stakeholders, and support the establishment of a PPD. The program will also go through material and techniques used for conducting a “PPD Training” 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.

Organizers

This 7th PPD Workshop is organized by the World Bank Institute’s Private Sector Engagement for Good Governance (PSGG) program and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the International Finance Corporation and the Global Partnership for Effective Development Cooperation. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The World Bank Institute

The WBI is a global connector of knowledge, learning and innovation for poverty reduction. It is part of the World Bank Group. It connects practitioners, networks and institutions to help them find solutions to their development challenges. With a focus on the ‘how’ of reform, it links knowledge from around the world and scales up innovations. Within the WBI, the Private Sector Engagement for Good Governance (PSGG) program aims to support open governance practices by encouraging greater private sector participation for more efficient, effective and sustainable development across core sectors.

The German Federal Ministry for Economic Cooperation and Development (BMZ)

BMZ develops the guidelines and the fundamental concepts on which German development policy is based. It devises long-term strategies for cooperation with the various players concerned and defines the rules for implementing that cooperation. In the area of private sector development, German development-policy measures aim at creating an enabling environment for investment and sustainable private-sector engagement as well as at enhancing the competitiveness and innovative capacities of businesses in partner countries. Also, BMZ intends to harness the potential of the private sector in the interests of achieving sustainable development. Public-Private Dialogue plays a key role in German development cooperation for identifying opportunities for public-private cooperation and for ensuring that partner country reforms of the business environment are demand-led.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

The GIZ is a federal enterprise supporting the German Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ operates in many fields, one of them being economic development and employment promotion; In the area of economic development, GIZ assists partner countries in improving their economic framework conditions, removing bureaucratic obstacles and establishing

suitable promotional structures. Public private dialogue between public and private actors is an essential tool of GIZ's support for policy reforms as well as to identify possibilities for public-private cooperation.

Monday, March 3: PPD Lessons Learned and PPDs in Practice	
8:30 – 9:00	Registration – Coffee
09:00 – 9:15	<p>Welcome Address <i>Susanne Dorasil, Head of Division, Economic policy; Financial sector, German Federal Ministry for Economic Cooperation and Development (BMZ)</i></p>
9:15 – 9:30	<p>What to Expect from the Workshop <i>Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance (PSGG), World Bank Group (WBG)</i></p>
9:30 – 10:00	<p>Keynote Address: Public Private Dialogue for Sustainable Business <i>Andreas Bluethner, Director - Food Fortification & Partnerships, BASF - The Chemical Company.</i></p> <p>The keynote will discuss BASF experience in leveraging public-private dialogue and shared value practices to help improve competitiveness and solve environmental, social and governance-related development problems.</p>
10:00 – 10:15	Coffee Break
10:15 – 12:00	<p>Lessons from the field <i>Benjamin Herzberg, Program Lead, PSGG, WBG</i></p> <p>How are PPDs implemented in the field: what, when, and for what benefits? What are the risks and how can they be mitigated? How can dialogue be sustained and how to build an advocacy platform? A stock taking exercise will take place before the workshop. A series of short videos will be presented. This synthesis presentation will share lessons learned from the field, including where the obstacles are and how the teams have addressed these for higher impact.</p>
12:00 – 13:00	[GROUP PHOTO SESSION] Lunch
13:00 – 14:30	<p>Interactive exercise: Responding to crisis, designing PPD in times of change <i>Facilitation by Ben Saypol, Delta Theater Consulting</i></p> <p>Private sector, business associations, sector chambers, municipal authorities, ministries, top-level government officials, donors... Can all these different interest groups agree on designing a new PPD mechanism as a solution to times of change? When crisis hits, differences are exacerbated and inequalities become more emphasized. Resources are scarce. An initial meeting is planned, but will the local stakeholders, despite their differences, be able to agree on the priorities for private sector development, rebuilding the economy, and on how the PPD should work?</p>

Speed Dating session 1: Six PPD Initiatives in Practice

A series of 20-minute table discussions around country case studies focused on 3 top successes and 3 top failures (5 minutes of case presentation and 15 minutes of free table discussion on the case). Every 20 minutes, a bell will ring and attendees will switch to a different table of their choice. During the hour, attendees will have the opportunity to discuss three different cases of their choice, out of the six available. Presenters will thus remain at their table during the entire hour and present and discuss their cases three times in a row. PowerPoint presentations are strongly discouraged for this session (in case the presenters want to present a PowerPoint, they will have to either bring their own laptop, or print copies in advance).

Table 1: Afghanistan (Construction Permit Roundtables)

- *Sarfaraz Tariq Ahmad, Director of Business Registration and Licensing, Ministry of Commerce;*
- *Mohamed Abdulkader, Operations Officer, IFC Advisory Service in MENA.*

Table 2: Burkina Faso (Burkinabe Public Private Dialogue)

- *Franck Tapsoba, General Director, Burkina Faso Chamber of Commerce and Industry;*
- *Pegnagni Ouarma, Director of companies' promotion, Department of Services to Enterprises and Cooperation.*

Table 3: Ethiopia (Ethiopia Public Private Consultative Forum)

- *Solomon Bezuneh Mulu, President, Chamber of Commerce and Industry;*
- *Mamo Esmelealem Mihretu, Operations Officer, WBG;*
- *Eyob Tekalign Tolina, Manager, EPPCF;*

14:30 – 15:30

Table 4: Kyrgyz Republic (Business Development and Investment Council)

- *Azamat Akaneev, Adviser to the First-Prime-Minister of the Kyrgyz Republic;*
- *Kanykey Brimkulova, Government of the Kyrgyz Republic;*
- *Talaibek Koichumanov, Government of the Kyrgyz Republic;*
- *Askat Seitbekov, Government of the Kyrgyz Republic;*
- *Toikun Shakeev, Government of the Kyrgyz Republic.*

Table 5: Morocco (National Committee for Business Environment)

- *Thami El Maaroufi, Advisor to Head of Government;*
- *Hamid Khail, Ministry Of General Affairs and Governance;*
- *Khalid Benabdellah, Head of Government Office;*
- *Lhoussaine Wahib, Ministry Of General Affairs and Governance.*

Table 6: Nepal (Nepal Business Forum)

- *Krishna Gyawali, Secretary, Ministry of Industry, Government of Nepal;*
- *Yam Kumari Khatuwada, Joint Secretary, Ministry of Industry, Government of Nepal;*
- *Parbati Sharma, Section Officer, Ministry of Industry, Government of Nepal;*
- *Narendra Kumar Basnyat, President, Confederation of Nepalese Industries;*
- *Kumar Pradhan Kishor, President, Eastern Regional Chamber of Commerce and Industries, Biratnagar;*
- *Ingrid Dahl-Madsen, First Secretary, Danish Embassy in Nepal;*
- *Laura Ann Watson, Senior PSD specialist, WBG.*

15:30 – 15:45

Coffee Break

15:45 – 17:00	<p>Panel discussion : PPDs in Fragile and Conflict-Affected States</p> <p>15:45 – 16:00 <i>Introduction by Steve Utterwugle, Global Lead, Public Private Dialogue, WBG. Presentation of the study “PPDs in Conflict-Affected States”.</i></p> <p>16:00 – 16:10 Liberia: <i>H.E. Axel Addy, Minister of Commerce & Industry, Government of Liberia and Co-chair of the Liberia Business Forum;</i></p> <p>16:10 – 16:20 Iraq: <i>Stephen Rimmer, Sr. Private Sector Development Specialist, WBG;</i></p> <p>16:20 – 16:30 West Bank Gaza: <i>Lyad Joudeh, board member, Palestine Trade Center;</i></p> <p>16:30 – 16:40 <i>James Brew, Director, Stakeholder & Field LLC;</i></p> <p>16:40 – 17:00 <i>Q&A.</i></p> <p>Public private dialogue is highly relevant in Fragile and Conflict-affected States to address the lack of legitimate institutions, create transparency and trust between stakeholders, and identify the need for reforms and interventions that can improve the business environment and attract investment. Stakeholders will share their experience. This session will also be informed by the results from an IFC study on emerging lessons and best practices from existing IFC-supported PPD projects in FCS.</p>
17:00 – 18:00	<p>Speed Dating session 2: Six PPD Initiatives in Practice</p> <p>Table 1: Bosnia and Herzegovina (Competitive Regional Economic Development)</p> <ul style="list-style-type: none"> - <i>Zdravko Miovcic, EDA - Enterprise Development Agency, Banjaluka;</i> - <i>Selma Karavdic-Gaab, GIZ;</i> - <i>Karin Rau, GIZ.</i> <p>Table 2: Jordan (Jordan Valley Water Forum)</p> <ul style="list-style-type: none"> - <i>Amal Hijazi, General Manager, Sustainable Environmental and Energy Solution;</i> - <i>Malcolm Toland, PPD expert.</i> <p>Table 3: Kenya (Health in Kenya Initiative)</p> <ul style="list-style-type: none"> - <i>Rachel Njeri Mwaura MD, Msc.PH, Operations Officer, Health in Africa Initiative.</i> <p>Table 4: Macedonia (National Entrepreneurship and Competitiveness Council)</p> <ul style="list-style-type: none"> - <i>Goran Lazarevski, Senior Advisor, Booz Allen Hamilton Skopje;</i> - <i>Jana Stojkova Trajkovska, Adviser, Cabinet of the Vice Prime – Minister for Economic Affairs;</i> - <i>Tatjana Veljkovikj, Government of the Republic of Macedonia, General Secretariat.</i> <p>Table 5: Papua New Guinea (Business Coalition for Women)</p> <ul style="list-style-type: none"> - <i>Serah Sipani, Operations Officer, WBG;</i> - <i>Lili Sisombat, Program Specialist PSGG, WBG.</i> <p>Table 6: Tajikistan (Regional Consultative Council on Improvement of the Investment Climate)</p> <ul style="list-style-type: none"> - <i>Zarina Kosymova, Deputy Team Leader, GIZ / FFPD Program;</i> - <i>Latofat Azizbekova, Secretary, Consultative Council in GBAO;</i> - <i>Fotehhon Masumov, Secretary, Consultative Council in Sughd Region;</i> - <i>Gulos Rahmatshoev, Association of women entrepreneurs of Badakhshan;</i> - <i>Reinhard Woytek, Program Director, GIZ/FFPD;</i> - <i>Odiljon Yakubov, GIZ/FFPD Program.</i>
18:00	Adjourn
19:30 – 21:00	WELCOME DINNER AT THE NOVOTEL HOTEL

Tuesday, March 4: The How-To's of PPD	
09:00 – 09:15	<p>Introduction to day 2 <i>Benjamin Herzberg, Program Lead, PSGG, WBG</i> Debriefing on Day 1 and on the Top 3 Successes and 3 Top Failures of PPDs discussed during the Speed Dating sessions.</p>
09:15 – 10:45	<p>The How-To's of running a sector-based dialogue: Lessons from Germany's best practice for innovation cluster, DEEneT</p> <p>09:15 – 09:20 <i>Cecilia Sager, Manager, Investment Climate for Industry, World Bank Group</i></p> <p>09:15 – 09:45 <i>Clemens Mostert, Network Manager, DEEneT Competence Network, Distributed Energy Technologies, Germany.</i> Presentation of DEEneT, structure, role and achievements.</p> <p>09:45 – 10:00 <i>Stefan Franke, Master Plan Manager, Office of Land Management. Service of Climate Protection, County of Marburg-Biedenkopf, Germany.</i> Why and how the public sector engage in the DEEneT cluster.</p> <p>10:00 – 10:15 <i>Jan Kallok, Program Manager, IdE Institute distributed Energy Technologies.</i> Why the private sector is supporting the cluster and with what results so far.</p> <p>10:15 – 10:45 Q&A</p> <p>More than 100 companies, research institutes and service providers have joined forces to develop under one roof system solutions for distributed energy and energy efficiency technologies, the DEEneT Competence Network decentralized Energy Technologies. DEEneT constitutes a unique concentration of university, institutes and innovative companies covering the complete supply chain – from research and development to planning, designing, production, and from operation to education and further training. The network members are active in solar energy, wind energy, bioenergy, water power and geothermal energy, efficiency concepts for residential buildings and for industry, CHP-construction and regional development. Some of the most important subjects nowadays are concepts for regional value creation through decentralized energy systems and strategic consulting for municipalities to develop integrated climate protection concepts. Stakeholders will give their tips and techniques on running sector-specific dialogue processes at the local, regional and national level. We will understand why the private sector, large companies and SMEs, as well as public agencies are supporting the cluster and how the different stakeholders are working together. This session will include a Q&A session about challenges, resources needed in implementing PPD mechanisms along specific value chains, and what is the applicability of lessons to developing countries and other contexts.</p>
10:45 – 11:00	Coffee Break

11:00 – 12:00	<p>The How To's of PPD program management Moderator: <i>Laura Ann Watson, Sr. Private Sector Specialist, South Asia, WBG</i> Coffee Table discussion on <i>Practical Steps and Processes for an Efficient PPD</i></p> <p>11:00 – 11:15 “I am not a housekeeper”: They think I am the housekeeper but I have other things to do as a PPD facilitator! Discussion on the organization, division of labor.</p> <p>11:15 – 11:30 “Getting traction”: All these CEOs, Excellencies, Ministers... how do I get them engaged? Discussion on relationship Management – Working Groups, Governing Board and External Actors.</p> <p>11:30 – 11:45 “Quick wins vs deep impact”: How to ensure the effectiveness of a dialogue? Prioritization of agendas, preparation, advocacy.</p> <p>11:45 – 12:00 A 5-point checklist for effective PPD secretariat <i>Malcolm Toland, PPD expert.</i></p> <p>The interactive session is dedicated to tools and techniques to help a PPD secretariat function well. It will provide opportunities for each PPD representative present to discuss their own challenges, and how to address these and understand the various aspects of running an efficient secretariat. A circle of PPD coordinators / program managers will discuss the issues faced by PPD secretariats and share implementation tips. A series of questions will be put forward to guide the discussion.</p>
12:00 – 13:00	Lunch
13:00 – 14:15	<p>The How To's of PPD sustainability: What role for Chamber of Commerce & Business Associations?</p> <p>13:00 – 13:15 Introduction and experience to date <i>Kim E. Bettcher, Sr. Knowledge Manager, Center for International Private Enterprise.</i></p> <p>13:15 – 13:30 Burkina Faso Public Private Dialogue round tables <i>“How we did it all alone and asked the development partners to stay away”.</i> <i>Franck Tapsoba, General Director, Burkina Faso CCI</i></p> <p>13:30 – 13:45 Sustainable PPD in a Volatile Political Environment- The Egyptian Experience <i>“How we took over a donor-supported project and run it all by ourselves”</i> <i>Eng El Sammak, Chairman of the Alexandria (Egypt) Business Association.</i></p> <p>13:45 – 14:00 Case studies from Lao PDR, Cambodia, Vietnam <i>“How we handed over the PPDs to ensure their sustainability”</i> <i>Lili Sisombat, Program Specialist, PSGG, WBG.</i></p> <p>14:00 – 14:15 Q&A</p> <p>This session will look at successful and unsuccessful experiences in ensuring the sustainability of PPDs in the long run. When supported by donors, it will share methodologies in preparing a “donor exit”. It will discuss approaches to strengthening local ownership, and provide examples of agreements between institutions to support the PPD. Participants from successful platforms in Burkina Faso, Egypt and other countries will discuss their challenges and how they are addressing them.</p>

14:15 – 15:45	<p>The How To's of Monitoring & Evaluation in PPDs <i>14:15 – 14:20 Moderation: Shihab Ansari Azhar, Strategy and Portfolio, South Asia, WBG</i></p> <p><i>14:20 – 14:40 Overview of the PPD monitoring and evaluation framework How to measure a time-bound / reform specific bound PPD Malcolm Toland, PPD expert</i></p> <p><i>14:45 – 14:50 Application of the PPD M&E evaluation Tool – Results and Challenges Ansgar Josef Cordier, Development Consultant, GIZ</i></p> <p><i>14:50 – 15:15 The Issue Tracking Tool Veronique Salze-Lozac'h, Director, Economic Development, The Asia Foundation</i></p> <p><i>15:15 – 15:25 Newdea Project Center, a tool for M&E and program management Benjamin Herzberg, Program Lead, PSGG, WBG</i></p> <p><i>15:25 – 15:30 Wrap up: Are we measuring the right things? (Shihab Ansari Azhar)</i></p> <p><i>15:30 – 15:45 Q&A</i></p> <p>This session will focus on the challenges when measuring PPD results. It will also look at various tools, including the "Issue Tracker" for PPD coordinators to monitor issues raised in the PPDs. This tool allows for easy monitoring and can be used to report back to the forum on progress made.</p>
15:45 – 16:00	Coffee Break
16:00 – 17:30	<p>The How To's of Building Reform Teams <i>Benamina Randrianarivelo, Governance Specialist, Leadership for Results, WBG</i> <i>Facilitation: Ben Saypol, Delta Theater Consulting</i> <i>Discussant: Krishna Gyawali, Secretary General, Ministry of Industry, Government of Nepal</i></p> <p>Interactive exercise: Private sector and government representatives get together to identify and prioritize reforms and then ... what? Government staff go back to their respective agency and nothing happens until the next meeting? Using a role play, the session will provide a methodology to set up reform teams so that solutions are designed and implemented in a "Rapid Results" manner.</p>
17:30	Adjourn
18:00	<p>City tours (optional): Complimentary tours of Frankfurt city are offered to participants.</p> <p>Buses will depart directly from the GIZ Headquarters. One bus will return to the Novotel for those who do not join. Participants have to make their own arrangements for dinner.</p>

Wednesday, March 5: The PPD Global Knowledge Agenda + PPD Clinic

08:30 – 10:00	<p>The How-To's of avoiding capture of the PPD agenda and cronyism: ICT Tools for Citizens' Voice and Use of Social Media for PPDs</p> <p>8:30 – 8:50 Political Economy: How it derails reform initiatives. <i>Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG</i></p> <p>8:50 – 10:00 Using ICT to reach out to a larger PDD constituency <i>Utpal Misra, coordinator, Open Development Technology Alliance, WBG</i></p> <p>8:50 – 8:55 Introduction 8:55 – 9:00 Real time polling (web-based) 9:00 – 9:20 Concepts and examples 9:20 – 9:25 Results discussion of web-based polling 9:25 – 9:35 SMS based polling - how it works - simulation 9:35 – 9:45 What does it take to run poll/survey/feedback campaign? 9:45 – 10:00 Q&A</p> <p>Public Private Dialogue platforms can be captured by larger companies represented in Business Associations and Chamber of Commerce. Instead of defending the industry and an inclusive development, the PPD faces then the risk of ignoring disfranchised groups (sub-national business groups, women entrepreneurs, informal sector, etc.) and the voices of citizens. The session will present the results of political economy case studies which show how cronyism impacts business regulations / industrial policy and firm dynamics. It will also present how mobile-phone based tools for PPD secretariat to use and obtain feedback from a wider constituency, ensuring larger engagement from citizens in the monitoring of reform implementation.</p>
	Coffee break
10:15 – 11:15	<p>From Local to Global: Global Benchmarking of Private Sector Participation in Public Policies</p> <p>10:15 – 10:40 Partnership for Prosperity: the role of the private sector as a partner in development <i>Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG</i></p> <p>10:40 – 10:50 Q&A</p> <p>10:50 – 11:15 Discussion on the potential for a “global Indicator” <i>Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance, WB and James Brew, director, Stakeholder & Field LLC</i></p> <p>For the purpose of monitoring the implementation of Aid Effectiveness commitments, the Post-Busan Interim Group decided to include an indicator to assess private sector engagement. This global indicator is to measure specifically the implementation of paragraph (32b) of the Joint statement: “Enable the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction”. A concept note has been elaborated by the World Bank Institute’ PSGG team and a pilot in 10 countries will be conducted by the OECD. Participants will provide feedback on the concept note.</p>

11:15 – 12:15	<p>Revising the PPD Charter of Good Practice <i>Moderators: Alexandra Oppermann, Advisor, GIZ Sector Project "Innovative Approaches for Private Sector Development" – with the support of Malcolm Toland, PPD expert.</i></p> <p><i>Revision of the 12 principles of the PPD Charter of Good Practice:</i></p> <p>11:15 – 11:25 Introduction 11:25 – 11:35 Each table reviews one of the 12 principle of the PPD Charter of Good Practice 11:35 – 11:40 Each participant selects five key concepts to be included for this Principle 11:40 – 11:50 Groups agrees among themselves on a consensual list of five key concepts 11:50 – 12:10 Gallery Walk – 12 Flipcharts presenting each of the 12 principles with the list of five concept each are distributed throughout the room, for people to go look at each of them in a Gallery Walk style, and discuss freely around each station. 12:10 – 12:15 Next steps</p> <p>The PPD Charter for Business Environment Reformers has proven to be a useful tool for PPD practitioners. However, the document has been elaborated back in 2006 and the implementation of PPDs, as well as challenges, have evolved over time. It is the intention to revise this Charter based on the stock taking for this 7th PPD International Workshop and discussions among participants. Participants are invited throughout the workshop to review the 12 principles of the Charter of Good Practice in implementing PPD. During this session, participants will work in groups based on the inputs provided earlier and propose the revised text of the Charter of Good Practice in implementing PPD.</p>
12:15 – 12:45	<p>Building a Community of Practice: the PPD Collaborative Platform <i>Anna Nadgrodkiewicz, Director, Multiregional Programs, Center for International Private Enterprise; Benjamin Herzberg, Program Lead, PSGG, WBG.</i></p> <p>12:15 – 12:30 Presentation of the new PPD website 12:30 – 12:45 Q&A on the structure and activities of the community of practice</p> <p>The World Bank Group and development partners have recognized the fundamental importance to development of access to information and knowledge in their mission to overcome poverty. As part of these efforts, the World Bank Group and the Center for International Private Enterprise are migrating the PPD website (www.publicprivatedialogue.org) to an open and collaborative platform which adopts a "community of practice" approach. The platform will be an important vehicle for knowledge exchange, providing a space for practitioners to share and learn amongst each other. Feedback and ideas will be gathered during this session.</p>
12:45 – 13:00	<p>Concluding remarks on next steps Attendance certificates</p>
13:00 – 14:00	<p>Lunch</p>

Wednesday, March 5: The PPD Global Knowledge Agenda + PPD Clinic**PPD Clinic**

This session is targeted at participants interested in receiving one-on-one consultations with other PPD experts present at the workshop, so as to discuss ongoing challenges faced by their PPDs and next steps. A paper board with one hour time slots will be displayed during the first two days of the event, and the participants will register themselves for the time slots of their choice, on a first-come, first-serve basis. There will be two parallel PPD clinic sessions for which country delegations can register. Country delegations can register to both so as to get the most input related to their situation, or just to one if they are interested only in a particular topic. Use the board outside the conference room to book the time slots of your choice.

14:00 – 18:00	Topic	Political economy And design issues (Room 1)	Sector Coordination, consultation and implementation challenges (Room 2)	Monitoring & Evaluation issues Room 3)
	Team	<i>Benjamin Herzberg Albena Melin Alexandra Opperman (GIZ) Sumit Manchanda</i>	<i>Steve Utterwugle Laura Ann Watson James Brew Maha Hussein Lisa Peterskovsky (GIZ)</i>	<i>Lili Sisombat Anja Robakowski-Van Stralen Shihab Ansari Azhar Malcolm Toland</i>
	14:00 – 15:00	Clinic 1	Clinic 5	Clinic 9
	15:00 – 16:00	Clinic 2	Clinic 6	Clinic 10
	16:00 – 17:00	Clinic 3	Clinic 7	Clinic 11
	17:00 – 18:00	Clinic 4	Clinic 8	Clinic 12
	18:00	END OF WORKSHOP		

Thursday March 6: Practice Day for PPD Experts	
<i>This day is reserved for those who have pre-registered to this event and on invitation only</i>	
09:00 – 9:15	Introduction – background
09:15 – 9:45	<p>Roundtable Discussion: Addressing design and implementation of PPDs and Other Issues Faced by PPD Experts</p> <p>Objective: PPD experts face a range of issues to ensure a PPD reaches its objectives as their role is often limited to designing, advising and supporting teams but decisions are in the hands of stakeholders (private sector, government representatives, and program teams). This session enables the community of PPD experts to share experience and discuss options for how to manage implementation issues.</p>
	<p>Overview of the practice day (TTT)</p> <p>To guide practitioners in the design, management, implementation and evaluation of a multi-stakeholders platform for good governance, the World Bank's Private Sector for Good Governance Program has developed an approach based on a set of tools which will be reviewed during this practice day. These tools help 1) identify the collaborative governance gaps, 2) secure political will for reform, 3) set up a multi-stakeholder dialogue process around the issues at stake, and 4) ensure supportive buy-in and monitoring from constituents at large.</p>
9:45 – 10:30	<p>1 – Identifying the collaborative governance gaps – how to diagnose the level of collaborative policy making and involvement of the relevant stakeholders;</p> <p>09:45 – 10:05 Review of the diagnostic framework 10:05 – 10:20 Discussion 10:20 – 10:30 Governance Environment Assessment Report (GEAR) structure</p>
10:30 – 13:00	<p>2 – Securing political will for reform – how to organize a series of high-level engagement of country political leadership on key sectors where governance issues can impede growth, so as to identify challenges and foster political will. Implementing a reform is a political process as much as it is a technical process: reforms, change and capacity development generate winners and losers, and prevailing power and incentive structures determine what can be achieved and what cannot. This session will introduce an approach to political stakeholder analysis which will help PPD experts design a successful PPD.</p> <p>10:30 – 11:00 Political Economy Analysis Application on the field: The Development Entrepreneurship Approach <i>Syed Al-Muti, Associate Director, Economic Development, The Asia Foundation</i></p> <p>11:00 – 13:00 A Tool for stakeholders analysis: The Influence Map (NetMap) <i>Benjamina Randrianarivelo, Governance Specialist, Leadership for Results, WBG</i></p> <p>The net-map toolbox is a social network analysis tool that uses interviews and mapping to help people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. Net-Map helps players to determine what actors are involved in a given network, how they are linked, how influential they are, and what their goals are. The tool is particularly useful in</p>

	determining who should be involved in a PPD, who is in favor or opposing a reform and develop a strategy to engage with powerful supporters and detractors, and develop strategies to mobilize various constituencies.
13:00 – 14:00	Lunch
14:00 – 16:15	<p>3 – Building capacity for a multi-stakeholder dialogue process. This session provides a set of training materials that can be used by PPD experts to build capacity among PPD stakeholders on secretariat effectiveness and PPD management, advocacy and communications, monitoring and evaluation and sector specific initiatives. This content has been put together by the World Bank Institute 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 is also based on the experience with IFC-Sponsored PPDs and the knowledge products put forward by the IFC. The session attendees will be given the corresponding training materials resulting from this collective experience.</p> <p>Training materials include:</p> <ul style="list-style-type: none"> - Facilitator’s guide - Workshop sessions content (Powerpoint presentation, associated narratives, handouts, interactive exercises, video and reading resources and tools) - Checklists, templates and guidelines. <p>Walk-Through of the training materials:</p> <p>14:00 – 14:15 Introduction and structure of the Manual for Trainers 14:15 – 14:30 Review of the objectives of the 3-day workshop (agenda), participants 14:30 – 14:45 Logistics of training / adult-learning methodology 14:45 – 15:15 Session 1: Good practice in PPDs, general frameworks and lessons learned 15:15 – 15:30 Coffee break 15:30 – 15:45 Session 2: Communicating about reforms 15:45 – 16:00 Session 3: M&E for PPD 16:00 – 16:15 Session 4: PPD for competitiveness</p>
16:15 – 17:00	<p>General Discussion and next steps</p> <ul style="list-style-type: none"> - Feedback on content and methodology - Training program for 2014-2015 - Pilots - Use of external trainers / certification - Next steps
17:00	CLOSING –END OF PRACTICE DAY FOR PPD EXPERTS.

Annex 3: Participants' Feedback

Participant Feedback - Quantitative

7th Global Workshop on Public-Private Dialogue

Benjamin Herzberg + all

Start date: 3-Mar-14

End date: 6-Mar-14

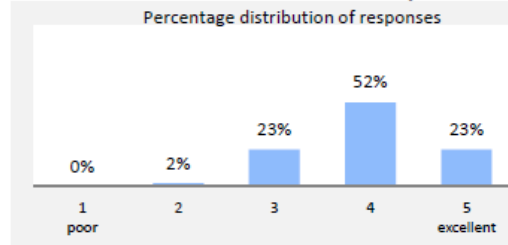
Number of respondents: 54

Number of participants registered in the activity: 54

Response rate: 100%

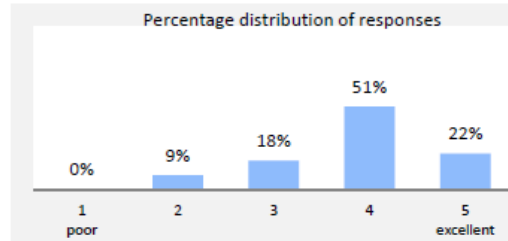
I. Workshop content

1 How did the workshop meet your needs and learning objectives?



Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
3.96		36		75%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	2%	23%	52%	23%	
0	1	11	25	11	48

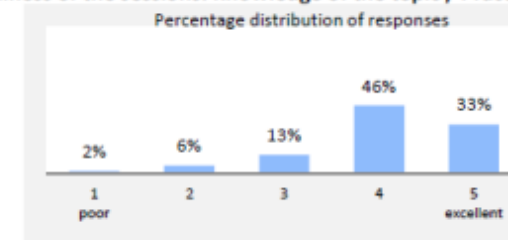
2 In your opinion, how practical is the workshop content?



Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
3.87		33		73%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	9%	18%	51%	22%	
0	4	8	23	10	45

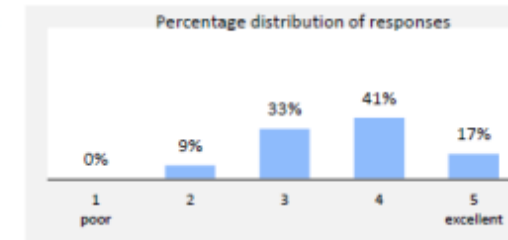
II. Usefulness of the sessions: Knowledge of the topic / Practical Experience / Presentation / format

3 Lessons from the field (Benjamin Herzberg)



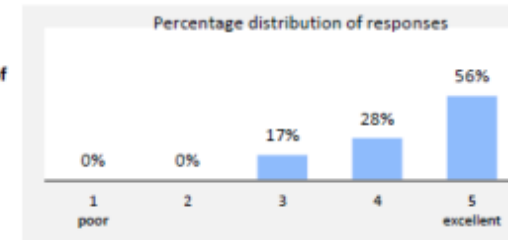
Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
4.04		43		80%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
2%	6%	13%	46%	33%	
1	3	7	25	18	54

4 Keynote Address: Public Private Dialogue for Sustainable Business (Andreas Bluethner, BASF)



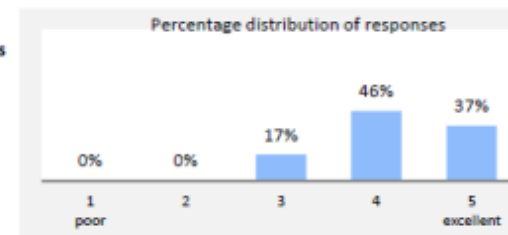
Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
3.65		31		57%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	9%	33%	41%	17%	
0	5	18	22	9	54

5 Interactive exercise: Responding to crisis, designing PPD in times of change (Theater Delta)



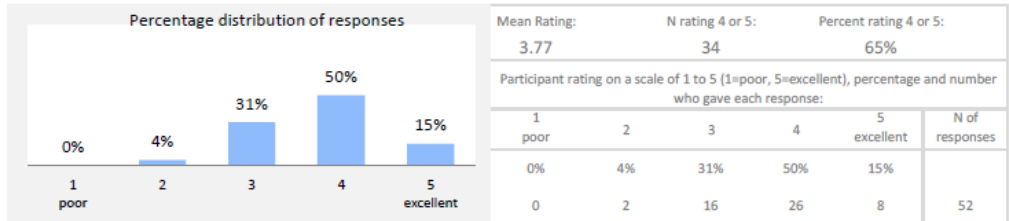
Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
4.39		45		83%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	0%	17%	28%	56%	
0	0	9	15	30	54

6 Speed Dating session 1 and 2 : Six PPD Initiatives in Practice

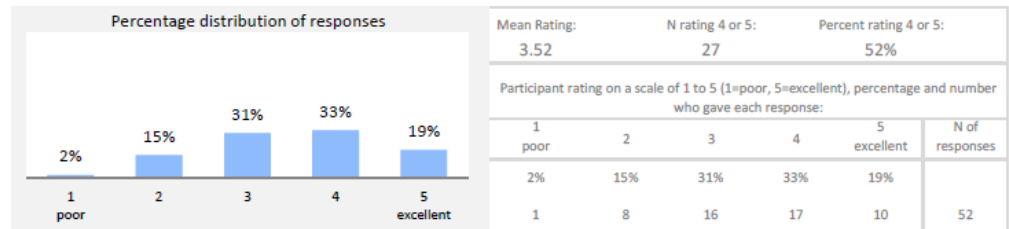


Mean Rating:		N rating 4 or 5:		Percent rating 4 or 5:	
4.19		43		83%	
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	0%	17%	46%	37%	
0	0	9	24	19	52

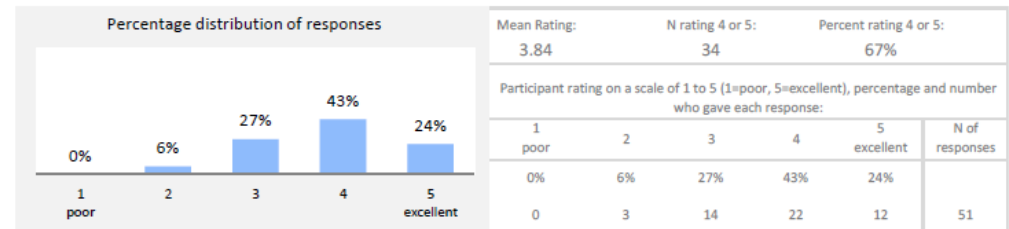
7 PPDs in Fragile and Conflict-Affected States (Panel discussion)



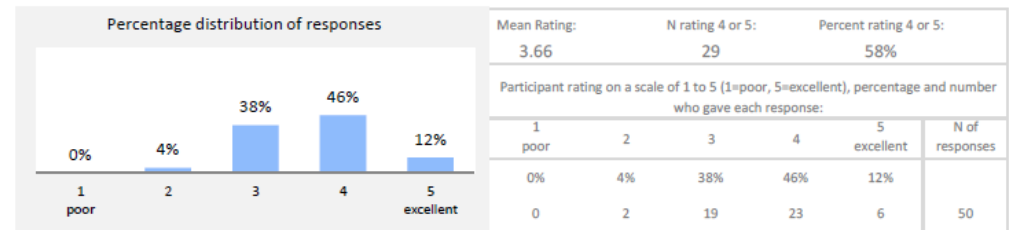
8 The How-To's of running a sector-based dialogue: Lessons from Germany's best practice for innovation cluster, DEEnet



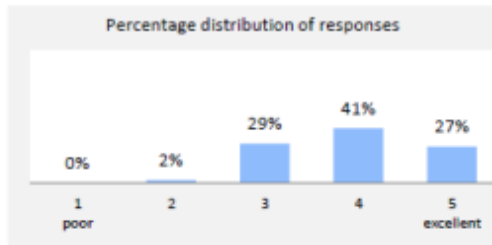
9 The How To's of PPD program management (Coffee Shop)



10 The How To's of PPD sustainability: What role for Chamber of Commerce & Business Associations? (Panel discussion)

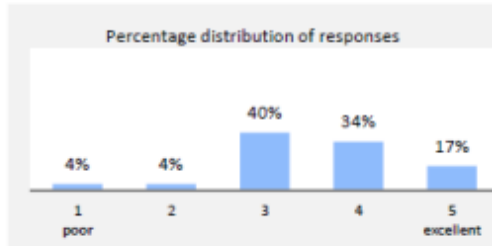


11 The How To's of Monitoring & Evaluation in PPDs (Panel discussion)



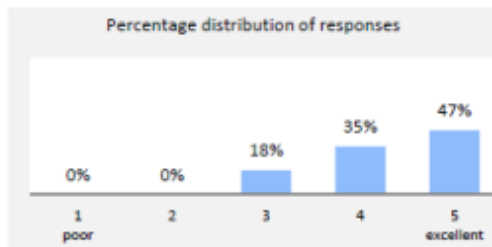
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.94	35	69%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	2%	29%	41%	27%	
0	1	15	21	14	51

12 The How To's of Building Reform Teams (B. Randrianarivelo)



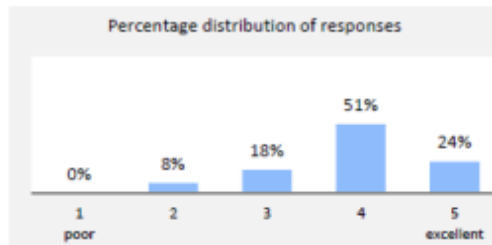
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.55	24	51%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
4%	4%	40%	34%	17%	
2	2	19	16	8	47

13 Political Economy: how it derails reform initiatives (A. Melin)



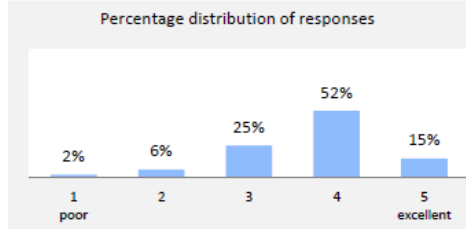
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
4.29	42	82%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	0%	18%	35%	47%	
0	0	9	18	24	51

14 ICT Tools for Citizens' Voice (U. Misra)



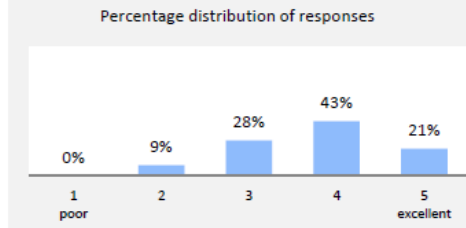
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.90	38	75%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	8%	18%	51%	24%	
0	4	9	26	12	51

15 From Local to Global: Global Benchmarking of Private Sector Participation in Public Policies (Panel discussion)



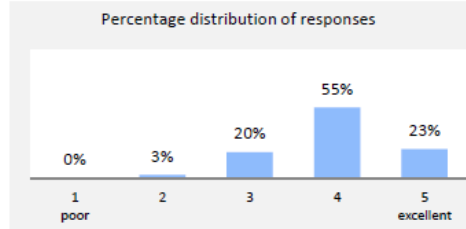
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.71	32	67%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
2%	6%	25%	52%	15%	
1	3	12	25	7	48

16 Revising the PPD Charter of Good Practice (A. Oppermann)



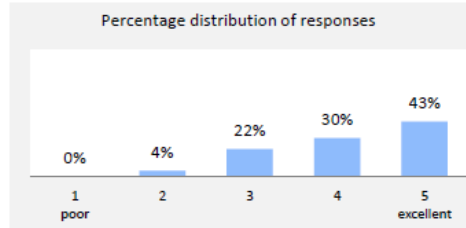
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.77	30	64%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	9%	28%	43%	21%	
0	4	13	20	10	47

17 Building a Community of Practice (A. Nadgrodkiewicz)



Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
3.98	31	78%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	3%	20%	55%	23%	
0	1	8	22	9	40

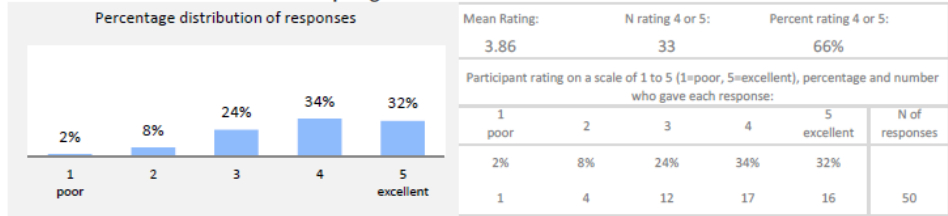
18 PPD Clinic



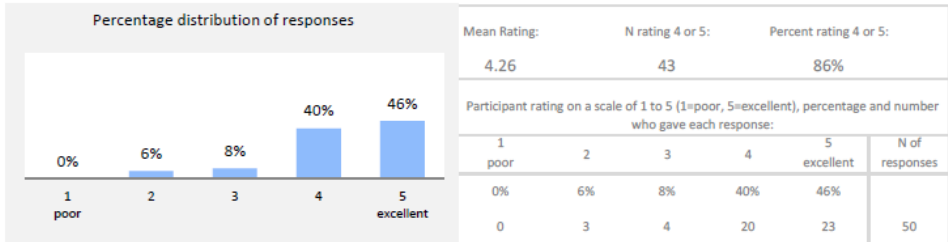
Mean Rating:	N rating 4 or 5:	Percent rating 4 or 5:			
4.13	17	74%			
Participant rating on a scale of 1 to 5 (1=poor, 5=excellent), percentage and number who gave each response:					
1 poor	2	3	4	5 excellent	N of responses
0%	4%	22%	30%	43%	
0	1	5	7	10	23

III. Workshop Organization

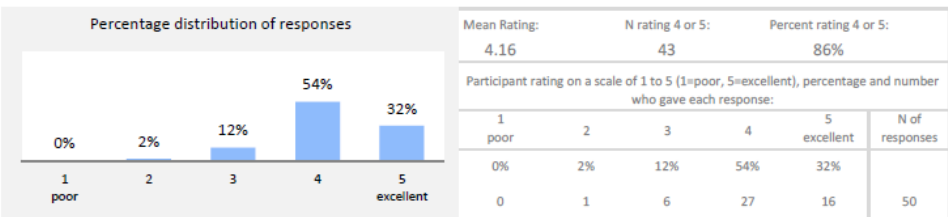
19 Time



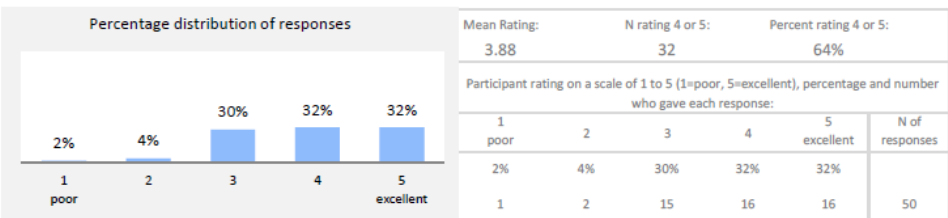
20 Venue/Room Layout



21 Workshop materials & pre-workshop information



22 Refreshment/Lunch



IV. Overall evaluation

23 General rating of the workshop

