

# Public-Private Dialogue

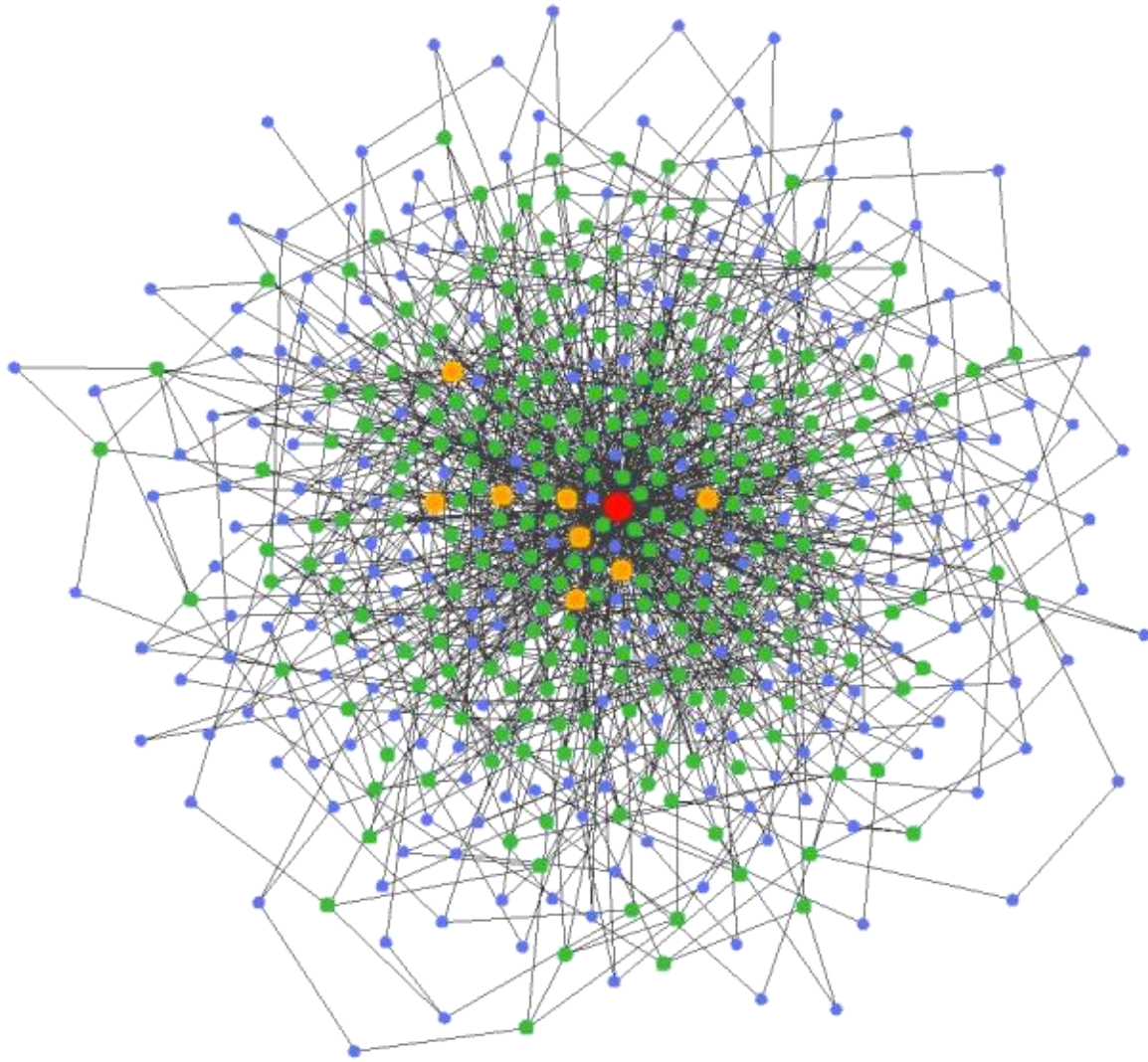
[www.publicprivatedialogue.org](http://www.publicprivatedialogue.org)

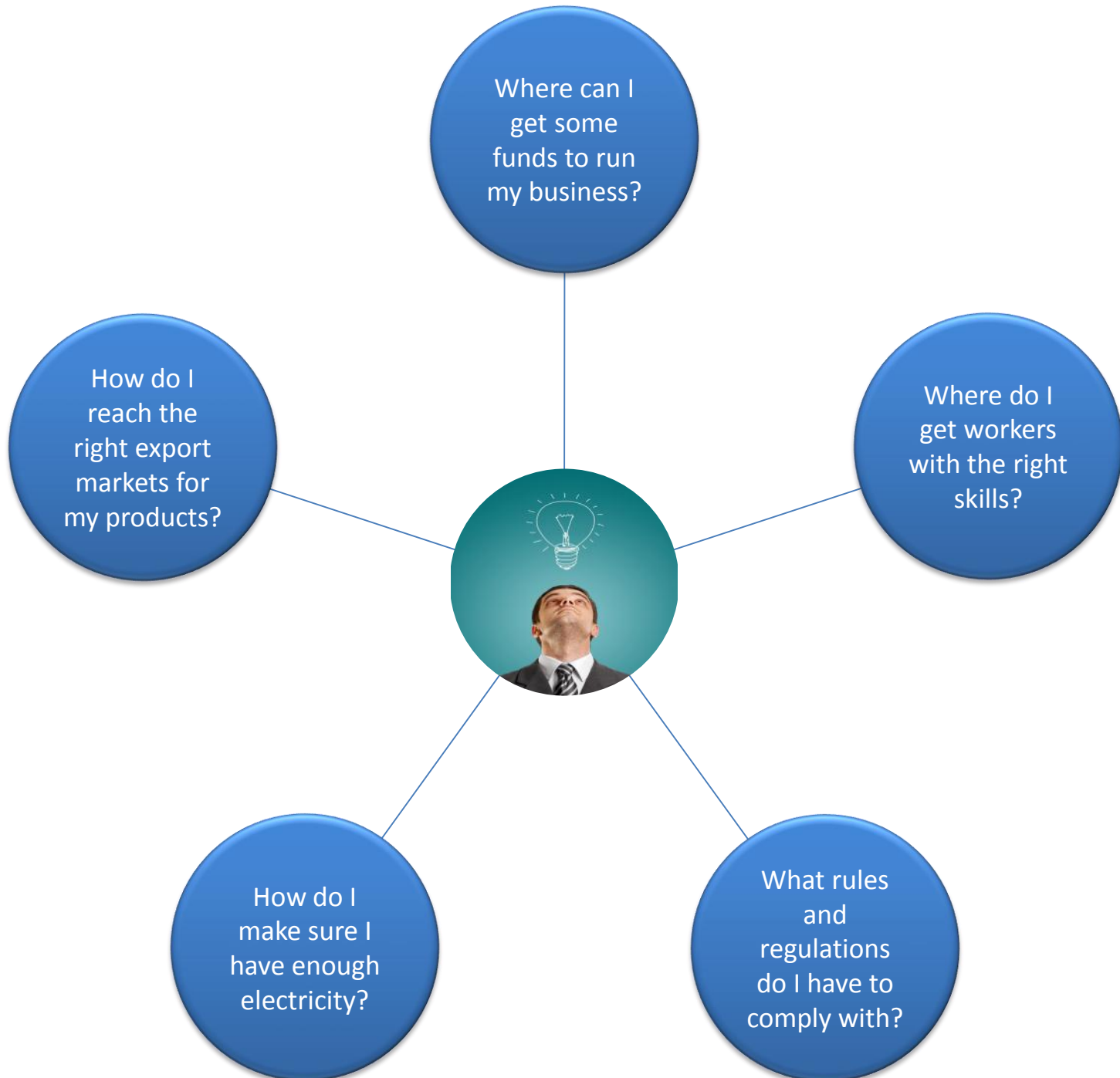


## WHAT I KNOW SO FAR

(BUT YOU COLLECTIVELY KNOW WAY MORE)

Benjamin Herzberg  
& PPD Team  
World Bank Group





Where can I get some funds to run my business?

Where do I get workers with the right skills?

What rules and regulations do I have to comply with?

How do I make sure I have enough electricity?

How do I reach the right export markets for my products?

How can we help banks give more SME loans?

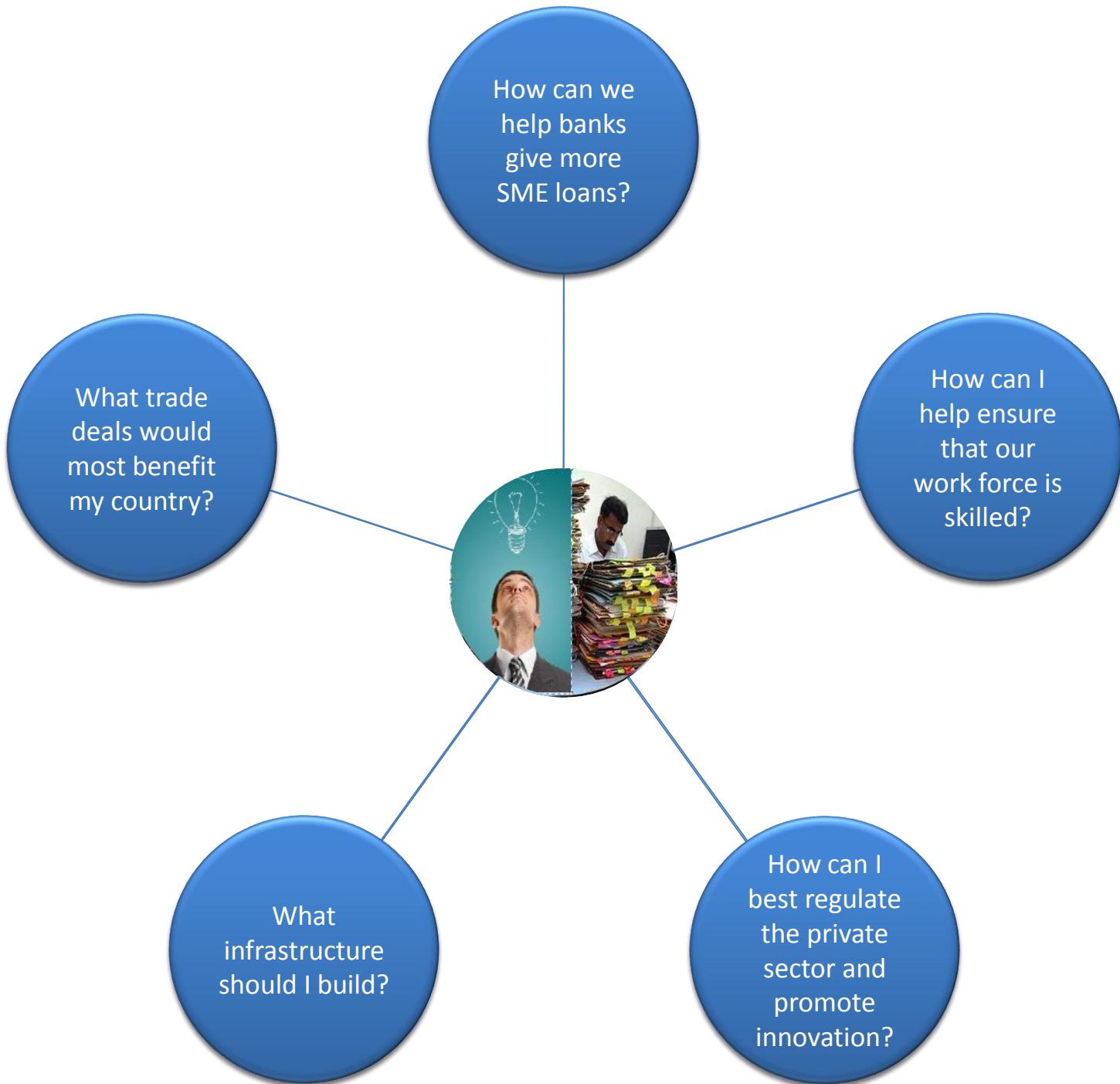
How can I help ensure that our work force is skilled?

How can I best regulate the private sector and promote innovation?

What infrastructure should I build?

What trade deals would most benefit my country?







# PPD COLLABORATIVE ACTION MATRIX

		1	2	3	4	5
		Regulatory and tax environment	Infrastructure	Access to finance	Skilled and trained labor	Access to technologies and R&D
1	Public					
2	Public-Private					
3	Private					

# PPDS ARE RISKY BUSINESS

- 1- Political Economy, Institutional misalignments (e.g. Uganda NF, Benin)
- 2 - Reinforcing vested interest (e.g. Mongolia, Belarus)
- 3 - Over and under representation (e.g. Tanzania, 18%, Benin 6/6/6)
- 4 - One man shows (e.g. Botswana)
- 5 - Sustainability issues (e.g. Bolivia, Cameroon, Liberia)
- 6 - Political risks (e.g. Bosnia, Bangladesh)



## **PPD CHARTER OF GOOD PRACTICE**

**PRINCIPLE I: CONTEXTUAL DESIGN**

**PRINCIPLE II: OPEN GOVERNANCE PROCESS**

**PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT**

**PRINCIPLE IV: STRUCTURE AND PARTICIPATION**

**PRINCIPLE V: FACILITATION**

**PRINCIPLE VI: CHAMPIONS**

**PRINCIPLE VII: OUTPUTS**

**PRINCIPLE VIII: OUTREACH AND COMMUNICATIONS**

**PRINCIPLE IX: MONITORING & EVALUATION**

**PRINCIPLE X: APPROPRIATE AREA AND SCOPE**

**PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE**

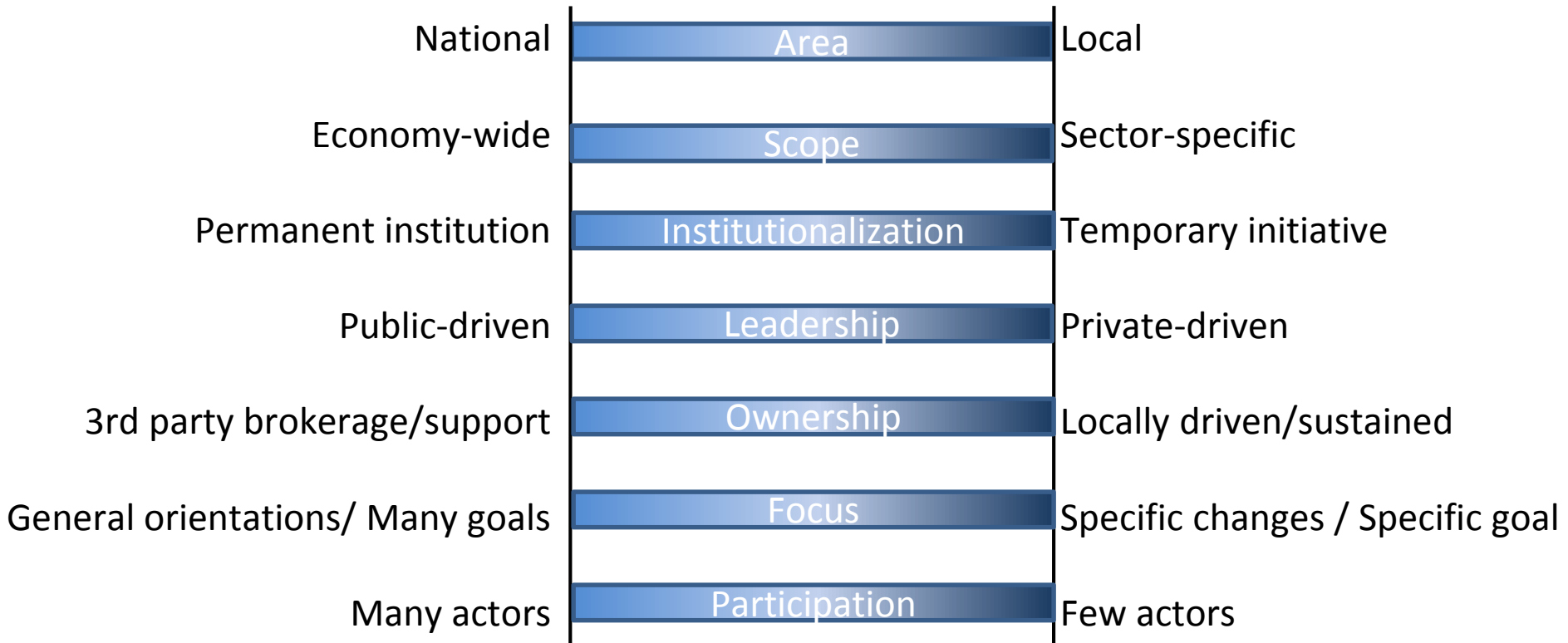
**PRINCIPLE XII: DEVELOPMENT PARTNERS**

**PRINCIPLE XIII: SUSTAINABILITY**

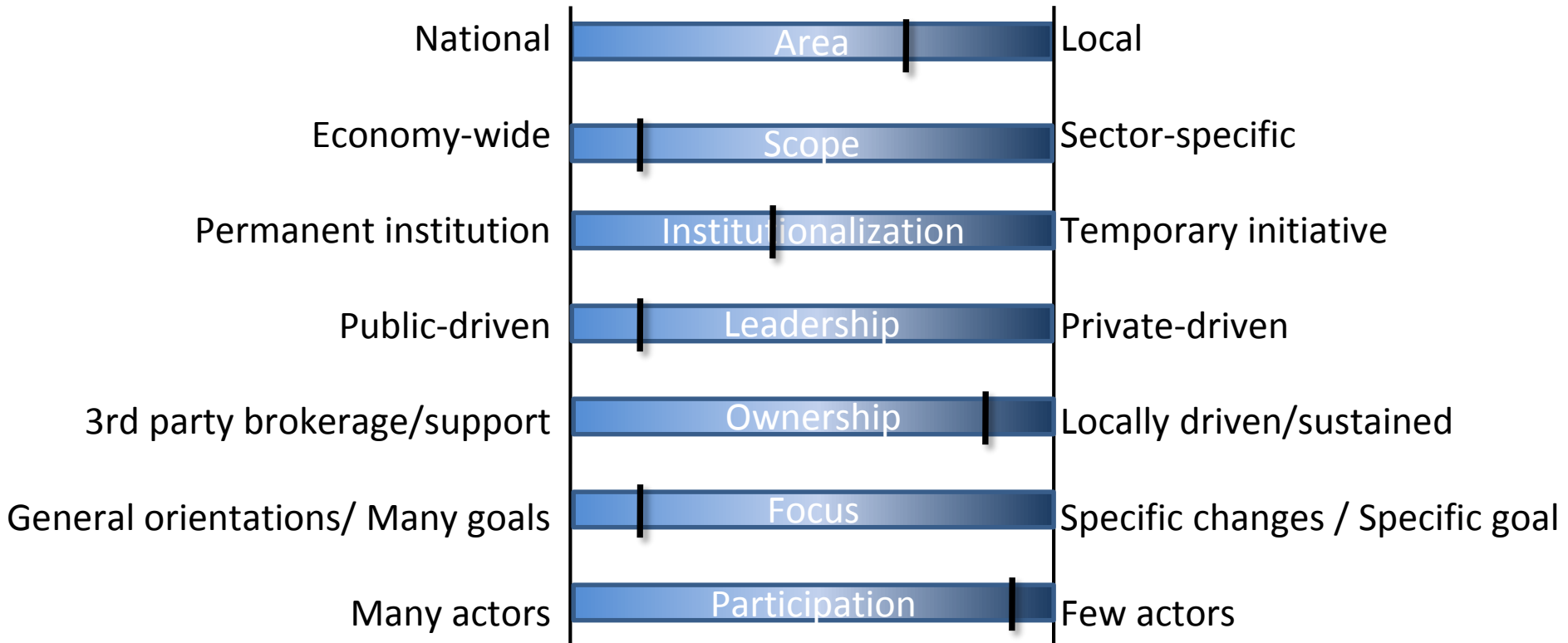
## **PRINCIPLE I: CONTEXTUAL DESIGN**

*PPD can take several forms and can take place at various levels within different timeframes.*

# PPD TYPOLOGY

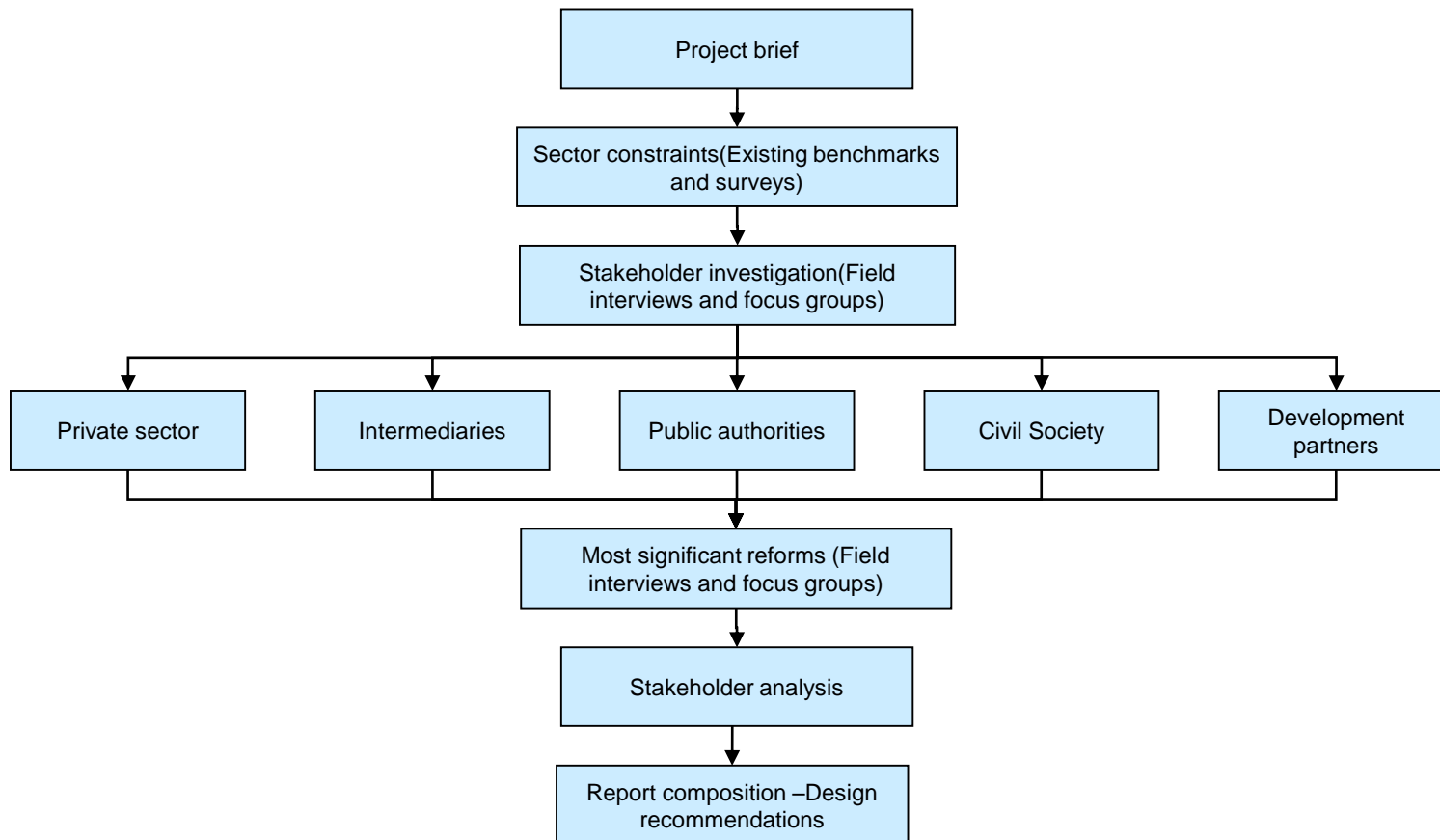


# PPD TYPOLOGY



# LOTS OF CONSULTATIONS!





## **PRINCIPLE II: OPEN GOVERNANCE PROCESS**

*PPD needs to function under open, transparent and fair governance rules. PPDs will be more likely to succeed if their governance structures are designed to best take into account political economy factors.*





# PREREQUISITES

Consider 4 dimensions to start it

## Public Authorities:

Engagement means sufficient capacity, political will and leadership.

## Business community:

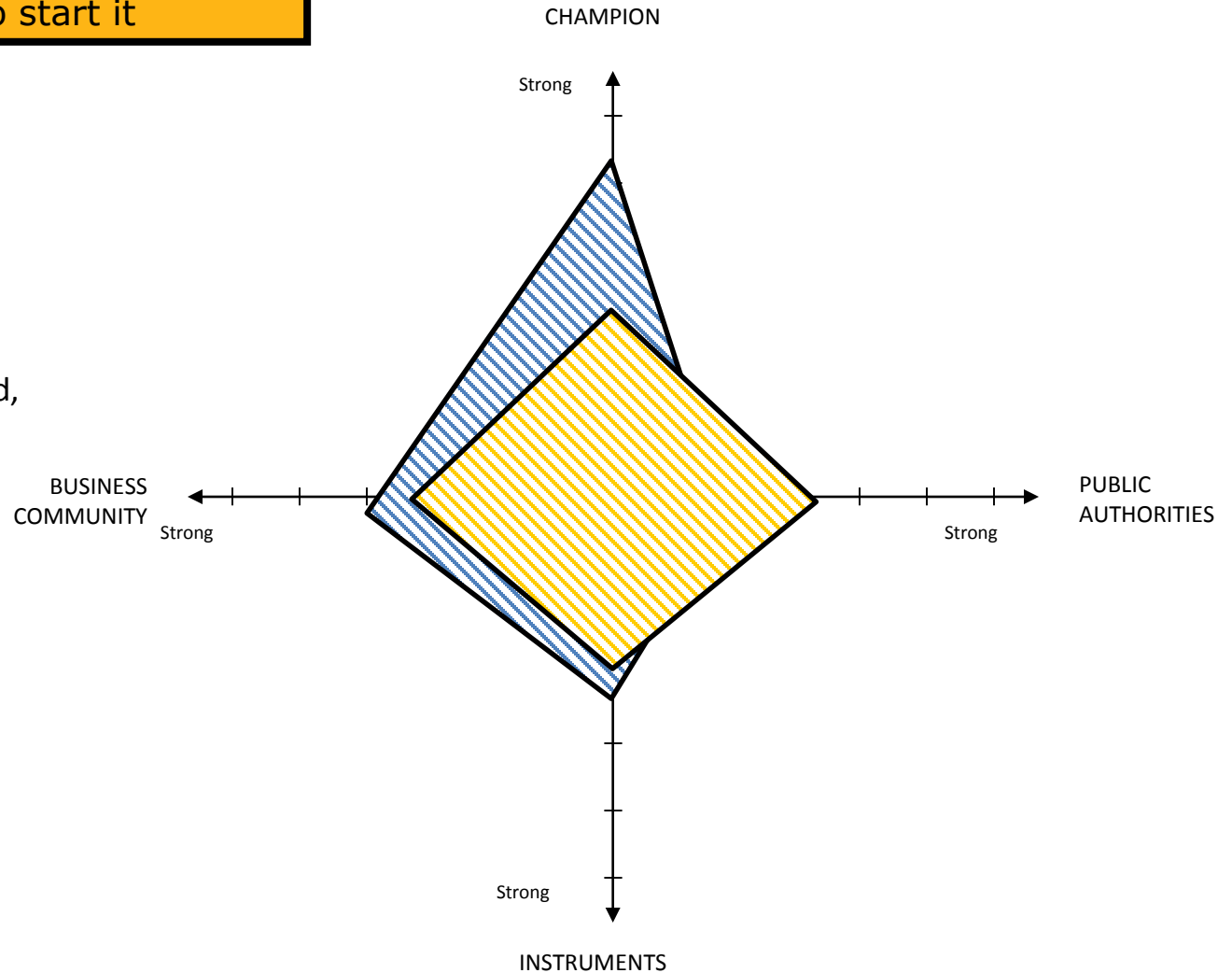
Needs to be somehow organized, led and feel a basic sense of security.

## Champion:

Needs credibility, expertise and the ability to get media attention

## Instruments:

Need logistical facilities, seed funds (may also supplement champion in QA)



# PPD Diamond

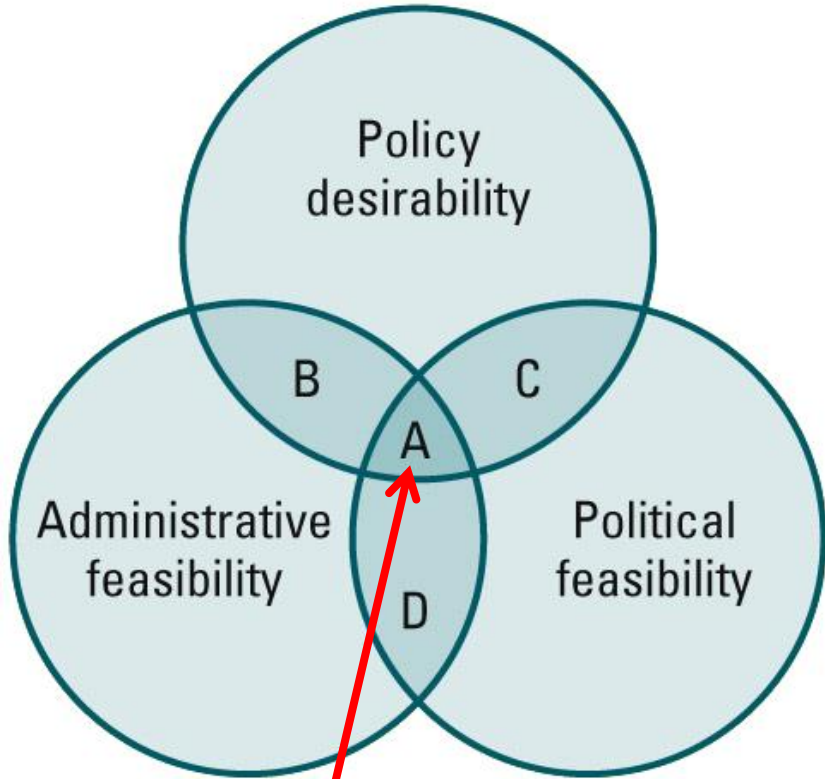
Private sector dimension	Score from 0 (weak) to 5 (strong)
Sophistication level of the organization and legitimacy amongst private stakeholders (organization)	1
Capacity to coordinate and align different groups (coordination)	5
Level of power and leverage with respect to public stakeholders (leadership)	3
Willingness to invest time and money in conjunction with public partners (motivation)	3
Compliance to engage in more attractive business models	2
Quality of business leaders (understanding of private sector's needs and strategic challenges, not only conducting a political role or rent seeking activities)	3
Motivation and leadership to conduct public-private projects	2
Average score	2.7

Public sector dimension	Score from 0 (weak) to 5 (strong)
Generalized trust and understanding of the private sector	5
Political will to engage with the private sector	5
Capacity to understand the private sector	2
Dedicated public sector leadership assigned to dialogue process	3
Capacity to effectively follow up public-private projects	4
Willingness to adapt institutions and public programs to the evolving needs of the private sector (reforms)	2
Quality of sector driven policies (looking for private actors engagement and fostering innovation)	2
Coordination at different public levels regarding specific private sector needs	2
Average score	3.1

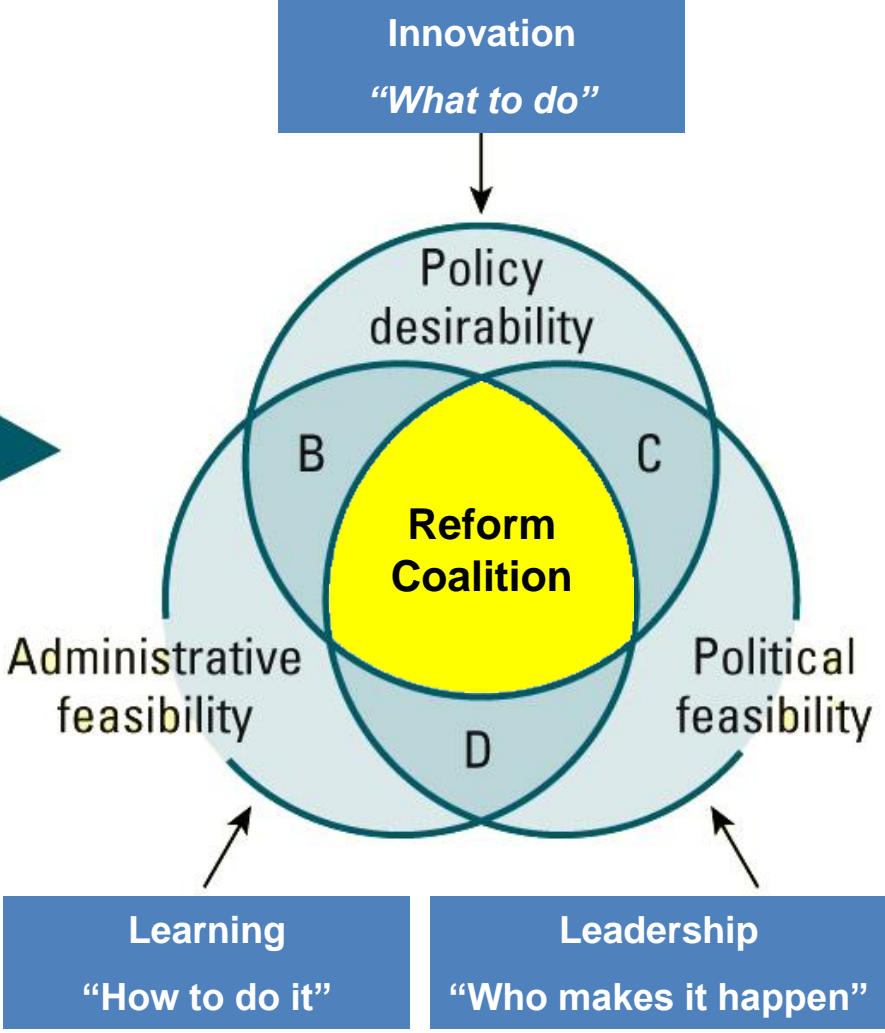
Champion dimension	Score from 0 (weak) to 5 (strong)
Capacity and legitimacy to break conventional wisdom	2
Understanding of private sector challenges and strategies to overstep them	3
Emergence of new champions (are there any new leaders stepping in?)	4
Complementarities and coordination of different champions	0
Average score	2.3

Instruments dimension	Score from 0 (weak) to 5 (strong)
Quality of programs and mechanisms to help private sector development	1
Sector specific instruments responding to private sector strategic needs	0
Capacity to support innovative projects used later on as success cases	9
Level of bureaucracy to have access to the instruments	2
Complementarities of available instruments to support different aspects of the same project or private sector strategy	5
Average score	3.4

# EXPENDING THE REFORM SPACE



The only reforms that really work and are truly sustainable

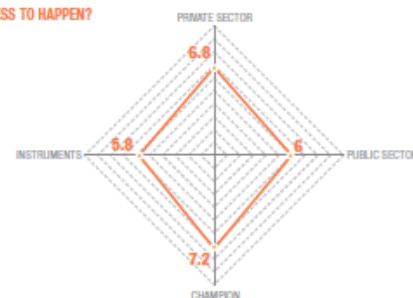


## 2. READINESS TO HOST, CREATE OR SUSTAIN A DIALOGUE PROCESS

### ARE THE REQUIRED CONDITIONS FULFILLED FOR A QUALITY DIALOGUE PROCESS TO HAPPEN?

The second indicator component of the assessment looks at four key contextual factors, which are necessary to consider when appraising the potential for PPD in a given country:

- The readiness and willingness of the private sector and the government to engage and interact.
- The presence of a potential champion who can facilitate the dialogue process, activate political will and reduce the trust gap between public and private sector stakeholders.
- The availability of logistical, financing, and capacity building instruments which can help implement and monitor the dialogue process.



Category	Score from 0 (weak) to 10 (strong)	Score	Description
<b>The readiness and willingness of the private sector to engage and interact</b>		<b>6.8/10</b>	More than 20 trade associations and chambers are invited to the NDC. Civil society organizations, academic and trade unions also participate in the dialogue. Their participation is voluntary (no fees) to attend the meetings, demonstrating their commitment to contribute to the efforts to improve the competitiveness of the country. The quality of the participants is well acknowledged, most are prominent figures from the private sector. There are risks of regulatory capture, that have been managed so far.
Sophistication level of the organization and legitimacy amongst private stakeholders (organization)	4		
Capacity to coordinate and align different groups (coordination)	4		
Level of power and leverage with respect to public stakeholders (leadership)	3		
Willingness to invest time and money in conjunction with public partners (motivation)	3		
Compliance to engage in more attractive business models	3		
Quality of business leaders (understanding of private sector's needs and strategic challenges, not only conducting a political role or rent seeking activities)	4		
Motivation and leadership to conduct public-private projects	3		
<b>AVERAGE SCORE</b>		<b>6.8</b>	
<b>The readiness and willingness of the government to engage and interact</b>		<b>6/10</b>	More than 80 officials are appointed to the dialogue process and respondents mentioned a large number of government champions. The government is generally willing to consult constituents, in particular the private sector in matters of economic development. It is a way "of doing business". Consultation is embedded in the Constitution of the Philippines, but officials understand well the benefits of consultation.
Generalized trust and understanding of the private sector	4		
Political will to engage with the private sector	4		
Capacity to understand the private sector	3		
Dedicated public sector leadership assigned to dialogue process	4		
Capacity to effectively follow up public-private projects	2		
Willingness to adapt institutions and public programs to the evolving needs of the private sector (reforms)	2		
Quality of sector driven policies (looking for private actors engagement and fostering innovation)	2		
Coordination at different public levels regarding specific private sector needs	3		
<b>AVERAGE SCORE</b>		<b>6.0</b>	
<b>The championing of the dialogue process</b>		<b>7.2/10</b>	Clear champions have been identified both from the private sector and government sides. On the 15 working groups all captains of the industry and heads of trade associations. On the government side, recognized champions exist in the executive and legislative branches.
Capacity and legitimacy to break conventional wisdom	4		
Understanding of private sector challenges and strategies to overcome them	4		
Emergence of new champions (are there any new leaders stepping in?)	3		
Complementarities and coordination of different champions	3.5		
<b>AVERAGE SCORE</b>		<b>7.2</b>	
<b>The availability of logistical, financing, and capacity building instruments</b>		<b>6.8/10</b>	The NDC is a government initiative which funds its operations and the staff (private sector / CSO members of the working groups are working pro-bono). The budget is minimal and cannot cover large projects. The secretariat has sought support from development partners or private sector.
Quality of programs and mechanisms to help private sector development	3		
Sector specific instruments responding to private sector strategic needs	3		
Capacity to support innovative projects used later on as success cases	3		
Level of bureaucracy to have access to the instruments	3		
Complementarities of available instruments to support different aspects of the same project or private sector strategy	2.5		
<b>AVERAGE SCORE</b>		<b>6.8</b>	

**SUMMARY SCORE: 6.45/10**

# Belarus ICT Initiative Group

Submitter: ICT Initiative Group

Working Group	Public Sector Authority	Private Business	Interest Group	Academia
<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Ministry of Education	<input type="checkbox"/> Employees	<input type="checkbox"/> RFP	
<input type="checkbox"/> Access to Finance	<input type="checkbox"/> Ministry of Communications and Information	<input type="checkbox"/> X = 1000	<input type="checkbox"/> Industry/NGO	<input type="checkbox"/> BNTU
<input type="checkbox"/> Innovation and R&D	<input type="checkbox"/> Regions	<input type="checkbox"/> X 100 - 1000	<input type="checkbox"/> Universities	<input type="checkbox"/> BSUIR
<input type="checkbox"/> Regulatory, Governance and Taxes	<input type="checkbox"/> State	<input type="checkbox"/> X 50 - 100	<input type="checkbox"/> RSE	<input type="checkbox"/> IAP Research
<input type="checkbox"/> Skills Development	<input type="checkbox"/> Agency	<input type="checkbox"/> X 20 - 50	<input type="checkbox"/> NGOs	<input type="checkbox"/> Other
<input type="checkbox"/> Funding and Communication	<input type="checkbox"/> Other	<input type="checkbox"/> X 1-20	<input type="checkbox"/> SOO	<input type="checkbox"/> Other
<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> X = 5	<input type="checkbox"/> Other	<input type="checkbox"/> Other
	<input type="checkbox"/> Foreign		<input type="checkbox"/> Other	
	<input type="checkbox"/> Local			

**Recommendation Number 1** Title: Increasing the number of skilled ICT professional in Belarus, through a) establishment of a body responsible for ICT curricula development, and b) developing specific mechanisms to train 4,000 new ICT professionals in public and private institutions.

Contact information of submitter (optional):

**Specific target of the proposal**

Indicator which the reform will improve (current, projected)	Projected impact that the reform will have (Substantive generation / Infrastructure development / skills development / access to financing / job creation / etc.)
Number of new ICT specialists per year available for employment, graduating with ICT-relevant certification or diploma issued by a private or public educational institution (Current: 4,000 (Target: 8,000))	Impact of this reform will be to reduce the significant shortage of trained ICT specialists in Belarus, increasing the supply of trained ICT specialists willing to fill vacancies in ICT businesses in Belarus, and allow for the growth of the ICT sector into more competitive arenas, enabling the attraction of investments into the sector.
4,000 additional ICT specialists per year	

**Projected cost of the proposal**

CO2E to private sector (current, projected)	CO2E to public sector (current, projected)
Total Cost: \$8,100,000 Component 1: Establishment of the ICT Skills Development Group (\$300) Private sector costs associated with the implementation of this component amounts to time spent on working with the ISDO to arrive at specific proposals, and the cost of establishing subsidized training programs within ICT industry for ICT professionals. This is estimated as "in-kind" cost of	Total Cost: \$12,860,000 Component 1: Establishment of the ICT Skills Development Group (\$300) Public sector costs associated with the implementation of this component amounts to time spent on working with the ISDO to arrive at specific proposals (which can be part of their current work terms) as well as housing and staffing a specialist to coordinate the work, to be hosted in the Ministry

1

10 people x 20 days x \$500 = \$100,000 over one year, given a daily "cost" of \$500 per day per executive. All this cost will be "in kind" and no actual money will be disbursed or paid.

**Component 2: Private sector institution training of 2,000 new ICT specialists each year**

The cost to graduate a student with globally competitive skills is estimated at \$10,000 per year. The cost for this component for the private sector is estimated at \$8,000 per year, to be matched by a \$5,000 government subsidy, and offset by \$1,000 tuition cost, thus bringing the production cost for the private sector at \$4,000 per student per year. In total, the overall ICT private sector education institution or training programs cost is therefore estimated to be 2,000 students x \$4,000 per year = \$8,000,000 per year.

of Education. This is estimated as "in-kind" cost of 5 people x 100 days x \$50 = \$25,000 over one year, given a daily "cost" of \$50 per day per government employee. Secretariat housing and logistics cost is estimated at \$28,000 per year.

**Component 2: Private sector institution training of 2,000 new ICT specialists each year**

Private sector education institution training of 2,000 new ICT professionals each year will be subsidized by a matching grant scheme offered to private sector education institutions by the government with a cost to the public sector estimated at \$5,000 per student per year, for a total of \$10,000,000 per year.

**Component 3: Public sector institution training of an additional 2,000 new ICT specialists each year.**

Public sector institutions will be tasked to graduate 2,000 new ICT specialists each year. Additional costs may include the bolstering of ICT faculty salaries in public universities, and additional faculty to be added to the technical university roster that should come from the private sector. 20 new faculty will be added, at a cost of \$5,000 per month \$30,000 per year, for a total cost of \$600,000 per year. Infrastructure and curriculum upgrading for public sector education institutions is estimated at \$1,000 per student per year, for a total of \$2,000,000.

**Projected benefit of the proposal**

Benefit to private sector (private sector savings, investment, other)	Benefit to public sector (fiscal revenues, employment creation, other)
Benefit over 1 year once the proposal is fully implemented: \$111,800,000 Number of new jobs: 4,000 Number of new jobs related to ICT exports: 2,000 Amount of ICT exports in 2010: \$300,000,000 Number of existing jobs related to ICT exports: 20,000 Average export per worker: \$15,000 Estimated amount of new exports for 2000 new ICT professionals: \$30,000,000 Number of new jobs related to ICT-related services: 2,000 Estimated amount of added value contributed per worker per year: 2 x salary Average salary per ICT-related services worker: \$1,700 per month = \$20,400 Added value = 2 x salary = \$40,800 Estimated amount of added value for 2000 new jobs: \$81,600,000 Employers in the ICT sector will have an increased capacity to produce supplementary exports as well as innovative ICT products and services. Additional start-ups and SMEs will have the capacity to grow through	Benefit over 1 year once the proposal is fully implemented: 20,000 new jobs Contribution to the knowledge workforce: 4000 new jobs Number of indirect jobs created per new job: 4 Number of indirect jobs created: 16,000 Total number of new jobs: 20,000 Increase employment opportunities, with a focus on the youth. Supply of skilled graduates to provide enhanced services for public sector agencies and programs. Growth of the economy through increased revenue from the ICT sector.

2

an increased supply of trained graduates. Innovative firms involved in R&D will attract additional investments into the sector, deliver on their current demand from clients, and broaden their export capacity to global markets. ICT-enabled services will increase productivity of non-ICT related Belarus firms.

**Cost/Benefit ratio of the proposal**

This cost/benefit ratio is estimated at 1:5 for the first year of the fully implemented reform.

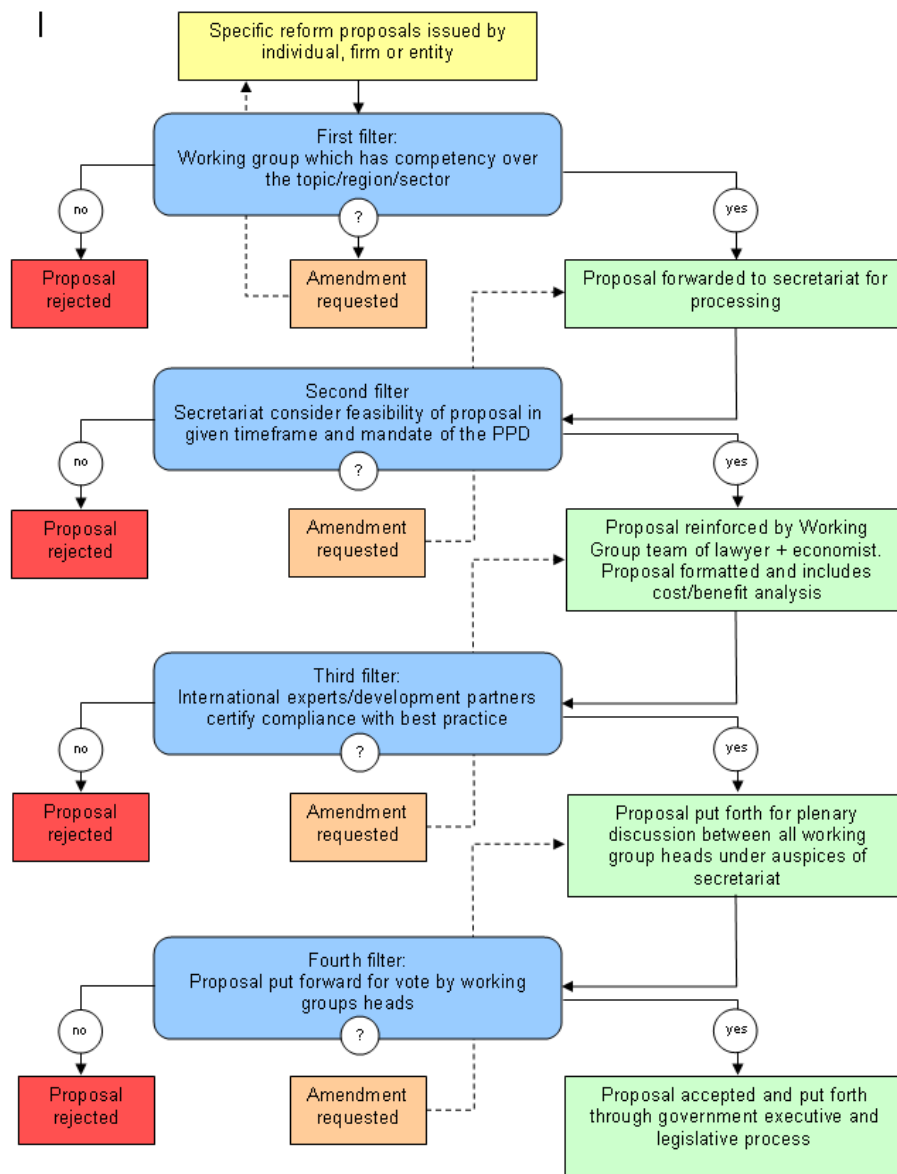
Year	Benefits to the Public and Private Sector	Number of New Employees	Total Cost	Cost / benefit Ratio
1	\$111,800,000	4000	\$20,750,000	1:5
2	\$223,200,000	8000	\$20,750,000	1:11
3	\$334,800,000	12000	\$20,750,000	1:16
4	\$446,400,000	16000	\$20,750,000	1:21
5	\$558,000,000	20000	\$20,750,000	1:27

**Does the proposal meet the 1:4 cost/benefit ratio (yes/no)**

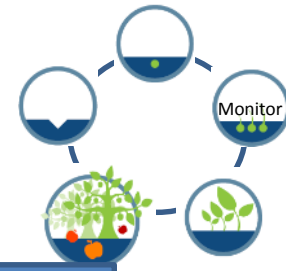
Yes.

3

# FILTERING PROCESS TO ENSURE TRANSPARENCY AND FAIRNESS



# Collect & Manage Reform Proposals



Home > Double Corporate Profit Taxation > Measurements List > SIG > Indicators

## Indicator Summary

Public-Private Dialogue / Public-Private Dialogue / Regulatory Reform / Double Corporate Profit Taxation (PPD101)

**SIG Details** | **SIG Indicators** | **Record Values** | **Commentary**

...or select standards from the organization's library

Create custom indicators...

Add a new indicator | --Add a predefined indicator-- | Add from Global Measurement Library

Track reform proposal status

**Indicators** | **Indicator Details**

Name: Ratio of Legislators & Administrators For/Needed  
 Description: Assess the total number of legislators and administrators for/needed changes. Also, capture the political leadership changes. Also, capture the political leadership changes. Also, capture the political leadership changes.

Start Month: Jun 2013  
 End Month: Sep 2016

**Quick trend visualization**

**Define baselines, set targets and support capture data real-time**

**Capture information, not just data**

**Indicator History**

Reporting Date	Actual Value (X / Y)	Percent	Percent Change	Comment	Publish Comment
Nov 2014					
Aug 2014					
May 2014	/	0.00%			<input type="checkbox"/>
Feb 2014	8 / 40	20.00%	166.67%		<input type="checkbox"/>

Target Value: 63% (25 / 40)  
 Current Value: 20% (8 / 40)  
 Baseline Value: 3% (1 / 40)

8/1/2013 10/31/2013 1/31/2014 4/30/2014 7/31/2014

Export to Excel

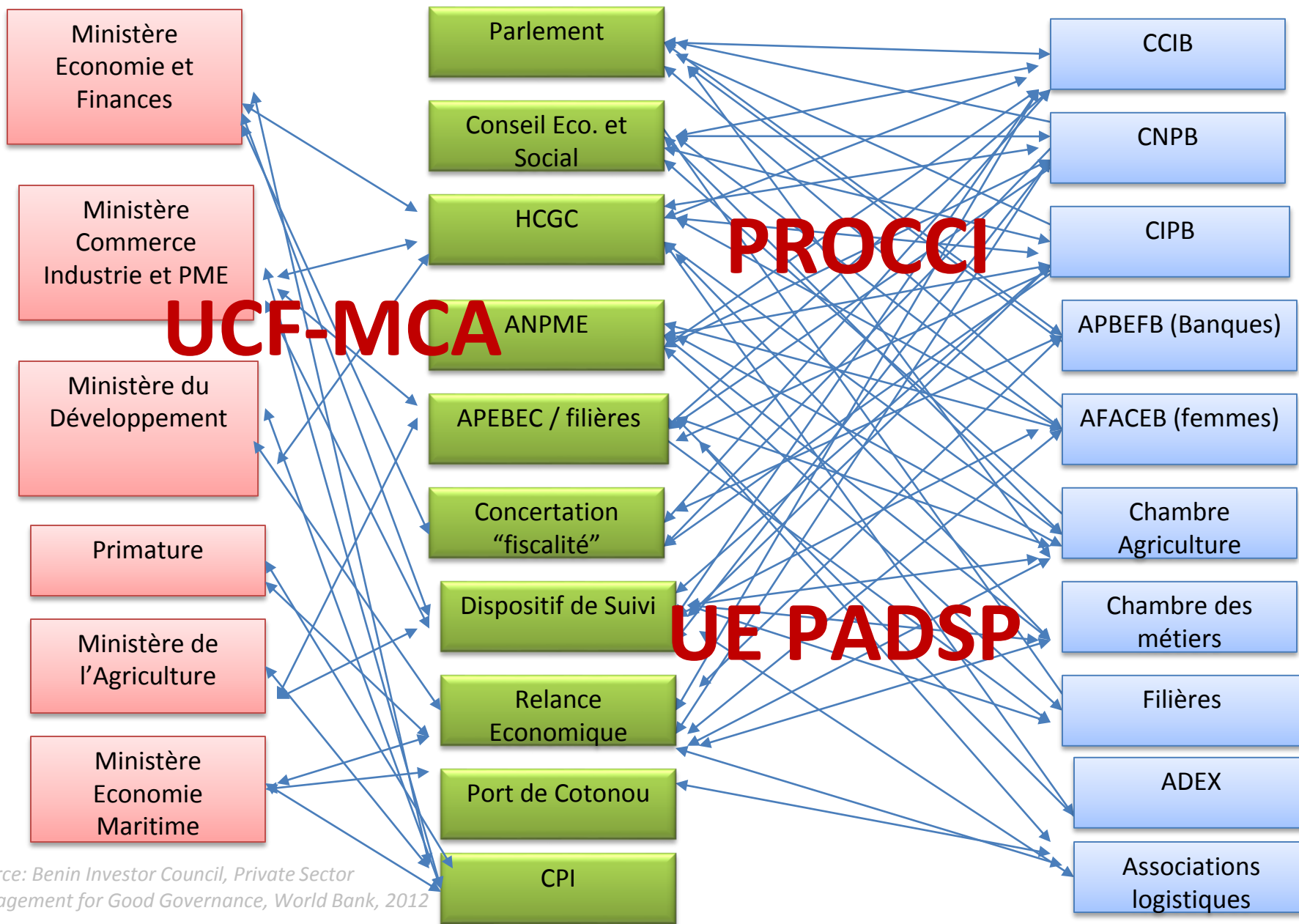
Delete | Discard Unsaved Changes | Save

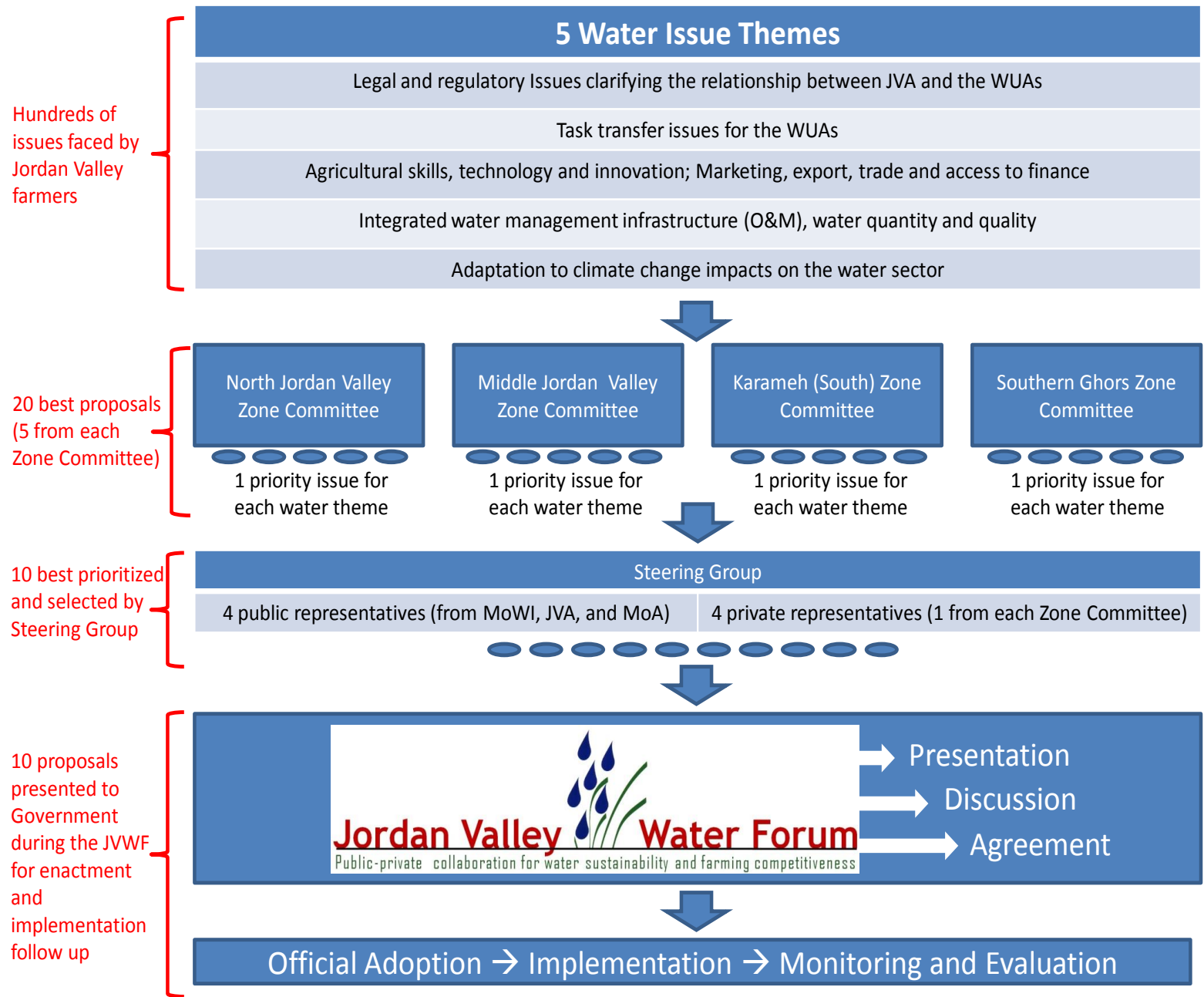
## **PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT**

*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.*



# INSTITUTIONAL COORDINATION (OR NOT)





# LINKING THE PPD TO OTHER REFORMS PROCESSES



SEZ



Clusters



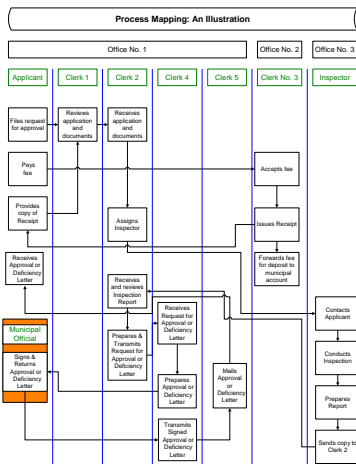
Value chain



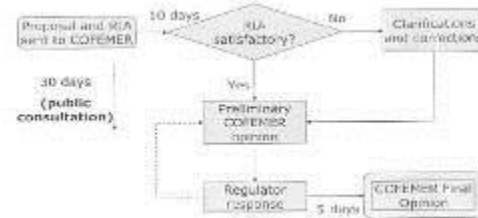
Reform Unit

Regulatory simplification

\$ Open governance initiatives (e.g. open budgets)



RIA and regulation review process



# INSTITUTIONAL ALIGNMENT

Possible host	Strengths	Weaknesses
<b>President's / Prime Minister's Office</b>	Top-level political backing and a remit that stretches across different government departments and agencies.	Risk of creating "turf war" antagonism with other government agencies. Risk of political over-reliance on the individual figure of the president or prime minister of the day. Risks being seen by private sector as a government mouthpiece rather than a genuinely neutral space for dialogue.
<b>Ministry of Finance or Trade</b>	Likely to offer the most direct access to relevant decision-makers.	Risks narrowness of view on activities that impinge on other departments or agencies. Risks being seen by private sector as a government mouthpiece rather than a genuinely neutral space for dialogue.
<b>Investment promotion agency or similar agency</b>	Offers possibility of secretariat being hosted in an agency which already has a track record of promoting business climate improvements.	Vulnerable to weaknesses in agency such as ineffectiveness, narrowness of remit or negative perceptions on the part of some important stakeholders.
<b>Chamber of Commerce or other BMO</b>	Can ensure that a wide range of member businesses are aware of and have easy access to the secretariat, and build the capacity of the Chamber or BMO in other respects.	If there are several Chamber/BMOs, to locate the secretariat in one risks alienating the other. Risk of being seen by government as more of a private sector mouthpiece than neutral space for dialogue.
<b>International organization</b>	Likely to have surest access to international best practice, trained personnel and funding. Can be perceived as a neutral, honest broker.	Risk of fostering dependence on external donors rather than local ownership of the dialogue process. Can be unhelpful for public image when donors are viewed negatively.
<b>New and independent institution</b>	Best chance of being perceived by all stakeholders as a disinterested, neutral facilitator.	Need to start from scratch with no existing institutional strengths to take advantage of.

## **PRINCIPLE IV: STRUCTURE AND PARTICIPATION**

*PPD should have a solid structure and a representative participation. The structure should be manageable while flexible, enable participation to be both balanced and effective, reflect the local private sector context and stakeholders' interests.*

# Public-Private Mandate

Coordinating secretariat

Working group 1

Working group 2

Working group 3

Working group 4

Working group 5

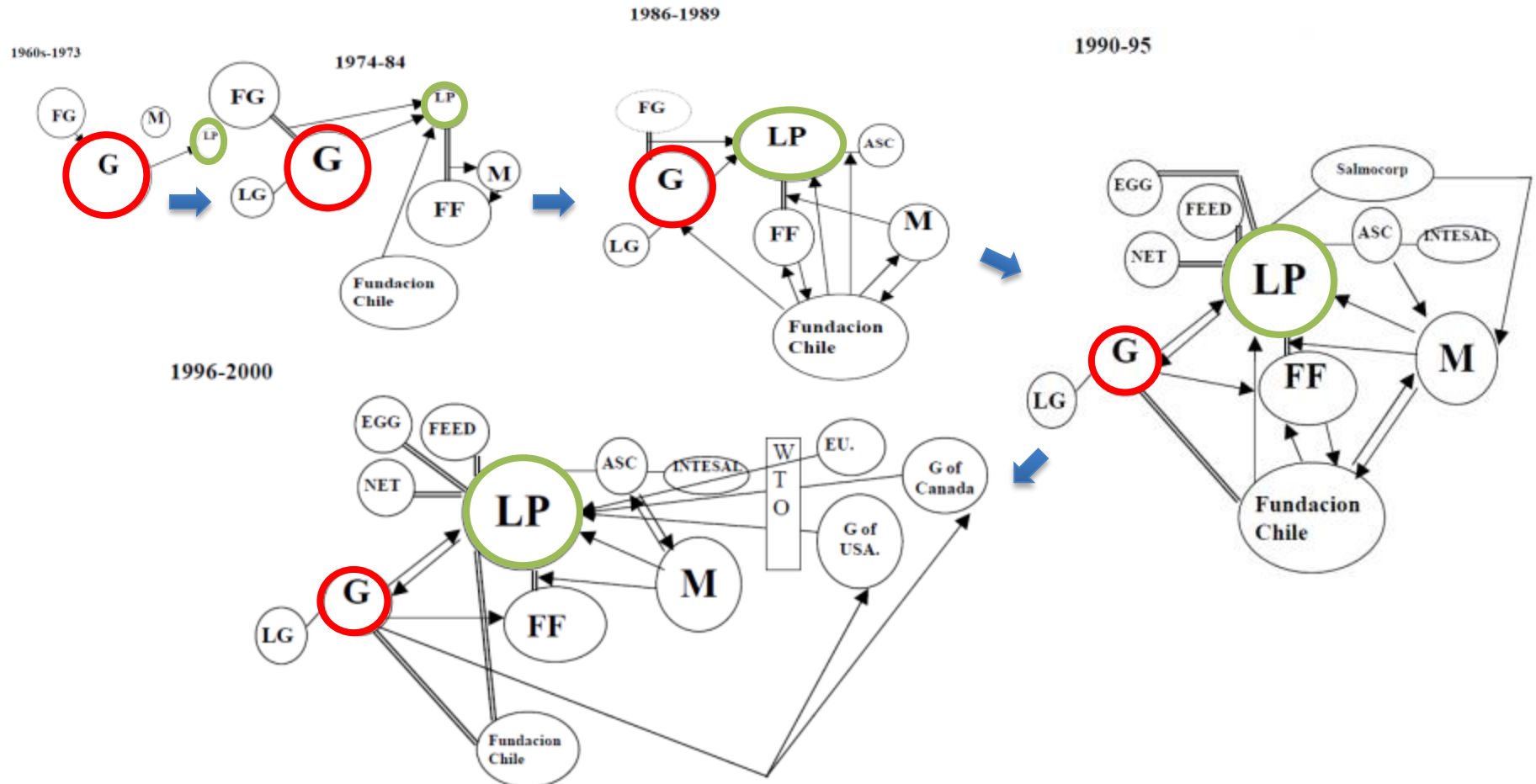
Private sector advocates, associations, government representatives, donors

## SECTOR-SPECIFIC



**SALMON EXPORT FACILITY IN CHILE**

# SECTOR-SPECIFIC

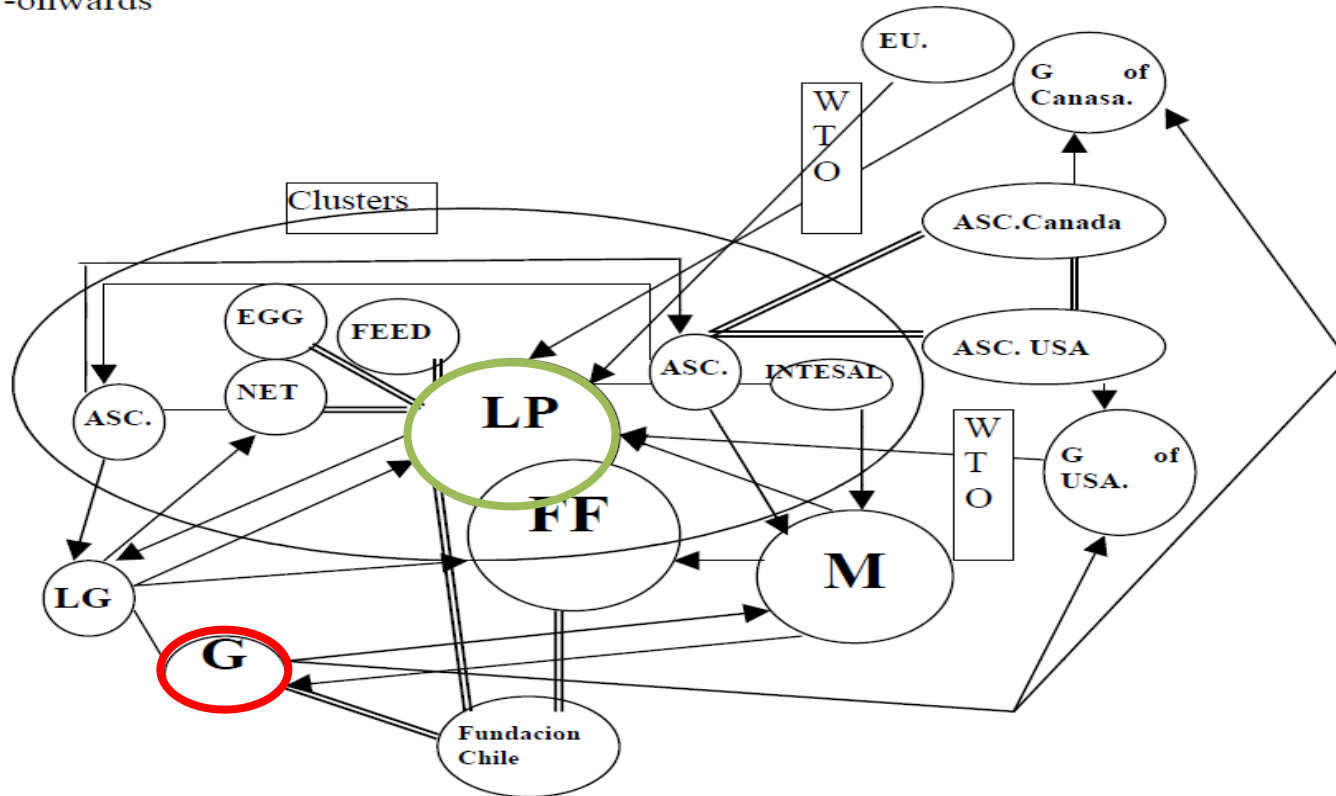


Note: LP: Local Producers, FF: Foreign Firms, FG: cooperation from Foreign Government, M: Market, G: government, LG: Local Government, ASC: Industrial Association.,  
 Direction of influence are expressed in the following arrows:  
Strong → Weak → Mutual collaboration



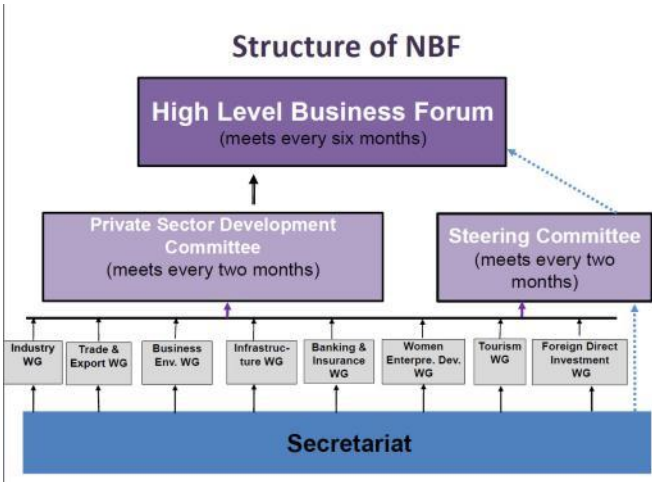
# SECTOR-SPECIFIC

2001-onwards

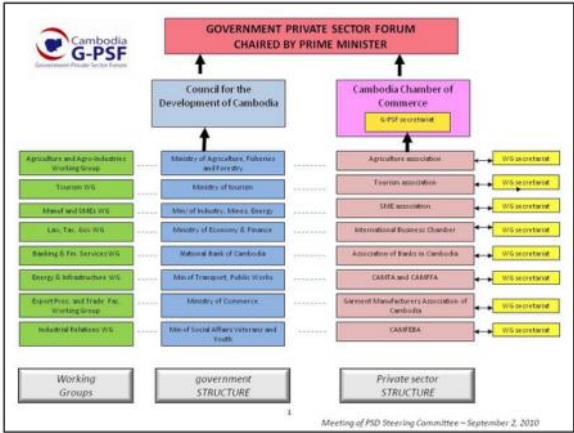


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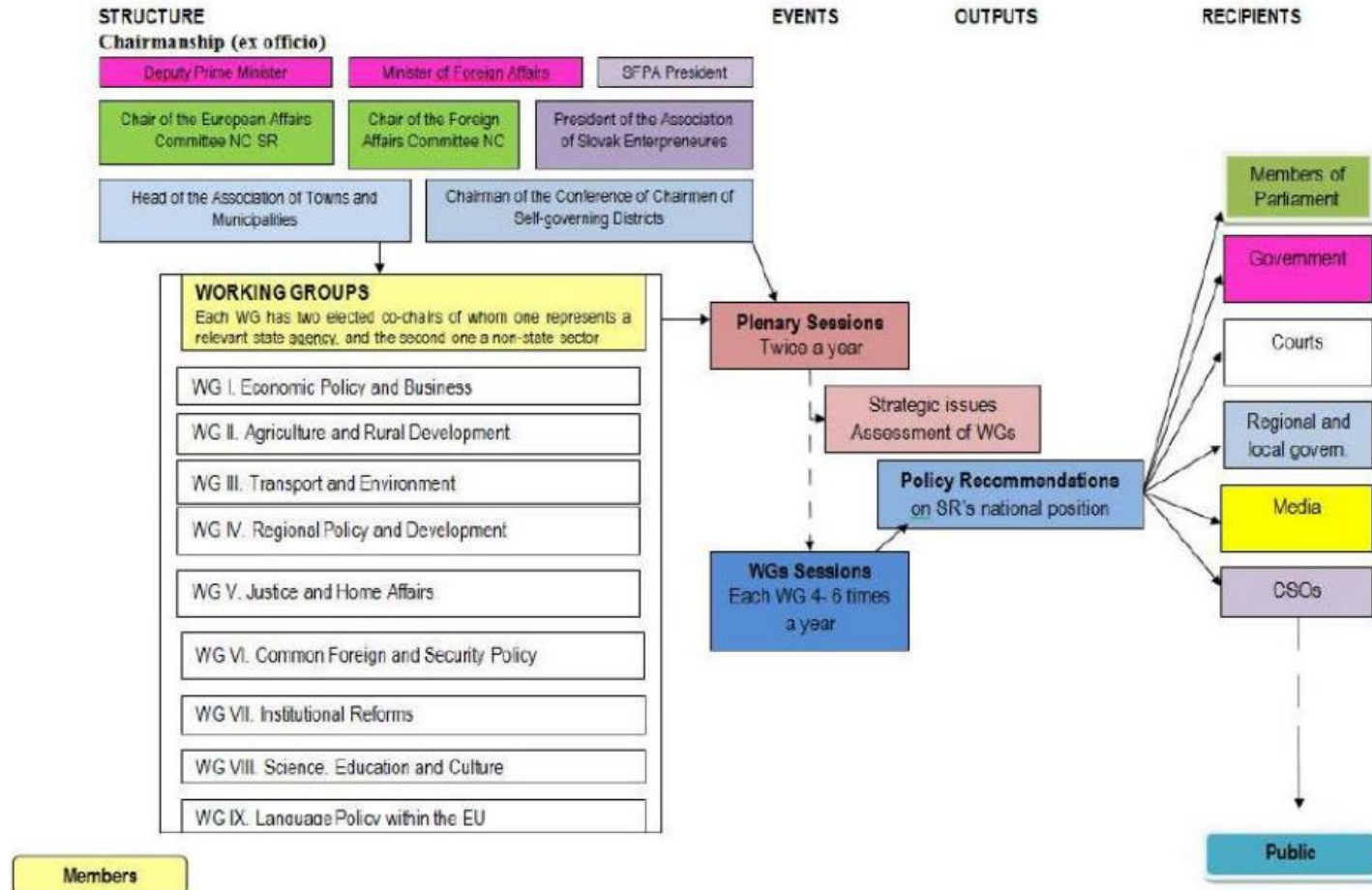
# NATIONAL



## CAMBODIA G-PSF



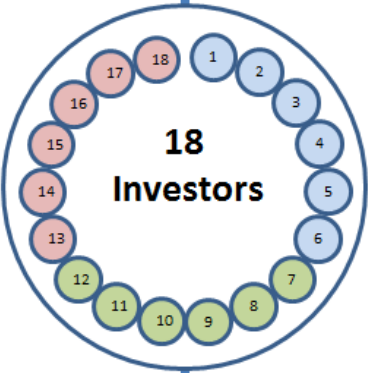
## THE NATIONAL CONVENTION ON THE EU IN SLOVAKIA



# NATIONAL



**President**



**Permanent Secretariat**

**Implementation Workgroup**  
Administrative coordination  
Technicians  
Regular meetings and reporting  
Reporting to Head of Permanent Secretariat

# COMMUNITY-SPECIFIC

Caraga is an administrative region of the Philippines, on the northeastern portion of the island of Mindanao. Rich in natural resources, it has great potential for development. It is characterized by a wood-based economy, extensive water resources and rich mineral deposits, such as iron, gold, silver, nickel, chromite, manganese and copper.



PHOTO BY PHILIP ANGHAG



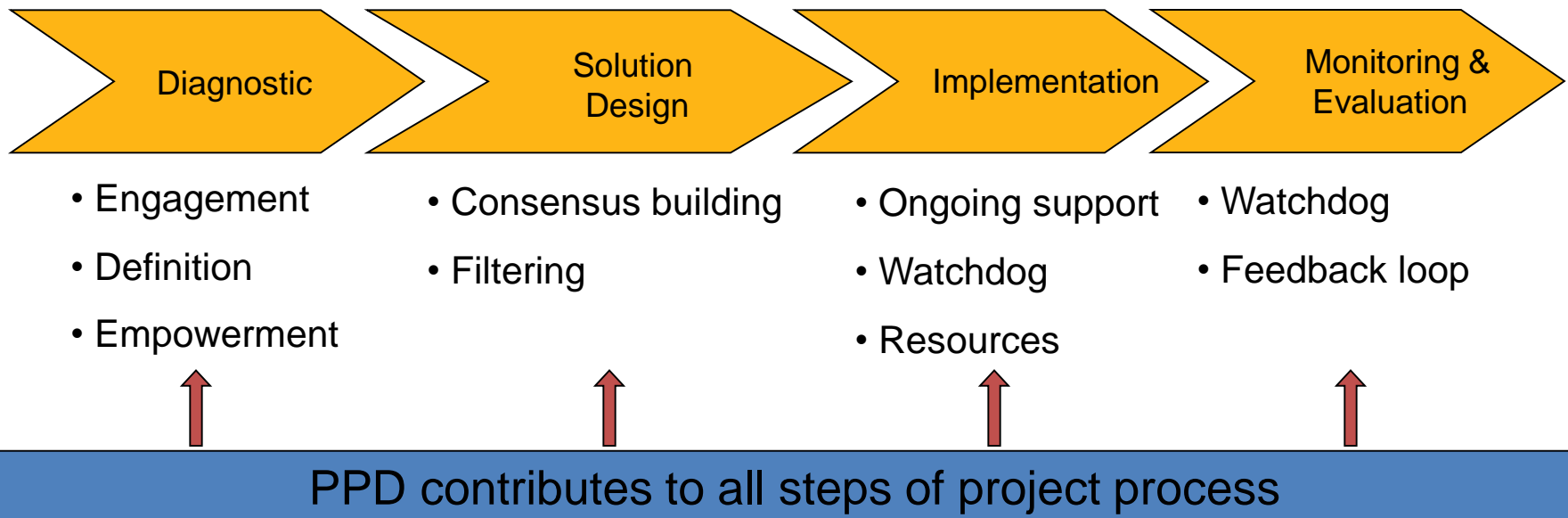
PHOTO BY PHILIP ANGHAG

- Multi-stakeholder dialogues
- Participatory land use planning,
- Strengthening of community-based “wardens”
- Watershed protection in marginalized communities
- Reduction of violent conflicts on the use of these resources.

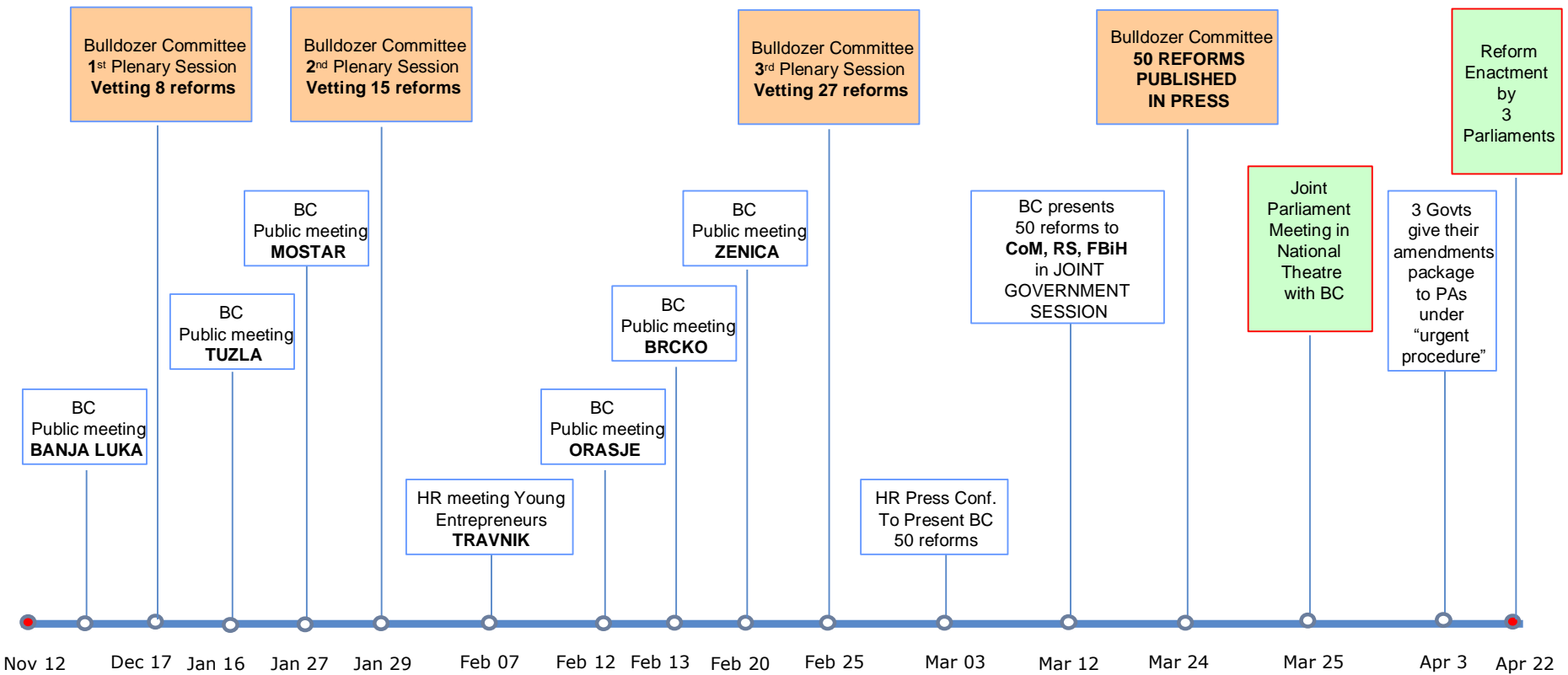
## **PRINCIPLE V: FACILITATION**

*The PPD process gains to be facilitated professionally with dedicated people and resources so as to efficiently manage all aspects of the dialogue process with a view to deliver results.*

Structured dialogue → Workable Projects → Projects that work



# GOOD PLANNING





# TRACKING SYSTEM FOR ACCOUNTABILITY

Issue No.	Name of working group	Issue name	Primary instituion responsible for follow-up	Primary person responsible	IMPLEMENTATION STATUS								Date of Issue Closed	Benefits realized to private sector	Benefit realized to public sector	Comments on progress	
					Presented to the working group for consideration	Proposal accepted by working group for design and preparation	Full proposal endorsed by working group and presented to the secretariat	Proposed reform presented to the Steering Committee	Reform enacted	Ministry or government agency internalizes the problem and prepares implementation	Reform implemented as verified by constituents						
1														\$ -	\$ -		
2															\$ -	\$ -	
3														\$ -	\$ -		
4														\$ -	\$ -		
5														\$ -	\$ -		
6															\$ -	\$ -	
7														\$ -	\$ -		
8														\$ -	\$ -		
9														\$ -	\$ -		

PPD Action Matrix								
Process Point	Activity	Action	Action Number	Start	Finish	People	Budget	Indicator
Mandate	Decree	Rewrite decree #312 to reflect fair representation of PS	1	April	1-Jun-08	WB + Council of Ministers	0	New Decree Issued
	legal Mandate	Have a legal mandate written by competent legal entity	2	1-May	1-Jun-08	Legal consultant	\$2,000	Finalized legal mandate
Structure & Participation		Already in place						
Champions	Identify	Identify champions	3	Apr	Jun-08	Coordinator	0	Champions Identified
	TOR	Develop TOR						
	Contact Assignment	Contact Champions Assign 2 Champions for e						
Facilator	secretariat	Assign duties as needed Follow up on MOFNE staff assignment to the PPD						
	Forms	Establish a single compen of web based guidelines f production of quality secre output						
		Monitor output						
	PS	Maintain a pool of key bus figures who have expertis needs of the PS to allow t of good practice and futur						

<b>Country:</b>	<b>Armenia</b>							
<b>Name of initiative:</b>	<b>Council</b>							
<b>Action Plan timeframe</b>	<b>July 2012 - December 2013</b>							
PPD Action Matrix								
Process Point	Activity	Action	Action Number	Start	Finish	People	Budget	Indicator
Output								
Outreach & Communication								
Monitoring & Evaluation								
Subnational								
Sector Specific								
Relationship to FDI								
Crisis-mitigation								
Development Partners								

## PPD: BUDGET PREVISIONNEL ANNUEL

	tx change \$:	500
	Total	US \$
<b>Charges du Personnel</b>		
Salaires	80,400,000	\$ 160,800
Frais Transport/Carburant	5,160,000	\$ 10,320
Frais de téléphone/communication	2,100,000	\$ 4,200
Sécurité sociale	12,381,600	\$ 24,763
<b>S/Total charges du personnel</b>	<b>100,041,600</b>	<b>\$ 200,083</b>
<b>Dépenses de Fonctionnement</b>		
Administratif	2,400,000	\$ 4,800
Bureautique	4,200,000	\$ 8,400
Marketing/Communication	3,600,000	\$ 7,200
Entretien équipements	1,800,000	\$ 3,600
Etudes et Recherches	15,000,000	\$ 30,000
Réunions Forum	8,300,000	\$ 16,600
Frais déplacement	3,500,000	\$ 7,000
5% Imprévus	1,940,000	\$ 3,880
<b>S/Total fonctionnement</b>	<b>40,740,000</b>	<b>\$ 81,480</b>
<b>TOTAUX</b>	<b>140,781,600</b>	<b>\$ 281,563</b>

Charges du Personnel (Mensuel)	Secrétaire Permanent	Economiste	Analyste	Operations / M&E	Asst. Admin	Resp. Com.	Coursier Chauffeur	Total
Salaires	2,000,000	1,500,000	1,000,000	800,000	500,000	800,000	100,000	6,700,000
Frais Transport/Carburant	100,000	80,000	80,000	80,000	25,000	80,000	15,000	430,000
Frais Tel. Cel.		50,000	30,000	30,000	10,000	20,000	5,000	175,000
Sécurité sociale	15.4%	308,000	231,000	154,000	123,200	77,000	123,200	1,031,800
<b>Total Mensuel/Staff</b>	<b>2,458,000</b>	<b>1,841,000</b>	<b>1,264,000</b>	<b>1,033,200</b>	<b>612,000</b>	<b>993,200</b>	<b>135,400</b>	<b>8,336,800</b>
<b>Total Mensuel Tout Staff</b>	<b>XOF 8,336,800</b>	<b>\$16,674</b>						

Dépenses de Fonctionnement (Mensuel)	Unite	Prix unitaire	Subtotal	Total	Total \$
Administratif					
Audit (est. 2.5 million CFAjan)	1	200,000	200,000		
				200,000	\$ 400
Bureautique					
Eclairage de bureau, printing	1	250,000	250,000		
Connexion d'internet	1	50,000	50,000		
Frais telephone fixe, fax	1	50,000	50,000		
				350,000	\$ 700
Marketing/Communication					
Publications, website, etc	1	200,000	200,000		
Evénements, rencontres	1	100,000	100,000		
				300,000	\$ 600
Entretien équipements					
Batiments	1	100,000	100,000		
Divers	1	50,000	50,000		
				150,000	\$ 300
Etudes et Recherches					
	1	1,250,000	1,250,000		
				1,250,000	\$ 2,500
Réunions Forum					
Groupes Techniques	1	200,000	200,000		
Bureau (10mes30j)	0.25	300,000	75,000		
Forum Annuel + lancement (est. 2.5 millions)	0.17	2,500,000	416,667		
				691,667	\$ 1,383
Frais déplacement					
Transport, coursier	0.08	2,000,000	166,667		
Frais de mission (hotel/restaurant)	0.08	1,500,000	125,000		
				291,667	\$ 583
<b>Subtotal</b>				<b>3,233,333</b>	<b>\$ 6,467</b>
6% Imprévus		6%		<b>161,667</b>	<b>\$ 323</b>
<b>TOTAL des opérations par mois</b>				<b>3,395,000</b>	<b>\$ 6,790</b>

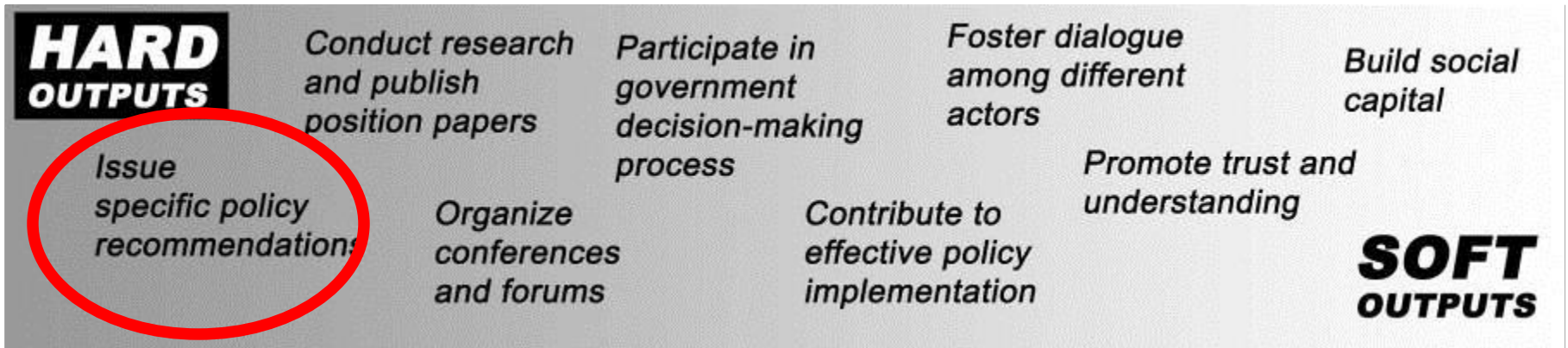
## **PRINCIPLE VI: CHAMPIONS**

*Leadership from a set of individuals or organizations is often necessary to reduce the trust gap, to sustain the energy and keep pushing for involvement of the parties over the long run.*

## **PRINCIPLE VII: OUTPUTS**


*Outputs can take the shape of structure and process outputs, analytical outputs, soft outputs or recommendations. While all should contribute to agreed private sector development outcomes, the PPD should aim for tangible, practical and measurable benefits.*

# SEVERAL TYPES OF OUTPUTS



Focusing on this  
will bring the others

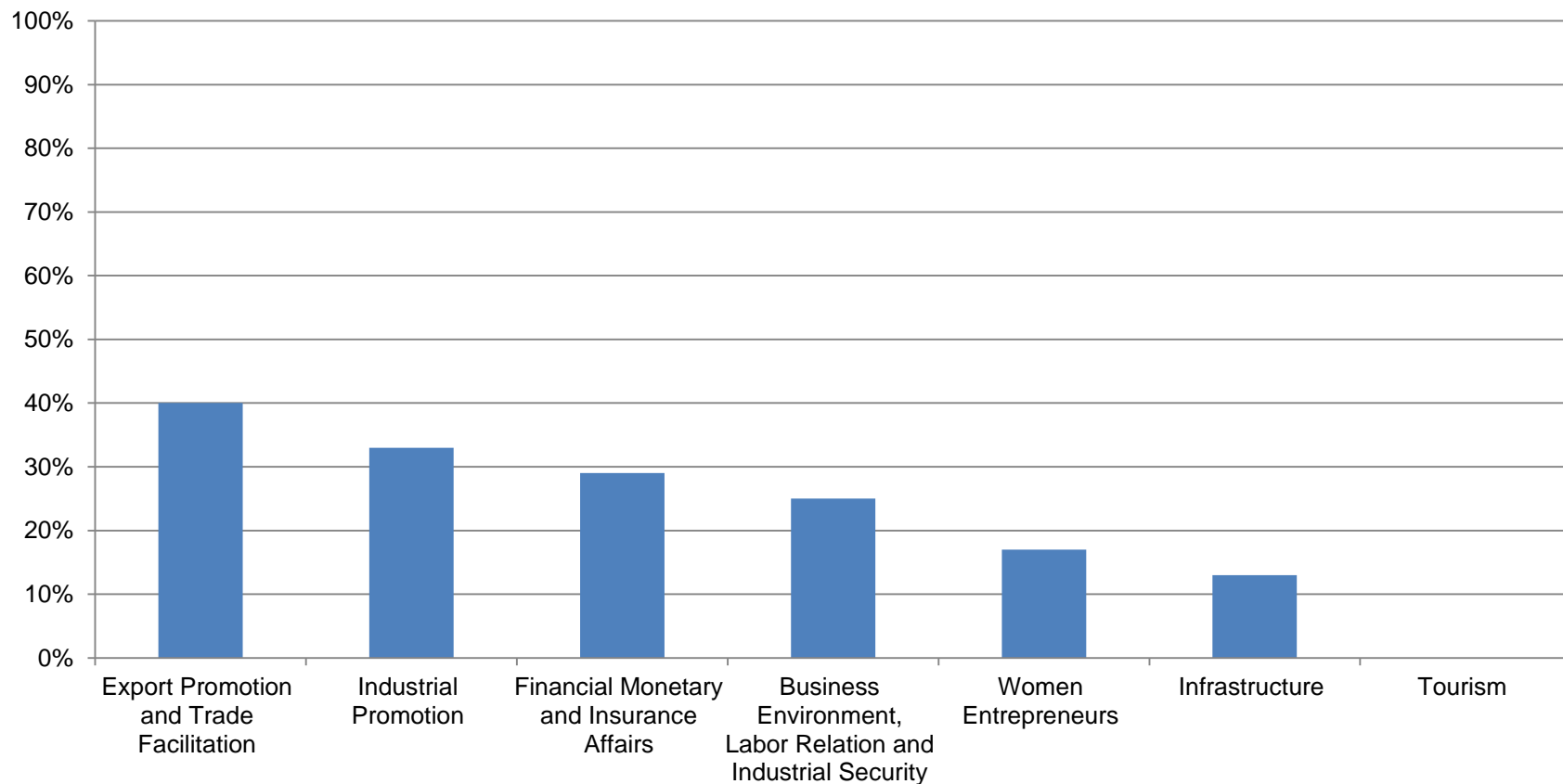
# NBF ADVOCACY EFFECTIVENESS

	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	?	?	?

# NBF ADVOCACY EFFECTIVENESS = 22%



## Ratio of Implemented to Recommended Reforms by WG



Source: Howard 2012, extracted from Nepal Business Forum Record



# EVIDENCE OF DEVELOPMENT EFFECTIVENESS

**2005:**

Independent evaluation of 5 Investors Advisory Councils in Africa

**2007:**

Independent evaluation of 3 Business Forums in Mekong

**2009:**

Independent evaluation of 30 WBG-sponsored PPD

**2011:**

Impact assessment of 4 IC country programs (Rwanda, Liberia, Sierra Leone, Burkina Faso)

**2012:**

IFC internal evaluation of IC programs and their development effectiveness

**2012:**

impact of IC programs in Fragile and Conflict Affected States



Aceh	2008
Albania	2008
Bangladesh	2007
Belarus	2007
Cambodia	1999
Chad	2008
Cameroun	2008
CAR	2007
Ethiopia	2008
Laos	2005
Liberia	2007
Nepal	2008
Pakistan	2008
Sierra Leone	2007
Romania	2006
Senegal	2002
North Sudan	2007
South Sudan	2007
Tanzania	2002
Timor Leste	2008
Tonga	2005
Uganda	2004
Vanuatu	2008
Vietnam	1997
Zambia	2007
Benin	N/A
Ghana	2002
Mali	2004

Over 400 reforms achieved in over 50 distinct areas

Economic impact (private sector savings)

Conservative estimate: \$500 millions

Cost effectiveness

Start-up investment of 100k-200k

# PPD IMPACT ON ROAD REPAIR IN NOSY BE & FORT DAUPHIN



*Nosy Be Pont cassé*



*RIP 118 : Soanierana –  
Ranomafana*



*Rue Camille Valentin  
Nosy Be*

Source: Uy, 2011 (Madagascar Growth Pole project, FPD Africa, World Bank Group)

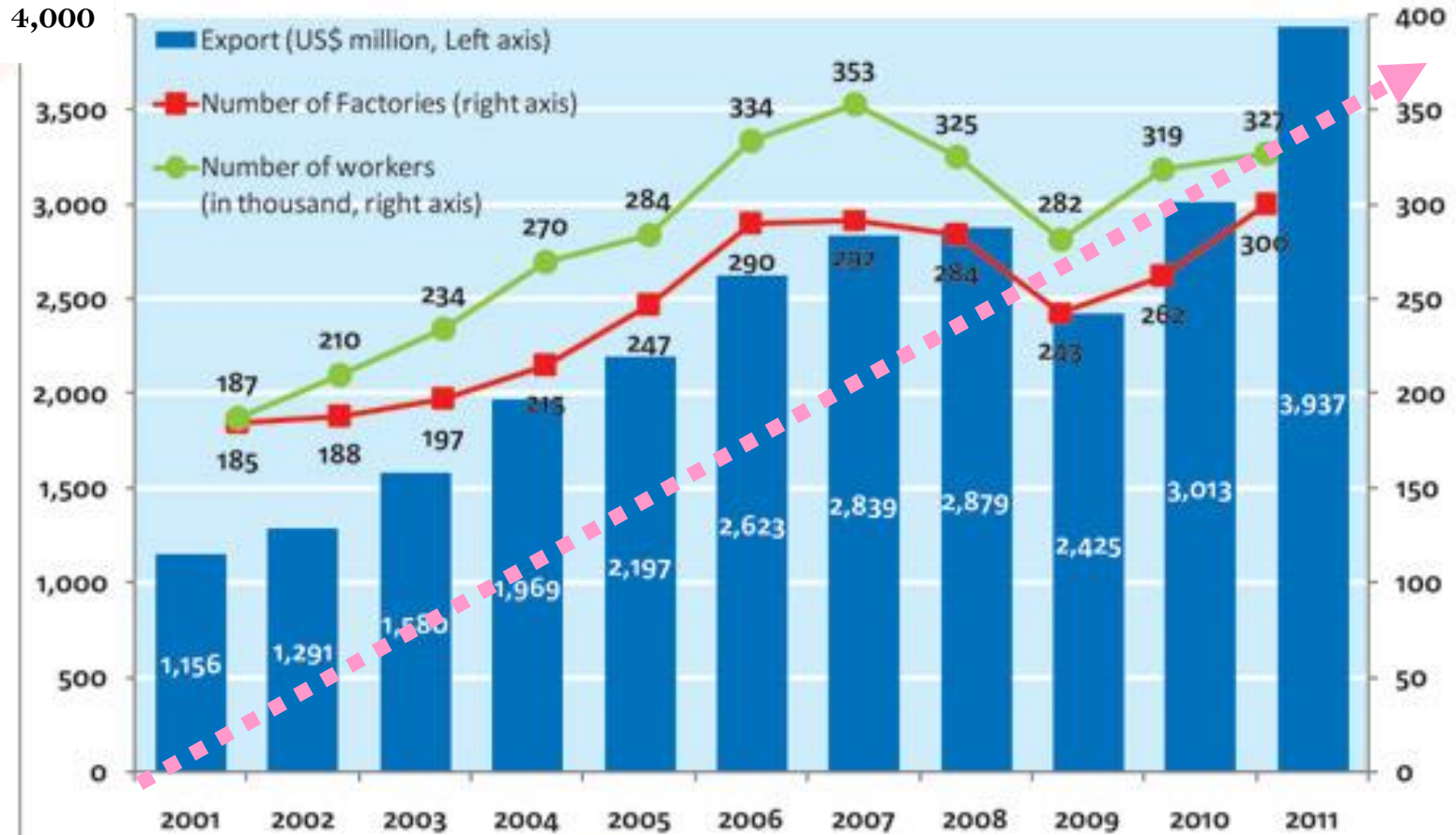
## COMPETITIVENESS PAYOFFS - CAMBODIA GARMENT



- Two reductions of Export Management Fee has saved GMAC members USD 2,2 millions (2008)
- Reduction of bureaucracy and documentation required for import-export procedures;
- Certificate of Origin now issued within 48 hrs, with reduced cost and documentation (2 GMAC staff are positioned at MoC to assist factories in C/O applications);
- Introduction of the ASYCUDA system which has automated export documentation, saving time and money;
- Export procedures made transparent and communicated
- Reduced the employers' contribution to the National Social Security Fund from 1.8% to 0.8%
- New Union Law established
- Decade-long Night Shift dispute resolved (night rate from 200% to 130%)

# CAMBODIA'S GARMENT EXPORTS RESULTS

4,000



Source: Data compiled from Ministry of Economy and Finance for export and Ministry of Commerce for number of factories and workers, Graphic by Economics Today

## **PRINCIPLE VIII: 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 and keeping them engaged.*



## Bosnia Bulldozer initiative, "50 reforms in 150 days"

**Reform n° 1**  
Harmonization of LLC minimum capital requirement

**REFORM SUMMARY**

Before the Bulldozer reform there were a marked discrepancy between the minimum and the actual requirements in the FDI. As per the Business Code when registering a Limited Liability Company (LLC), the most popular form of business entity in the Republic, the minimum statutory capital requirement was 10,000 KM for a single proprietor and 20,000 KM for companies with multiple partners. In 2014, the FDI, the minimum statutory capital requirement was 20,000 KM for all LLCs. The minimum statutory capital requirement in the Republic, required of people wanting to participate in an enterprise in the Republic, the former state was 20,000 KM, which is the double of the company's fee payment, in the FDI, with a minimum share of 20,000 KM for each partner, 10 percent, in the Business Code, with a minimum share of 10,000 KM up to 20 percent could be included in the capital of a company. To coordinate the single statutory capital and present regulations from having to deal with three different regulations in the same country, BSI harmonized the law, and reduced the statutory capital to include more people to start new businesses.

**WHY DID THE REFORM HELP YOU EXPAND YOUR BUSINESS?**

"We did not have enough revenues to gather the 10,000 KM required under the old law to register as a d.o.o. So we could not really expand as a home based business. It was a tedious chore. With the new law, requiring 20,000 KM only, we could register. We did, and then could expand our business through loans and investments."

**HOW WAS IT USED?**

The Finance Ministry has today proved that Bulldozer number 11 has worked. Normis and Silver Partners, a secondary paper production business had before started to expand in 2014. Their business was legally registered as "d.o.o.", a home based cottage industry (average industrial, 40 to 50 workers), dependent on the local market and not subject to import restrictions. In order to expand their production, purchase better machinery and employ more workers, they had to register their business as an LLC. Registering as LLC at the time would have required them to gather 10,000 KM. That was very high threshold, but they could not reach that level. After the Bulldozer reform number 11 was published in the Official Gazette, the Finance partners could finally afford to register their business as an LLC. 20,000 KM are much more easy to gather than 10,000 KM, for each needed business in 20,000 KM had their registered, they could expand in expanding their premises and buying better machines. They have created jobs for additional partners.

**WHAT WERE THE BENEFITS?**

The reform has harmonized and reduced LLC registration expenses. It simplified the procedure, brought the FDI and Bosnia-Croatia, making doing this more certain towards the consolidation of the single economic space. It lowered the business threshold, it was easier for businesses to start-ups more partners, and it allowed cheap capital. (Lowering the barrier of entry for a secondary paper production supply from 100K to 20K, business can be included in production on job market.

**THE ADVENTURES OF MAX**

Max is a young man who is looking for a job. He is a graduate of a university and is looking for a job. He is a graduate of a university and is looking for a job. He is a graduate of a university and is looking for a job.



## From the Protocols for Prosperity... To the Prosperity Garden (Bosnia)



**Better Business Initiative**  
Partnering to improve the economic environment

## Nigeria PPD



## Georgia legal and judicial reform



## Accountability gets specific in Bosnia (corporate governance reform)



## Cambodia SME credit reform – TV shows on location (SMEs) + Experts

0000 - bbbf.org.bd - Microsoft Internet Explorer

Help Refresh Home Search Favorites History Mail Print F&R Desktop Research Messenger

GSP Federal Google HOME - Board Advisory Services - F&E Local times PSD Etc Public-Private Dialogue Cardina Thesaur

## BANGLADESH BETTER BUSINESS FORUM

For a Better Business Environment in Bangladesh

Home Members Meetings Media Room Publications Working Groups Links Contact Us

### Latest News & Events

- BBBF Requests for your comments and feedback
- Monitor outcome of BBBF recommendations: Fair/Good
- CA stresses monitoring of BBBF recommendations
- CA stresses watch on BBBF recommendations
- Solving fuel problem not possible without adjusting tax price: CA
- National human resources development fund will be created

Working Group

- Business Finance Working Group Overview | Member Recommendation
- Infrastructure Working Group Overview | Member Recommendation
- Macroeconomic Policy Working Group Overview | Member Recommendation
- Business Entry and

### Bangladesh Better Business Forum (BBBF)

#### Recommendation Implementation Status

0	52	61	128	8	249
IMPLEMENTED (52)		DECISION PENDING (128)		TOTAL	
APPROVED (113)			NOT APPROVED (8)		

#### About the BBBF

The Bangladesh Better Business Forum (BBBF), the first-ever public-private business forum in Bangladesh, began its journey in 2007 with the aim of improving the business environment in Bangladesh through interactions between the business community and government officials.

BBBF aims to create conditions conducive to the business environment that has been confronted with some critical issues in recent years. The forum looks into several dimensions of improving the business climate in Bangladesh. These consist of designing an action plan on regulatory reforms relating to land investments, developing skills of potential labour force, ensuring access to finance for businesses, starting up businesses and much more... [More...](#)

Key BBBF activities include:

- Promoting an effective public-private dialogue to improve the business enabling environment.
- Removing barriers impeding business operations.
- Providing feedback on various Government policies, laws, and regulations affecting the private sector.

“We will not allow this forum to become a talking shop. We need rather *concrete result-oriented decisions and output. Effective mechanisms will be put in place to monitor the implementation of our decisions.*”  
- Chief Adviser

Cambodia G-PSF  
Government-Private Sector Forum

A Participatory Approach to Private Sector Development

Home G-PSF Provincial Dialogue About News/Events Participants Partners Links Troub Contact

Please install Khmer Unicode to view the Khmer site. [Click here to install](#)

### Cambodia's Government-Private Sector Forum is a public-private consultation mechanism

The Government-Private Sector Forum (G-PSF) improves the business environment, builds trust, and encourages private investment through a demand driven process with the private sector identifying issues and recommending solutions. By fostering capacity and a strong relationship between the government and private sector, the G-PSF is considered a key pillar in improving the investment climate in Cambodia.

G-PSF is sponsored by:

Ministry of Economy and Finance  
International Finance Corporation

#### Working Groups

- Agriculture & Agro-Industry
- Tourism
- Manufacturing & SMEs
- Law, Tax & Good Governance
- Services, including Banking & Finance
- Energy, Infrastructure & Transport
- Export Processing & Trade Facilitation
- Industrial Relations

#### Latest News/Events

**The Industrial Relations Working Group Meeting, 31st March 2008**  
The Industrial Relations Working Group Meeting will be held at the office of the Ministry of Social Affairs, Veterans and Youth Rehabilitation on Monday 31st March 2008 at 9:30am.

**Law, Tax and Good Governance Working Group meeting, 27th March 2008**  
The Law, Tax and Good Governance working group meeting will be held at the office of the Ministry of Economy and Finance on Thursday 27th March 2008 at 9:00pm.

**The Export Processing & Trade Facilitation WG, 27th March 2008**  
The Export Processing and Trade Facilitation working group meeting will be held at the office of Ministry of Commerce on Thursday 27th March 2008 at 6:30am.

**So-chair Seminar on Productivity, 26th March 2008**  
The 13th Government-Private Sector Forum will be held on 23rd April 2008 under the leadership of Samdech Prime Minister Hun Sen. The thematic of this Forum will be "Productivity". To identify issues related to the topic, in consultation with Dr. Reng Sully, the Private Sector Co-Chair of the IR Working Group, the seminar will be held at the Hotel D'Orleans in Phnom Penh on Wednesday 26th.

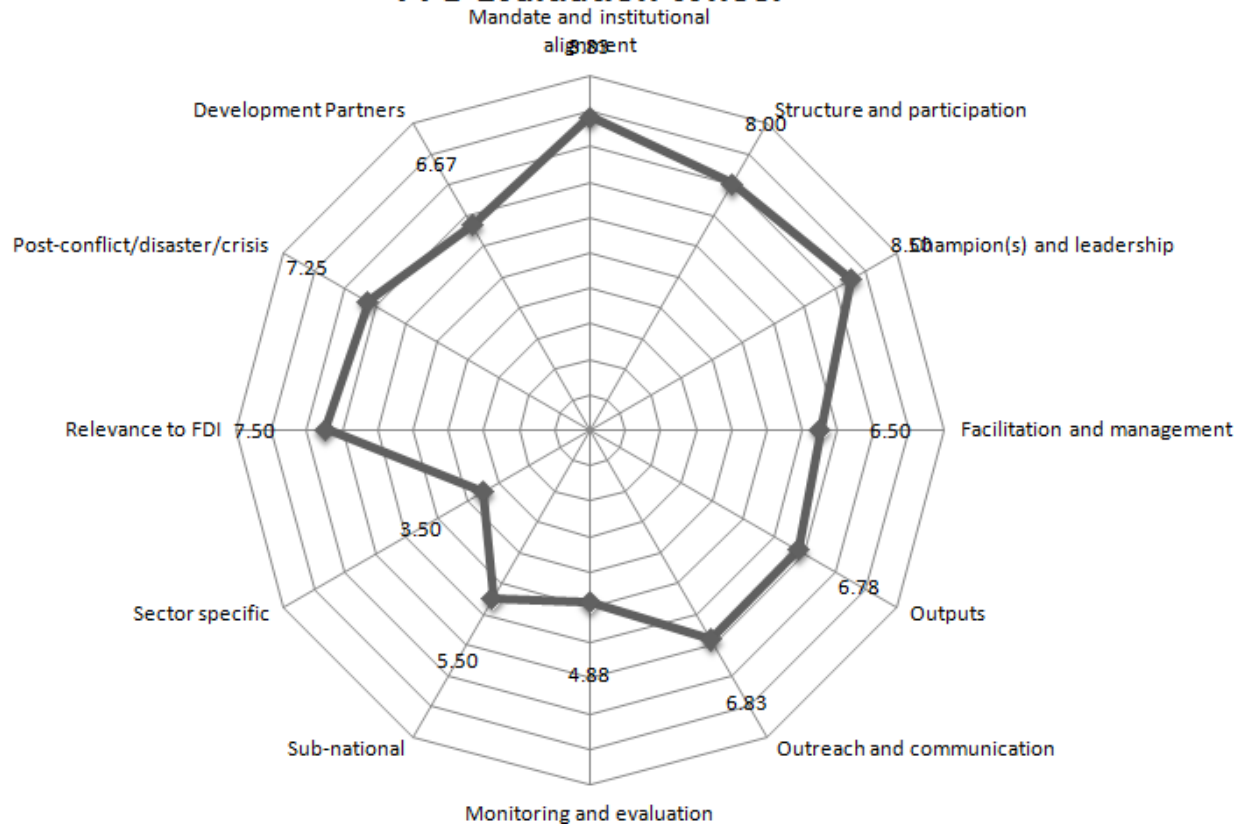
Business Associations & Chambers of Commerce  
Cambodian Laws & Regulations  
Public-Private Dialogue  
Research Institute  
Royal Government of Cambodia  
Trade

## **PRINCIPLE IX: MONITORING & EVALUATION**

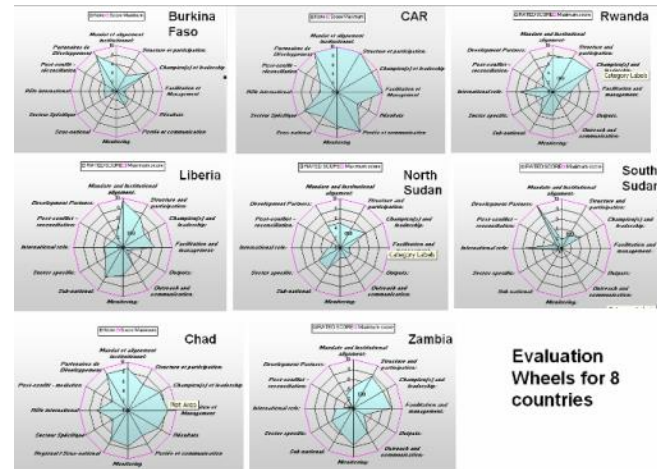
*Monitoring and evaluation is an effective tool to manage the public private dialogue process and to demonstrate its purpose, performance and impact.*



# PPD Evaluation Wheel



# TOOLS AND TECHNIQUES FOR MONITORING + EVALUATION



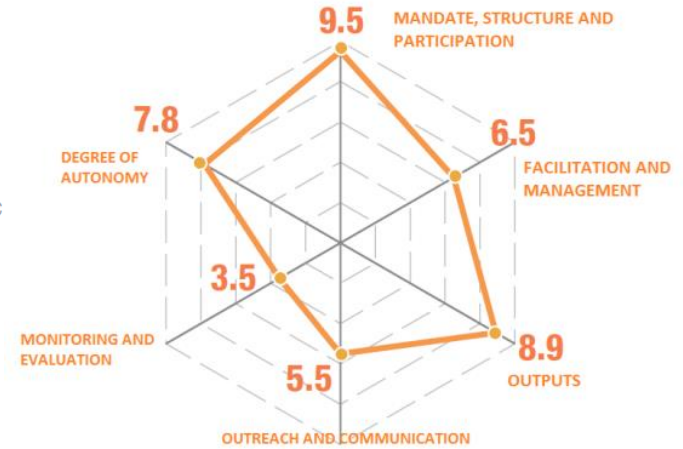
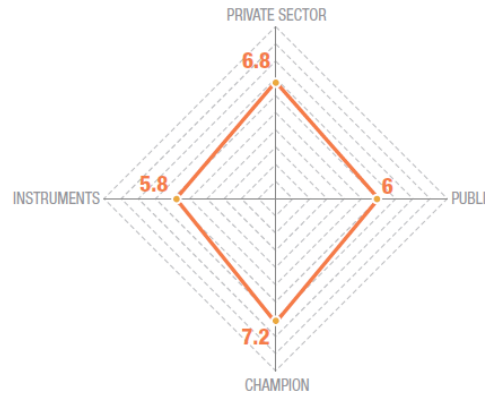
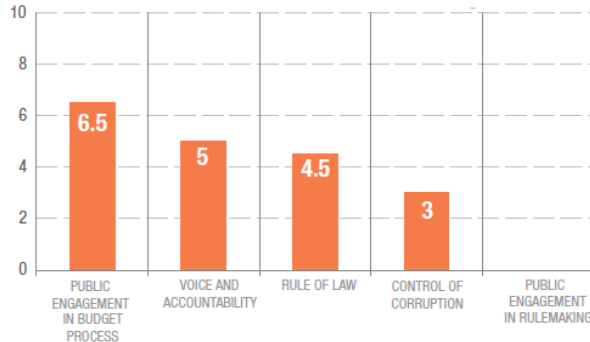
Evaluation Wheels for 8 countries



SUMMARY TABLE	SCORE	Weight
Mandate and institutional alignment	7.00	1
Structure and participation	5.00	1
Champion(s) and leadership	5.25	1
Facilitation and management	5.63	1
Outputs	7.33	1
Outreach and communication	5.92	1
Monitoring and evaluation	4.17	1
Sub-national	3.50	1
Sector specific	6.00	1
Relevance to FDI	8.00	1
Post-conflict/disaster/crisis	5.50	1
Development Partners	4.67	1
<b>Average score:</b>	<b>5.66</b>	

# PPD COUNTRY PROFILE:

- 1- Legal and regulatory context for PPD
- 2- Country's readiness to host, create or sustain a dialogue process
- 3- Organizational effectiveness of a given platform



**Public Private Dialogue – Country Profile**

Country: [Blank]

**ABOUT THE GLOBAL PARTNERSHIP**

The Global Partnership for Effective Development Co-operation was established during the Fourth High Level Forum (HLF4) in Busan to ensure that development co-operation has the maximum possible impact on development results. The OECD provide support for the effective functioning of the Global Partnership, including on the Global Monitoring Framework, which supports international accountability for the implementation of Busan commitments.

**Legal and Regulatory Context for PPD**

Indicator	Score	Max	Min	Target
Existence of a legal framework for PPD	0	1	0	1
Existence of a regulatory framework for PPD	0	1	0	1
Existence of a policy framework for PPD	0	1	0	1
Existence of a strategy for PPD	0	1	0	1
Existence of a budget for PPD	0	1	0	1
Existence of a monitoring and evaluation framework for PPD	0	1	0	1
Existence of a communication framework for PPD	0	1	0	1
Existence of a dispute resolution framework for PPD	0	1	0	1
Existence of a grievance redress mechanism for PPD	0	1	0	1
Existence of a conflict of interest policy for PPD	0	1	0	1
Existence of a code of conduct for PPD	0	1	0	1
Existence of a data protection policy for PPD	0	1	0	1
Existence of a security policy for PPD	0	1	0	1
Existence of a risk management policy for PPD	0	1	0	1
Existence of a sustainability policy for PPD	0	1	0	1
Existence of a social media policy for PPD	0	1	0	1
Existence of a whistleblowing policy for PPD	0	1	0	1
Existence of a conflict of interest policy for PPD	0	1	0	1
Existence of a code of conduct for PPD	0	1	0	1
Existence of a data protection policy for PPD	0	1	0	1
Existence of a security policy for PPD	0	1	0	1
Existence of a risk management policy for PPD	0	1	0	1
Existence of a sustainability policy for PPD	0	1	0	1
Existence of a social media policy for PPD	0	1	0	1
Existence of a whistleblowing policy for PPD	0	1	0	1

**Profile Numerical Summary Value:** 6.2/10

This section is composed of a series of indicators measured by various global institutions. These indicators give information as to the legal and regulatory framework regarding:

- The right for the private sector to organize or associate and express its views
- The right for the private sector to access public policy information
- The legal absence of collusion between the private sector and the government

**Right for the private sector to access public policy information**

Learn about what is said, conducted, addressing all, said do assessed longer individual of below of do here magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

**Voice and accountability**

Learn about what is said, conducted, addressing all, said do assessed longer individual of below of do here magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

**Right of view**

Learn about what is said, conducted, addressing all, said do assessed longer individual of below of do here magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

**Control of corruption**

Learn about what is said, conducted, addressing all, said do assessed longer individual of below of do here magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

**Public engagement in rulemaking**

Learn about what is said, conducted, addressing all, said do assessed longer individual of below of do here magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Four key contextual factors are necessary to consider when appraising the potential for PPD in a given country:

- The readiness and willingness of the private sector and the government to engage and interact
- The presence of a potential champion actor to facilitate the dialogue process, advance political will and reduce the trust gap between public and private sector stakeholders.
- The availability of logistical, financing and capacity building instruments which can help implement and monitor the dialogue process.

**COUNTRY**

Private Sector: [Blank] Public Sector: [Blank]

**Private sector dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a budget for PPD	0
Existence of a monitoring and evaluation framework for PPD	0
Existence of a communication framework for PPD	0
Existence of a dispute resolution framework for PPD	0
Existence of a grievance redress mechanism for PPD	0
Existence of a conflict of interest policy for PPD	0
Existence of a code of conduct for PPD	0
Existence of a data protection policy for PPD	0
Existence of a security policy for PPD	0
Existence of a risk management policy for PPD	0
Existence of a sustainability policy for PPD	0
Existence of a social media policy for PPD	0
Existence of a whistleblowing policy for PPD	0

**Public sector dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a budget for PPD	0
Existence of a monitoring and evaluation framework for PPD	0
Existence of a communication framework for PPD	0
Existence of a dispute resolution framework for PPD	0
Existence of a grievance redress mechanism for PPD	0
Existence of a conflict of interest policy for PPD	0
Existence of a code of conduct for PPD	0
Existence of a data protection policy for PPD	0
Existence of a security policy for PPD	0
Existence of a risk management policy for PPD	0
Existence of a sustainability policy for PPD	0
Existence of a social media policy for PPD	0
Existence of a whistleblowing policy for PPD	0

**Champion Dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a budget for PPD	0
Existence of a monitoring and evaluation framework for PPD	0
Existence of a communication framework for PPD	0
Existence of a dispute resolution framework for PPD	0
Existence of a grievance redress mechanism for PPD	0
Existence of a conflict of interest policy for PPD	0
Existence of a code of conduct for PPD	0
Existence of a data protection policy for PPD	0
Existence of a security policy for PPD	0
Existence of a risk management policy for PPD	0
Existence of a sustainability policy for PPD	0
Existence of a social media policy for PPD	0
Existence of a whistleblowing policy for PPD	0

**Stakeholder dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a budget for PPD	0
Existence of a monitoring and evaluation framework for PPD	0
Existence of a communication framework for PPD	0
Existence of a dispute resolution framework for PPD	0
Existence of a grievance redress mechanism for PPD	0
Existence of a conflict of interest policy for PPD	0
Existence of a code of conduct for PPD	0
Existence of a data protection policy for PPD	0
Existence of a security policy for PPD	0
Existence of a risk management policy for PPD	0
Existence of a sustainability policy for PPD	0
Existence of a social media policy for PPD	0
Existence of a whistleblowing policy for PPD	0

Why was this PPD chosen for evaluation?

Public-Private Dialogue can take many shapes and forms in a given country. It can happen at the local or national level, on economy-wide issues or at the sector level. It can be permanent or temporary. To complement the other metrics used in this PPD Country Profile, the OECD asked the Government of [INSERT NAME OF COUNTRY] to designate one particular and significant PPD which could be studied as a proxy for other dialogue processes in the country. The PPD [INSERT NAME OF PPD] exists since [INSERT YEAR] and is aimed at [INSERT GENERAL OBJECTIVES OF THE PPD].

**SUMMARY TABLE**

Indicator	Score (out of 10)
Mandate, structure and participation	9.5
Facilitation and management	6.5
Outputs	8.9
Outreach and communication	5.5
Monitoring and evaluation	3.5
Degree of autonomy	7.8

**PPD Evaluation Model**

**Mandate, structure and participation**

**Facilitation and management**

**Outputs**

**Outreach and communication**

**Monitoring and evaluation**

**Degree of autonomy**

## **PRINCIPLE X: APPROPRIATE AREA AND SCOPE**

*The dialogue process should be tailored to the set of issues to be addressed and consider the implications for sub-issues that are part of a larger agenda and smaller jurisdictions which can play a role in the change process. Local and sector specific public private dialogues have strong potential for focused results. National and economy-wide platforms and local and sector specific initiatives would gain in coordinating their agendas so as to best serve the interests of their constituencies.*



**Rose Farming in Ethiopia**

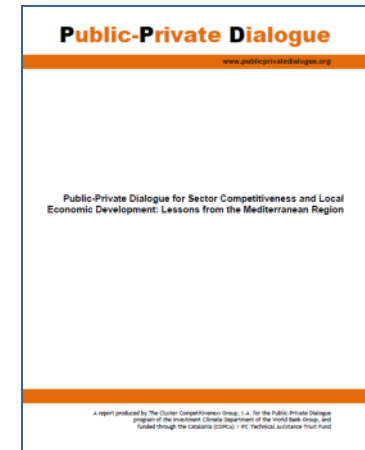
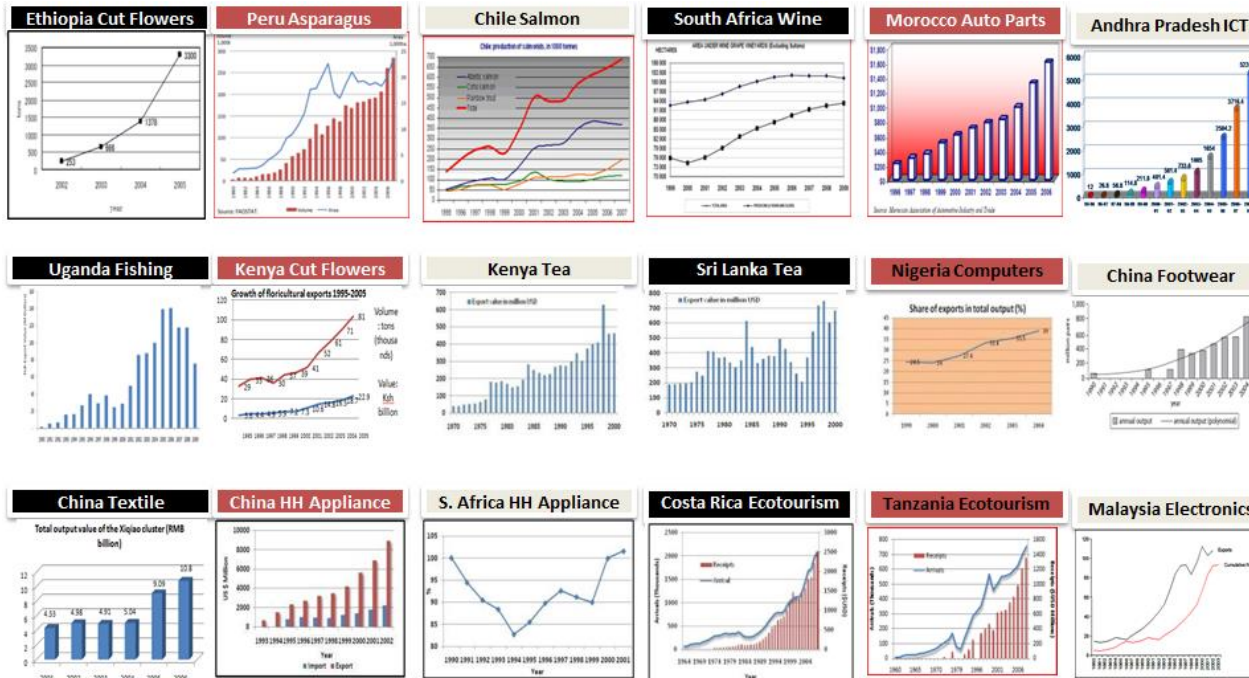


**Call Centers in India**



**Asparagus Farming in Peru**

# SECTOR GROWTH THROUGH PPD



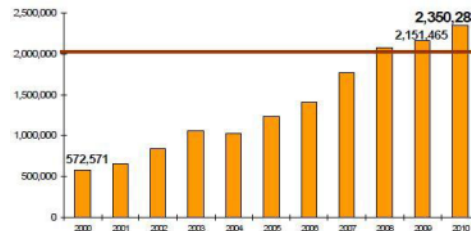
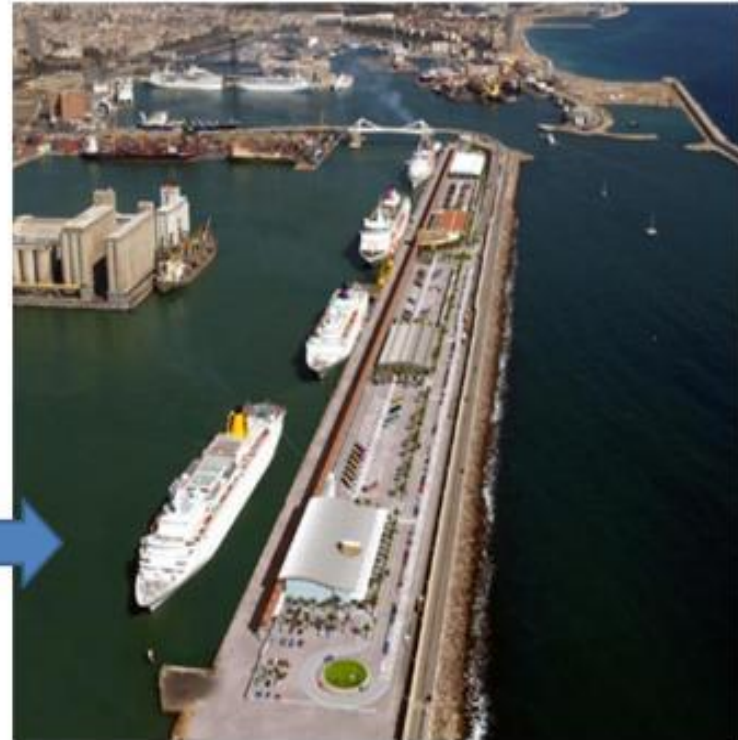
Comparison of 2 sectors in 5 countries (Egypt, Lebanon, Malta, Spain and Turkey) + Comparison of 10 different PPD case studies in one region of Spain - Catalonia

# WHAT ACTION ARE BEST FOR THE SECTOR?

For instance, is infrastructure is important?

... to 7 terminals in 2010

From a "welcome tent" for cruises at the beginning of the 1990's...



Cruise sector – Spain

# SUSTAINABLE CLEVELAND 2019





# 2014 → CURRENT WORKING GROUPS



## Energy Efficiency

Green Building Coalition  
Cleveland 2030 District\*



## Local Foods

Slow Money Cleveland NEO  
Community Kitchen Incubator\*  
Tunnel Vision Hoops\*



## Advanced & Renewable Energy



## Waste

Upcycle Parts Shop\*  
Zero Waste NEO



## Water

Drink Local Drink Tap\*  
Cleveland Water Alliance\*



## Transportation

Bike Cleveland\*  
Sustainable Transportation Action Team



## Vital Neighborhoods

Vital Neighborhoods



## People

Cleveland Green Venues  
SOMO Leadership Labs  
Campus District\*  
Youth/Next Generation

## RESULTS (AS OF 2014)

---

377 acres have been cleaned up since 2009

---

2,262 new clean economy jobs between 2010 and 2012

---

Clevelanders with Clean Economy Jobs make 5.7% more

---

52 new certified “sustainable” businesses in Cleveland and Northeast Ohio since 2010

---

8.3% increase in GDP in Northeast Ohio since 2009

---

300 energy audits & 150 retrofits saving 37% on average through Energy\$aver pilot

---

3000+ apartment & single family units have met the Cleveland Green Building Standard

---

65,000 homes & small businesses receiving 100% green energy & 21% cost savings

---

70 bins installed through the Downtown Recycling Pilot completed in August 2014

---

1,000 new trees to be planted through the Western Reserve Land Conservancy

---

12 green infrastructure projects started in Cleveland’s neighborhoods by the Sewer District

---

50 businesses publicly reporting their sustainability success

---

# INVOLVEMENT LEVELS



at **HOME**



at **WORK**



in your **COMMUNITY**



EXPLORE  
**CELEBRATION TOPICS**

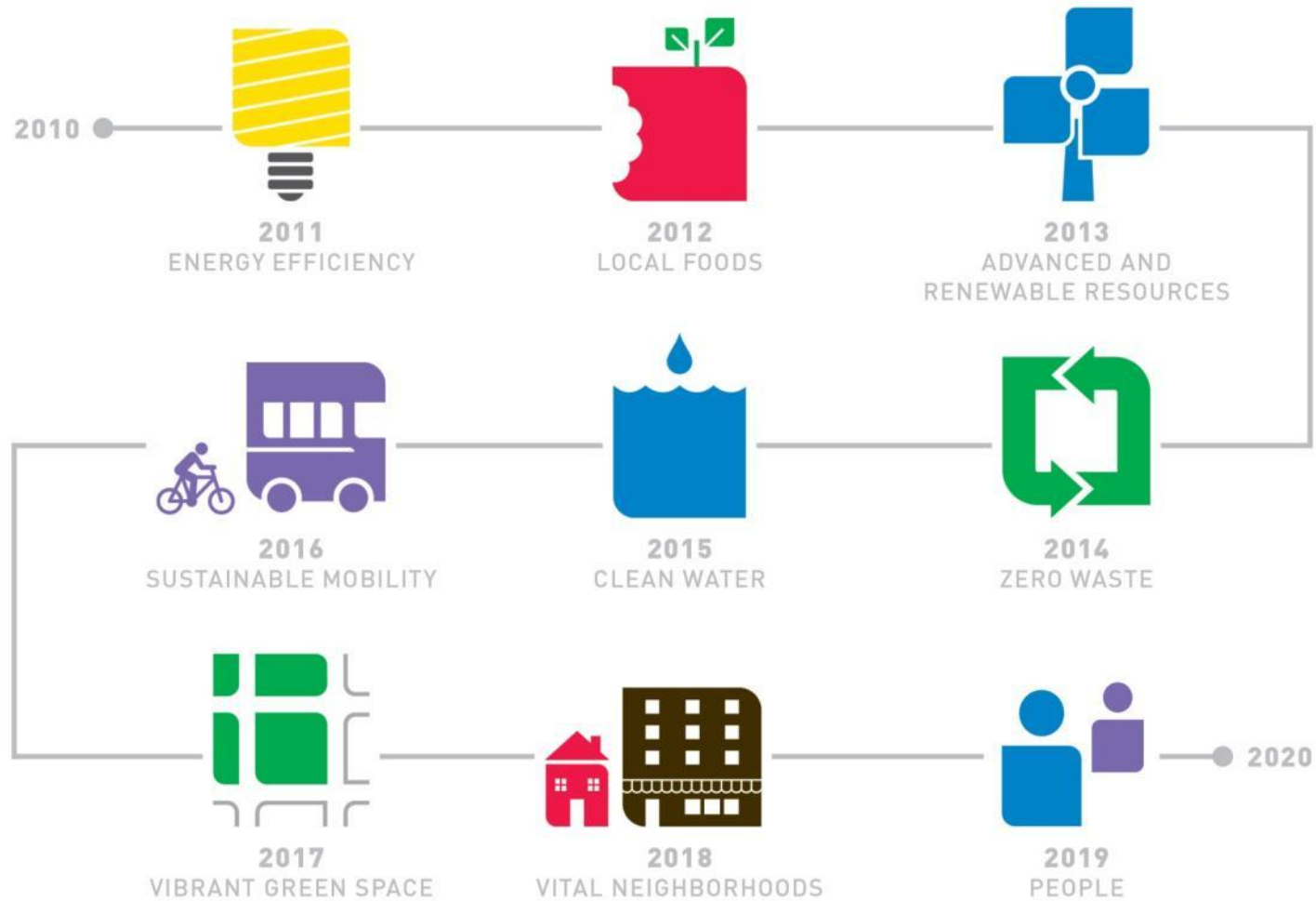


JOIN  
**A WORKING GROUP**



ATTEND AN UPCOMING  
**ANNUAL SUMMIT**

# SC2019 CELEBRATION POINTS



## **PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE**

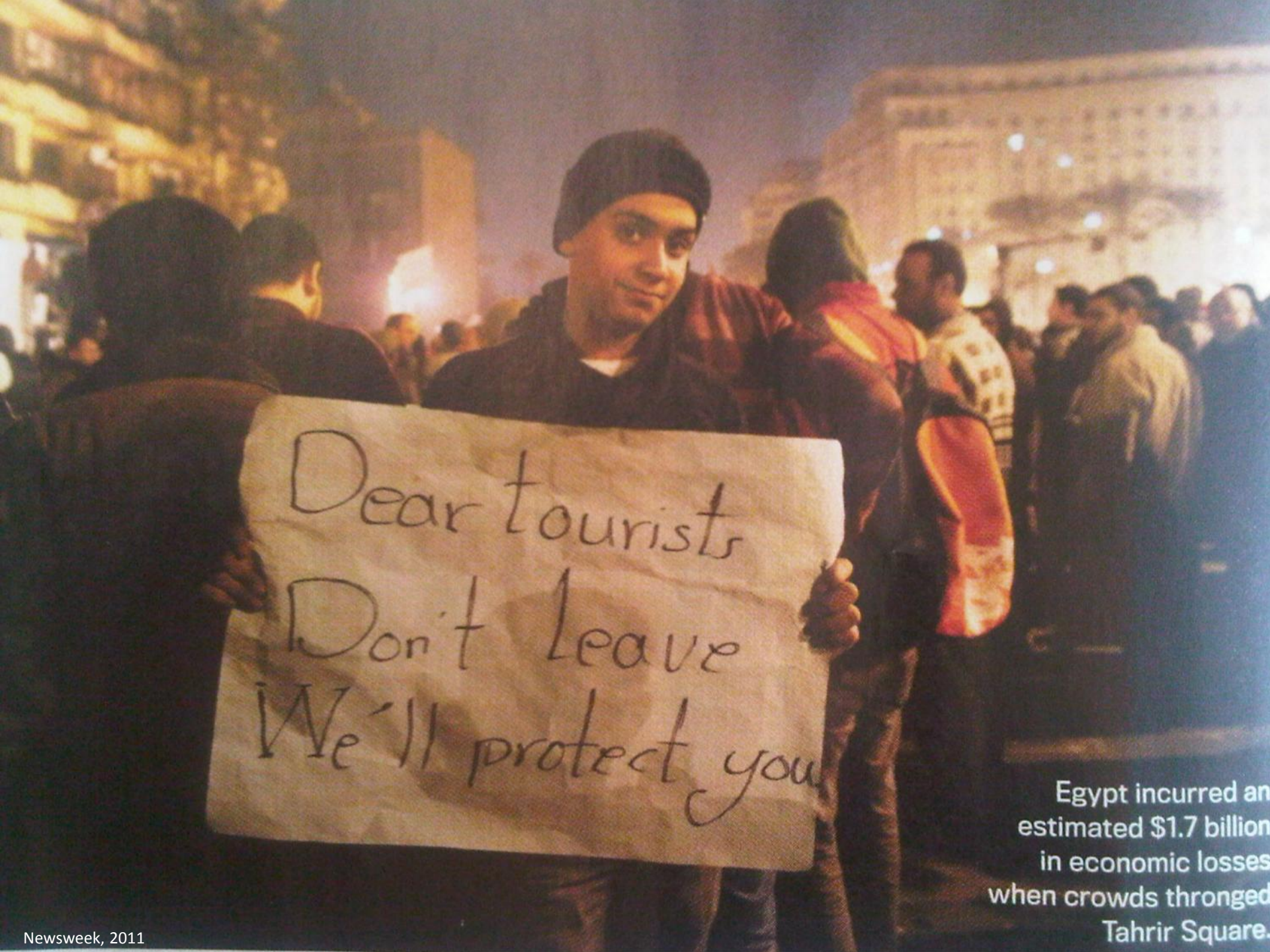
*Public-private dialogue is particularly valuable in crisis, conflict and fragile environment to mitigate entrenched interests, rebuild trust and accelerate inclusive and sustainable growth. PPD mechanisms can also work towards resolving disputes and reconciling views of different stakeholders on particular issues.*



Haiti unemployment rate rises from 70% pre-quake to 80% post-quake



Japan's car production fell 60.1% after the March 2011 earthquake, a reduction of 439,828 (Source: Japan Car Manufacturers Association)

A young man in a dark beanie and jacket is the central focus, holding a large, rectangular sign made of light-colored paper. The sign has handwritten text in black ink. He is looking towards the camera with a slight smile. The background is a crowded square at night, with many other people and buildings illuminated by streetlights. The overall atmosphere is one of a public gathering or protest.

Dear tourists  
Don't leave  
We'll protect you

Egypt incurred an estimated \$1.7 billion in economic losses when crowds thronged Tahrir Square.



Hurricane Sandy,  
2012

# PUGLIA BY THE SEA



Deadliest hurricane to hit Northeastern U.S. in 40 years  
Second-costliest in the nation's history: \$50 billion  
Second after Hurricane Katrina (\$108 billion)  
More than 8 million customers lost power  
More than 650,000 U.S. homes damaged or destroyed  
Global natural disasters in 2012 combined to cause economic losses of \$200 billion

Natural disasters *damage or destroy* productive physical assets like factories, stores, housing, and public infrastructure (the capital stock) and they *interrupt* economic activity

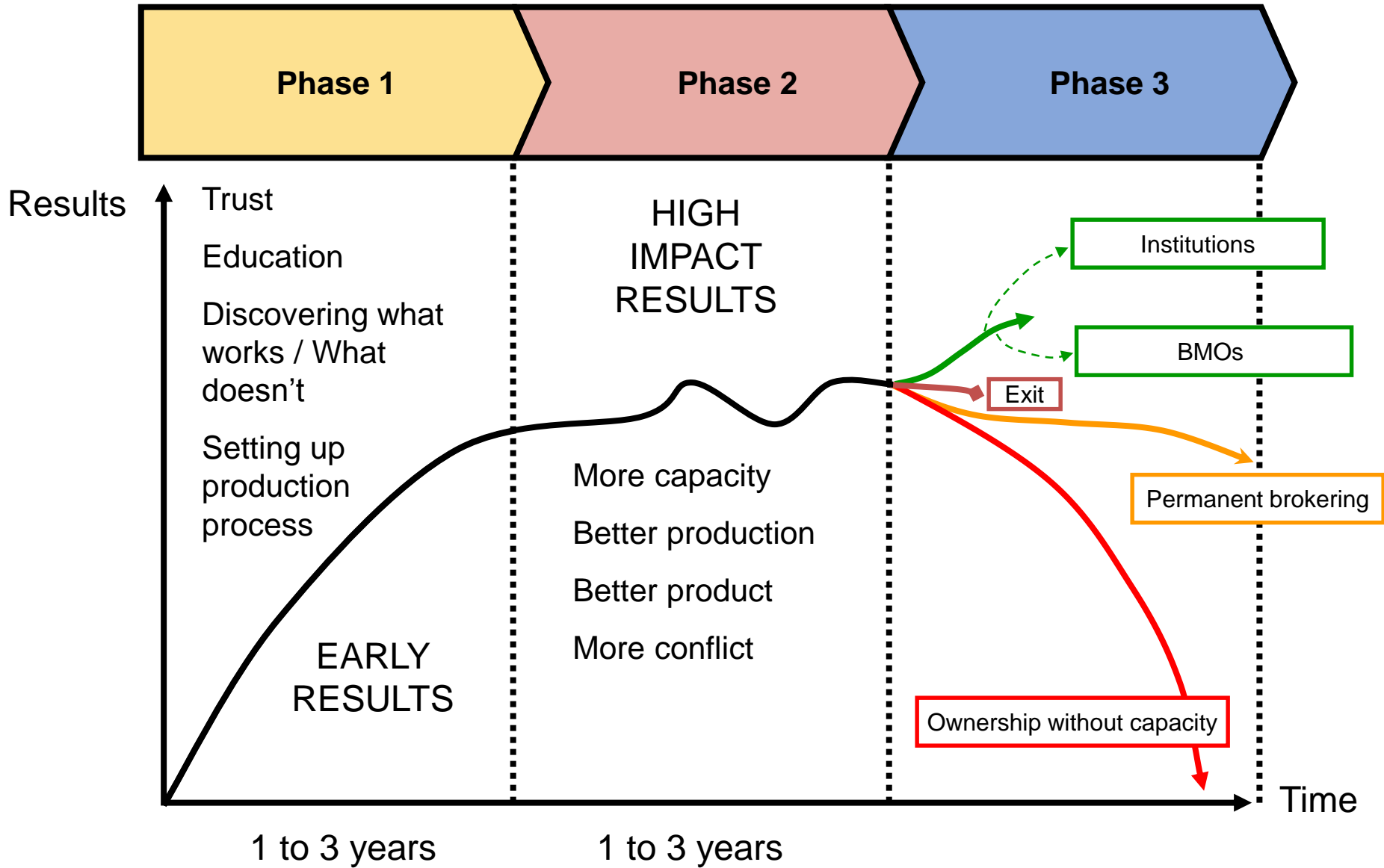
## **PRINCIPLE XII: DEVELOPMENT PARTNERS**

*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.*

## **PRINCIPLE XIII: SUSTAINABILITY**

*“Sustainability” (or ‘Exit’) refers to the transfer of operations, management or financing of a PPD by a development partner to local institutions. Achieving sustainability is a challenge for PPDs and requires the commitment of all PPD actors.*

# Life and death of a PPD mechanism



## **PPD CHARTER OF GOOD PRACTICE**

**PRINCIPLE I: CONTEXTUAL DESIGN**

**PRINCIPLE II: OPEN GOVERNANCE PROCESS**

**PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT**

**PRINCIPLE IV: STRUCTURE AND PARTICIPATION**

**PRINCIPLE V: FACILITATION**

**PRINCIPLE VI: CHAMPIONS**

**PRINCIPLE VII: OUTPUTS**

**PRINCIPLE VIII: OUTREACH AND COMMUNICATIONS**

**PRINCIPLE IX: MONITORING & EVALUATION**

**PRINCIPLE X: APPROPRIATE AREA AND SCOPE**

**PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE**

**PRINCIPLE XII: DEVELOPMENT PARTNERS**

**PRINCIPLE XIII: SUSTAINABILITY**

# Tools for change - making Public-Private Dialogue work



Global Workshops

<http://www.publicprivatedialogue.org>

<http://www.facebook.com/publicprivatedialogue>

Twitter: @PPDialogue

KM Website

Charter of good practice

Lessons learned stay here papers

Interactive PPD handbook

80 case studies

E-Learning

Templates

M&E Tools

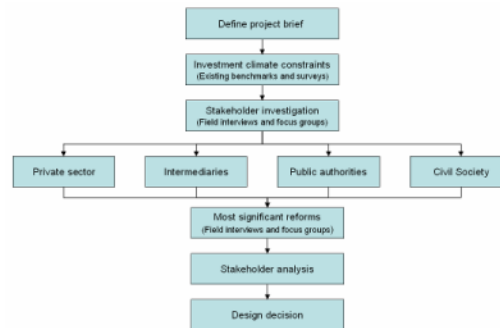
Workshop materials



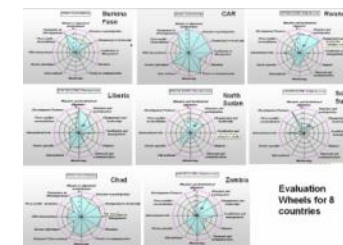
Implementation guidelines



Diagnostic tool



M&E Tools for PPD secretariats



**STILL A LOT TO LEARN**  
**STILL A LOT TO FIGHT FOR**

**THANK YOU!**

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