

PUBLIC-PRIVATE DIALOGUE

8th PPD WORKSHOP

PROCEEDINGS AND
LESSONS LEARNED

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WORLD BANK GROUP

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION



Confederation of Danish Industry

Copenhagen, Denmark

This document contains the final proceedings of the 8th Public-Private Dialogue Workshop under the theme of *“Promoting Sustainable Global Value Chains through Public-Private Dialogue”*, held in Copenhagen, Denmark, on March 10-13, 2015. The event was organized by the Confederation of Danish Industry (DI), the World Bank Group and the Ministry of Foreign Affairs of Denmark. The event was funded by the Danish Ministry of Foreign Affairs.

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THE CONFEDERATION OF DANISH INDUSTRY (DI)

The Confederation of Danish Industry (DI) is a private business and employers organization funded, owned and managed entirely by its 10,000 member companies within the manufacturing, trade and service industry. DI’s mission is to increase the political awareness of the need for sound business environments and to ensure that companies improve their competitive capacity. It is vital for DI to create results that enable Danish companies to contribute to the development of society – in cooperation with politicians, the civil society, business organizations and other stakeholders.

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The event is jointly organized by the Leadership, Learning and Innovation Vice-Presidency (LLIVP), the Trade and Competitiveness Global Practice (T&C) and the Governance Global Practice (GGP) of the World Bank Group. The LLIVP is a global connector of knowledge, learning and innovation for poverty reduction. The LLIVP is responsible for translating development knowledge into client and staff learning and innovation to help address development challenges and accelerate progress towards WBG’s twin goals. The T&C GP helps countries achieve the World Bank Group twin goals through rapid and broad-based economic growth, centered on strong contributions from the private sector. The GGP supports clients in strengthening the governance and effectiveness of their institutions to achieve shared prosperity and sustained reductions in poverty.

EXECUTIVE SUMMARY

The Confederation of Danish Industry (DI), the World Bank Group and the Ministry of Foreign Affairs of Denmark organized the 8th Global Workshop on Public-Private Dialogue (PPD) in Copenhagen, Denmark on March 10-13, 2015. The Danish Ministry of Foreign Affairs funded the event.

PARTICIPANT

315 representatives from governments, private enterprises, PPD coordination units, business forums, investors' councils, competitiveness partnerships, community-based organizations, civil society and business organizations and various development partners participated in the event. They represented 54 countries and a total of 40 PPD initiatives who joined the event to share their experiences and discuss lessons learned.

OBJECTIVES AND OUTPUTS

The event aimed at sharing and exchanging knowledge and supporting PPD practitioners on the ground. The high-level conference day and the three technical workshop days focused on identifying innovative ways of improving the effectiveness of the dialogue platforms such as mobilizing business leaders, promoting collaborative leadership, strengthening PPD secretariats, enabling strong accountability relationships, measuring the effectiveness of a dialogue program, as well as ensuring the sustainability of business associations. The event also included visiting local Danish companies/institutions and learning about their good practices in PPD as well as partnership building, and applying these lessons learned to the delegations' own mechanisms in their countries. Outputs of the workshop are:

- THE ADOPTION OF A RENEWED CHARTER OF GOOD PRACTICE IN USING PUBLIC-PRIVATE DIALOGUE FOR SUSTAINABLE GROWTH BY THE PPD COMMUNITY OF PRACTICE
- A STRENGTHENED PPD COMMUNITY OF PRACTICE WITH AN UNPRECEDENTED PARTICIPATION OF 315 ATTENDEES
- HARNESSING THE PRIVATE SECTOR INTO THE DEVELOPMENT AGENDA
- 37 CASE STUDIES, 15 VIDEOS AND A SERIES OF PRESENTATIONS

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ABBREVIATIONS

3GF	Global Green Growth Forum
CoP	Community of Practice
DG DEVCO	European Commission's Directorate-General for International Cooperation and Development
DI	Confederation of Danish Industry
EITI	Extractive Industries Transparency Initiative
ILO	International Labor Organization
LLI	Vice Presidency for Leadership, Learning and Innovation, WBG
KAM	Kenya Association of Manufacturers
MDGs	Millennium Development Goals
MSMEs	Micro, Small and Medium Enterprises
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
SA	Social Accountability
SDGs	Sustainable Development Goals
WBG	World Bank Group

INTRODUCTION

PROMOTING SUSTAINABLE GLOBAL VALUE CHAINS THROUGH PUBLIC-PRIVATE DIALOGUE

The Confederation of Danish Industry (DI), the World Bank Group and the Ministry of Foreign Affairs of Denmark organized the 8th Global Workshop on Public-Private Dialogue (PPD) in Copenhagen, Denmark on March 10-13, 2015. The event was funded by the Danish Ministry of Foreign Affairs.

315 representatives from governments, private enterprises, PPD coordination units, business forums, investors' councils, competitiveness partnerships, community-based organizations, civil society and business organizations and various development partners participated in the event. They represented 54 countries and 40 PPD initiatives who joined the event to share their experiences and discuss lessons learned. The event's objective was to bring together different perspectives on the role of Public-Private Dialogue in sustainable global value chains and share the best practices in running PPD platforms in different environments and at various stages of their lifespan.

The event aimed at sharing, exchanging knowledge and supporting PPD practitioners on the ground. The high-level conference day provided a wide platform to mark the importance of sustainable global value chains, leveraging private sector dialogue and social dialogue for sustainable development, as well as discuss issues of inclusive industrial development and tackling environmental challenges through dialogue platforms. The three technical workshop days focused on identifying innovative ways of improving the effectiveness of dialogue platforms such as mobilizing business leaders, promoting collaborative leadership, strengthening PPD secretariats, enabling strong accountability relationships, measuring the effectiveness of dialogue programs, as well as ensuring the sustainability of business associations. The event also included visiting local Danish companies and institutions to learn about their good practices in PPD and partnership building, with the objective to apply the lessons learned to the delegations' own mechanisms. In addition to its massive participation and intense agenda, this 8th global workshop delivered a key number of concrete outputs:

- 1.** A revised Charter of Good Practice in Using Public-Private Dialogue for Inclusive Growth by the PPD Community of Practice (CoP) was adopted. The charter was first adopted during the first global workshop in Paris in 2006 and the renewed charter captured almost a decade of change in the PPD landscape.
- 2.** Given the important participation of practitioners and PPD platforms, a strengthened PPD Community of Practice emerged. A new and more interactive online platform is ready to go live where the CoP can engage in the PPD conversations and share knowledge.
- 3.** There was a stronger commitment by all present parties to harness more effectively the private sector into the development agenda. The large presence of CEOs and representatives

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of private sector companies in the workshop shed lights on the potential for private sector engagement for more sustainable and inclusive development.

4. 37 case studies, 15 videos and a series of presentations were produced by delegations and speakers, all published on the PPD website www.publicprivatedialogue.org

Program overview of the workshop

2015 PPD Workshop			
DAY 1 – March 10 Conference	DAY 2 – March 11 Workshop	DAY 2 – March 12 Workshop	DAY 3 – March 13 Workshop
PPD for Global Value Chains	PPD Lessons and Site Visits	PPD Expo and Training	Parliament Visit & PPD Clinics
Welcome addresses --- Private sector dialogue for sustainable development --- Social dialogue --- One on One --- Private sector in EU development cooperation --- One on One --- Social and environmental challenges --- Multi-stakeholder platforms	Lessons from the field --- Collaborative leadership for development impact --- French Café's: The How to's of PPD program management --- Case studies: From knowledge to Practice	PPD Expo --- Knowledge exchange and PPD Community of Practice --- Parallel Sessions: Social Accountability M&E	Private guided visit at the Danish Parliament
Business Buffet Lunch	Lunch	Lunch	Lunch and boat trip
PPD and economic development --- Panel: Social and environmental standards and the supply chain --- Partnerships in pharmaceutical value chains --- Panel: Shared value through PPD --- Welcome Dinner - City Hall	5-Point checklists on key PPD topics --- Field visits to Danish companies and institutions --- Dinner buffet and PPD Expo preparation	DI training: Ensuring the sustainability of business associations --- PPD Master Class --- The PPD Howards	PPD Clinic: Series of personalized country consultations on PPD

PART I: CONFERENCE DAY – PUBLIC-PRIVATE DIALOGUE FOR GLOBAL VALUE CHAINS



March 10, 2015, marked the first day of the eighth Global Workshop on PPD, and included a high-level lineup of speakers and commentators coming from multinational companies, government officials, donors, international NGOs as well as development practitioners. The event started with welcoming addresses from the organizing and host organizations, as well as a special keynote address by HRH Crown Princess Mary of Denmark. The rest of the day saw a dynamic change in pace between special keynote addresses, one-on-one debates and panel discussions.



HRH CROWN PRINCESS MARY OF DENMARK – SPECIAL ADDRESS

HRH Crown Princess Mary of Denmark delivered a special address on the challenge of creating a better and more sustainable world. Princess Mary emphasized gender equality being at the core of the new Sustainable Development Goals.

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KARSTEN DYBVAD, CEO,
CONFEDERATION OF
DANISH INDUSTRY

Karsten Dybvad, CEO, Confederation of Danish Industry, opened the conference by recognizing the importance of public-private dialogue on the international agenda which aims at securing growth, creating decent jobs, protecting the environment and respecting human rights – issues reflecting the core value of the Danish way of doing business.

Speaking about the DI's core values, Dybvad reminded the audience that the respect for the environment and human rights remain at the heart of the institution. He added that throughout the entire value chain, it is important that the government provides good framework conditions. He reminded that very soon the Sustainable Development Goals (SDGs) will replace the Millennium Development Goals (MDGs) will require that the private sector is included in order to create jobs and provide adequate technologies.

According to Dybvad, the private sector is essential in creating jobs especially for young people, as the public sector cannot employ the youth alone. Given this reality, the private sector can take up a very essential role in filling this gap and providing youth employment. For this to happen the public sector should provide a good business climate for the private sector to effectively deliver on this role.

Dybvad continued with DI's involvement in public-private dialogue and explained that its deep involvement in PPD has to do with finding solutions through dialogue with others. He provided several examples of collaboration with Danish partners. In addition, DI has been working together with partners in developing countries to strengthen policy advocacy with a PPD approach in countries like Kenya, where DI cooperates with the Kenya Association of Manufacturers (KAM). PPD has been seen as the rule rather than the exception in these engagements. A second example is the Danish labor market regulation. In Denmark, collective agreements between employers and unions regulate the wage levels. This has been based on a dialogue model for more than 100 years. So far, agreements have been respected by stakeholders and by the government which is often invited to participate in the policy process.

IN DENMARK, PUBLIC-PRIVATE
DIALOGUE IS THE RULE RATHER
THAN THE EXCEPTION FOR THE
BUSINESS COMMUNITY

CEO Dybvad concluded by sending a very clear message: Sustainable growth requires dialogue with politicians, labor market players, and between the public and the private sectors in an effective and inclusive way.

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1.1.1 SPECIAL WELCOME ADDRESS - CROWN PRINCESS MARY OF DENMARK

HRH Crown Princess Mary of Denmark

was the guest of honor and discussed the challenges of the upcoming Sustainable Development Goals. There is also a historical opportunity for the world to put gender equality at the core of these new sets of goals as it is the single fundamental thing that can help improve the world for the better - society as a whole benefits from gender equality



HRH CROWN PRINCESS MARY
OF DENMARK

2015 is a significant year as it marks the deadline for meeting the Millennium Development Goals. Fifteen years ago, the ambitions were unprecedented and much progress has been made. However, significant gaps persist – today more than 1.3 billion continue to live in poverty. Later this year the new Sustainable Development Goals will be launched and all stakeholders must remain resolute in their ambitions.

These commitments will require a joint effort for them to be implemented successfully. It will take partnerships across countries, governments, and between public and private sector. Everyone has a role to play and all resources must be mobilized to produce real change. The private sector has a significant role to play, for example by bringing new technologies for development purposes - a thriving private sector is a precondition for fostering growth.

“IT WILL REQUIRE A JOINT EFFORT. NO ONE CAN DO IT ALONE. IT WILL TAKE PARTNERSHIPS ACROSS COUNTRIES, GOVERNMENTS, AND BETWEEN PUBLIC AND PRIVATE SECTOR. EVERYONE HAS A ROLE TO PLAY AND ALL RESOURCES MUST BE MOBILIZED TO PRODUCE REAL CHANGE

HRH Crown Princess Mary also discussed a few cases. For example, the fashion and textile industry has a truly global nature and the demand is often at odds with human rights and environmental issues. However, an increasing amount of focus is giving this sector the opportunity to improve its conditions.

It is a complex sector and requires partnerships and the results can be inspirational to other sectors. HRH Crown Princess Mary also discussed a few cases. For example, the fashion and textile industry has a truly global nature and the demand is often at odds with human rights and environmental issues. However, an increasing amount of focus is giving this sector the opportunity to improve its conditions. It is a complex sector and requires partnerships and the results can be inspirational to other sectors. HRH Crown Princess Mary also mentioned other successful examples such as on awareness of health issues and women’s knowledge of basic health. Another example is the PPP between Novo Nordisk, the Malaysian government and

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other partners that targets young couples and aims at improving pregnancy related issues as well as diabetes. Both examples showcase how PPD can make a real difference.

HRH Crown Princess Mary ended her speech by emphasizing that the experience shared is invaluable and that it is about time to take more responsibility as we all have a moral obligation to meet the new challenges.

1.1.2 VISION OF THE DANISH GOVERNMENT TO PROMOTE SUSTAINABLE GLOBAL VALUE CHAINS



MOGENS JENSEN, FORMER MINISTER FOR TRADE AND DEVELOPMENT COOPERATION, DENMARK

Mogens Jensen, Minister for Trade and Development Cooperation of Denmark at the time¹, elaborated on the link between trade and development and the potential for job creation that lies in that dynamic. The private sector, the minister emphasized, can play a very important role in delivering tangible results. There is an increasing demand for solutions where not only government but also the private sector can play a crucial role. Companies can bring knowledge, technology, innovation, investment and a new mind set. The minister highlighted the need for both compliance with international standards and creating shared value for both companies and society.

The minister underlined that *"promoting sustainability throughout the value chains of internationally traded commodities can lift entire sectors not just individual businesses. Creating the necessary conditions for sustainable business and decent jobs is a joint responsibility of governments, the business community, civil society, labor and financial institutions. We must all change the way we regulate, the way we invest and how we measure results to better exploit synergies between investment, trade and development. Market transformation requires an open and inclusive dialogue between all stakeholders."*

The Danish government implemented an action plan to promote sustainable value chains across countries. The Minister went on to raise some key questions:

- HOW DO WE PROMOTE BETTER SOCIAL AND ENVIRONMENTAL STANDARDS?
- HOW DO WE PROVIDE THE RIGHT MIX OF CARROTS AND STICKS TO ENSURE A REAL TRANSFORMATION OF MARKETS?
- HOW OFTEN DO PRECONCEIVED IDEAS PREVENT PUBLIC-PRIVATE DIALOGUE IN TRADE AND DEVELOPMENT FROM WORKING PROPERLY?

¹ Following a general election in Denmark in June 2015, a new government has since taken office.

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Minister Jensen closed his speech by providing examples of public-private partnerships including the Danish Climate Investment Fund as a new innovative public-private partnership. The government's funding is expected to be leveraged by a factor of 15 to 20. Another example is the Global Green Growth Forum – 3GF that convenes governments, business, investors, and international organizations to act together for inclusive green growth.

1.1.3 PUBLIC-PRIVATE DIALOGUE AS A CORNERSTONE OF OPEN AND COLLABORATIVE DEVELOPMENT

Sanjay Pradhan, Vice President for Leadership, Learning and Innovation, World Bank Group, tailored his speech to the importance of Public-Private Dialogue as a driver for open and collaborative development. Though essential drivers of development, many governments have failed in the provision of public services, and this, combined with the reduction of aid flows asks for a complementary role of the public and private sectors – they must come together.

The world today rests on the frontier of development policies. Over the years, the development community has oscillated. According to Pradhan judging from the traditional approach, the government is the essential driver of development.

Whereas this approach made sense at the time, as they are the providers of public services, over the years many governments have tried to fulfil their primary functions while calling for innovative solutions. The development discourse has changed - to rely on development aid alone is not sustainable.

Pradhan called for a more nuanced and balanced view on development: in their new role, the public and private sectors should be seen as complementary and not contradictory. The public sector requires a shift from being a provider of public services to a partner of the private sector. In the traditional paradigm of capitalism, there is a narrow view of the private sector while the new paradigm calls for companies to come forward not just to say what development can do for the private sector but also what the private sector can do for development.

As was the case with the preceding keynote speakers, Pradhan suggested that shared value cannot be delivered by the private sector alone. There is need for complementary and



SANJAY PRADHAN, VICE
PRESIDENT FOR
LEADERSHIP, LEARNING AND
INNOVATION, WORLD BANK
GROUP

Copenhagen, Denmark

coordinated action between governments and the private sector. In this dichotomy, PPD comes in handy as it encourages a two-way exchange of information - this dialogue is essential, as PPD is a soft fabric of trust and cohesion. PPD mechanisms can play a very important role in creating trust because absence of trust means more fragility - PPD can democratize development opportunities. Speaking on behalf the institution he represented, Pradhan said that the World Bank has supported PPD for more than ten years and some of the success factors have been to bring stakeholders together to build trust, create innovative business models, peer to peer learnings, practical “how-to’s” etc. To end extreme poverty, cooperation and PDD must come at the frontier of development.

“THERE IS A NEW PARADIGM WHERE COMPANIES ARE COMING FORWARD NOT JUST TO SAY- WHAT DEVELOPMENT CAN DO FOR THE PRIVATE SECTOR BUT ALSO WHAT THE PRIVATE SECTOR CAN DO FOR DEVELOPMENT.”

1.2 KEYNOTE ADDRESSES



1.2.1 SOCIAL DIALOGUE AS A PATH TO SUSTAINABLE DEVELOPMENT

Guy Ryder, Director-General, International Labor Organization (ILO), spoke about further integrating sustainable development in the management of the global value chains. Multinational companies are facing challenges and it is important to set the dialogue in the context of the global economy, where the need for jobs and growth are imperative. Sustainable development is a component of managing global change.

Taking Denmark’s historical stance to sustainable development, Ryder argued that when citizens feel ownership of this policy, this brings legitimacy to policy outcomes. In times of crisis, sustainable development makes an economy more resilient and adaptable.

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GUY RYDER, DIRECTOR-GENERAL,
INTERNATIONAL LABOR ORGANIZATION (ILO)

Ryder mentioned that as the global economy faces a number of new challenges, there is a tendency to bring instruments of sustainable development in managing global value chains. At the national level, sustainable development involve institutions, social partners, actors and this helps to build trust. The question then becomes: do these conditions prevail when it comes to managing global value chains? The short answer is no.

Global value chains operate across a wide variety of institutions and the focus has to be on addressing fundamental questions of the “how” of sustainable development in the respective value chains. A good example comes from Bangladesh with a tripartite agreement between the government, employers and unions. The outcome of ILO’s contribution and involvement has been an agreement signed by 200 retailers in the garment industry to take responsibility and what has been seen is a genuine taking on responsibility across national borders.

It is crucial to identify and work out who sits at the table in the dialogue process because leaving out some key players can be damaging. Civil society is also an essential part of the story. Above all, this must be a dialogue which involves the business community but that also reaches down to the people who work within the global value chain and whose lives depend on sustainable development.



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1.2.2 A STRONGER ROLE OF THE PRIVATE SECTOR IN EU DEVELOPMENT COOPERATION

Fernando Frutuoso de Melo, Director-General of the EU Commission's Directorate-General for International Cooperation and Development (DG DEVCO), opened his speech by emphasizing the importance of foreign investments in development, as the Overseas Development Assistance (ODA) is just one part of the complex picture. 2015 is a crucial year for setting the path for sustainable development for the world and the EU sees it as its highest priority. Among the target groups are civil society organizations and the private sector.



FERNANDO FRUTUOSO DE MELO,
DIRECTOR-GENERAL OF THE EU
COMMISSION'S DIRECTORATE-GENERAL
FOR INTERNATIONAL COOPERATION
AND DEVELOPMENT

There has been a focus shifting from “substance” to “how” when it comes to sustainable development. Indeed, the private sector powers economic growth as citizens want better living conditions and jobs – these are mainly generated by the private sector. Time has come for a different dialogue to address these issues. Global value chains are part of the development challenge and also part of its solutions.

One of the biggest challenges in developing countries is to integrate local firms in the global value chains.

Governments and international institutions have an important role to play in creating the proper regulatory framework for the private sector to thrive and be more integrated into the global economy. This approach should be based on partnerships and the EU firmly believes that win-wins can be created by focusing on job creation and support for Micro, Small and Medium Enterprises (MSMEs). Development partners need to seek ways to facilitate the private sector's engagement in sustainable development.

Some member states are already heavily involved, but time has come to mobilize a new initiative so that all member states can be engaged in collective efforts. There is a need to ensure that there is space for effective PPD because such dialogue platforms are also needed at a local level in these countries. De Melo concluded by reminding the audience that it is imperative to enhance coordination and reinforce existing dialogue initiatives before setting up new ones.

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1.2.3 INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT - SOCIAL AND ENVIRONMENTAL CHALLENGES IN A SUSTAINABLE AND LASTING MANNER



LI YONG, DIRECTOR GENERAL, UNIDO

Li Yong, Director General, UNIDO, opened up by emphasizing the importance of industrial development in promoting the sustainable development agenda. Industries are a primary source of economic growth and industry-based economies can also be less fragile/volatile. Inclusive and sustainable industrial development is much broader and it must be integrated in policy frameworks.

Yong added that there are also social dimensions to it - if inequality is allowed, industrial development will become unsustainable. Additionally gender equality and youth are important issues. All countries are entitled to growth and institutions like UNIDO are committed to the creation of decent jobs and a cleaner production across all industries.

Sustainable development cannot be done at a company level alone. Yong concluded that the private sector and the local government cannot do it alone - governments at national and municipal level must engage to ensure the maximization of efforts for a more sustainably driven development growth.

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1.2.4 HOW MULTI-STAKEHOLDER PLATFORMS CAN BE A CRUCIAL MECHANISM FOR BUILDING AN ENABLING BUSINESS ENVIRONMENT

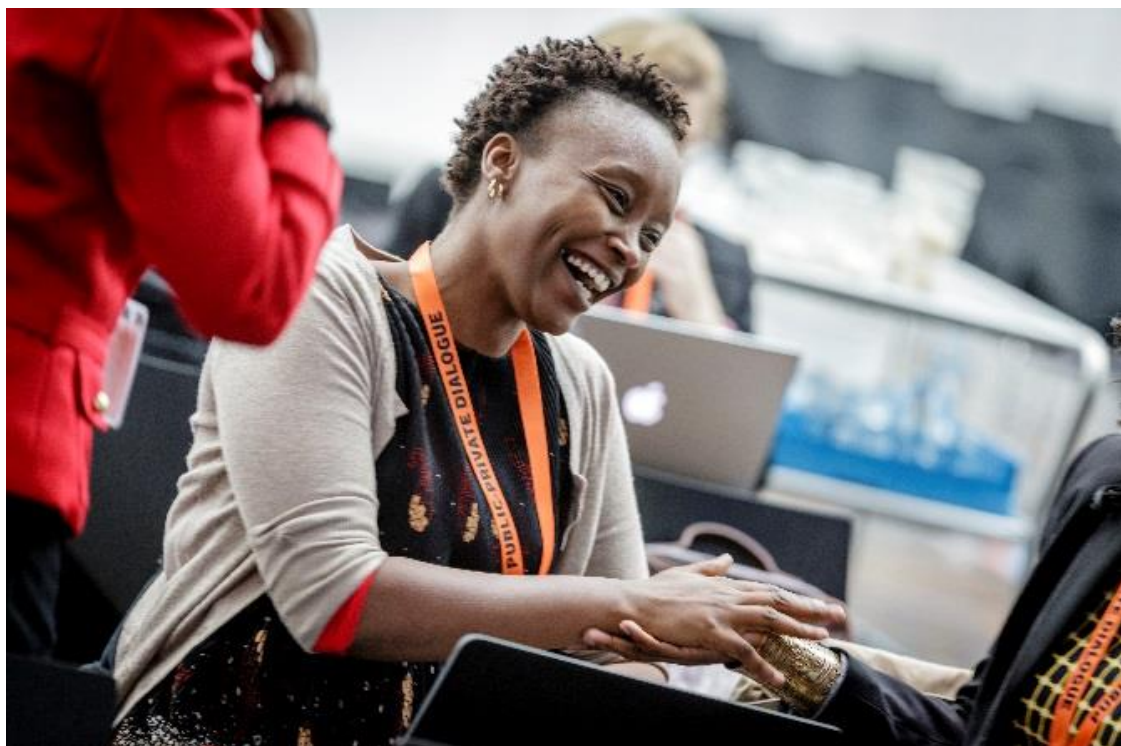
Betty Maina, Chief Executive, Kenya Association of Manufacturers (KAM), brought her two decades of working experience in public policy and leadership in a policy think tank. *“No one has a monopoly over policymaking. Dialogue with the government and all other actors remains the pillar of KAM gains and deliverables to the country”*, said Maina.



BETTY MAINA, CHIEF EXECUTIVE,
KENYA ASSOCIATION OF
MANUFACTURERS

Business is a critical factor in fighting extreme poverty. Instinctively, people recognize that change demands new leadership and partnerships, therefore, business must be at the forefront as no one can do it alone. Creating jobs is key to development and there is no sustainable growth without businesses. Simply put, according to Maina, there is no other way around it for the government without dialogue with all stakeholders.

Businesses are critical players in the economic growth and alleviating poverty because their innovation drives entrepreneurship and helps countries move forward in many aspects. The recognition of the role of the private sector also means that businesses must have a seat at the



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table – nationally, regionally and internationally. Government policies create the environment in which businesses can thrive - the only way governments should work is by including the private sector in drafting policies.

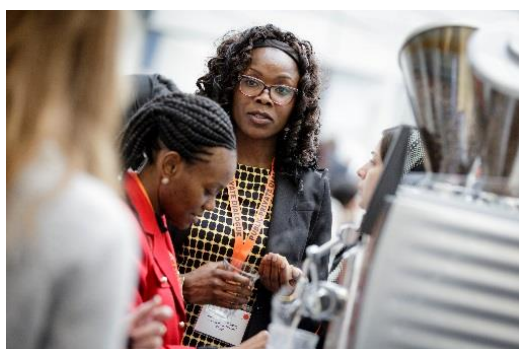
Policymaking must be informed by research and analysis and must draw on resources and knowledge of businesses, academia and think tanks. A sustainable and facilitating PPD will require three things: 1) organized citizens, 2) legislators willing to listen to ideas from the public, and 3) free media. The reforms of the 80s and 90s in Kenya required partnerships and collaborative approaches to undo the mistakes of the past and to proceed with new actions plans and reforms. Maina concluded that rather than taking the back seat, the private sector should lead its own transformation and take initiative to engage in a dialogue with the government.



JOHN MORRISON, EXECUTIVE
DIRECTOR, INSTITUTE FOR HUMAN
RIGHTS AND BUSINESS

Moderator **John Morrison**, Executive Director, Institute for Human Rights and Business, said that the conference had echoed the gender diversity issue today, issues of innovation, shared value and the SDGs. Midway through the conference, some questions for further thinking included:

- HOW DO WE CREATE THE LEVEL PLAYING FIELD FOR ALL PLAYERS?
- WHAT ARE THE BENEFITS OF INCLUSIVE BUSINESSES?
- SUSTAINABILITY AND DIVERSIFICATION OF SECTORS: WHAT ARE THE MARKET OPPORTUNITIES PARTICULARLY TARGETED FOR THE YOUTH?



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1.2.5 PUBLIC-PRIVATE DIALOGUE AS BUILDING BLOCKS OF ECONOMIC DEVELOPMENT

Jørgen Vig Knudstorp, CEO, LEGO Group, opened his talk with a small exercise for the audience by asking everyone to build a Lego toy. The message behind the game was simple: being playful means that one can learn while having fun. “A key lesson to innovation and progress is to not be afraid and constantly experiment”, said Knudstorp.



JØRGEN VIG KNUDSTORP, CEO,
LEGO GROUP

While sharing their experience in PPD and Public Private Partnerships (PPP), Knudstorp reminded the audience that success comes by following an objective, learning while pursuing that objective, and having fun while learning. He defined creativity as taking things that are well known and changing them. LEGO has been involved with PPPs for a long time and has done quite a lot of philanthropic work and CSR. As Knudstorp put it, “Playing is not just for fun, it is serious fun!” Amongst many of its objectives, LEGO engages in partnerships with other firms, governments and other actors to improve the lives of children worldwide.



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1.2.6 The role of partnerships in pharmaceutical value chains

Lars Rebien Sørensen, CEO, Novo Nordisk, started by talking about an example of the fight against diabetes from Bangladesh. The company has been involved in Bangladesh since 1993 and its experience shows that in order to have successful partnerships it is important to have three key things: a local champion, political will and the application of the appropriate economic resources

In developing countries, there are several challenges to diabetes treatment, such as insufficient health care, but it is worth combating it to improve people's quality of life. Nevertheless, the challenge lies always in gathering sufficient economic resources. Sørensen shared that when all actors from the private sector and government collaborate and engage in dialogue, the outcome is always larger than what could have been achieved if each one acted on their own.



LARS REBIEN SØRENSEN,
CEO, NOVO NORDISK

1.3 ONE ON ONES

1.3.1 HOW TO LEVERAGE PRIVATE SECTOR DIALOGUE FOR SUSTAINABLE DEVELOPMENT IN KEY VALUE CHAINS



THOMAS SCHULZ, CEO, FLSMIDTH A/S; ZAW OO, ECONOMIC ADVISOR TO THE PRESIDENT U. THEIN SEIN OF MYANMAR

Thomas Schulz, CEO, FLSmidth A/S, and **Zaw Oo**, Economic Advisor to the President of Myanmar, engaged in a dialogue regarding the inclusion of the private sector in key sustainable value chains. **Zaw Oo** started the conversation by taking the audience through Myanmar's difficult transition period, lagging behind the neighbouring countries. Myanmar has also energy resources and in her quest to raise standards, Myanmar is now trying to comply with EITI (Extractive Industries Transparency Initiative) parameters. Some of the results and benefits of joining EITI include, 1) while resources extractions have a limited lifespan, the EITI contributes to manage the resources with a longer term horizon, 2) when adopting the EITI standards, the demand for investment standards and responsible investments increase, and 3) as a latecomer, Myanmar needs to catch up with the rest of the countries around and EITI is helping in this direction. Oo went on describing one of their biggest challenges is the lack of capacity and human resources as the country has been isolated for many years. There is a need for structural transformation of the economy but they need to build up human resources. Technology is one of the most valuable things that can be brought to Myanmar as many of the resources are untainted due to the isolation.

Thomas Schulz began speaking about an example from Egypt to improve the utilization rate of a plant. When they took over the project, it would have been easier to take over the plant and do the operation and maintenance. Instead, they discussed it with the local government and other actors. For this to be implemented successfully, sustainable and stable infrastructure as well as financial stability was needed.

Copenhagen, Denmark

Therefore, there was a need for PPD to complete the circle. Oo's words about the need for technology resonated with Schulz who said they hear constantly the same request from countries they are involved with *"but technology is about knowledge and the brain of people! Each country has to nurture its people"*. It is preferable for FLSmith A/S to send out its staff to train local people and increase their capacity as competitiveness is defined by people. Lastly, about regulations, as important as they are, too much regulation is not healthy - a compromised consensus can be the proper way out of it.

1.3.2 ONE ON ONE: CAN BOTH THE PRIVATE SECTOR AND SOCIETY BENEFIT FROM DIALOGUE PLATFORMS?

Christiaan Rebergen, Director-General for International Cooperation at the Ministry of Foreign Affairs, The Netherlands, and **Hanna Hallin**, Social Sustainability Manager, H&M Group, engaged in a dialogue about the mutual benefits of the private sector and society when engaging in systematic dialogue along the value chain. Hallin explained that there are challenges in terms of protecting human rights. In an effort to monitor 850 suppliers, three thousands audits and 13,000 workers were interviewed to understand the working conditions and local context. The lesson learned is that there are limits to what you can achieve with suppliers alone.

Talking about some of the industry wide challenges, such as the minimum wage in Bangladesh, Hallin explained that it will never be possible to solve these issues only by working with suppliers. There is a need for a collaborative approach, to work with both employers and unions. For example, in Cambodia, in 2014 the company entered into dialogue with the government in an effort to find ways to advocate together and reached a common ground.

All the key stakeholders (employers, unions, government etc.) sat together while the ILO was launching an awareness raising campaign among stakeholders. Stable and predictable markets provide a key interest for international companies and constant and inclusive dialogue makes sure these conditions stay.

Christiaan Rebergen spoke about the importance in linking global value chains to development. ODA today represents only 15 % of capital flows compared to 80% in previous decades. GVCs



CHRISTIAAN REBERGEN, DIRECTOR-GENERAL FOR INTERNATIONAL COOPERATION AT THE MINISTRY OF FOREIGN AFFAIRS, THE NETHERLANDS; HANNA HALLIN, SOCIAL SUSTAINABILITY MANAGER, H&M GROUP

Copenhagen, Denmark

will probably be more sustainable going forward. There are more pre-emptive approaches nowadays with companies starting a sector-wide due diligence involving cooperation with unions, employers etc., at a national level. The UN guiding principles of business and human rights can help suppliers and companies to finally get away from the “blame-game”. It provides a good framework to work together and also puts pressure from buyers to ensure that no human rights are violated. Sustainability is already a part of their core business, and now most of the efforts are concentrated in its effective implementation.

When asked by the moderator if they have the right dialogue platforms in place or if the governments fall short on this, Hallin responded that they have felt somehow alone in dealing with large challenges. However, at other times the challenge is rather that there are too many overlapping dialogue initiatives. Rebergen mentioned that there is a harmonization agenda and they are working on a joint donor working group to turn the overlapping issues into complementary ones.



1.3.3 ONE ON ONE: CREATING THE CONDITIONS FOR INCLUSIVE AND SUSTAINABLE FOREIGN INVESTMENT THROUGH PPD



AXEL M. ADDY, MINISTER, MINISTRY OF COMMERCE & INDUSTRY, LIBERIA; AND RICHARD MORGAN, HEAD OF GOVERNMENT RELATIONS,

His Excellency Axel M. Addy, Minister, Ministry of Commerce & Industry, Liberia and **Richard Morgan**, Head of Government Relations, AngloAmerican, had a particularly genuine exchange on creating favorable conditions to attract FDI through PPD. Moderator Morrison asked Minister Addy about the interactions with the private sector and their expectations vis-a-vis the government. Minister Addy responded that they have come a long way since the new President took over.

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“The private sector often says that they do best when the government gets out of their way and Liberia does best when the private sector acts”, said the Minister. The simpler the system, the higher the compliance and his government has done a large effort to simplify the system. Through the help of dialogue platforms, many investors have stayed in Liberia and the government has provided support to these investors, as they are instrumental to developing the private sector. The Liberian President just signed a Small Business Support Act and Liberia has now an investment code and constant dialogue between the government and the private sector representatives that will improve the country’s competitiveness and attract even more FDI.

Moderator Morrison then asked Richard Morgan if they indeed do tell governments to get out of the way, to which Morgan replied that it is not exactly what they do – in fact, what they try to do is to build a partnership. This partnership has two main elements: 1) it is important that all parties feel part of the dialogue and that they have a say, and that there has been a deal, and, 2) if the deal must be re-negotiated, the dialogue provides a platform to do so.

Morgan went on by explaining how important it is to focus on the development impact that companies are trying to achieve. They want the government to have a say within the mining industry but they do not want them to have full control it (like in Zimbabwe, for example). However, there has to be an understanding of what is a sustainable business case. This requires working with a sustainable business model and focusing on the development impact the company wants to achieve.

If sustainability means diversification, then there is an inbuilt tension. Morrison asked if they are creating dependency and not sustainability and Morgan simply answered that there will not be a dependency if it is done right – the answer lies in cooperation and partnerships. Minister Addy ended the discussion by making the case that extractive industries are part of the solution – not the entire solution to development.



1.4 PANEL DISCUSSIONS



JØRGEN VIG KNUDSTORP, CEO, LEGO GROUP

ANDRINOF CHANIAGO, MINISTER FOR NATIONAL DEVELOPMENT PLANNING OF INDONESIA

ATIQUUL ISLAM, PRESIDENT, BANGLADESH GARMENT MANUFACTURERS AND EXPORTERS ASSOCIATION

JOOST OORTHUIZEN, EXECUTIVE DIRECTOR, THE SUSTAINABLE TRADE INITIATIVE (IDH)

IAN GRAY, PROGRAM MANAGER, GLOBAL ENVIRONMENT FACILITY

ERINCH SAHAN, HEAD OF POLICY AND CAMPAIGNS, FOOD AND CLIMATE JUSTICE, OXFAM

1.4.1 PROMOTING HIGHER SOCIAL AND ENVIRONMENTAL STANDARDS THROUGHOUT THE SUPPLY CHAIN

Minister Chaniago shared Indonesia's experience on its palm oil industry and discussed the question of a higher bill to sustainable development and if the private sector and the government are sharing the burden. Indonesia is very dependent on palm oil production as it makes up for a large part of the country's exports. Since 2010, the government has issued a series of regulations, which aim at reducing deforestation and respecting the rights of indigenous people. In spite of increased costs, these policies have yielded positive results.

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Joost Oorthuizen's Sustainable Trade Initiative works across a large array of commodities and sustainability means different things for different sectors. In those sectors where they are able, to forge free and competitive collaboration between industry players in a specific sector there are higher chances of achieving sustainability along the value chain. For example, in the electronics industry, they worked with some of the biggest electronics companies such as Apple and Philips together with some of the major suppliers in China in order to improve working conditions and working hours in free competitive spaces (in this case: Chinese factories). Driving the competitive agenda together is nevertheless challenging due to the fierce competition between tech companies and issues resulting from anti-trust laws. In the coco industry, the picture has somehow been the same: presently the twelve largest producers in the world came together in what is known as "Coco Action" to drive forward important changes along the value chain. Free competitive cooperation is a prerequisite for creating a level-playing field for fair practices.



A second point made by Oorthuizen was the need to build a business case for sustainability. Companies have to find a business case for sustainability and this is not very easy - when businesses go in for a change, they want to see if there is value created, not just cost to be added. Moreover, the success of establishing sustainable practices depends a lot in the number of players involved – the less players involved, the higher are the chances of success, which is the case of the electronics sector.

Ian Gray from the Global Environment Facility highlighted the importance of partnerships as the main reason behind their success when working along the supply chain of MSMEs. They rally governments, companies, civil society and other players around a common cause. Their work is to help align the diverse views of the involved players. It is crucial for SMEs to be included in the discussion from the very start in order to find the right solutions for them.



Atiquil Islam shared with the panelists and the audience some of the changes in the garment industry in Bangladesh since the Rana Plaza tragedy. Islam calls Bangladesh's growth and development of the industry as "nothing close to a miracle" given the exponential growth of the industry – 81% of the country's export comes from the garment industry and it employs 4.4 million workers. More than 60% of the working buildings fulfill safety standards and are purpose made buildings. Working ID cards, day care rooms, maternity leaves etc., have been fully enforced in the past decade only. Especially after the Rana Plaza tragedy, there has been a huge mobilization from the government, the private sector and international

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institutions such as the ILO to create an alliance, which would inspect factories for safety standards. The government closed 29 factories that did not meet safety standards and this has sent a very important message along the supply chain. Moreover, a new website called Fair Factory Clearing House allows companies in Europe and North America to look virtually in and out of all the factories in Bangladesh in a very innovative and transparent way. This has nevertheless led to an increase in the production costs of the industry, and the impact on the customers is yet unclear.

Jørgen Vig Knudstorp represents a company, which is known for its efforts in driving sustainability up the supply chain. For the LEGO Group sustainability has a very strong business case and in its 82 years of life the company has never changed ownership and it is the most trusted brand in North America across all sectors and categories. *“Trustworthiness lies at the heart of the company and trustworthiness comes with honesty and openness”*, said Knudstorp. For the company, sustainability is a fantastic trend because they can see how it makes their business case growing and so does their competitiveness – sustainability goes along with globalization and globalization goes along with LEGO’s business growth. Part of the business culture of the company is to build lasting relationships with the partners they work with and it constantly asks from them if they see benefit in doing business with LEGO. On the other hand, the company is also very demanding on the partners’ standards and the transparency of their way of doing business.

As a representative of an international NGO like Oxfam, **Erinch Sahan** cautioned that international trade and the global value chain system has major problems such as the increased pressure for more land or the decreasing value that rural farmers get out of the final products. Often it is difficult to make more money by doing the right thing and at other times there can be a business case for it – therefore it is important to find ways of addressing this dichotomy because otherwise the suffering in this world will not end.

“Standards cost more money” seemed to be a hard-to-challenge statement, but the panelists focused more on the benefits that it can bring, especially drawing from the LEGO experience. Extra costs need to create value but how to do so? The fundamental policy problem is that if the case is right, then there is an external cost to the company but it is also a cost to society. Whether it is pollution or human rights, it is important that the standards are adopted at industry level so that all, not only one company, share the cost. Because of industry adoption, a real impact on the society can be observed. In Europe, for example, the EU Chemicals Directive represents the most modern legislation on chemicals, and it is extremely costly to implement for companies. However, if it is enforced and lived up to by all competitors, it raises the bar for those companies who have their house in order and are acting in a socially and environmentally responsible way.

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1.4.2 PROMOTING SHARED VALUES THROUGH PUBLIC-PRIVATE PARTNERSHIPS



VAZIL HUDÁK, VICE MINISTER OF FINANCE OF SLOVAKIA
 THOMAS SILBERHORN, PARLIAMENTARY STATE SECRETARY, GERMANY
 LARS REBIÉN SØRENSEN, CEO, NOVO NORDISK
 BILL MALONEY, CHIEF ECONOMIST, TRADE AND COMPETITIVENESS, WORLD BANK GROUP
 RICHARD HOLLAND, DIRECTOR, MARKET TRANSFORMATION INITIATIVE, WWF
 CHRISTENSEN, UNION PRESIDENT, 3F (UNITED FEDERATION OF DANISH WORKERS)

This session focused on the recurring theme of shared value: how far can shared value take a company, a country? What are the limitations of shared value and innovation? Is it always win-win? When is it win-lose, lose-lose?



Vazil Hudák touched upon Slovakia's perspective on the EU's shared value agenda as a relatively new member of the Union. Since the country's independence in 1993, it had to work on building a new set of values and break its ties with the communist past. Despite a difficult start, Slovakia has organized its first public-private dialogue platform to steer the country's political change forward and into

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the right direction of an open, market-driven democracy. Today Slovakia is a member of NATO and the EU with a stable economic growth. Nevertheless, Slovakia is facing quite a few challenges related to regional differences within the country, problems with the minorities etc., and the challenge remains in bridging the gaps. The joint government - private sector initiatives have been a way to support innovation in startups working on the environment and socially minded businesses. Another focus has been social entrepreneurship, especially in regions with a high level of unemployment and in developing new sources of financing for new SMEs. Public-private dialogue platforms and partnerships have been at the heart of these initiatives and Slovakia hopes to export these ideas and innovations in Eastern and Southeastern Europe given their common historical past.

Germany's Parliamentary State Secretary **Thomas Silberhorn** highlighted the textile and garment industries as models, which exemplify what it global partnerships for shared value mean, with their benefits and challenges, especially in the post 2015 agenda. Industrial economies cannot be built at the cost of violating social and ecological minimum standards in producing countries. Transparency is crucial in the entire value chain across all



sectors and it is important that the population of these producing countries benefits from such growth. Germany is aiming at bringing all stakeholders together through a Textile Partnership which includes governments, companies (both German and from producing countries), civil society and trade unions. By inviting companies from producing countries, joint measures and standards can be set. Global textile value chains will be an item of discussion at the G7 level in Germany in June 2015. The goal is to address the issues of social and ecological minimum standards at the European level and leverage the benefit that can come from it. The German government's intent is to invite and encourage companies to improve their value chains and the standards of production in the partner countries. The more complex the value chains the more complex achieving these standards can become and that's why they have agreed on an Action Plan which sets clear goals and timetable for implementing common measures and all steps of production. Silberhorn said that they are confident they will see visible results in the foreseeable time, with the understanding that there is a long road to sustainable development and bringing full transparency in the global value chains.



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Bill Maloney shared the World Bank Group's outlook on the global economy and how much of it can be potentially captured or brought into the shared value analysis. The institution is putting efforts for a dynamic view of what global value chains can do for countries and not focus solely on the issues of wage or standards today but instead take the long view of creating opportunities for people. *"How do you lever, as a country, global value chains into a long-run development strategy as opposed to seeing it as a short-run creator of jobs?"*, asked Maloney. As regards the "natural resource curse", there is no statistical evidence that countries rich on natural resources do worse. Developed Nordic or North American countries built a lot of their economies through natural resources. The issue should be how to use the wealth generated by natural resources to develop a high level human capital and dynamic knowledge-using economies. It's the same with global value chains – they offer a point of entry with new and more jobs. And this is where the role of the Public-Private Dialogue comes in – how a growth and development model based on this can be created. When talking about technology transfer the issue is also about increasing the technological capacity of a country's firms and society, and that is a long-run process of firm and government capacity building. It needs to develop a vision for where the country should be in 20 years – what universities and programs to increase the entrepreneurial capacity of local firms are needed. Maloney argued that long term planning and management of human resources should be the priority in order to increase the firms' basic capacity to absorb new technologies. The basic rules of the game should include long-term stability and setting expectations along with the right vision and steering the dialogue in the right direction. Lastly, consistency is crucial for this long-term process to be fruitful and government policies and political cycles should not disrupt long-term capacity development strategies of firms.

The first panel agreed that basic standards such as human rights should be precompetitive, level-playing field issues. **Richard Holland's** Market Transformation Initiative at WWF works on transforming markets in more competitive spaces. He addressed the issues of basic standards. Shared value is how to do Corporate Social Responsibility (CSR) in a more effective and innovative way for companies, but not only – NGOs, almost by definition have society-wide



goals. However, in the past two decades there has been a realization that NGOs can achieve these societal goals by aligning their agendas with what companies are doing. Change needs to come into markets, as there are some serious market failures worldwide – many people are suffering with many environmental problems. Using credible standards at three levels can raise awareness. First, at the company level, the effort is to help businesses increase their profits while decreasing their environmental or social impact. Secondly, at the sector level, efforts are made to have market change control and have sustainably certified products. Lastly, at the country level, governments are pushed to step in to help transform markets. Furthermore, it is possible to establish basic standards in a precompetitive environment but you often need competition to have these enforced. WWF sets up partnerships with companies to explain to

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consumers, the public and their members what steps some companies are taking to meet these standards and that it will ultimately help them succeed even more. It is also probably even more important to show that companies working on sustainability do not fail because the whole agenda may break down.

Per Christensen as the Union President Federation of Danish Workers represents around 300.000 members in Denmark said that reaching the highest ethical standards comes first. A public-private partnership is a long-term engagement – for the public sector, the strength of the social contract depends on the transfer or risk to the private sector. A real partnership must be beneficial for both parties – a win-win scenario. When it comes to infrastructure projects, for example, a PPP becomes crucial because it has the capability to optimize development in a longer-term perspective. Christensen also spoke as the chairperson of Denmark’s Labor Pension Fund, which administers more than \$30 billion USD and public-private dialogues have been an important part of the process. Political will and institutional support becomes mandatory for successful joint initiatives because PPPs are not a magic tool, which can solve all challenges. PPD has a strong value from a trade union’s perspective.



CLOSING REMARKS

Minister Mogens Jensen, ended the day by highlighting that change is happening across industries and in many different countries, brought about by new and exciting public-private partnerships and PPD.

On the shared value agenda, the panels made it clear how important shared value is becoming in development co-operation and how relevant it can be for enterprises in many different industries.

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WELCOME DINNER HOSTED BY THE CITY OF COPENHAGEN

The City of Copenhagen hosted a welcome dinner on the first high-level conference day. Anna Mee Allerslev, Mayor of Employment and Integration Administration in Copenhagen, addressed the dinner participants by sharing the City of Copenhagen's experience in using Public-Private Dialogue for green cities.



PART II: WORKSHOP DAYS



**CECILIA SAGER, PRACTICE
MANAGER, COMPETITIVE
SECTORS, WORLD BANK
GROUP**

Cecilia Sager, Practice Manager, Competitive Sectors, World Bank Group, opened the technical workshop days of the event by recapping some of the main themes from the first conference day on sustainable global value chains and PPD. The Trade and Competitiveness Practice of the World Bank provides advisory services and financing to help countries enter global markets and enhance their competitiveness. Bringing together the energy and innovative spirit of the private sector and the responsibility and role of the governments provides the infrastructure towards the common goal of alleviating poverty and share prosperity. The private sector has become increasingly important within the World Bank Group's agenda – more and more the private sector is coming together with the governments, which is at the very essence of PPD.

PPD is changing and the context in which it operates is different from the one it was working 10 years ago. Environmental and social responsibility is at the front and center of the global value chains agenda as highlighted in the addresses and panels of the conference day. The technical days looked at how this agenda can become an integral part of the work of PPD mechanisms in countries where they operate. According to Sager, dialogue is just an initial step of an ongoing partnership between the public and the private sector to address common challenges. The core job of the coordination units is to identify critical areas of intervention, determine how best to address them so that solutions can be implemented, and affect change at ground level. The 15 case studies discussed during the workshop days provide inspiring examples of what it takes to open markets or put citizens at the heart and center of the various environments. PPD is more than just getting people to talk. Experiences of both success and



failure demonstrate that there are no cookie cutter solutions to PPD – every country is different and it is up to every PPD coordination unit to tailor its work to the working context. The write-ups submitted before the event by participating PPDs also illustrated the wide range of topics and sectors that PPD works on in the national and sub-national level in very innovative and creative ways. Lastly, Sager

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concluded in underlining the recurring theme in PPD: trust is key to a successful partnership as everyone who enters in a dialogue or partnership needs to feel that s/he is being given an equal voice. Everyone has a role to play when it comes to building trust, the way to do it is by speaking openly and honestly, and listening to the respective views of everyone involved.

2.1 LESSONS LEARNED

2.1.1 LESSONS FROM MOBILIZING BUSINESS LEADERS TO HELP SHAPE AND IMPLEMENT PUBLIC POLICY



**BENJAMIN HERZBERG, PROGRAM LEAD,
LEADERSHIP, LEARNING AND INNOVATION,
WORLD BANK GROUP**

Benjamin Herzberg, Program Lead, Leadership, Learning and Innovation, World Bank Group, shared his many years of experience in supporting a number of PPD initiatives around the globe, what he called “*What I know so far, but you (the audience) collectively know more*”. There are between 300 and 400 million registered companies in the world, which collectively spend around 30 trillion USD every year. The challenge is to find a way to mobilize a fraction of that spending to do business differently and sustainably.

PPDs are about people. Mobilizing them in a way that they are not just looking at the short-term profit but investing a fraction into the long-term development of the country, including into the dialogue process, can be very transformational. The entrepreneur is at the center of a PPD, as an individual or as a company, who has an idea and wants to search for funding, skills and a market. On the other side, there is someone sitting behind a government desk who is asking himself the same questions on how to prioritize reforms, how to train the workforce in the country, develop fair regulations, build appropriate infrastructure etc. When thinking of the entrepreneurs and the government together, they are working on similar issues, but they see these from a different point of view. All those issues are part of an ecosystem, which makes up competitiveness. Competitiveness per se is made up of factors such as access to finance, infrastructure and skilled labor. When the public official and entrepreneur start working together, they can identify a number of gaps. Change coalitions can be established around the same issues so that entrepreneurs can succeed and public officials can help the country develop. This lies at the center of the PPD Collaborative Action Matrix, which is a methodology used to determine the level of public, private and public-private engagement and actions that can be taken in areas of 1) Regulatory

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and tax environment, 2) Infrastructure, 3) Access to finance, 4) Skilled and trained labor, and 5) Access to technologies and R&D.

Figure 1. 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					

There are risks associated with setting up or running a PPD mechanism. These can be classified into six main categories: 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, Benin), 4 - **One man shows** (e.g. Botswana), 5 - **Sustainability issues** (e.g. Bolivia, Cameroon, Liberia), 6 - **Political risks** (e.g. Bosnia, Bangladesh).

Herzberg continued his presentation by presenting the revised PPD Charter of Good Practice, which consists now of 13 principles. This Charter of Good Practice in using Public Private Dialogue for Private Sector Development was first developed at the inaugural [International Workshop on Public-Private Dialogue](#), held in Paris in February 2006.

Figure 2. Renewed PPD Charter – Principles

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

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The revised version of the PPD Charter in March 2015 adopted at the 8th International Workshop on PPD held in Copenhagen can be found in annex or on the PPD website along with the original 2006 version.

www.publicprivatedialogue.org

2.1.2 COLLABORATIVE LEADERSHIP FOR DEVELOPMENTAL IMPACT

Mil Niepold, President, The Mara Partners, gave an insightful presentation on “Collaborative Leadership for Development Impact in an “Era of Consequences”, referring to the new development policy landscape with a more human face that takes into account climate considerations.

“Leadership for development impact requires honesty, a humble approach, embracing uncertainty and an increased adoption of PPD”, said Niepold. Niepold spoke about a mutual gain approach to stakeholder engagement. Process design becomes particularly important as “... seemingly small details of design can sometimes have big effects on individuals’ choices and actions”.



MIL NIEPOLD, PRESIDENT, THE MARA PARTNERS

For a Public-Private Dialogue mechanism to work there needs to be mutual understanding, i.e. speaking the other’s language. Coalitions of change are urgently required for human development in a resource-constrained world and PPDs present an existential opportunity for governments, corporations and NGOs to work together.

After illustrating a series of examples on how the traditional approach to eradicating poverty and some of its interconnected impact obstacles (including human nature, ignoring context, asking the wrong questions, poor programming, wasted resources, cynicism and the status quo), Niepold presented a list of drivers of impact .

Research on gender and development, on gender bias and on human behavior suggests that bias is limiting development effectiveness. According to Niepold, development organizations could be more effective if practitioners became aware of their own biases and if organizations implemented procedures that mitigate their effects. PPD can have a particular role for example in reducing the negative impact of gender bias on the persistence of poverty and development.

Analyzing existing theories of change, the traditional reliance on “root-cause analysis” and M&E are according to Niepold important considerations when looking at how to maximize impact. She advised to look for what is working and repeating it, because as straightforward as it might sound, it is not what people typically do. Niepold also shared a mutual gains approach to stakeholder engagement, as illustrated in Figure 4.

Figure 3. Gender bias and PPD

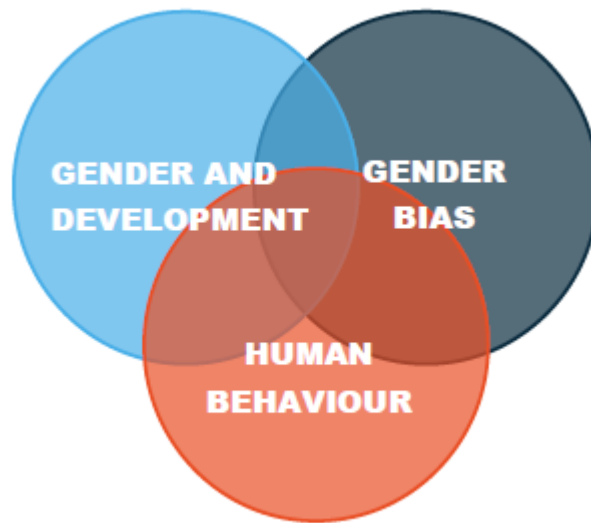
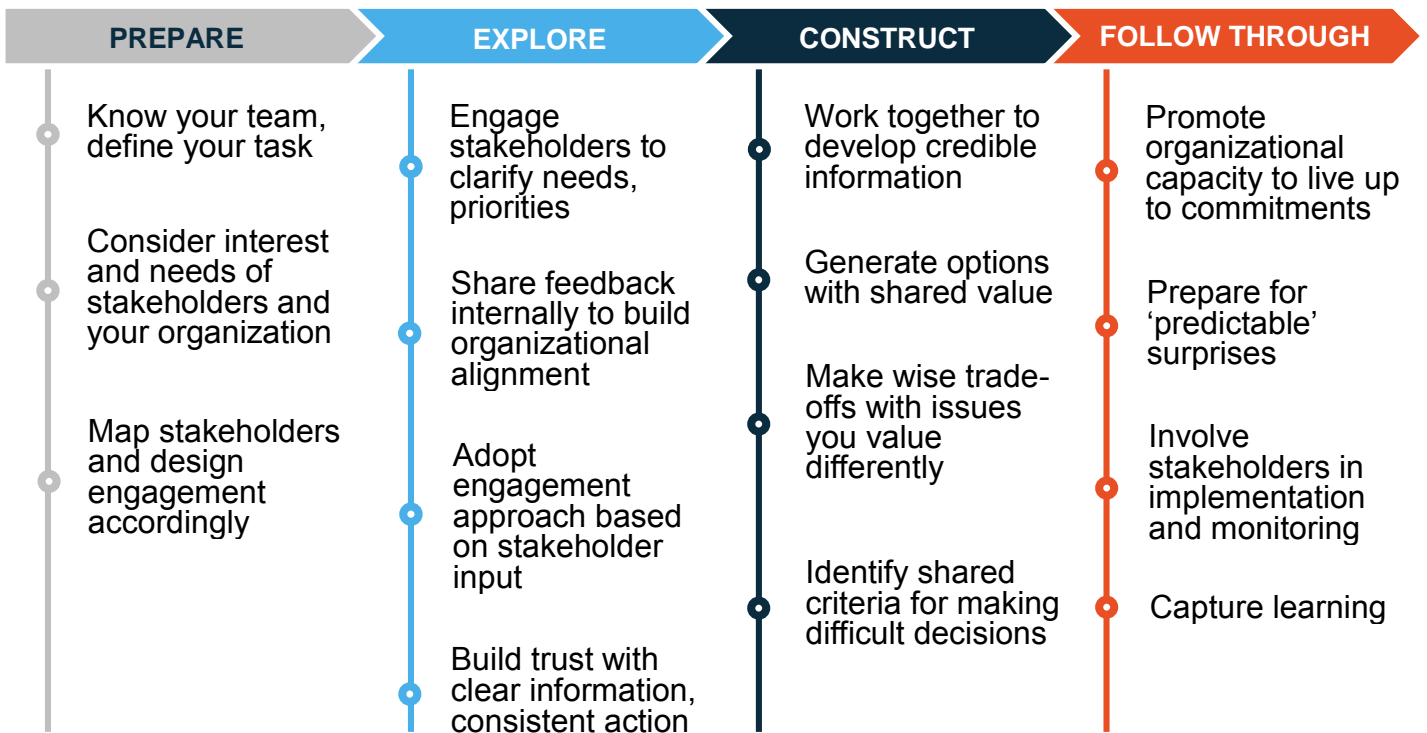


Figure 4. Mutual Gain Approach to Stakeholder Engagement



2.2 FRENCH CAFÉS

The “French Cafés” are one of the most dynamic sessions of the PPD workshop. The conversations put participants at the center as they are asked by moderators to share their experience, insights and to answer to questions related to various PPD topics. Participants sit in circle around one table. When they join the main table, they have only three minutes to make their point and once the time is off, they have to leave the round table. This session gives everyone the opportunity to engage in the conversation in a very interactive way. Three parallel sessions were held with the main themes being: 1) how to ensure equal and inclusive participation in the PPD process; 2) how to use communication strategies for stakeholder engagement and, 3) how to turn commitment to implementation strategies and follow-up. The following sections capture the main knowledge, arguments and lessons shared during each session.

2.2.1 CAFÉ LATTÉ - HOW TO ENSURE BALANCED PARTICIPATION AND MINIMIZE THE RISKS OF CAPTURE?



MODERATOR CECILIA SAGER, PRACTICE MANAGER, COMPETITIVE SECTORS,
WORLD BANK GROUP

Inclusion and independence were the main themes dominating this French Café session moderated by Cecilia Sager. Attendees answered questions within three minutes at the café table. On the first question, “*Prevention capture: Incorporate a wide array of voices in order to*

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have authenticity. What steps must be taken?” one participant answered that when looking at stakeholder assessments, the first thing to do is to map properly the stakeholders. Key influencers and every organization must be identified in order to know whether they will support the different agenda items. Another participant said that surveys and analysis are needed, but there is also a need for people on the ground who can advise on the sociopolitical scene.

Participants shared a variety of examples on ensuring that the public sector champions have sufficient independence from political pressure. In Serbia, it is always about walking the fine line and it is difficult to include labor unions when some controversial characters are joining the dialogue. Another participant added that one has often to make a compelling business case with the private sector, as it is looking for profit. In Indonesia, there are examples of capture and a framework is being elaborated in order to mitigate the risk. The struggle has been how to get the PPD off the ground and the private sector has been much more useful when there is limited risk of capture. There are nevertheless difficulties in being inclusive because of the distance; there can be 1000 km between regions.



When it comes to selecting members and how broad to cast the net, one respondent said that the role of the secretary should be to identify which stakeholders need to be involved. *“Exclusion and capture is fundamental to the human kind: whatever you try, it’s a dog’s tail and will return to start”*, they said. The process can be long and painful. In Iran, for example, PPDs are just consultations and decisions are not binding. When prioritizing reforms there

may be problems with transparency, as stakeholders have different opinions (and vested interests) in different fora. Another important question is how to get information about capture. In Nepal, inclusiveness is also a matter for the public sector, and not just a private sector problem. A participant suggested that the public and private sector should co-chair the sectorial committees to ensure inclusiveness.

To help reduce the risk of capture one recommendation is to have other actors rather than just donors invited. It is important to identify who are the other actors, and then analyze the proposals coming from the private sector and bring in all the actors into the discussion. The PPD working groups should be open and transparent and the media educated by the public and private sector so they know what the ongoing developments are.

Inclusiveness depends also on the capacity of PPD secretariats and business organizations. In Kenya, business organizations decide who attend the sector-working groups. The invitation to take part in working groups does not go to individual companies, but rather to business organizations who decide who should be there. This means that the entire process depends on the capacity of the business organizations.

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A good example of representation comes from Nepal where efforts have been made to institutionalize representation and ensure that all voices are heard by using both bottom-up and top-down approaches. Vested interests in the private sector is a larger problem than anticipated and they are often more complex than in the public sector. In Nigeria, a one-stop-shop collects all proposals and suggestions. In Ghana, multi-sectoral support is key to success but power play and vested interests often prevent this from happening.

OTHER LESSONS LEARNED FROM EACH QUESTION:

Issue Number 1. Steps to take at each stage of the PPD to achieve inclusiveness:

1. The first step is a Stakeholder Assessment via a thorough Stakeholder Mapping, to ensure all stakeholders affected are identified and to better understand their likely engagement and support.
2. SME inclusion is key; it can be achieved via engaging representative bodies with significant numbers of SMEs as their members.
3. There is a balancing act between centering efforts around champions vs. ensuring inclusion. This can be overcome by involving people with 'ears to the ground'. Efforts must also be made to understand the political economy in order to avoid the agenda capture.
4. The inclusiveness circle is complete by including the communities and NGOs, including the disfranchised groups.

Issue Number 2. Ensuring independence and preventing capture:

1. Organize a high level conference upfront to involve all stakeholders with the outcome of developing the outlines of a reform agenda.
2. Must realize that in some situations, people are not keen on having an inclusive dialogue and need to balance inclusivity with this reality. One tool is to carry out business surveys to help identify and prioritize key issues. This can be done at lower cost for stakeholders.
3. There is a need to define 'inclusiveness'.
4. Representatives of organisations who are part of a PPD must be able to represent their groups with sufficient capacity.
5. For private sector to take a PPD seriously, there is a need to show them a business case for reform including how they will benefit.
6. Capture can be dangerous. There is a need to identify steps to minimize the risk of capture at all stages of a PPD.
7. Taking M&E seriously and using good M&E tools can help address reform capture, including a transparent evaluation process carried out regularly.
8. Stakeholder mapping of the value chain to ensure inclusivity can help address capture.
9. Many PPDs are centered in the capital city so it would be very useful to get out to the regions to involve a greater number of actors. Geographical spread is key but this has its own challenges related to physical distance.
10. Increasing the number of participants in the Working Groups can help reduce capture.
11. Need to include all stakeholders, not just the private sector.

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12. There are two levels of contributions to a PPD from members: the first is as part of the Secretariat, the second is as part of the Working Groups. A suggestion is to take a first cut at member selection for Working Groups then review the selection a second time.
13. It must be recognized that exclusion and capture are fundamental to human nature and the process to address them is slow and gradual.
14. In terms of public sector participation in a PPD, it must include different branches of Government.
15. A challenge related to reform capture is that those benefitting from capture will not attend meetings. The challenge is to generate information about capture so its presence is understood.

Issue number 3. When specific sectors/public sector dominates:

1. With respect to inclusiveness, one must also address the public sector whose participation must be beyond a few senior officials.
2. Co-chairing of Working Groups is important.
3. The PPD's design is vital - it has to ensure that the capacities of PPD participants are on par and that the program of the various parties is aligned.
4. Understand the profit motive of the private sector in order to effectively engage them.
5. Regular feedback and information sharing with the general public is also important.
6. The word 'inclusiveness' is popular at the moment but it should not be rushed into. There is a need to distinguish between inclusiveness as an outcome and the PPD as a tool for reform which often involves the identification of a narrower number of key actors to ensure reforms will be implemented.
7. It is critical for Working Groups to work.
8. The media can play a key role in educating the public and facilitating a 2-way conversation. This includes social media.
9. There is need for a mix of different people as Chairs of the Working Groups.
10. Also critical is the private sector organizations' capacity to engage and communicate; it should be ensured that one sector or company does not receive all the benefits.
11. It is important to institutionalize representation with proper governance.
12. Both the public and private sectors have vested interests and both perspectives must be addressed including in bottom-up and top-down ways as appropriate.
13. Inclusion is important even at the initial study/research stage - it is important that a wide range of actors be included from the very initial step of the process.
14. A significant challenge is the wavering presence and commitment of senior public sector decision makers. A PPD needs to leverage its private sector members to lobby effectively to the Government.
15. Setting clear rules of participant engagement from the beginning is one way to address reform capture as well as transparent communication about the PPD.

Conclusion: Reform capture is possible within both the public and private sectors. Building the capacity of PPD actors to engage all effectively, ensuring a rigorous and transparent process, and address inclusion at the early stages of a PPD are some of the useful steps to address this issue.

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2.2.2 CAFÉ NOIR - HOW TO KEEP STAKEHOLDERS ENGAGED THROUGH EFFECTIVE COMMUNICATION AND MEDIATION STRATEGIES?



Anna Nadgrodkiewicz, Director, Multiregional Programs, Center for International Private Enterprise, moderated a dynamic discussion focused on three sub-themes: 1) building trust, 2) communication & mediation, 3) agreed-upon structure and goals.

A delegate from Bosnia shared her experience with two PPDs in sector-oriented and business environment issues. While building trust it is also important to be realistic with the agenda and expectations. In terms of communication strategies, regular meetings are not enough. The use of more visuals and communication methods between meetings through interviews and surveys are useful techniques to keep the conversation going.

One participant shared that PPD is rooted in local needs and very often PPD depends on the civil society. In Morocco, the Committee for Business Environment, launched in 2009 considers investors and entrepreneurs as their final customers and engages with them in the entire decision making process (from action plan to the final output). In Namibia, the work focused on facilitating the processes so that stakeholders in the retail sector are brought together. The retail sector is fragmented and disclosing data can be a sensitive issue. To overcome this issue we need to build trust and engage all the stakeholders. To avoid common mistakes, the language used becomes very important – using power words such as “win-win”, “industry” or “we” are helpful in gaining credibility.

In Bangladesh, trust is crucial to the process and the PPD platform must have credibility among stakeholders in order to be influential, as it has to work with civil society, businesses and government. Many times action plans do not work because of the diversity of stakeholders with diverging interests. The Bangladeshi experience also suggests that the language used is

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very important for the trust-building process. Additionally, it is important to be flexible and plans should be adapted in order to achieve common goals.

In Jordan, the PPD team organized bus tours with officials from government to go and engage with stakeholders on the ground where problems and issues were discussed. The role of the Chamber of Commerce was to be the mediator between its members and the government.

A PPD specialist concluded that most PPD projects have trust issues. An example from Kenya highlighted that trust can be built by showing that both sides benefit from PPD. This was followed up by making sure that they have regular meetings with the public sector - every two months with the government and twice a year with the President. In Mauritania, a local PPD platform for the fishing sector was created where civil society, the private sector, and local government are brought together. Bringing all affected actors around the secretariat was key to building bridges or trust. In Macedonia people from the public sector and people in the private sector often do not know each other. The recommendation was that PPD should not be organized for higher level officials but rather set up at an operational level where officials and technocrats can meet.

IFC's experience in Cambodia showed that building trust between participants can be achieved by expanding the membership of the project where old "enemies" constructively engaged with each other. It is instrumental to include disagreeing partners in order to build trust. Communication strategies are crucial in sending the right messages to pursue the reform agenda. In the Ivory Coast, the government pushed forward its business environment reform agenda by sharing reforms with associations and by conducting a communication campaign with the private sector community.



Conclusion: Participants recommended that a PPD should not to rush an agenda because it can "kill trust". Bringing in civil society is necessary, creates sincerity and helps the government to be in the shoes of the businesses and citizens. An interesting question to be addressed is: *How much does informal communication help or hinder the process?* It is important to put things into context: tie issues to jobs, prosperity and other important issues for that country as these are issues that matter to the people.

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2.2.3 TEA HOUSE - FROM COMMITMENT TO ACTION: HOW TO MANAGE THE REFORM IMPLEMENTATION WITH BUSINESS ASSOCIATIONS AND WITHIN PUBLIC INSTITUTIONS?



Ajay Tejasvi Narasimhan, Program Manager, Collaborative Leadership for Development, World Bank Group, moderated the discussion on reform implementation. Actions recommended during high-level dialogue conferences are not always implemented and this session was structured around: what are the reasons for the lack of implementation, how follow-up can be improved and what kind of leadership is required for its success.

The moderator asked: Are the reforms too complex? Is there an inherent lack of commitment and if so from who? Finally, what needs to be done?

Participants agreed that reforms undertaken by the PPD might be too ambitious or too complex. It is hard for secretariats to work with all stakeholders and follow-up the work with patience and persistence. Additionally, showing the government that reform is good for them also helps keep their commitment even during the implementation phase. Another consideration is the broader involvement of NGOs and universities. They need to be included as they have experience in coalition building and implementing solutions in different contexts. For the Nepali private sector, implementing reform is simply difficult while in Nigeria reforms adopted are too large in nature, making it difficult to find solutions and implement. Stakes are high and reforms too large in scale and this will always mean very small commitment and seemingly less implementation results.

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PPD is a change management process and reforms are hard to implement. How to deconstruct the issues and break it down into more manageable and easily implementable pieces? In Tunisia, experience has shown that reforms are not too complex if there is local ownership. A strong local ownership coupled with strong public accountability can pave the way for more implementable actions. Using the parliament for more public accountability will exert more pressure on the executive to follow up and implement reforms.

Subsequently, participants discussed the “How?” of implementation, looking at the existence of detailed planning and specific responsibilities. Some examples of good practice in ensuring implementation and coordination issues and an authorizing environment were illustrated. In Bosnia-Herzegovina, “The Bulldozer Initiative” committed to implementing 50 reforms in 150 days. Making reforms time-bound gives focus and a timeline to the reform process. Clarifying commitment is very important. Since the private sector invests more into PPD initiatives, it is useful that they see a cost/benefit analysis.



Different country examples highlighted some of the issues raised. In Jordan, a coalition was built between all NGOs and the private sector. This coalition pitched to the parliament the “if scenario” if they did not support the suggestions from the NGOs and the private sector for a better environment for entrepreneurs and startups. In Slovakia, efforts to build an innovation-driven economy were met with too many actors claiming ownership. The

major lesson learned was related to the reform process timing and the political cycle - politicians can use the proposals to run for office. However, caution needs to be shown to politicians once they are elected. They can derail from their electoral promises. If laws are proposed just as they are elected and not during their campaign, these have a higher chance of being implemented - timing is of the essence. The problem of “too much ownership” was also present in Egypt with everyone wanting to “own” the different reform agendas and topics such as CSR, women’s empowerment etc. Another important factor is the role of the facilitators who can be very important - they are like a secret ingredient who can network and even advise the different entities. In Uganda, there was a problem with coordination - all branches of government and NGOs have their own approach when dealing with environmental problems. WWF brought all parties together to come up with one approach and this is what created the dialogue - bringing in the right players at the right time is of utmost importance.

The third and last part of the discussion focused on the “Who?” of implementation - do we need leaders to support the reforms? What type of leadership? What are the qualities of good leaders? In Kenya, the new constitution allows private sector people to join the government. However, the lesson learned from Kenya is that a private sector approach to reform does not

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always move, as there is a political process to follow. Proposals and plans have to be worked out thoroughly with the ministry before they are released to the public.

For the reform process to move forward, there is need for some sort of “autocratic” decisions as well, one participant suggested. In his country, the Governor of the Central Bank introduced penalties to banks if they do not engage in reforms. It is vital to make sure the incentives system is right, but also accountable. When working on reforms one leader is not enough – often leaders have to work with technical working groups, which include key players from all sectors. Looking at all the ministries in a public forum and seeing who have done well and who have not becomes imperative to push forward good practices. The champion can help, but it is more important to have a strong mechanism. Sometimes, quiet leaders who are part of the team and sit with everyone at the table can be more effective - it is demanding more work for the leaders and team, but it is more promising.

Conclusion: The reform process and especially its implementation can be an organic process. Lines of authority are often not very clear. Who should take charge – the government, private sector, civil society, and the media? Working on a collaborative basis is what can really bring the reform process forward. Planning is necessary, but building trust and leadership is often an organic process that needs time.



2.3 CASE STUDIES: FROM KNOWLEDGE TO PRACTICE

2.3.1 PPD IN FRAGILE AND CONFLICT-AFFECTED STATES



DEE-MAXWELL SAAH KEMAYAH, SR. PRESIDENT, LIBERIAN BUSINESS ASSOCIATION (LIBA) AND PRIVATE SECTOR CO-CHAIR, LIBERIA BETTER BUSINESS FORUM (LBBF)

CASE STUDY 1: LIBERIA – “PPD IN FRAGILE AND CONFLICT-AFFECTED STATES - THE LIBERIAN PRIVATE SECTOR PERSPECTIVE”

Dee-Maxwell Saah Kemayah, Sr. President, Liberian Business Association (LIBA) and Private Sector Co-Chair, Liberia Better Business Forum (LBBF), spoke about the elements that make it harder for a PPD to succeed in a challenging FCS environment like Liberia, including:

Political

- Any shift in the President’s cabinet can lead to change in LBBF’s Governing Board (i.e. National Investment Commission, Ministry of Commerce & Industry, Ministry of State & Ministry of Finance and Development Planning)
- Limited political will to implement and sustain the reforms
- “Reform Fatigue” in the public sector
- Difficulty in having Public Sector representatives; especially at the level of the principals to attend Governing Board and Working Groups Meetings
- Inconsistency in reform agenda (e.g. More than one revenue code being used simultaneously, etc.).

Economic

- Decreased / lack of donor funding to LBBF Secretariat; budget gaps can delay transition
- Limited capacity of the private sector to take advantage of business opportunities that emerge from the PPD
- Lack of financial support from the private and public sectors
- Corruption (personal interest threatens reform), lack of credibility, transparency and accountability within the public sector.

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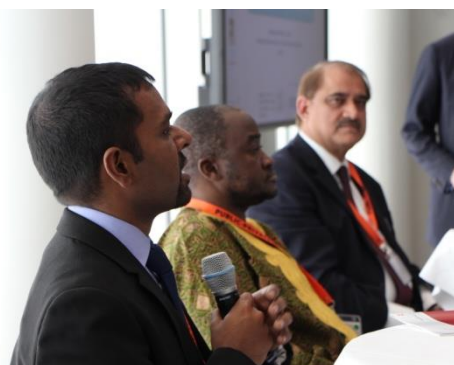
Social, Cultural & Health

- j. Conflicting priorities between the business associations /organizations on the reform agenda; different interests
- k. Reforms that don't benefit all members of the private sector; especially MSMEs
- l. Difficulty in achieving inclusiveness – poor infrastructure i.e. lack of accessibility (roads) to other stakeholders around the country; high level of illiteracy within the local MSME sector
- m. Outbreak of Ebola Virus Disease (e.g. Regular Governing Board meetings and Stakeholder consultations disrupted, etc.)

However, the LBBF has learned a great deal of lessons and new approaches have been applied to address these challenges:

1. **Creative Outreach** - The LBBF devised a strategy to reach all stakeholders through its radio program “Business World”, which is aired on the National Radio two times a week. As a result of this endeavor, businesses, especially MSMEs learned best business practices and are registering their businesses with the Government of Liberia; as well as paying their taxes.
2. **Transition Planning** – Push the public sector to adopt or work within the framework of the national agenda for the purpose of continuity whenever new heads of government Ministries and Agencies are appointed.
3. **Private Sector Ownership** – Need for the private sector to strengthen its capacity to take advantage of business opportunities that emerge from the PPD.
4. **PPD Sustainability** – Transition of the LBBF to local ownership is taking longer than anticipated due to delay in the finalization of operational and logistical details.

CASE STUDY 2: NEPAL –“HOW THE NEPAL BUSINESS FORUM IS CRUCIAL TO GROWTH AND RECOVERY”



SHIHAB ANSARI AZHAR, OPERATIONS OFFICER, TRADE AND COMPETITIVENESS, WORLD BANK GROUP, NEPAL

Shihab Ansari Azhar, Operations Officer, Trade and Competitiveness, World Bank Group, talked about how the Nepal Business Forum built trust between private and public sector after a decade of conflict in Nepal. There is a general agreement that the private sector needs to create jobs and growth but its role was not understood and appreciated. The private sector said it needed reform but had not found the proper space. There was no neutral space for the private sector to voice its concerns.

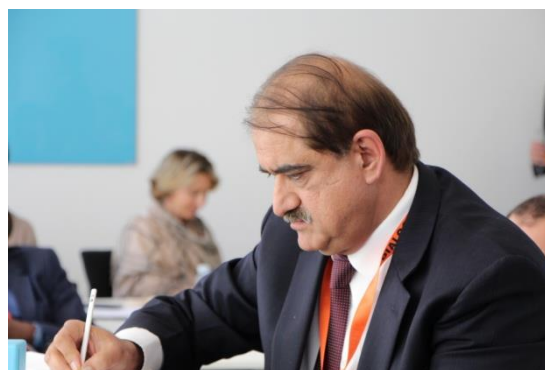
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Given this environment, the role of NBF was to help build trust: a joint vision for private sector growth was important to build trust and create constructive action-oriented dialogue instead. A second important role was to secure high-level buy-in for reform by improving coordination and increasing the possibility of implementation by raising the stakes. Thirdly, NBF's added value was in developing a prioritized action plan for reform to help in the sequencing of reforms, increase the pressure for more government commitment as well as communication of reforms, which helped demonstrate that the country is open for business.

A number of tradeoffs and lessons learned from the Nepalese experience can be drawn. The NBF had to support the logistics constraints of the PPD or the capacity constraints. Tackling quick wins or long-term results or impacts of these reforms can be a start. Some reforms however cannot be measured – Security, for example, cannot be measured, but it is fundamentally important for businesses in a post-conflict environment.

CASE STUDY 3: PAKISTAN – “PUNJAB ENERGY PROJECT”

Irfan Elahi, Chairman, Planning & Development Board, Government of Punjab, presented a case study which has the main goal to achieve growth through creating a PPD platform to identify the needs for reforms and eliminate distrust between private and public sector. Given the topic of the session, Pakistan is not included in fragile and conflict affected states, yet it is threatened by terrorism and extremism. In the Punjab region, informal PPD in major sectors is already happening: the legal framework has been amended adequately, the Land Security System digitized and PPP projects related to infrastructure and vehicle inspection have been initiated. In the energy sector two major conferences were held with the private sector on Captive Power Generation, Energy wheeling and Private Grids with over 300 participants. A green paper, highlighting the issues and recommendations regarding Wheeling and Private Grids, is the first major outcome of the Public Private Dialogue.



IRFAN ELAHI, CHAIRMAN, PLANNING & DEVELOPMENT BOARD, GOVERNMENT OF PUNJAB & MOHAMMAD JEHANZEB KHAN, ADDITIONAL CHIEF SECRETARY ENERGY, GOVERNMENT OF PUNJAB, PAKISTAN

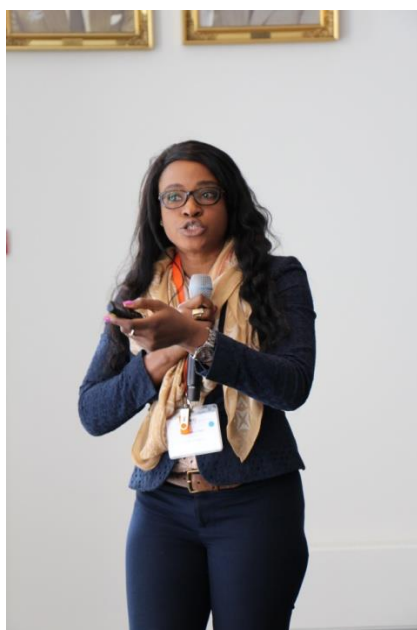
The strategy is to work with the private sector, increase dialogue with the private sector, facilitate and incentivize it, let the markets work and only regulate when necessary. However, a number of challenges rose, including the absence of a formal structure to communicate between the public and private sectors for eliminating mistrust, lack of coordination between the public and private sectors, lack of quality data (data gathering, analysis) and a limited capacity for drafting laws and regulations, managing and enforcing contracts.

In more fragile areas, special challenges were related to the identification of local representatives to moderate PPDs, security of business community/investors, transit routes and the flight of capital and skilled workforce to safer jurisdictions.

The lessons learned from the Pakistani experience when it comes to overcoming development challenges through PPD include:

- Create a platform for dialogues;
- Fill the gap resulting from 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.

CASE STUDY 4: IVORY COAST – “CÔTE D’IVOIRE PPD OVERVIEW”



RAMATOU FALL, HEAD, IVORY COAST INVESTMENT PROMOTION CENTER (CEPICI)

Ramatou Fall, Head, Ivory Coast Investment Promotion Center (CEPICI), presented an overview of the dialogue process in the Ivory Coast in three periods: prior to crisis (1990-2000), during the crisis (2000-2010) and post crisis (2010-2015). In the 1990s, the private sector was envisioned as key to industrialization for the Ivory Coast by 2025. A Public Private Liaison Committee was established in 1990 lead by the Economic and Finance Ministry which was reviewing private sector tax concerns. The Investment Committee of CEPICI was established in 1993 and placed under the chairmanship of the Prime Minister’s office. The committee had 22 members (Government and business community stakeholders) with the aim to address Private Sector’s needs as regards investment policies and economic growth. There was a consensus between the public and private sectors for the adoption of a yearly tax law and the adoption of the 1995 Investments’ Code, replacing the 1984 code to better address Private Sector’s

However, in December 1999, Ivory Coast suffered its first military coup followed by a military transition until the general elections in 2000. In September 2000, a military and political crisis led to the partition of the country into two zones. In this period of crisis, reconstruction through decentralization was the main developmental theme, and in 2001, the Public Private Dialogue Committee (CCESP) was established in place of the Public Private Liaison Committee. However, this period was characterized by a malfunction of the production apparatus of the private sector in line with the Government’s objectives, a decrease in the government’s commitment to set a clear policy around Public-Private Dialogue and a fragmentation of structures.

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The post-crisis period marks a different era for Ivory Coast's private sector agenda. In 2012, CEPICI was restructured and placed under the Presidency – its top management was composed of the three main business community members and four key Ministers. There was a National Doing Business Reform Committee with the Prime Minister as chair, a Ministers' Committee and Working Groups all composed by representatives of both Private and Public sectors. Results have been positive. The Ivory Coast has been ranked amongst the top 10 reformers on two Doing Business Reports (2014 and 2015), improving from 177th to 147th place. The private sector was seen as key to recovery and economic growth – the goal is to transform the Ivory Coast into an emerging country by 2020 and establish an ongoing and more inclusive dialogue through a national Public-Private Dialogue Strategy.

Case study 5: Guinea – “Guinea Business Forum”

Boubacar Diop, Secretariat Coordinator of the Public Private Dialogue Platform, explained that in Guinea the launching of the Private-public dialogue was born as a response to fix the fragmented private sector. The Guinean PPD is also contributing significantly to address issues related to fragility in the country as well as the region. A third contribution of the Guinean PPD has been to fight and prevent the Ebola epidemic, with the private sector participating in a broad government communication plan aimed at raising awareness and informing people about prevention methods, distributing health kits and contributing to the opening of land borders to facilitate trade, based on ongoing dialogue and mutual trust.

The involvement of all stakeholders in the dialogue (private sector audience) has facilitated the inventory, helped in the understanding of the difficulties of each other and has helped with undertaking appropriate solutions to strengthen the process and collaboration among development partners. Diop shared some lessons learned from the ongoing work on consolidating the Guinean PPD.



BOUBACAR DIOP, SECRETARIAT
COORDINATOR OF THE PUBLIC
PRIVATE DIALOGUE PLATFORM.
GUINEA

The participation of the Guinean delegation to the seventh Forum on the Public Private Dialogue in Frankfurt in March 2014 contributed positively to the effective implementation of the Public-Private Dialogue Platform in the Republic of Guinea. The World Bank Group experts' assistance has facilitated participation in task groups through the exchange of experiences among participants, mostly dominated by methodological support through case studies. This support has allowed the Guinean delegation to lay down a road map, thus facilitating the implementation of the Public Private Dialogue Platform under the umbrella of Guinea Business Forum.

To implement the various thematic committees such as the Doing Business indicators, the coordination organized concrete actions such as educational workshops, awareness-raising events and mobilization of the various actors in the public and private sectors.

In the Ebola context, the Public Private Dialogue Platform contributed to contain the contagion by involving effectively the private sector at all stages of the process (communication, awareness and citizens information campaign, compliance with a health emergency decree provisions, distribution of health kits, involvement in the reopening of land borders among the neighboring countries etc.).

CASE STUDY 6: WEST BANK/GAZA – “PRIVATE SECTOR DEVELOPMENT CLUSTER PROJECT - PUBLIC PRIVATE DIALOGUE”

Sameer Hazboun, Board Director, Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA) & Chairman, Bethlehem Chamber of Commerce, started his presentation by giving an overview of the Palestinian economy, which consists mainly of SMEs. The economy is quite diverse and 63% of the labor force is employed by the private sector. Unemployment is 25% and poverty rates is 25%. The factors affecting the poor performance of the Palestinian economy are both external (Israeli conflict) as well as international factors. The continued Israeli-Palestinian conflict has had the most severe consequences. Israeli control of borders and restrictions imposed on movement of people and goods. The Israeli control most of the natural resources (water, gas, minerals..) as well as 61% of the Palestinian land. According to a World Bank report, if businesses and farms could develop in Area C, the Palestinian GDP would gain as much as 35 percent. The development of the Palestinian economy has been crippled due to the Israeli wars on Gaza (2008-2009-2014) as well as the retention of Palestinian tax revenues by Israel.

In addition to these external constraints, other internal factors impose extra challenges to the Palestinian economy. The absence of National Laws and Regulations (Legislative and Legal reform). An inadequate income tax law and a weak tax collection system (limited tax payers to large and registered companies) have led to large budget deficits. The reconstruction costs of Gaza due to mass destruction of the Israeli attacks as well as the separation of the Gaza Strip in 2007 have increased the burden. Lastly, there has been an absent role of the Palestinian Legislative Council in its control and accountability on the government performance.

What has then been the role of PPD in such environment? According to Hazboun, the Palestinian PPD officially started 2002 and four PPD Conferences have been organized (last one in 2014). The Private Sector Coordination Council (PSCC), which consists of 10 private sector organizations, represented the voice of the private sector. The PPD conferences were organized and coordinated based on the readiness of the public sector and availability of all relevant ministries. Most of the economic issues are discussed on Ad-Hoc basis. However, the unstable political and economic environment has led to constant change in the priorities of PPD topics.

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Hazboun emphasized that the reconstruction of Gaza is a responsibility, which lies on both the private and public sectors. The challenge has been that most PPD initiatives and conferences in Palestine tend to focus on large firms because it is easier for ministers to deal with a few rather than many small ones (this is a well-known problem in most PPD mechanisms). The PSCC is now working on using a clusters' model which will focus on providing bottom-up inputs to the dialogue involving MSMEs rather than lead by high level experts. By focusing on PPD topics at the subsector level, results that are more tangible will be achieved due to the concentration of the dialogue around specific topics.

2.3.2 CITY-LEVEL PPDS AND GROWTH POLES



MEGHA MUKIM, ECONOMIST, TRADE & COMPETITIVENESS, WORLD BANK GROUP

What is different? Does it work in cities? Why do we need city-level PPD's?

Moderator Megha Mukim addressed questions of what is different about sub-national PPD, does PPD work in cities and why we need PPD in cities. According to Mukim, PPD helps prioritize in the midst of scarce resources because PPD is an effective tool for identifying shared priorities. PPD in cities helps manage different actors in a tight space as PPD facilitates search for mutual understanding and building compromise between actors. Lastly, city-level PPD helps capture informal aspects of the local environment because the process of self-identification goes beyond formalized analytical exercises.

Mukim then explained how PPD could be adjusted to a city-level scale. Small cities are specialized while large cities are diverse, which calls for a more focused PPD in small towns and a more flexible approach in large cities. Another fact is that since the administrative organization differs significantly, powerful mayors should lead PPD to engage business & communities. Otherwise, private sector should take a leadership role. Additionally, since the capacity varies across cities, mayors should initiate dialogue when naturally positioned - otherwise, the private sector should take charge.

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Mukim ended her presentation by providing a checklist, which would help initiate a city-level PPD:

- Based on a diagnosis of local economic conditions, identify city-specific issues that ppd can address within the remit of local government and private sector groups.
- Ppd does not have to be about the city overall development strategy. Be ready use ppd for small local issues and designing response to changing external conditions.
- Identify the physical area that would need to be captured to efficiently address the defined issues. (e.g., transport systems or housing markets usually span multi-municipality metropolitan areas, which has implications for ppd design).
- Develop a profile of the city, and understand how key characteristics of the city (size, level of specialization, government capacity etc.) Should inform the ppd design.
- Run a stakeholder mapping exercise, paying specific attention to former formal and informal interactions between key actors: in tightly bound communities, understanding this history will have an impact on ppd dynamics.
- Thoroughly assess stakeholder capacity. Is there a need for capacity building engagements prior to ppd? This is particularly relevant for smaller cities.
- Design an institutional setting and the process of ppd, reflecting local conditions and leveraging assets. While traditionally led approaches recommend that the center of gravity lie within the city government, experience shows that is not always an optimal solution. If the private sector's capacity is superior, private sector actors should take the lead.
- Seek for individuals within the administration who believe in the ppd agenda and are ready to push and coordinate it within the city government.
- Identify and engage the most influential and representative civil society organizations.
- Aim to engage national or regional governments and neighboring local authorities (if needed) in the process, and seek out opportunities to leverage them for access to resources and support.
- Consider whether it is worth consolidating local actors and achieving consensus before reaching out to national, regional or neighboring local authorities.
- Identify local champions who understand the local context and history and can act as neutral facilitator.
- Design clear channels of communication between the local, regional and national authorities to ensure follow up on recommendations and technical support.

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Case study 7: Tajikistan- “Complementarity between PPD at national and local level”

The Consultative Council on Improvement of Investment Climate under the President of the Republic of Tajikistan consists of actors from various sectors. Since its establishment in 2007, the Council has helped promote the reform agenda and improve Tajikistan’s international ratings. Dialogues happens at all levels - national and local, with the chair of National Council being the President. The importance of this lies in the fact that there is more power and more authority for monitoring when it comes from the top. However, on the other hand, the private sector has to force the government to listen.



NUMONZHON ABDUJABOROV, HEAD OF
NATIONAL SECRETARIAT OF
CONSULTATIVE COUNCIL ON
IMPROVEMENT OF INVESTMENT CLIMATE
UNDER THE PRESIDENT

From the Tajikistan experience, there is a complementarity between PPDs at national and local level in a variety of ways:

- **Enabling private sector participation in consultations and decision making process** (filter, working groups, joint M&E)
- **Ensuring consistency of proposed reforms** (interests of private sector vs. local and national strategic plans)
- **Channeling up reform recommendations to national level** (bottom up approach)
- **learning and development by PPD stakeholders** (information exchange, visits)
- **a more inclusive M&E system** (reforms and PPD stakeholders)
- **Achieving a higher level of ratification of national reforms and centralized monitoring of implementation at local level** (top down approach), **subsequent removal of barriers** (admin and legal) **and impact on increased investments** (foreign and local)

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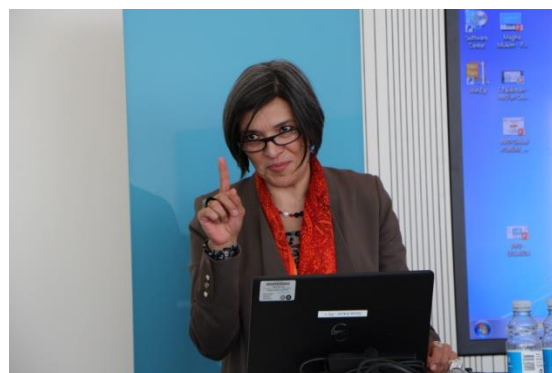
GODFREY KABBYANGA, MAYOR, KASESE MUNICIPALITY & NIELS HENRIK JOHANSEN, CEO, ENVICLEAN

CASE STUDY 8: UGANDA - “ONE-STOP-SHOP – A PUBLIC-PRIVATE PARTNERSHIP FOR PROPER SANITATION”

In Uganda, 2.6 million people do not have access to their own toilet (2 out of 5), 2.4 million children die from diarrhea per year and 1.4 million children die due to contact with feces.

The One-Stop-Shop was built around a business model, which consulted local stakeholders and had a large awareness raising campaign aiming at spreading the word on the benefits of these hygiene facilities. In spite of the challenges due to certain beliefs and culture, there was a large campaign aiming at raising awareness about the use of flush toilets and the business case has gained momentum, even though at a municipality-level.

CASE STUDY 9: MEXICO -“INTERFACING WITH THE PRIVATE SECTOR FOR CITY-LEVEL SUSTAINABILITY AND COMPETITIVENESS”



MA ISABEL STUDER NOGUEZ, FOUNDING DIRECTOR, GLOBAL INSTITUTE FOR SUSTAINABILITY, TECNOLÓGICO DE MONTERREY

Ma Isabel Studer Noguez, Program Director & Founding Director, Global Institute for Sustainability (EGADE Business School-Tecnológico de Monterrey), presented a case study of how large corporations in Mexico, such as Walmart and Femsas, are increasingly analyzing not only the sustainability of their core operations, but also their SME supply chains, mainly under shareholders and management pressure.

New regulations give access to online courses for SMEs to get training for eco-efficiency practices, even though SMEs do not have time to engage in training.

The University of Monterrey is a business university and its projects and research have to have impact on local and institutional level and for business the businesses. Companies need to

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institutionalize externalities and bring to their attention to review the overall production. This will affect the overall production and not only addressing specific challenges. When it comes to dialogue and city-level PPD, Noguez shared the following points:

- Cities are different from national level.
- Small cities have less administrative resources.
- There are more urgent challenges at local level.

2.3.3 PPD FOR ECONOMIC, POLITICAL AND SOCIAL TRANSITION



MODERATED BY SYED AKHTAR MAHMOOD, LEAD INVESTMENT POLICY OFFICER, GLOBAL LEAD, TRANSPARENCY, ACCOUNTABILITY AND DIALOGUE, T&C, WORLD BANK GROUP

Moderator Mahmood set the scene for the presenters by asking the question “*Can PPD play a role in transition and what implication does it have?*”

CASE STUDY 10: SLOVAKIA – “THE NATIONAL CONVENTION OF SLOVAKIA”

Kristina Mikulova, Head of Development Cooperation, Ministry of Finance of Slovakia, presented the political role of the National Convention on the European Union which helped Slovakia transition from a former communist country to a member of the EU in 2004.

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As mentioned in the presentation of Slovak Vice-Minister of Finance Vazil Hudek, Slovakia did not had a good reputation in those times – “A black hole in the heart of Europe”, put in the words of Former Secretary of State Madeleine Albright. However, peer pressure from neighbouring countries and farther generated power on the inside. The country came together and a coalition of pro-reform forces organized itself, launching an impactful campaign.

Where does PPD come into the picture? According to Mikulova, in spite of a number of challenges, a decision was made to create the “National Convention on the EU”, which was a multi-stakeholder platform where everyone was involved - government, private sector, CSOs, academia, media, citizens. A direct channel from citizens to the Prime Minister was created. At the political level there were two plenary sessions per year and top politicians voiced their commitment.



KRISTINA MIKULOVA, HEAD OF DEVELOPMENT COOPERATION, MINISTRY OF FINANCE OF SLOVAKIA

At a broader level, working groups operated independently and met 4-6 times per year – these working groups were also represented by the public and private sector. The public sector was usually represented by mid-level officials. During these meetings, public sector representatives would present the current discussions at the EU policy-level and the private sector would provide their inputs and suggestions. The outputs of these working group meetings would usually be draft legislations, strategic frameworks etc.

From the Slovak experience, this political coalition was crucial for its success. The entire process was very context-based and it is important to give the reform process a good story / narrative. Political commitment, knowledge mobilization, organisational structure, visible results, monitoring – all helped in strengthening trust between the public and the

“Why is the example important? Consultation and working together has become a way of doing business in Slovakia”, said Mikulova, “an eco-system has been built”. A major lesson learned from the Slovak experience is that to succeed, one has to raise the stakes very high.

CASE STUDY 11: IRAN – “IRAN’S PUBLIC-PRIVATE DIALOGUE COUNCIL”

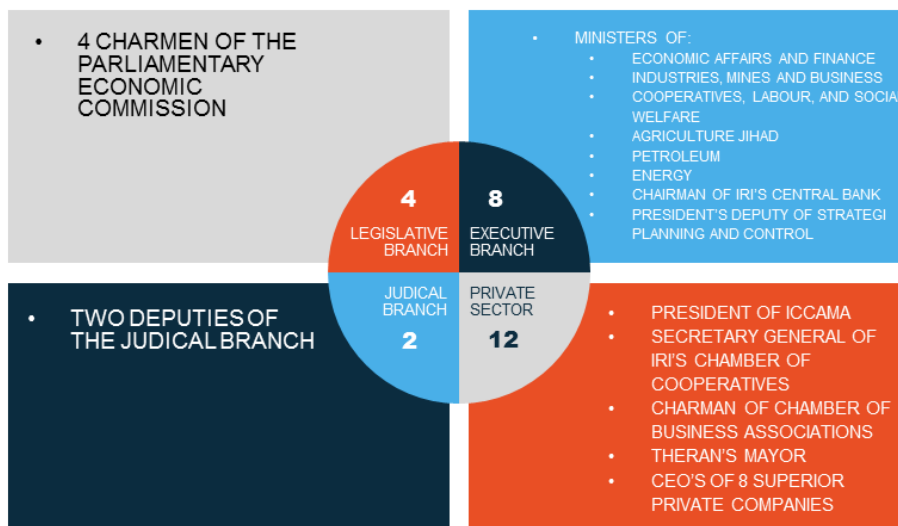
Morteza Allahdad, Head of Office, Economic Deputy, Iran’s Chamber of Commerce, Industries and Mines (ICCIM), gave a presentation on how the economic and political landscape in Iran has changed in the past years. Given such a strong dominance and presence of the government in the economy, it came naturally for the private sector to take a leading role in providing employment. The privatization process has begun since 1993 with the aim to prepare Iran to a more competitive market. The government has been managing the transition from the public to private sector in a less “top-down approach”. The decisions taken at the policy level are getting more inclusive thanks to the PPD Council. The Iran Public-Private Dialogue Council consists of four constituents: representatives from the legislative, executive, judicial branches and the private sector. Its objective is to help the two types of transition happening in Iran: the economic transition and how the government is going about “top-down decision-making”.



MORTEZA ALLAHDAD,
HEAD OF OFFICE,
ECONOMIC DEPUTY,
IRAN’S CHAMBER OF
COMMERCE, INDUSTRIES
AND MINES (ICCIM)

The Council’s areas of work are quite diverse and include taxation, social security, law enforcement, labor markets, energy policies and municipality management. Figure 5 shows the membership structure of the Council.

Figure 5. Iran PPD Council Structure



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The Council has a strong mandate and is now looking into reducing the number of business regulations, limiting government involvement in price-setting, promoting privatization, and studying WTO Tariffs and Trade rules and regulations by engaging in regional practices.

CASE STUDY 12: TUNISIA – “THE NATIONAL DIALOGUE IN TUNISIA: THE WAY TO DEMOCRACY”



OUIDED BOUCHAMAOU,
PRESIDENT, TUNISIAN NATIONAL
EMPLOYER ORGANIZATION
(UTICA)

Ouided Bouchamaoui, President, Tunisian National Employer Organization (UTICA) talked about the wide National Dialogue in Tunisia launched by UTICA and partners. This national dialogue agenda brought together unions and other actors with the objective to facilitate agreements to solve the political crisis. In September 2013, a roadmap for the political level was set and the platform was used as a mediation between the government, the opposition and civil society. After a very hard job of more than 6 months, a new government of technocrats was formed for one year. Today Tunisia has a new president, new government and a new constitution. By bringing together the different stakeholders, this dialogue platform helped find solutions to the economic crisis by harnessing everyone's efforts. The roadmap was unique with UTICA representing the civil society. The presence of various stakeholders made sure the process was transparent and democratic. The process was characterized by a high degree of respect and openness, and everyone at the table was proud to be a good standing citizen respecting each other – dialogue can help reach all of the objectives.

The process and roadmap encouraged everyone to listen more to each other and communicate better. The dialogue process helped the political, economic and social transition go more smoothly than it would have been otherwise.

Moderator Mahmood added that there are times when people who are not politicians have to take on a political role to ensure political transition - UTICA went beyond what a business organization usually does.

BANGLADESH CASE

Mahmood discussed a case study in Bangladesh on the same theme. *What do you do in the case where political transition threatens an existing PPD platform?* He asked. In Bangladesh in 2008, there was a very successful PPD going on between two elections. Elections happened in 2008, and all recommendations from the interim government were cancelled.

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However, the PPD started to integrate politicians and identified people from the government who would promote the agenda. Once they saw that the PPD agenda was in line with the economic agenda, there were more encouraged to act. There was a fantastic response from the government after the process had been reinvigorated, as they have seen results. MoUs were signed with the Central Bank of Bangladesh and the Board of Investment. 148 recommendations have been developed, 88 of them approved, 49 implemented and 10.5 million USD savings have been generated. To manage the transition, it is important to identify the champions who are not necessarily part of the political scene. In the case of Bangladesh, this was the private sector.

After the presentations, the audience engaged with the presenters by asking a number of questions related to their PPD experiences.

QUESTIONS



- How did you mobilize the political will and identify key stakeholders? What was the process? How did you eventually get everyone on board and set the agenda?
- Are there criteria from the private and public sector on who will be in a PPD committee?
- For Slovakia: how did you decide on the pressing issues? How did you decide on the bottleneck issues? Should it be by consensus, voting or other?

In Slovakia, the very nature of the transition that we went through created favorable conditions for the process. The strongest player on the electoral revolution were the CSOs, playing the

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role of the facilitator. They had the right credibility – it becomes very important that the facilitator has credibility. One of the CSOs was tasked with coming up with an organizational model. Since our main goal was to get to the EU, the primary ministries had the role on the public sector side. It became necessary finding an external link to what you are trying to do and in coming up with the model, we linked it to the EU process. The other guarantors, besides the public sector were the CSOs and the private sector. Since all stakeholders were on board with the same goal (entering EU), they did not have any other choice that to enter into dialogue.

The Tunisian revolution was not led by just one person, but there was a high level of education and a strong civil society - it was done by all the Tunisians. UTICA and the UGTT played a big role and they had a joint objective: to save the country. People trusted UTICA and they convinced people to sit together. Tunisia is a small country, but what it has is: its people, so they entered into social dialogue with the union. They realized they only had one option: to sit down and discuss together. Today, UTICA is still working together with the government and unions.

In Iran we were facing different conditions than many other countries. PPDs were established 3 years ago, and the new government actually welcomed the platform positively. If there is an issue, it goes to a committee first and then it goes to a higher level for political decision.

QUESTIONS



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- In Slovakia, the driving forces of the reform initiated in 1998. What was the weight of external and internal forces?
- Was there a document submitted to the government with a list of recommendations? And what was the mechanism to implement it?
- For Tunisia: How do you see the role of UTICA now that the transition is over?
- Follow-up question from moderator: Can life be the same after having been involved in the political process?

In Slovakia, EU conditionality was the external push. We had a political system that made it impossible for the EU to influence. Therefore, a domestic system is imperative for the external push to play a role. The working group produced a roadmap. Important message: It proved useful to frame the PPD as a learning for both sides. How do prevent one side to hijack the process and to keep it equal? According to Mikulova, each side had its competences and expertise to add to the process. Having commitment is not the same as technical skills – it is important to have both.

In Tunisia, UTICA decided deliberately to be part of the political process. We were stronger by taking part to the political process – the government is listening more to us now than before. UTICA convinced the government that they can deal with huge problems and, most importantly, people trust them.

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2.3.4. FIVE-POINT CHECKLISTS ON KEY PPD TOPICS

After the three parallel case study sessions, all participants convened in the main auditorium where a separate session brought together all moderators from the previous sessions to share the lessons learned from the three PPD themes: PPD in Fragile and Conflict-Affected States, PPD for City Level and PPD for Political, Economic and Social transition.



For the **“PPD in Fragile and Conflict-Affected States”** session, moderator Steve Utterwulghe presented a number of challenges and lessons learned shared by the six country case studies from Liberia, Nepal, Guinea, Pakistan, the Ivory Coast and West/Bank Gaza. Utterwulghe argued that one of the most common challenges in conflict environments is the drastic private sector fragmentation and capacity. This, coupled with a lack of government coordination leads to an unpredictable environment and slows dramatically the private sector development agenda. Nevertheless, the demand for reform in these environments is very high. Other important challenges include the unforeseeable events or even turnovers at the Cabinet level, which can disrupt reform processes. Lastly, as in other environments where there is a need for PPD, issues of trust building and inclusion remain one of the key challenges in fragile environments.

Utterwulghe also shared positive examples and lessons learned from these six initiatives operating in conflict environments. It is almost universal that there is a need for public-public and private-private dialogue. Any initiative aiming at bridging these gaps must be supported and advanced. For PPD mechanisms to effectively operate in conflict environments, innovative, flexible and adaptive approaches need to be applied – a sort of “control what you can”

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approach. Quick wins are also crucial and communicating them effectively and in a timely manner becomes equally important. The case studies also presented a variety of PPD approaches to reforms that can be more effective, and they include combinations of bottom-up vs top-down reform processes, as well as sub-national or cluster approaches.

For the PPD at City-level session, moderator Megha Mukim shared a framework of principles which captures the different aspects of what would make a PPD at a city-level succeed or not. A summary of the principles and their breakdown is presented in Figure 6.

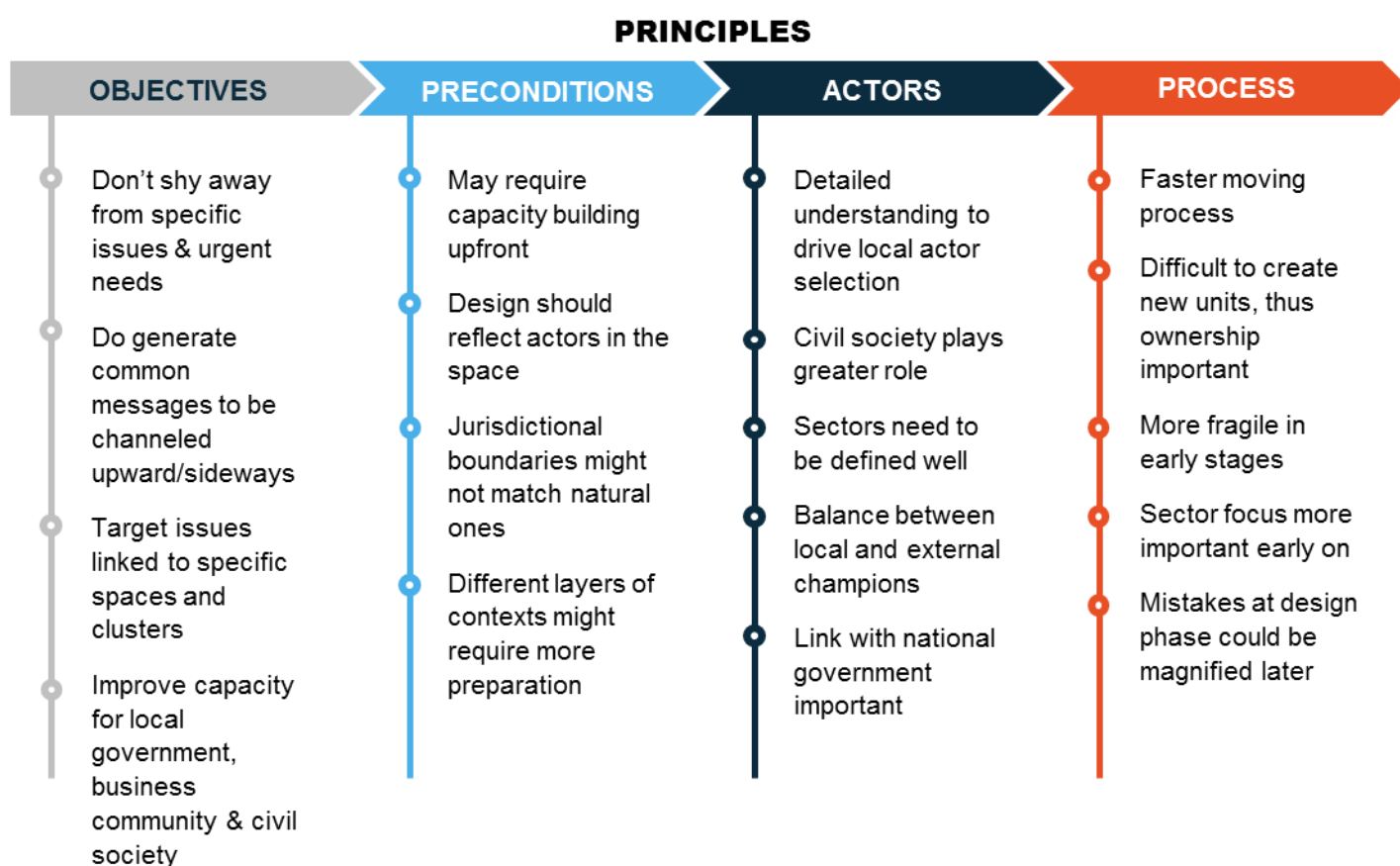


Figure 6. Principles for City-level PPD

The session on “PPD for Political, Economic and Social Transition” generated a particular interest due to the three very different case studies presented. Slovakia’s transition into the EU, Iran’s economic transition and Tunisia’s post Arab Spring political transition provided interesting insights for the role that PPD played and is playing in these transition stories. Given the examples, moderator Syed Akhtar Mahmood summarized the findings in five main points:

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- Political transitions create unique opportunities for establishing dialogue mechanisms but the response has to be sensitive to the context.
Generating trust and inclusiveness is particularly important during transitions.
- Sometimes stakeholders need to step beyond their traditional roles to steer transition in the right direction.
- Transitions may adversely affect established PPDs but patient, creative approaches can revive the dialogue process.
- External influences can be catalytic but not sufficient.

2.4 SITE VISITS: MANAGING INCLUSIVE INDUSTRIAL DEVELOPMENT THROUGH PUBLIC-PRIVATE DIALOGUE

Four groups visited local Danish institutions and companies. The objective of the site visits was to witness first hand Danish practices of dialogue in issues related to industrial and community development and see how they can be applied to their home countries.

2.4.1 CARLSBERG GROUP: USING COLLABORATION TO DEVELOP A CIRCULAR ECONOMY



Participants discussed the Carlsberg Group's Corporate Social Responsibility platform throughout its global value chain. A value-chain approach to dialogue and partnerships for environmental sustainability is the hallmark of the Carlsberg Group's outward engagement on corporate social responsibility. The company engages with governments, consumers, donors, researchers, and other companies in its CSR initiatives.

Carlsberg applies a value chain-specific approach to public-private dialogue (similar to sector-specific PPD). In practice, this involves preparing a sound value chain analysis, and then seeking agreement among stakeholders on a joint action plan to remove development barriers in the

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selected value chain. In Carlsberg's case, the company is focused on packaging and recycling chains within its global operations and markets.

The value chain-specific approach to dialogue facilitates mitigation of risks and promotes collaborative policymaking on:

- Areas within the value chain where there is potential shared value;
- Supporting the private sector to take independent initiatives that promote social objectives;
- Attuning the public sector to a governance style compatible with a competitive market economy;
- Establishing trust between public and private sectors, as well as consumers, through practical experience and results.

The value chain-specific approach to dialogue worked for Carlsberg because of the capabilities of the company, its unique history of foundation ownership, and the potential for adding value throughout its value chain.

From a sustainability perspective, Carlsberg implemented two concepts with multiplier effects. The first was to enhance circularity in the value chain. Thus, the company introduced new barley varieties that require less energy and water; used wood chips in malting to become CO₂ neutral, and adopted cradle-to-cradle packaging. The second was to apply nudge principles to recycling. At social events like concerts and football matches, for example, Carlsberg organized team-themed competitions for fans to recycle beer cans in a fun, convenient setting.



Although Carlsberg engages extensively with stakeholders in its own value chain in Denmark, Eurasia, and elsewhere, the company does not participate in wider PPD platforms. As a market leader, Carlsberg does not appear to have incentives to do so and has a greater focus on public-private partnerships. This raises the question of whether public-private dialogue is a prerequisite for public private partnerships when you are a market leader. A formal, structured dialogue may not in fact be a prerequisite for larger companies but can be a valuable tool for obtaining input, setting criteria, and defining expectations and goals for public-private partnerships.

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RECOMMENDATIONS:

The existing PPD workshops and community of practice can serve as a vehicle for addressing the issues of companies such as Carlsberg in foreign markets and their overseas operations. The value-chain specific PPD approach may substantially support removing administrative and legal barriers, improving the business environment, and spreading sustainability practices. Lead firms like Carlsberg can be strong partners within PPD to drive change for the industry and within the value chain overall.

2.4.2 FALCK: STATE-BUSINESS COLLABORATION IN ASSISTANCE, EMERGENCY, HEALTHCARE & SAFETY SERVICES

Falck Company presented to the delegates specific case studies of cooperation and business partnerships in the development of ambulance services and pre-hospital care, namely in West Africa and Slovakia. Falck is a Danish service company founded in 1906 by Sophus Falck. Falck's activities are directed at preventing accidents and disease; providing assistance in situations of emergency, accidents and need. Falck has business activities in 45 countries. Falck



runs emergency medical services in close collaboration with public authorities, hospitals and

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private customers. Falck has the world's largest international ambulance fleet - it also runs medical clinics and provides preventive and occupational healthcare in a number of countries worldwide. Falck is the world's largest provider of firefighting services – for the public and for private companies. Globally, Falck also provides rescue and safety courses, especially for staff in the off shore oil, gas and windmill industry and maritime sector. The total number of employees is 35.000.

There are six critical factors behind Falck's success, including:

1. PPD
2. Innovation
3. Quality
4. Single provider
5. Long-term engagement
6. Education and training

In terms of PPD strategies, four key initiatives have been crucial, 1) Health care Denmark, through marketing innovative health care solutions, 2) Membership in the Denmark's Export Canon, 3) Falck Foundation, a non-profit foundation supporting pre-hospital research, and finally 4) A Partnership with the Danish NGO Børnefonden / Child Fund in Benin.

In innovation, the use of technology in ambulances to improve productivity and the treatment in the field has given the company a sophisticated edge. Along with it comes quality through certifications such as ISO and other international accreditations. Fourth, Falck is the single provider of the pre-hospital service – having the same system everywhere is imperative for quality and efficiency in order to deliver the best results for the patient. Fifth, Falck's business model is based on long-term engagement in order to demonstrate benefits of their services and ensure sustainability. Finally, through its education and training programs such as the partnership with the Child Fund, more than 370,000 students have been trained in a year on safety services.

Key message that delegates took from the Falck experience: *Government as facilitator and private sector as operator!*

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2.4.3 THE STATE OF GREEN: BUSINESS AND GOVERNMENT PARTNERING FOR GREEN ECONOMY

The State of Green site visit focused on showcasing three different case studies on how Public-Private Dialogue has been key to the success of the implementation of green growth projects.

House of Green is an interactive showroom and visitors' center funded by the Danish Industry Foundation. It uses a combination of guided storytelling and self-exploration to showcase Danish integrated solutions and scenarios across the landscape of energy, water, climate, resources and the environment. It shares knowledge for both political framework conditions as well as the technical solutions that pave the way for the green transition.



State of Green is a public-private partnership owned by the Danish government and four major trade organizations. It was established in 2008 under the Climate Consortium Denmark. Its purpose is to showcase Denmark's green solutions internationally and attract investments to Denmark. Its target groups include high-level commercial and political decisions makers and international media. HRH Crown Prince

Frederik of Denmark is patron of State of Green. Board members are from the government and private sector organizations.

The visitors' center and interactive showroom are primarily aimed at foreign delegations visiting Denmark. Danish representatives act as hosts that both inspire and inform delegations before they move on to on-site visits. The showroom also houses a permanent, interactive installation that highlights the potential and possibilities nested in the green Danish business sector.

Different cases on how a public-private dialogue has been key to success:

1. The Metropolitan Copenhagen Heating Transmission Company (CTR) is a municipal partnership formed in 1984 by five municipalities. Today CTR supplies efficiency and climate friendly heat to 275,000 households in the municipalities of Frederiksberg, Gentofte, Gladsaxe, Copenhagen and Tårnby. This corresponds to just under 10 per cent of the total heating requirement in Denmark. The CTR works in close dialogue with both the public and private sector and is an important player in Denmark's goal of becoming fossil fuel independent by 2050.
2. The private urban development company Carlsbergbyen developed a new city district.
3. In Høje Taastrup the city has transferred ownership of their district heating company to a private district heating company – they are owned jointly by all the district heating consumers serving the interest of the local community.

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4. Gate 21 brings together local authorities, companies and research institutions to develop and distribute energy- and resource-efficient solutions that support sustainable local climate action and promote green growth. Through innovative partnerships, Gate 21 and the partners propose innovative solutions to local authorities' climate and energy challenges through public-private projects. Gate 21's secretariat helps the group of partners with the development, financing and management of the projects so partners can concentrate on developing the best technical solutions.

The State of Green Tours are technical visits for high-level commercial and political decision makers and media. It has lessons learned by leading Danish companies, institutions and government bodies. Each tour is tailored to the delegations' local needs and the interest of the Danish companies.

Stateofgreen.com is an online one-point entry to Denmark's green solutions and know-how. It offers profiles on companies, government bodies, organizations, research institutions etc. It provides solutions through cases, R&D projects, products, services, concepts etc. The portal also has news and events announcements, reports, videos and is in English and Chinese.

To illustrate how PPD is central to the State of Green, a fictional story was elaborated as follows.

STORY: THINKING GREEN

Little Malik (LM) arrives in Denmark looking for inspiration for PPD in his home country of SENDONIA. Wandering through Copenhagen, he stumbles across an interesting new building that looks like it's made from steel and glass. This, he discovers, is the **House of Industries** that hosts the **House of Green (HOG)**. *How marvelous*, he thought and goes inside.

Little Malik pondered the symbolic aspects of the structure he was in: it was an **open, inviting and collaborative** space that housed **Danish Industries (DI)** and a stone's throw away from city hall. The building embodied not only openness to the public – with its transparent front and wide atrium – but also embodied in its structure principles of increased energy efficiency and sustainability (e.g., through solar panels, construction materials, district heating and rainwater harvesting) and harmonization with the past (structure).

Mesmerized, Little Malik runs into Finn Mortensen. Somewhat surprised to see LM meandering through the corridors, Mr. Mortensen explained that the House of Green (HOG) was founded with a vision: to showcase Denmark's green solutions internationally and attract investments to Denmark. This first happened in 2008 in preparation for the Conference of Parties (COP 15) with the purpose to host high-level commercial and political decision makers and international media. This served as a "lighthouse" target that rallied disparate forces across the public-private sphere to come together.

How is this possible? Malik wonders.

Ah, well, says Mr. Mortensen, *HOG is the physical manifestation of a broad PPP between the Danish Government and four major trade organizations. There is a **common vision amongst all actors** and has **high-level buy-in from key decision making actors** – most notably, the Crown Princess's patronage and high-ranking members from both the relevant ministries (e.g.,*

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permanent secretaries) and private sector. Through this partnership, Denmark has identified ten strategic competencies that it markets to the world as a leader in innovation and experience sharing.

Little Malik was fascinated. He learned that, through their website, State of Green **communicated coherently externally** to investors and visitors. Its website serves as a platform for over 500 local innovators and stakeholders to showcase their solutions and serves as a link for people and companies internationally looking for innovative solutions. State of Green also targets building relationships with media influencers by inviting a group of bloggers and journalists (approx. 125) each year to visit and learn about the work they do and “spread the word” – **building a broad communication base**. The State of Green also acts as a gatekeeper to the 2500 international industry visits each year, setting the agenda of the visit by being their **first stop in Denmark** before continuing on to their intended meetings. The project has long outlived its original purpose, but has remained relevant through dialogue and consultation to start new projects that have **shared value** for both private and public sectors.

This is also reflected in its financing: **a 50-50 split between public and private funds**. No sector receives particular preferential treatment, even if **government priorities and proclamations DO tend to set the agenda and nationwide objectives**: e.g., a green Economy and fossil fuel free by 2015.

But this shared vision was not immediate. Even in Denmark it took 6-8 months of discussion to get people on the same page. And then there were those tough discussions about who will do and/or pay for what. *Once on the same page, the Board has never had a need to call a vote as it serves as an **effective forum for discussion***. As a successful model in the Danish context, it is now being replicated for the sectors of welfare, food, architecture, health and sports.

As they parked ways, Little Malik was overwhelmed by all this information. He couldn't quite understand how so many actors with ostensibly competing objectives could come together. This was when he bumped into Anders Dyrelund from Ramboll Energy Consultants.

As Mr. Dyrelund discussed concepts of sustainable energy production, district heating and cooling, Little Malik was getting even more confused.

So, what is it that you actually do? He pondered.

Taking this strike, Mr. Dyrelund retorted, *we are knowledge brokers. We do not produce or sell anything, but we empower local municipalities with “know how”. We help improve technical efficiency (optimized design and economic benefit) and work with actors that improve institutional (regulation to ensure efficient use of natural monopolies) and financial (competition between financial institutions and low costs) efficiency. All of these three combined improve total efficiency.*

And what does this mean in practice? pondered Little Malik. He found it interesting that the scope of the municipalities (which are elected) constituted a **broader definition of “public”** and could be interpreted as representative of the public investing on its own behalf. Thus the shift of forces of the investor and the consumer are the same. Therefore what is profitable for the

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“company” is profitable for the public. The logic of investment, as LM is told, is about getting the biggest bang for your buck. Ramboll supports these public institutions to pursue smart (infrastructural) investments. Improvements in efficiency is not only profitable for local municipalities (or groups of municipalities as in greater Copenhagen in Jutland), but result in improved services and reduced costs for the providers as well as the citizens consuming energy. **This is a shift in the business mindset from a short-term *transactional* mindset to a long-term *investment* approach.**

Sitting in the airy common area, Little Malik ponders the lessons he learned by just walking into the House of Industries building all day. What would he take back with him to his home country of Sendonia? He realized that the most powerful elements are three-fold:

- Shared vision
- Shared commitment
- Communication

What Little Malik saw was a new version of shared values and profit. There **was improved value for consumers and consumer ownership**. There was a clear **sense of purpose and vision – there are clear targets that bind actors together**. This commonality and identification has resulted in new income generating opportunities, where the drivers of the process are steering collectively. There is a multi-dimensional focus on partnerships – **at the local, national, regional and international levels – each with its own approach and strategy**. Monitoring of the situation was achieved through constant review and Key Performance Indicators (KPIs). **Transparency brought trust and built relationships** - clearly, the **KEY LESSON was a strong link (or even merging) of the PPD and PPP process**.

2.4.4 COPENHAGEN MUNICIPALITY: PPD FOR SUSTAINABLE CITY DEVELOPMENT

City of Copenhagen: Co-Creating a Green and Livable City

The City of Copenhagen gave delegates an overview of the business services and opportunities in Copenhagen and how dialogue and cooperation have been developed with businesses, knowledge institutions and NGOs to enhance green growth and realize common goals of a livable and carbon neutral city.

BACKGROUND

Denmark has a history of creating an inclusive environment that benefits all. The municipality of Copenhagen, for example, has digitized its paperwork so that citizens can lead easier lives (i.e. registering for business and paying taxes are done online). These government initiatives are rare in the world and the City has been internationally recognized. Denmark is now ranked as Europe’s easiest country to do business and the 4th easiest country in the world (according to the 2014 World Bank’s Doing Business Report). Moreover, environmentalism is an important part of Copenhagen. The city has been named the European Green Capital in 2014, and it wants to further this cause and become carbon neutral by 2025.

Copenhagen, Denmark

However, the city faces a new challenge of population growth. Currently Copenhagen's population is about half a million, and it is expected to grow by 20% by 2025. With limited land space, how can the city increase the economy to accommodate the new population and keep up with its reputation as a livable, green city?

The solution is to promote an environmentally conscious economic growth, and the city strongly believes that this can only be achieved through public private dialogue (PPD) and by working together with the private sector and civil society.

WHAT DOES “CO-CREATING A GREEN AND LIVABLE CITY” MEAN?



Carsten Riis, the Executive Director of the Technical and Environmental administration in the City of Copenhagen, explained that the goal of the government is “not to develop the smartest, greenest and most livable city for the citizens, businesses, NGOs but to do it *with them*”.

The city’s municipality is working to make the city a green-growth oriented economy by engaging all stakeholders. As opposed to using the traditional PPD model (where the public defines and finds solutions for a problem, and then seeks the private sector’s assistance for solution), the municipality instead involves all segments of society throughout the PPD process - the government, the private sector, and civil society. “*We want to use Copenhagen as a laboratory and see what new ideas and solutions are co-created to make this place a green and livable city*”, Riis says.

EXAMPLES OF PPD TO ACHIEVE THE “GREEN AND LIVABLE CITY” MOTTO

The City of Copenhagen has used PPD as a platform to solve city’s problems or to promote green growth. The following are two examples of how the local government used multi-stakeholder engagements to produce concrete results.

- Changing 20,000 street lights through a competitive dialogue

The light fixtures around the city needed upgrades -- the lights were old, and maintaining them was becoming costly. As opposed to simply changing the light fixtures with a known vendor and familiar products, the municipality instead held a competitive dialogue between four companies from Europe to see which company could produce the best solution for the city’s situation.

The PPD process took several steps. The City of Copenhagen first held four full days of dialogue sessions with all the companies to define the problem and come up with solutions. From the dialogues, the municipality identified that the city needed cost-effective LED street lights that require low maintenance. The local government then re-wrote the tender/RFP documents

Copenhagen, Denmark

based on the defined solutions. Subsequently the participating companies submitted their proposals, and the municipality selected a contract winner and entered into a PPP including the maintenance.

As a result of PPD, the City of Copenhagen successfully identified a cost-effective, environmental solution and changed over 20,000 street fixtures around town.

- #SharingCPH

When Copenhagen was named the European Green Capital in 2014, the City of Copenhagen wanted to celebrate it by dedicating the year as *Sharing Copenhagen*. Using the co-creation motto, the municipality engaged with more than 90 business, knowledge institutions, and NGOs to implement 300 events, conferences, outreach programs and guided tours. These events were focused on themes of green city and mobility -- the highlights of what make Copenhagen a great, environmentally friendly city.



The *Sharing Copenhagen* was an impactful campaign that benefited all parties involved. For instance, it was a good marketing tool for the city, as well as the corporations and NGOs involved in the events. The municipality also broke new grounds by using social media (i.e.: using hashtag #sharingCPH) to reach non-traditional audiences, such as young people in the city.

The “Open Source Approach to partnership” and the platform created were such a success, that Copenhagen decided on a Copenhagen Sharing 2.0 for 2015 to tackle further issues Climate/Climate Adaptation, Green Mobility, Circular Economy/Resources and Green Copenhagen.

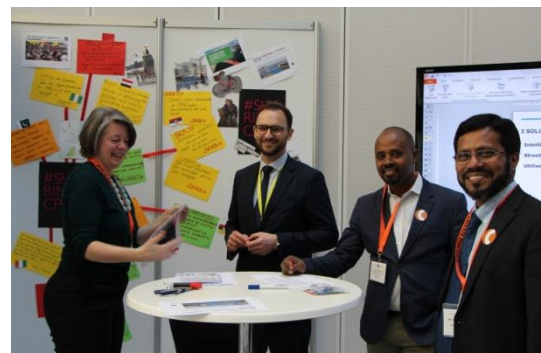
CONCLUSION

The lesson learned for the delegates was that by joining efforts through the “Co-Creating a Green and Livable City” dialogue, the municipality has seen positive outcomes such as innovation, growth, civic engagement, and entrepreneurship.

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2.4.5 “THE PPD EXPO”

After the field visits, participants worked on preparing the material for the PPD Exhibition. Each of the four groups created an exhibition booth with the material and information they collected during the site visits and showcase how that can be applied in their home countries PPD initiatives.



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2.4.6 APPLICABILITY OF “PPD EXPO”: KNOWLEDGE EXCHANGE AND COMMUNITY OF PRACTICE

Debriefing session with feedback from participants



SYED AKHTAR MAHMOOD, LEAD INVESTMENT POLICY OFFICER, GLOBAL LEAD, TRANSPARENCY, ACCOUNTABILITY AND DIALOGUE, T&C, WORLD BANK GROUP

After the exhibitions on the site visits, participants shared in the main auditorium their experience from visiting these companies and institutions and what they learned that could be applied back in their home companies.

Laura Watson who was part of the group visiting Carlsberg brewery, originally founded in 1847. One of the interesting things about the company is that Carlsberg as it is today came out as a partnership forged between father and son. Carlsberg own four out of the top 10 beer brands in the world and is the number one brand in countries such as Russia and China. It also employs around 47.000 people worldwide.

One of the observations that the group made was that because beer such a sensitive product, for many reasons, the company had to look at ways to minimize

Other issues they try to tackle have been water waste and recycling, and they have looked deep into their supply chain and engaged in dialogue with partners, traders, suppliers and consumers. Especially in their recycling campaigns, they not only work with consumers but they engage in different partnerships with the governments of different countries.

Birima Fall was one of the participants who visited the Falck Company. He shared that it was a very exciting experience as Falck is part of the history of Denmark, as it started due to a fire in that castle. At that time, Falck was only 19 years old and he was thinking that if there were efficient companies to diminish fires in time, a lot of material could be saved. Giving its very entrepreneurial start to serve the community, Falck today works in the field of emergency, health and safety services.

Thinking in terms of PPD, Falck is a good example of how the public sector could facilitate the development of the private sector. The public sector realized that the private sector effectively delivered some of its “public” services. Even in the health sector, the public sector can serve as a facilitator for private sector companies to deliver public services just because private sector organizations can be very effective, just like Falck. The government has outsourced some of its services and functions to Falck, but what really matters is their understanding about the

Copenhagen, Denmark

common goal they have, which has helped strengthen the trust between the two parties. From this very good collaboration, the government has transferred and delegated some of its roles to Falck to be done in a more efficient way. As someone who works in healthcare issues in Africa himself, Birima shared that having such level of trust between the public and the public sector in this specific sector is difficult. The Falck example also shows that if you have a strong and committed public sector and a strong and innovative private sector, there are endless possibilities for the two sectors to work hand in hand – this is a good testimony of a flexible PPD mechanism, Birima said.

Mohammed Elahi was one of the participants from the group that visited the Copenhagen municipality and shared the lessons learned from the work of this institution. One of the projects that the municipality is working on is to promote the concept of “co-sharing” and “co-creation” – they do it together so that everyone involved can have a sense of ownership to it. Since the city is expanding, they want the city to have a sustainable and green growth and ultimately have a better quality of life for the city’s citizens. They engaged in PPD to tackle some of the issues, using the term “competitive dialogue” – using dialogue as competition. They would have a dialogue with each company individually and then would have an open competition with all the companies. Sharing is a platform by the citizens and for the citizens and this platform is for the businesses, industry, civil society – everyone is involved and everyone shares their projects, ideas, developments and share their ideas about where they want to go in the future. Together they could develop a common platform and a common approach - there is a segment for everyone and only an open dialogue could do that. Another factor of success was equality in partner relationships. Another outcome has been the development of a business house and Denmark is fourth in the world for doing business. *“Learn to live with the lack of control – dare to share”*, was one of the mottos. In developing countries, Elahi said, there is a fear in sharing. The participatory approach is key lessons learned, along with being specific about picking up the partnerships. Lastly, measuring the costs of all the processes, from both the public and private side will be very helpful in reducing the overall costs.

State of Green was in the building, and the group took a tour to explain the concept behind this house. It was an open and inviting collaborative space for public-private dialogue. House of Green encompasses a joint vision between the public and the private sectors – one initiative which is mainly driven for the future. This was to display Denmark as an example for the world as they gather high-level international companies and they show what can be done between the government and the private sector. They try to create a circular way of creating share value, which makes the citizen the center and owner. Gate 21 is a research and development project, which looks into the lightning - what can be done with it

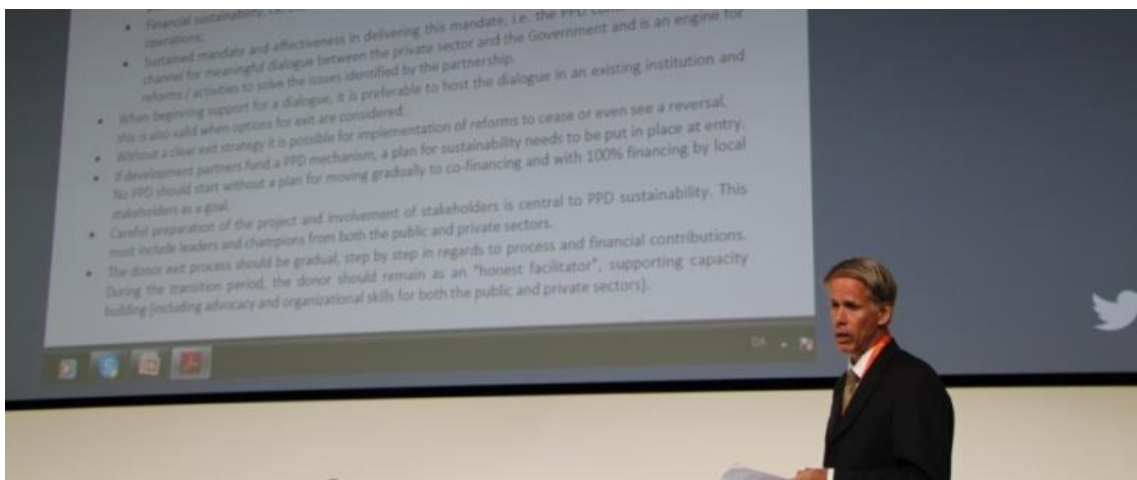


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and see how much power can be captured and used. The lessons learned was that there was a shared vision and commitment to the future – it does not have to be an immediate term of investment, but rather they are looking into something long term and sustainable. Lastly, communication and dialogue is the key for their way of doing PPD.

The majority of the audience voted on a scale of 1 to 4, and rated 3 and 4 (learned a lot and will replicate these back home) the relevance of the visits.

2.5 DISCUSSION ON THE REVISED PPD CHARTER



MALCOLM TOLAND, PPD EXPERT, WALKING THE AUDIENCE THROUGH THE CHANGES IN THE RENEWED PPD CHARTER FOR GOOD PRACTICE

Given the changing nature of PPDs and with the participants' feedback from the 2014 Global PPD Workshop, a revised PPD Charter was drafted for adoption. A session was dedicated to explaining the changes and novelties of the new revised Charter. The Revised Charter was unanimously approved by the attending PPD delegates and can be found online at www.publicprivatedialogue.org

The PPD Charter was revised to reflect the evolving nature of PPD. Along with the PPD Handbook, the PPD Charter has been one of the sustaining documents of the PPD Community of Practice since 2006. Malcolm Toland highlighted some of the main changes made from the 2006 version such as the use of ICT for a larger stakeholders' engagement, the focus on exit strategies and an emphasis on political economy. Toland reflected that the scope of PPDs is much broader than taking care of the investment climate reform. It now has a larger mandate on inclusive growth and private sector development with investment climate reform being just one of the many pathways towards those wider goals. The most fundamental change has been the mention of sustainable development and inclusive growth as a mandate of the PPD rather than an exclusive focus on improving the investment climate.

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Principle 1 on Contextual Design is a new principle stating that PPD can take several forms. It can be formal or informal; it can be adopted to lead to achieving different outcomes related to private sector development and inclusive growth including investment climate, competitiveness, managing natural resources, improving public service delivery; it can be time-bound etc., – this new principle provides a larger scope to a PPD intervention.

Principle 2 is a new principle that captures the political economy considerations and focuses on open governance. *“PPD needs to function under open, transparent, and fair governance rules. PPD will be more likely to succeed if its governance structure is designed to take into account political economy factors”* - This dimension of open governance is critical in the view of the CoP as business elites contribute to PPD and the economy but they can also capture the PPD agenda. Toland also recommended to conduct a political economy analysis. Lastly, the principle also references the role of ICT in promoting broader inclusion and reduce the risks of capture by obtaining feedback from a wider constituency including civil society and citizens.

Little changes have been made to principles 3 to 6 – the **Mandate and Institutional Alignment** is and will remain a critical pillar. The only addition is an expansion about the role of a written engagement such as a memorandum of understanding. The principle on **Structure and Participation** highlights the role of the Secretariat having a unique opportunity to shape how stakeholders engage and under what processes and set of rules. Another addition concerns the private sector role in making a PPD successful.

Principle 5 on Facilitation – the definition has slightly changed on the skills required from the facilitator and it emphasizes that the facilitation function is to make sure the PPD functions, not to drive the agenda.

Principle 6 on Champions: the definition of a champion was slightly revised and stakeholders are encouraged to undertake influence mapping exercises to better identify those who are in favor, and those against a reform so that a stakeholders management strategy can be elaborated. *“It is easier for dialogue to survive weakness of champions in the private sector than the public sector”* and *“A PPD will gain by building collaborative leadership, whereby champions work together to achieve a set of agreed results.”*

Principle 7 on Outputs recommends the facilitation unit to follow up on reforms discussed, helping stakeholders organize reform teams to develop a work plan and monitor or assist for results – this came out mostly from the 2014 workshop.

Principle 8 on Outreach and Communications has a new point on highlighting the critical importance of having a PPD communications strategy. The communication can focus on the activities of the PPD initiative or on a particular set of reforms as well as the regular sharing of information with stakeholders in real time using ICT.

Principle 9 Monitoring and Evaluation has been slightly revised to invite all PPD stakeholders to share the responsibility for monitoring and evaluation in a participatory approach.

Principle 10, Appropriate Area and Scope, combines the Sub-national and Sector-specific principles.

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Principle 11 on Crisis and Conflict Response is a variation about the particularly important role of PPD in Fragile and Conflict-Affected States.

Principle 12 on Development Partners captures the frequent discussions on the role of development partners. Capacity development, disseminating international best practice and providing PPD technical assistance throughout the lifecycle of the PPD have been highlighted. However, PPD should not be a development partner-driven process. Content has been added suggesting that DPs should focus on the process of their support and try not to influence the content - they must recognize their inherent limits and that effective PPD cannot be created from the outside. In addition, DPs should coordinate among themselves to avoid duplicating their efforts.

Lastly, the new **Principle 13 on Sustainability** tries to capture the main challenges related to PPD's structural and financial sustainability.



This new PPD Charter is a living document and should be revisited at some point in the future. This document is particularly important because it contains guiding principles and under these guiding principles, tools are designed to help PPDs perform better. The Charter gives a good authorizing environment to PPD experts – it is not a recipe, but a guide on a number of aspects to consider in establishing, managing and ensuring the sustainability of PPD platforms.

2.6 ONLINE KNOWLEDGE EXCHANGE PLATFORM AND COMMUNITY OF PRACTICE



ANNA NADGRODKIEWICZ, DIRECTOR,
MULTIREGIONAL PROGRAMS, CIPE

Anna Nadgrodkiewicz, Director, Multiregional Programs, Center for International Private Enterprise (CIPE), presented the PPD Hub. It is an interactive space for the global PPD community of practice, which provide best practices and learning opportunities. It also offers a platform for exchange of PPD experiences from around the world and helps network with other practitioners. It is a multi-stakeholder effort initiated by the World Bank Group and currently co-moderated by CIPE (Center for International Private Enterprise) and LLI.

The goal of the PPD Hub is to improve the governance and business environment by promoting inclusive and sustainable growth at the country and sector level through public-private dialogue by supporting a global community of practice and by accelerating the uptake of best practices. Its audience are business organizations, governments, donors etc. There are 300 million companies in the world, and most of them do not participate in PPD in their countries. Governments need the private sector in shaping policies as well as donors need to share PPD approaches that show results.

The new PPD Hub website will feature a new interactive and dynamic platform with country cases, tools, lessons learned, eLearning as well as updates and news and events. The new website will provide more opportunities to engage and it will be more easily searchable. It will also contain a variety of social media platforms for the Community of Practice to get involved.

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How can PPD practitioners stay engaged, share knowledge and tools, and seek technical assistance?

- Share resources to be featured at the PPD Hub (www.publicprivatedialogue.org), connect on Facebook (www.facebook.com/publicprivatedialogue) and follow on Twitter (www.twitter.com/PPDialogue and tweet using #ppdialogue hashtag):
 - o Case studies
 - o Best practices
 - o Blogs & news
 - o Upcoming events
 - o Videos
- Send practitioner profiles
- Engage via social media.

2.7 TRAINING SESSIONS

2.7.1 Enhancing downward accountability in your organization through Social Accountability Relationships Assessment Tool (SARAT)

This training focused on social accountability and the application of the World Bank tool **Social Accountability Relationships Assessment Tool (SARAT)**. The first part of the training included a presentation by the Macedonian delegation on an online e-governance tool that enables all stakeholders to submit electronically their comments and proposals to the competent institutions.

CASE STUDY 13: MACEDONIA E-GOVERNANCE PLATFORM

Gordana Gapikj-Dimitrovska, head of unit for assessment, publication and monitoring of legislation, Ministry of information, society and administration of the Republic of Macedonia, and Goran Lazarevski, USAID IDEAS Project/Booz Allen Hamilton Macedonia, Senior PPD advisor, presented Macedonia's innovative online platform to help the private sector voice its concerns and proposals for the government to convert into legislation, creating thus new pressure points for more accountability.

Copenhagen, Denmark



GORDANA GAPIKJ-DIMITROVSKA,
MINISTRY OF INFORMATION SOCIETY
AND ADMINISTRATION OF THE
REPUBLIC OF MACEDONIA, HEAD OF
UNIT FOR ASSESSMENT,
PUBLICATION AND MONITORING OF
LEGISLATION; GORAN LAZAREVSKI,
USAID IDEAS PROJECT / BOOZ ALLEN
HAMILTON MACEDONIA, SENIOR PPD
ADVISOR

The project team has been working on the software platform for 6-7 years. The biggest issue has been to organize the administrative resources and to have replies in a timely manner to the requests. Through consultations, the government is able to understand the concrete problems faced by the private sector and introduce solutions, and also have a base to make good decisions. This is a new mechanism of public regulation and it is also a functional tool for all stakeholders to give their comments. The software is easy but it needs resources to maintain it, update information etc. The main purpose of the platform is to give information about the legislation to all stakeholders and achieve better regulations.

One of the most important benefits introduced in 2014 is the integration with the government consultations. This is a partnership platform, involving all stakeholders, to build the trust and get commitment for different issues in society.

To the question “What is the accountability mechanism in place to ensure implementation?” the presenters explained that they are now making reviews of how the ministry is dealing with the comments.

For this to happen, you need political commitment throughout the process. A high-level champion is crucial to push for it and a solid back-office mechanism needs to be in place. At the beginning, the administration did not like it because they had to be accountable to the public. It does create a lot of new efforts from the administration, but the good thing is that it separates the good administrators from the bad ones. The presenters concluded that the level of transparency of this process is very high and stakeholders are very satisfied.

Presentation on Social Accountability and SARAT

Sanjay Agarwal, Senior Governance Specialist, WBG, started his presentation by saying that being more transparent is not easy and there will be much resistance to it. Because of weak governance, there is an issue of trust. The question is not what we have to do, but how we have to do it. The devil is in the detail. So, what is social accountability?

The definition of social accountability is, “*Actions and mechanisms that enable civil society to hold governments and service providers accountable and make them responsive to their needs.*”

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Social accountability focuses on four areas:

- Improve **enabling environment** for citizen engagement in governance and public decision-making;
- Increase **capacity of state to respond** to public needs and effective oversight and redress;
- Improve **capability of the businesses and citizens** to engage;
- Enhance **capacity of social intermediaries** to provide effective participation and oversight.

The world today is experiencing a power shift in the way citizens interact with their governments on issues of governance. Supported by the growing number, influence, and range of 'social intermediaries' (such as NGOs, CBOs and the media) and backed by the power of the internet and social media, citizens' expectations regarding transparency, accountability, and the degree of participation they should be granted have changed dramatically in the last ten years. Governments too have responded with reforms that increase access to information, devolve decision-making and resources to local levels, and establish checks and balance institutions within the state to hold the executive accountable.



MODERATOR SANJAY AGARWAL, SENIOR GOVERNANCE SPECIALIST, GOVERNANCE GLOBAL PRACTICE, WORLD BANK GROUP

Drivers of social accountability include people's movements, ICT, formal oversight and redress institutions, expanded mandate of CSOs (cf. CSR), multi-country initiatives etc. The key thing is to build trust. There are two ways to give feedback: a) The government solicits feedback, and b) Consultation platforms. Agarwal insisted that it is important to remember that social accountability is not cheap - it is in fact very costly. Having a cost-benefit analysis imperative. It is important to have patience because tools on transparency, accountability and participation exists and can all be used to respond quickly and take action.

Copenhagen, Denmark

Group exercise

The group exercise involves the applicability of the Social Accountability Relationships Assessment Tool (SARAT). This is an exercise, which involves five steps:

- Step 1: Identify all activities that have direct impact on citizens, groups or communities;
- Step 2: Identify all affected stakeholders including intermediaries (mapping the flow of funds, goods and services helps);
- Step 3: Identify and assess existing downward accountability processes;
- Step 4: Propose additional measures to enhance SA if needed;
- Step 5: Create and monitor an action plan.

The objective of the exercise was to identify, assess and enhance Social Accountability entry points by which one can improve transparency, participation, accountability and inclusion. Participants were divided in groups with members representing a Ministry, Association/Chamber of Commerce, Private Sector, CSOs/NGOs and had to identify 1) A program/initiative that impacts marginalized and vulnerable groups, SME members, employees, communities, citizens, 2) Specific stakeholder groups that you are not including/reaching, 3) Three activities that you are doing well to reach those groups, and lastly 4) three activities that you want to improve when you go back. A worksheet for identifying and assessing these SA entry points was provided (Figure 8.):



Figure 8. Social Accountability Entry Points

PROGRAM/INITIATIVE	MARGINALIZED STAKEHOLDER GROUPS	EXISTING SA MEASURES	ADEQUACY (ADEQUATE/IN ADEQUATE)	ADDITIONAL SA MEASURES

The discussions following the exercise generated an interesting exchange about the different SA entry points that each context represented. For example, in Nepal the marginalized stakeholders were small farmers, trade unions and medium and small industries and traders. In Tajikistan, marginalised groups included primary producers and women. However, a number of existing social accountability mechanisms are in place, such as the simplification of the land use and access to finance are inadequate. Other efforts seem to be doing better, including social security (through taxation), the improved working conditions compliance with child labour law, inclusion of female entrepreneurs and farmers and access to markets. In Egypt, Industrial cluster development is high on the agenda and there are efforts to develop a national campaign for this. The marginalized groups in this case was the informal sector. The activities to reach these groups have been made but they seem to be very challenging tasks. The government designs non-inclusive programmes and in spite of the mapping exercise done, no concrete actions have been taken. Everyone is working separately and in a non-coordinated way, and as it is usually the case with PPDs, there is an issue of mistrust between the formal and informal, the public and the private.

2.7.1 MONITORING & EVALUATION IN PPDS: THE “PUBLIC-PRIVATE DIALOGUE COUNTRY PROFILE”



HANNA-MARI KILPELAINEN, OECD-UNDP JOINT SECRETARIAT TEAM

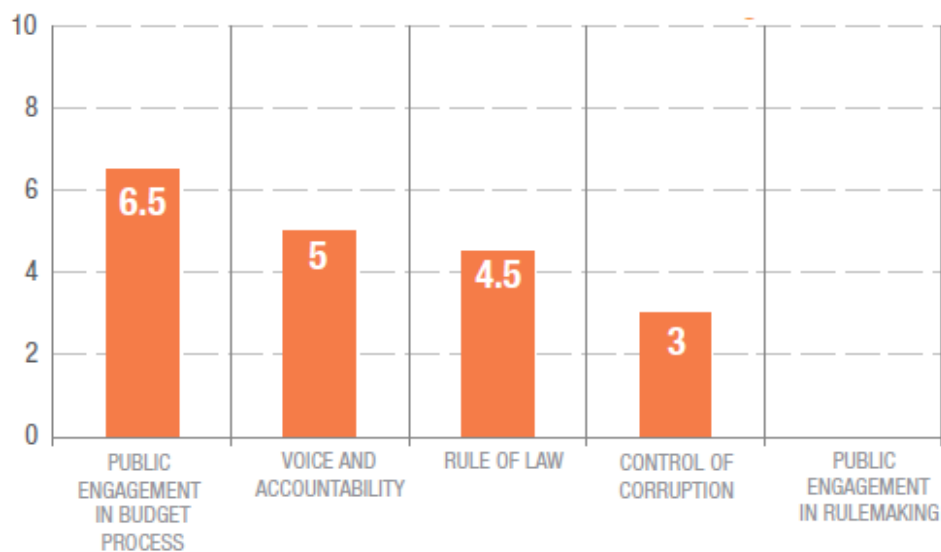
Hanna-Mari Kilpelainen, OECD-UNDP Joint Secretariat Team, delivered a training on the new global indicator that measures the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction. It has been developed by the Global Partnership for Development Cooperation and Aid Effectiveness with the support of the WBG and the PPD Community of Practice to capture whether there is progress in private sector involvement in public policies. It will increase participation of the private sector in promoting an enabling environment. Lastly, it will aim at maximizing the private sector’s contribution to sustainable growth and poverty reduction.

Copenhagen, Denmark

Delegations applied two tools on Monitoring and Evaluation used for the assessment of a PPD Country Profile. This is an overview of the country-level context for PPD and assessment of an agreed-upon dialogue platform, using three tools: 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. The three scores are associated to each tool, which will then agglomerated into one Country summary score.



1. Legal and regulatory context for PPD



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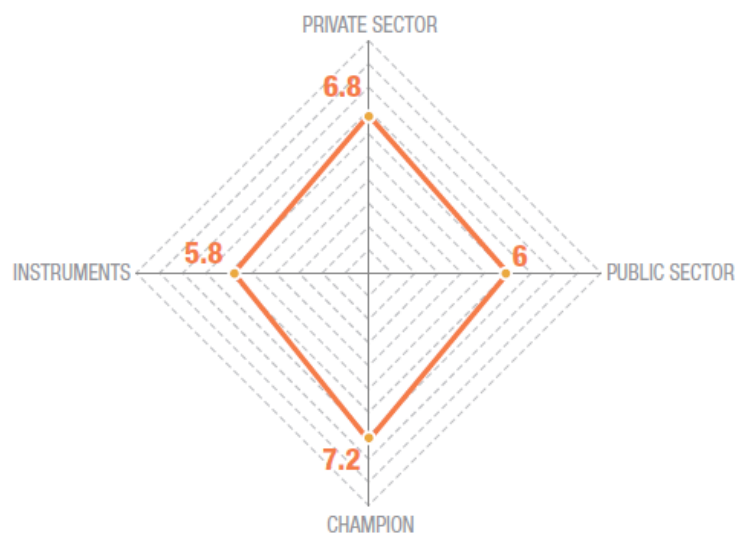
This tool looks at how laws and regulations enable effective public-private dialogue. It looks at a series of governance-related indicators, including:

- Public engagement in budget process (Source: Open Budget Survey)
- Voice and accountability (Source: WGI)
- Rule of Law (Source: WGI)
- Control of Corruption (Source: WGI)
- Public Engagement in Rulemaking (Source: World Bank Group)

2. Country's readiness to host, create or sustain a dialogue process

This indicator looks at the potential for dialogue and the conditions required for a quality dialogue process to happen, illustrated in the PPD Diamond. The diamond consists of four elements:

- Readiness and willingness of the private sector to engage and interact
- Readiness and willingness of the government to engage and interact
- Championing of the dialogue process
- Availability of logistical, financing and capacity building instruments

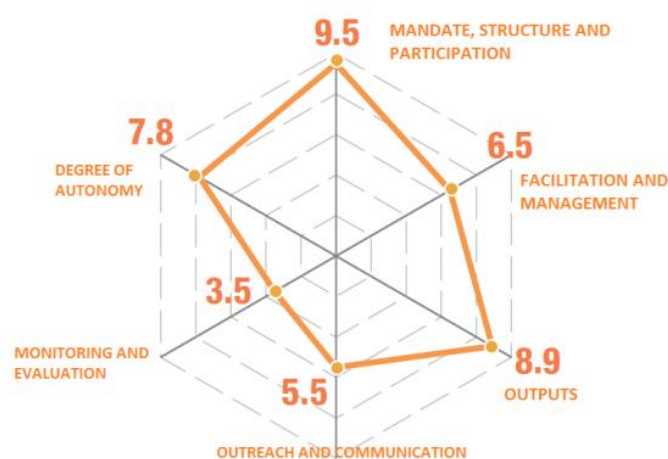


3. Organizational effectiveness of a given platform

This indicator looks at the degree of maximum potential realization of a given PPD platform – it is a shortened version of the “PPD Evaluation Wheel”, and instead of 12 parameters looks at only six of them, including:

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- Mandate, structure and participation
- Facilitation and management
- Outputs
- Outreach and communication
- Monitoring and evaluation
- Degree of autonomy



2.7.3 ENSURING SUSTAINABILITY OF BUSINESS ASSOCIATIONS

Danish Industry shared its experience as a dialogue partner in creating a legitimate and sustainable business voice in PPDs. DI's experience was based on the following pillars:

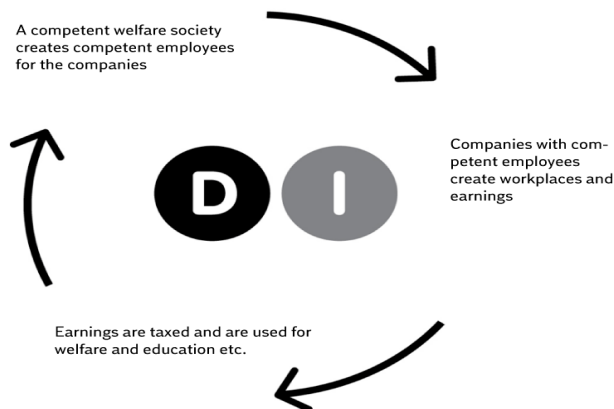
1. DI as a Voice of Business

The Confederation of Danish Industry (DI) came about as a merger of four organizations in 1990-92 and has served as the employers' association for more than 150 years. Its purpose is to support Danish industries in the global competition to speak with "one voice". DI makes the largest collective agreements on the Danish labor market together with the unions. DI works in the interest of its members, having thus a strong lobbying role in Denmark, EU and globally.

Among the many challenges of creating sustainable Business Membership Organizations, Palstrøm explained that these challenges are related to four different issues. For example, when it comes to governance, it is important to have a clear and approved purpose; an organizational structure; a long-term strategy; an ambitious vision and a clear division of responsibilities. For a BMO to be a successful dialogue partner, it needs to identify its role in society, its legitimacy (who are they representing?), and delivering the right solutions at the right time. Other challenges are related to creating income, such as finding the right product mix (lobby, advisory and network activities), issues of recruitment and retention of members and collecting fees. Lastly, investing in the quality of people and research becomes imperative

to long-term sustainability. Given the types of challenges, DI's approach is about creating a positive circle, as explained in Figure 9.

Figure 9. DI approach to creating positive circles



2. DI as a dialogue partner



BJARNE PALSTRØM, DEPUTY DIRECTOR GENERAL, CONFEDERATION OF DANISH INDUSTRY

In the dialogue process, DI interplays between the different stakeholders, including its members (representing production, service sector, consultancy, public owned companies), civil servants, BMO's and NGOs, and politicians. Palstrøm explained that setting the agenda is a very important process and not an easy one to control, and the earlier they get involved in the issue the more influence they will have over it. For example, the space to be influential is more open for business organizations when context is being provided for the issue, gets reduced when the issue is taken up by the politicians and the media while finding the problem definition, and finally the space for influence is diminished significantly during the law making process of finding solutions to the problem.

Copenhagen, Denmark

As far as the process, the initial step is fact-finding, which involves identifying possibilities and challenges, finding figures and engaging in dialogues with members, politicians and civil servants. The second step is building trust and credibility: using contacts, searching for common ground and providing assistance are at the centre of having an effective trust building process. The next step is the policy formulation and it mainly consists in building a picture for the future, providing answers to members' challenges as well as answer to politicians' visions. A few key factors to a successful dialogue process are related to facts (separate facts from opinions, be a source of knowledge and insight), trust and credibility (sense making, be straight also when there is no answer) and being present (timing: no use giving the answer tomorrow if is needed today, sparring and dialogue).



What makes a Good Dialogue Partner?

The members of the audience were asked to identify themselves as public sector, private sector and civil society/other, and answer the question: What makes a good dialogue partner? Some of the key characteristics highlighted are:

PUBLIC SECTOR

- Respect
- Trust
- Pragmatic, flexible and has the facts right
- Be proactive
- Legitimacy
- Solutions provider
- Unified
- Good internal organization

PRIVATE SECTOR

- Representativeness
- Legitimacy
- Trust
- Unified voice
- Open-mindedness, trustable and actionable
- Expertise and value can offer
- Transparent and inclusive partnership
- Know the needs of the stakeholders
- Be accountable and proactive
- Leadership
- Have a long-term strategy
- Transparency
- Conviction
- Know the facts
- Accountability
- Influential
- Openness
- Be informed continuously about government policy
- Eligibility
- Flexibility
- Expertise/relevance
- Inclusion of different member groups /interests
- Consider the other side's interests
- Creative as an implementation partner
- Shared vision and commitment

CIVIL SOCIETY/OTHER SECTOR

- Effective
- Open-mindedness
- Flexible
- Catch the opportunity at the right time
- Doing homework right
- Willingness and trust
- Partnership-building
- Independent
- Professional, trusted, innovative, knowledge based
- Create a coalition that connects all the stakeholders to lobby and advocate on their behalf
- Expertise
- Capturing specific vs overall interests in choosing advocacy priorities
- Ability to effectively implement

2. DI as a BMO Member



Figure 10. BMO Capacity Building Pillars - DI

DI has established a global presence with offices and partner organizations. Some of the PPD issues where DI has been involved with are related to technical standards, access to infrastructure, access to finance and financial regulations, taxes, business registration procedures, customs and trade, licenses and permits, labor regulations, access to land and property registration, contract enforcement and dispute resolution, sub-national procedures etc. DI's approach in practice consists of three pillars as illustrated in Figure 10.

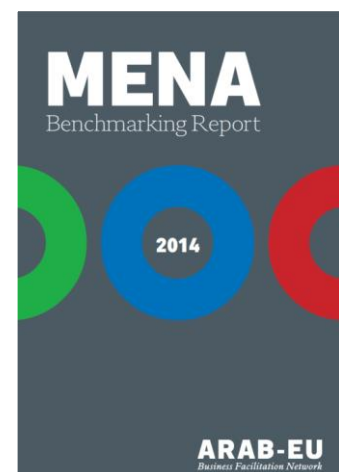
Two examples of DI's involvement in BMO capacity building are from Kenya and Morocco. The Kenya Association of Manufacturers (KAM) has been instrumental in developing the manufacturing industry in the country. Prior to DI's involvement with KAM, in 2001 it had 300 local member companies in manufacturing, only 3 staff in one office and very few services and sporadic policy advocacy. After years of collaboration with DI, in 2012 KAM consisted of 600+ member companies in different sectors, had a staff of 35 in three offices and was very strong in services and policy advocacy. Morocco has for several years experienced conflicts on the labor market and the social dialogue has been weak. These factors have caused a decrease in the economic growth. DI has helped foster social dialogue in the country and some very concrete results have been achieved, including the signing of a collaboration agreement (MOU), the signing of a social pact between Confédération Générale des Entreprises du Maroc (CGEM) and three labor unions, and a number of workshops focusing on conflict resolution and a post-education system have been held.

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In DI's experience, its members want to get the right service at the right time, trust DI as being the voice of the private sector and see DI as a community of likeminded business people who share values and knowledge. As a BMO, its priority function is to act as a bridge between the private and the public sector, because often the main issues is the lack of unified voice of the private sector. As a member put it, *"It is embarrassing when the private sector meets the government. All the private sector organizations fight with each other. There is a pertinent need for coordination and unit"*. At the policy level, taxation was mentioned as an example of policy dialogue, *"The government criticizes the private sector for not paying taxes - which is often true. You should educate the private sector (that is, its members) to pay taxes. Only then can we ask the government to stop imposing unnecessary taxes. At the same time, you should help reduce bureaucratic procedures in relation to paying taxes."*

3. DI as a Coalition Partner

The last section of the DI training session on ensuring the sustainability of business associations was illustrated by DI's experience as a coalition partner in the Middle East and North Africa (MENA) region. DI is heavily involved in improving nutrition in developing countries and is part of a coalition for action, which consists of companies, business associations, farmer's unions, universities, think tanks, CSOs and governments. Another example is the Arab-EU Business Facilitation Network, which aims at identifying areas where to improve EU/MENA business environment. It also advocates for changes and business reforms as well as improve organizational cooperation and enhance trade relations. Other pillars of engagement include increasing business to business relations, build networks and alliances as well as capacity building work. Partners include a large number of chambers of commerce and business associations from across the region. In 2014 a MENA Benchmarking Report was produced, highlighting most of the issues related to the priority topics mentioned above. Figure 11 illustrates the themes and chapters of the report.



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 A	 B	 C	 D	 E
Institutions	Infrastructure	Access to finance	Innovation, entrepreneurship and human capital	Market sophistication
A.1. Property rights A.2. Intellectual property rights A.3. Corruption A.4. Hiring and firing A.5. Efficiency of legal system A.6. Ease of doing business A.7. Stability A.8. Corporate governance	B.1. Overall infrastructure B.2. ICT Infrastructure B.3. Electricity	C.1. Ease of access to finance C.2. Venture capital C.3. Depth of capital market	D.1. Human capital D.2. Innovation D.3. Entrepreneurship D.4. Patents	E.1. Buyer sophistication E.2. Production sophistication E.3. Globalisation E.4. Business ownership rate E.5. Creativity

Figure 11. ARBA-EU MENA Benchmarking Report – Main themes

2.7.4 PPD MASTER CLASS: JOINT ELABORATION OF ON-THE-SPOT SOLUTIONS FOR COUNTRY CASES



Participants of the workshop were involved in providing on-the-spot solutions to three specific cases: Bangladesh textile industry and its challenges of standardization, the various sustainability aspects of the Kenya PPD secretariat, and Serbia’s SME representation in dialogue processes.

MODERATED BY NIELS TANDERUP KRISTENSEN, DEPUTY DIRECTOR, CONFEDERATION OF DANISH INDUSTRY

CASE STUDY 14: BANGLADESH - TEXTILE INDUSTRY



ATIQUL ISLAM, PRESIDENT,
BANGLADESH GARMENT
MANUFACTURERS AND
EXPORTERS ASSOCIATION

The President of the Bangladesh Garment Manufacturers and Exporters Association presented some key facts about the Bangladeshi economy and key landmarks of its garment industry. Islam highlighted some of the progress made in the past years. For example, child labor has been eliminated since 1995, a mandatory group insurance scheme has been imposed, appointment letters and ID cards for workers are made obligatory, health centers have been installed in factories and a number of initiatives pushing for reform and reducing work accidents have been established.

Nevertheless, in spite of such progress there is need for establishing PPDs in the industry. The government aims at achieving \$50 billion worth of exports by 2021. Moreover, there are still a lot of problems, which need solutions related to post inspections problems (Remediation Financing), Productivity Improvement to ensure sustainability and effort to emphasize Buyers Responsibility.

The case for PPD is very strong as safety, social and environmental reforms have become reality through various PPD platforms. On the other hand, there are significant challenges to PPD. Dialogue is not a lucrative concept in Bangladesh due to historical failures and partners somehow feel threatened by it. All existing PPDs are project-based with an termination date and there is a major lack of coordination between stakeholders. Other challenges are related to the administrative bureaucracy (there is no separate Ministry or single authority to work on PPD) and issues of constant political unrest.

Islam ended the presentation by asking for suggestions from the audience regarding the challenges his country faces. Some of the possible solutions suggested included the government being more proactive in terms of Public-Private Dialogue, institutionalizing the PPD in mainstream activities and establishing a Buyers' Driven strategy to establish the PPD. Other suggestions were related to having international development partners and donor agencies develop more proactive initiatives, provide more capacity development to ensure the mainstreaming of PPD.

CASE STUDY 15: KENYA - PRIVATE SECTOR ALLIANCE

Carole Kariuki, CEO, Kenya Private Sector Alliance, presented Kenya's PPD case study and challenges for the masterclass discussion. PPD in Kenya has been on-going for many years but structured PPD only started in 2008. The Kenya Private Sector Alliance (KEPSA) coordinates the PPD as the umbrella body for business member associations and corporations. In the public sector, the Ministry of Industrialization and Enterprise Development coordinates the initiative. These are multi-tiered platforms: the Presidential Roundtable (PRT) is the main PPD platform, is biannual and chaired by the President with attendance of the cabinet and all arms of the Government and covers cross cutting policy issues; the Ministerial Stakeholders Fora (MSF) deal with sectoral PPD; the Speakers Roundtable is where the private sector meets with parliament to be informed about draft laws; and the Council of Governors Forum is an annual sub-national PPD platform. The Kenyan Government is in the process of re-structuring its internal PPD coordination and this will soon be handled by the newly created Presidential Delivery Unit. Development partners provide financial and technical assistance to KEPSA, which includes technical input into issues for discussion, analytical pieces and policy notes.



CAROLE KARIUKI, CEO
KENYA PRIVATE SECTOR
ALLIANCE

How does the PPD process work? A lot of planning happens to arrange meetings between KEPSA and the government to identify and put together issues for discussion. The Ministerial Stakeholders Fora addresses sector issues whereas the Presidential Roundtable addresses cross cutting policy issues. Public announcements of reform commitments are made at a joint press conference. Concurrently further discussions are conducted through the MSFs along with tracking the implementation, preparing the progress reports and planning for the next PRT.

Before introducing the audience to the challenges of their PPD platform in Kenya, Kariuki illustrated some of the some commendable results that PPD has had in Kenya. The establishment of the National Electronic Single Window and the simplification of cargo clearance at the Port of Mombasa has had a tremendous impact on easing trade logistics. The simplification and automation of the tax system led to an improvement by 44 places in the paying taxes indicator. The establishment of "Huduma Centres" for one-stop service delivery at the county level and the establishment of a commercial division at the high court to deal with dispute resolution have given a strong impetus for private sector development.

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Energy sector reforms have led to a 20% reduction in the cost of energy that the construction of the standard gauge rail has initiated. Most of the challenges for the PPD in Kenya are related to its sustainability. Poor coordination structures and capacity issues within the public sector impede implementation of commitments. At the sectoral level, success is dependent on the leadership of the ministry as there is no policy framework making it mandatory to engage or implement reforms. There is no clear support to ministries in the implementation of commitments. More often than not, there is conflict of interest among private sector players delays consensus building on critical policy issues. In terms of capacity, there is limited technical capacity within KEPSA PPD secretariat to undertake analytics to inform policy recommendations. Other related challenges include quantifying the value proposition of advocacy because of the long-term focus. In addition, as it is the case for PPD, there are financial constraints to support implementation and Monitoring and Evaluation is weak.



An action plan nevertheless does exist to address such sustainability challenges. The first action item is related to the PPD Policy Framework for Kenya – the country is in the process of developing a PPD policy framework, which will better structure the process and mandate institutions to engage with private sector. This will also enable institutions to set aside a budget to support the PPD. The establishment of a PPD Unit within the Presidency could help address coordination challenges – the unit would need to be structured and staffed in a

manner that it can support the ministries in the implementation of reform commitments and undertake the monitoring and evaluation. The use of Results Based Management Tools such Rapid Results Approach and Performance Contracts to support and monitor implementation of reform recommendations could bring significant improvements. Technical assistance from development partners will be needed to build the capacity of KEPSA by establishing a dedicated PPD Coordination Secretariat. The unit will also work with development partners in undertaking the necessary analytics to inform policy dialogue. The analytics will also provide the evidence base to guide private sector in developing a consensus on critical policy issues. In terms of addressing financial sustainability, building the membership base of KEPSA and BMOs by providing better value for money through targeted initiatives should be a start. This will ensure the membership fee is a premium, which is key to financial sustainability. Lastly, to measure its impact KEPSA must engage in research and polling firms to undertake independent surveys to assess the impact of reforms and inform strategies for future reforms recommendations.

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CASE STUDY 16: SERBIA - REFORM DIALOGUE

Joe Lowther, Director, USAID Business Enabling Project, was the unique member of the audience who was also present at the first PPD global workshop held in Paris in 2006. As a representative of the USAID project, Lower presented the challenges of the Serbia Reform Dialogue platform. Figure 12 illustrates the PPD picture in Serbia at the national, local and sector level.



Figure 12. PPD Collaborative Action Matrix

Before stimulating the audience with Serbia's PPD challenges, Lower mentioned a number of good PPD practices in Serbia. For example, the law requires a PPD process for each new legislation. As of today, PPD provides input to several pieces of key legislation at all stages of legislative development. Additionally, business associations engage in evidence-based advocacy and monitor reforms at a constant basis.

The Serbian Reform Dialogue at the national and local and sector level need to address many reforms. For example, at the national level, stakeholders are perusing if they should again put a lot of efforts to start a national level PPD council; how to make such a council sustainable, i.e. important and useful; is there an alternative to a national PPD council that would make PPD on policy priorities sustainable; how to institutionalize the best practices they have developed on some issues and legislation? On the other hand, at the local and sector level, a lot of questions remain unanswered – how to get more municipalities to develop economic council; how to stimulate more sector, cluster, value-chain-focused PPDs; how to connect local and sector level PPD to the national level PPD; and how to increase SME participation and representativeness in PPD?

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The Sustainability Action Plan presented by Lowther addresses some of the questions raised above. Better centers of Government, national policy priority setting, including business input, need to be put in place. New SME Councils should have a clear mandate, government commitment, support structure, monitoring and better representativeness. Ministries need to create a dedicated PPD unit or staff, and consider increasing the role of the Ministry of Economy and/or the Prime Minister's office in supporting the PPD. In order to increase the impact on private sector and public consultation results should be incorporated in the Law Justification. Other suggestions consist of RIA including business opinions on legislation and should require including PPD in ex post RIA. Legislative drafting working groups should include business associations and there needs to be a business-friendly certification for municipalities requiring economic councils. In addition, municipalities lacking of councils should be encouraged to establish PPDs. Finally, this Sustainability Action Plan pushes for sector or cluster business associations to engage more in PPD and for the national-level associations to link efforts with sector, cluster and value chain PPDs.



JOE LOWTHER, DIRECTOR,
USAID BUSINESS ENABLING
PROJECT

2.8 THE PPD HOWARDS

For the second year, the PPD Community of Practice recognized its winners for the PPD Howards in three main categories to acknowledge and thank practitioners and stakeholders involved in PPD initiatives for their contribution, dedication, and commitment to resolving crucial developmental issues in their communities through structured dialogue. The 15 PPD experts of the PPD Howards Committee reviewed 37 submissions. The session was moderated by Lili Sisombat, Senior Leadership Development Specialist, World Bank Group, and the Howards have been handed over by Thomas Bustrup, Deputy Director General, the Confederation of Danish Industry.

The
Public-Private Dialogue

HOWARD
Named in memory of Nicholas C. Howard

is awarded to:

The Ethiopian Public-Private Consultative Forum (EPPCF)
2015 PPD Howard for Long Standing Achievements

The Ethiopian Public Private Consultative Forum (EPPCF) was recognized for the many years of hard work to build the capacity of a PPD to deliver measurable results and work to become a fully independent entity. The EPPCF secretariat engages the private sector continuously to identify pressing issues that warrant a dialogue with the government.



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Tunisia Public-Private Dialogue Platforms

2015 PPD Howard for Resilience

The Howard recognizes the PPDs for working in a very difficult environment and for being a good example of what it takes to keep going when the conditions are unfavorable. The award was received by three different PPD initiatives who worked for the country's political transition and private sector development: the Tunisian National Employer Organization (UTICA), Tunisia's PPD for Sector Competitiveness and Tunisia's Investment Climate Reform Program.



Tajikistan Public-Private Dialogue Platforms at the National and Sub-National Levels

2015 PPD Howard for Innovation

The Tajikistan PPD platforms were recognized for using PPD in an innovative manner by creating a regional network and sharing knowledge to tackle challenging developmental issues. The award was received by the national and subnational Consultative Councils on Improvement of the Business Environment and Investment Climate under the President. They initiated the first Forum on developing a PPD Network in Central Asia+, i.e. Kyrgyzstan, Tajikistan and Nepal.



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2.9 CONCLUDING REMARKS ON NEXT STEPS

Thomas Bustrup, Deputy Director General, Confederation of Danish Industry, used the opportunity to congratulate the participants and organizers for their hard and fruitful work during the three workshop days. Bustrup congratulated the World Bank for its support to PPDs, *“it is a heavy player when it comes to Public-Private Dialogue”*. Bustrup hoped participants obtained new knowledge, found new partnerships and new ways of entering into this very important dialogue. *“Many CEOs from Danish companies who spoke on the first day represent some of the core values of Danish business ethics and when it comes to the private sector part of the PPD”*, said Bustrup. Economic development is not just about technology transfer but it is also about knowledge transfer and knowledge sharing – it is about building local capacities and local skills, pursuing win-win situations for both the public and the private sectors. *“If there is a will there is a way”*, and it is important to go the distance in order to achieve the goals set, not just in PPD and through PPD, but in the entire development agenda. With dialogue, will, trust, skills and patience, the PPD community will succeed in overcoming its challenges. DI is very much committed to all the issues discussed during the workshop – it is very clear from DI long-lasting experience that PPD is an extremely important and effective tool when it comes to supporting development, job creation and sustainable growth. Bustrup ended by saying that they as a host organization hope that this workshop will further fuel the common ambitions that all participants have made for a positive impact on their societies.



Morten Elkjær, Head of Department, Ministry of Foreign Affairs of Denmark, said that the Danish government was very proud to co-sponsor this key and important event. It has further strengthened the government’s commitment to partnerships with businesses, with governments, civil society, trade unions and other important actors. These partners can help create market-driven solutions to all development challenges such as alleviating poverty, the creation of decent jobs, the environmental pressure on natural resources and climate change. *“It is more*

Copenhagen, Denmark

sustainable to have market-driven solutions than foreign aid", said Elkjær. Aid is becoming less important and Denmark is constantly looking at how to use development cooperation and development aid to facilitate collaboration between actors to find innovative solutions – how to use their political power, individually or through regional organizations like the EU to influence global conditions for creating better, more transparent and trust in the international community. The process of how these types of resources are used is constantly evolving because the world is evolving – the deal has to be renegotiated constantly as countries move up in the value chain, and the conversation is not just about better income, but about added environmental, ethical, human rights and more social values. As a government, Denmark adheres to a rule-based system at the national and international level and PPD shares many of these values. These principles, be it UN Guiding Principles at the international level, or ILO conventions and climate change agreements, along with the processes of how these principles are agreed also evolve and change. Global value chains are now more dominant in the world and this means that more dialogue is needed at the international level so that social and environmental standards are increased and a level-playing field is created.

Benjamin Herzberg, Program Lead, Leadership, Learning and Innovation, World Bank Group, reflected on the PPD Community of Practice since it started in 2005/2006. The original idea was to translate into knowledge the experiences that some of the people had in the field – because dialogue has been there for a long time in the course of human history. The idea was to go on the field and build the capacity around the people – there is now a solid cohort of PPD experts and 25 experts have strengthened their knowledge during the Train the Trainers workshop in Frankfurt (March 2014). Herzberg said that his team has invested into e-learning, which is evolving, and more resources will be made available to the PPD practitioners. The World Bank and many other organizations such as the Asia Foundation, GIZ, the OECD and others, as well as the PPD initiatives themselves have elaborated many tools. *"It takes a lot of hard work"*, he said. When looking at what it took to make the Ethiopian PPD happen, which received the Long Standing Achievements Howard, the discussions in the country to establish the platform started in 2005 but it was formally created only three years ago. It takes a long time and it takes people keep at it little by little - one-step at a time. Herzberg recalled a trek he did earlier in the year when he went to Tajikistan for a regional PPD workshop that the local PPDs organized by themselves. He concluded with a particularly encouraging note,



“Putting one step at a time puts you in a deep state of relaxation because you concentrate on nothing else but the next step – and it’s a bit the same case when it comes to PPD. You’ve to go just the next step. Of course, when starting you want to achieve this big economic development but what you want is the next step. The stakes are so high – it’s good to have a vision – sometimes the stakes are so high and medium term that people get entrenched into what it takes to get there and people start to disagree on how to get there. There are political entrenchments and it is difficult to move forward when there are different rent-seeking behaviors. However, when you go to the core of the issues – the core of the issue is not the road we are going to take, but how we can take that road together. And how we are going to get there one step at a time and when we do that we go to the core of the fabric of a nation, which is how you make policy, how the stakeholders interact with each other and if stakeholders interact in an open, transparent and willing way, everything is possible – the sky is the limit. You can climb any mountain by climbing together, and not alone. That’s why we talk about accelerator of development -what can accelerate development? If we really want to reduce poverty and share prosperity, development needs to be accelerated, if we want to do it in one of two generations. All participants in the event are accelerators – it’s not easy, every morning you wake up and it’s just one step at a time but you are at the core of the issue and that’s fantastic. There’s always something to learn and I’m happy we’re climbing that mountain together”, concluded Herzberg.

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ANNEXES

Participants

Country	Last Name	First Name	Title	Organization
Albania	Varfi	Elona	Chief of Office, Secretary General	National Economic Council
Algeria	Tibaoui	Ahmed	Vice President of FCE	FCE- Forum des Chefs d'Entreprise Algeria
Austria	Dethlefsen	Michael	Chief Strategic Donor Relations	UNIDO
Austria	Hansen	Stain	Chief Strategic Donor Relations	UNIDO
Austria	Yong	Li	Director General	UNIDO
Bangladesh	Harun	Shaikh Yusuf	Director General	Prime Minister's Office, Bangladesh
Bangladesh	Ibrahim	Asif	Chairman	Business Initiative Leading Development (BUILD)
Bangladesh	Islam	Md. Atiqul	President	Bangladesh Garments Manufacturers & Exporters Association (BGMEA)
Bangladesh	Lutfullah	Mohammad	Operations Officer, Trade and Competitiveness	World Bank Group
Bangladesh	Rashid	Mohammad Mamdudur	Deputy Managing Director, Wholesale Banking	BRAC Bank Limited
Bangladesh	Reaz	M. Masrur	Program Manager, Trade and Competitiveness	World Bank Group
Bangladesh	Richardson	Eleonore	Program Manager – Bangladesh Textile Competitiveness SME and Value Chain Solutions	World Bank Group
Bangladesh	Rusha	Nabila Jamal	Deputy Secretary, Trade promotion and Productivity Improvement Cell (PIC)	Bangladesh Garments Manufacturers & Exporters Association (BGMEA)

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Bangladesh	Sahadat Zaman	Shahamin	Chief Executive Officer	Corporate Responsibility (CSR) Center	Social
Bangladesh	Sumi	Hosna Ferdous	Associate Operations Officer, T&C	World Bank Group	
Belgium	Karhunen,	Antti Pekka	Head of Unit in charge of private sector	DEVCO	
Bosnia & Herzegovina	Eileen	Frerking	Head of Component	GIZ Framework and Finance for Private Sector Development in Tajikistan	
Bosnia & Herzegovina	Miovcic	Zdravko	Director	EDA - Enterprise Development Agency	
Cameroon	Endene Ekedi	Moise Ernest	Permanent Secretary of CBF	Cameroon Business Forum, World Bank Group	
Congo, RDC	Nkala Basadilua	Placide	Advisor, Office of the Prime Minister Office	Office of the Prime Minister, Congo RDC	
Congo, RDC	Kisolokele	Mvuete	DGA	Direction Generale du Guichet Unique de Creation d'Entreprises	
Congo, RDC	Lusinde	Fabrice	IFC Consultant, DRC IC Program	World Bank Group	
Cote d'Ivoire	Fall	Ramatou	Head of Business Investment Climate	CEPICI	
Cote d'Ivoire	Kanga	N'Doa Jean - Jacques	Social Advisor, Office of the Minister	Ministry of Economy and Finance	
Cote d'Ivoire	Ouattara	Gnire Mariam	Technical Director	CCA (Conseil Coton Anacarde)	
Cote d'Ivoire	Seke	Esso Jean- Serge	Technical Adviser	State and Private Sector Partnership Committee, Economic and Finance Minister	
Denmark	Aponte	Ana Perez	Development & Environment Coordinator	Inclusive Sweden	Business
Denmark	Bezakova	Daniela	Commercial Councillor	Slovak Embassy in Denmark	
Denmark	Bille Hermann	Martin	State Secretary For Development Policy	Ministry of Foreign Affairs of Denmark	

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Denmark	Birk	Sofie		LO-FTF Council
Denmark	Blaakaer Welzel	Tine	Partnerships & CSR, Department for Green Growth	Ministry of Foreign Affairs of Denmark
Denmark	Blom	Peter	Chairman	IDFG
Denmark	Boesen	Carsten Toft	CEO	NIRAS A/S
Denmark	Bork	Tine	Head of Projects	The Danish Federation of SME's (Håndværksrådet)
Denmark	Bruckner	Camilla	Director	UNDP Nordic Representation Office
Denmark	Bustrup	Thomas	Director	Danish Industry
Denmark	Christensen	Bolette	CEO	BØRNEfonden
Denmark	Christensen	Per	Union President, 3F	United Federation of Danish Workers
Denmark	Christian Hasselbalch	Carl	Senior Adviser, CSR, Trade and Development	Ministry of Foreign Affairs of Denmark
Denmark	Christian Laraignou	Patrick	Senior Consultant	Danish Industry
Denmark	Dam Nordlund	Elsebeth	Head of Knowledge & Learning	Danish Ethical Trading Initiative
Denmark	Damsted	Bo Højer	Vice President Management	COWI A/S
Denmark	De Groot	Wouter	Group CSR Manager	Carlsberg Breweries A/S
Denmark	Due Schônemann-Paul	Lisbeth	Enviromental Sustainability Manager	& Royal Greenland A/S
Denmark	Dyraghan	Pia	Senior Officer	IBIS
Denmark	Dybvad	Karsten	CEO	Danish Industry
Denmark	Eisenrich	Michael	Marketing- og Fundraising Director	Bornefonden
Denmark	Elkjær	Morten	Head of Department	Ministry of Foreign Affairs of Denmark
Denmark	Ersbøll	Charlotte	Corporate Vice President	Novo Nordisk A/S
Denmark	Estrup	Jørgen	Landsformand	Danish United Nations Association
Denmark	Fejerskov	Adam Moe	PhD candidate	DIIS
Denmark	Fjalland	Jacob	Head of International Programme	WWF Denmark

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Denmark	Fournais	Peter Andreas	Head of Section	Ministry of Foreign Affairs of Denmark
Denmark	Friis Johansen	Ellen Marie	Chief Advisor	Danish Business Authority
Denmark	Gadegaard	Anne	Programme Director	Novo Nordisk A/S
Denmark	Galskjøt	Anette	Chief Commercial Officer	IFHP
Denmark	Gandel	Boris	Ambassador	Slovak Embassy in Denmark
Denmark	Garver	Henrik	Managing Director	Danish Association of Consulting Engineers - FRI
Denmark	Giersing	Jonas	Director	Fairtrade Denmark
Denmark	Gürtler	Hanne	Director	Danish Ethical Trading Initiative
Denmark	Hansen	Holger Bernt	Professor	University of Copenhagen
Denmark	Hansen	Jørgen Kristian	Senior Advisor	Orana A/S
Denmark	Hedaa	Jeppe	Founder	Abrahamic Consensus
Denmark	Heydenreich	Kristian	Head of CSR	Vestas Wind System A/S
Denmark	Hindkjær	Lars	Direktør	Miljøstyrelsen
Denmark	Holst Nielsen	Jens	Director Market Development	Danish Industry
Denmark	HRH Crown Princess Mary of Denmark			
Denmark	Huss	Torben	Executive Vice President	IFU
Denmark	Hvidt	Nanna	Director	DIIS
Denmark	Jacobsen	Lill-Ann	Conference coordinator	Danish Industry
Denmark	Jensen	Kent	Programme Consultant	LO/FTF Council
Denmark	Jensen	Mogens	Minister	Ministry for Trade and Development Cooperation
Denmark	Jespersen	Lisbeth	Head of Section	Ministry of Foreign Affairs of Denmark
Denmark	Keiding Lindholm	Jonas	Deputy Secretary General	Save the Children
Denmark	Kjeldsen	Jacob	Director, International Business Development	Danish Industry

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Denmark	Koch	Louise	Head CSR	Danish Chamber of Commerce
Denmark	Koch	Julie	Head of Programme Development	Save the Children Denmark
Denmark	Kruse	Anne Sofie	Senior Advisor	Danish Agriculture & Food Council
Denmark	Kryger Falk	Sara	Senior Consultant	Danish Industry
Denmark	Kürstein	Peter	President	Radiometer
Denmark	Kvorning	Jens	Head of Intern. Department	DFSME
Denmark	Larsen	Anders Delcomyn	Senior Vice President	Falck Danmark A/S
Denmark	Laustsen	Jan	Director	Danish Agriculture & Food Council
Denmark	Levinzon Belko-Hansen	Katerina	Business Development Consultant, International Busines Development	Danish Industry
Denmark	Loklindt	Lone	Member	Danish Parliament
Denmark	Lønborg	Claus	CFO	Radiometer
Denmark	Lorenzen	Lene Hjort	Head of CSR	TOMS A/S
Denmark	Madsen	Mads Bugge	Director	LO/FTF Council
Denmark	Mortensen	Finn	Executive Director	State of Green
Denmark	Nygaard	Camilla Valeur	Senior adviser	Ministry of Foreign Affairs of Denmark
Denmark	Nygaard	Henning Høy	Business Development & CSR Manager	The Danish Federation of SME's (Håndværksrådet)
Denmark	Nymark	Jesper	Director	DanWatch
Denmark	Olsen	Mikkel Skott	Corporate Responsibility	Velux A/S
Denmark	Panum Thisted	Karen	Consultant	Danish Industry
Denmark	Pedersen	Charlotte	Senior Advisor	Gain Health
Denmark	Pedersen	Torben	CEO	PensionDanmark
Denmark	Pertou Mach	Trine	Member of Parliament	Folketinget
Denmark	Petersen	Claus Teilmann	VP, Group CSR	PANDORA
Denmark	Pineda Hansen	Eva	Head of Global Funding Unit	DanChurchAid
Denmark	Poulsen-Hansen	Cathrine	Programme Manager, Corporate Engagement	The Danish Institute for Human Rights
Denmark	Qvist	Ole	Senior Vice President	Falck Danmark A/S
Denmark	Qvist-Sørensen	Birgitte	General Secretary	DanChurchAid

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Denmark	Rebien Sørensen	Lars	CEO	Novo Nordisk
Denmark	Rønnest	Jørgen	Director, International Affairs	The Confederation of Danish Employers (DA)
Denmark	Rønsholdt	Brian	CEO	Danish Buttercookies (Kelsen Group)
Denmark	Runevad	Anders	President, CEO	Vestas Wind System A/S
Denmark	Rosenholm	Lis	Head of Section	Ministry of Foreign Affairs of Denmark
Denmark	Schramm	Henrik	Senior Consultant	Danish Industry
Denmark	Schulz	Thomas	CEO	FLSmidth A/S
Denmark	Søndergaard Krone	Elsebeth	Private Secretary to the Minister	Ministry of Foreign Affairs of Denmark
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Denmark	Staur	Carsten	Ambassador at the Permanent Mission of Denmark to the UN in Geneva	Ministry of Foreign Affairs of Denmark
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CHARTER OF GOOD PRACTICE IN USING PUBLIC-PRIVATE DIALOGUE FOR PRIVATE SECTOR DEVELOPMENT AND INCLUSIVE GROWTH¹

Conscious of the growing importance of more inclusive multi-stakeholder dialogues for building conditions conducive to sustainable development, the heightened role of public-private dialogue (PPD) processes as part of the development agenda, and PPD's evolving and broader application,

Observing in particular that reforms aimed at private sector development and inclusive growth are more effective when dialogue between the public and private sectors involves the ultimate beneficiaries of those reforms in diagnostics, solution design, implementation and monitoring,

Supporting the principle that better cooperation amongst stakeholders will further reduce poverty by increasing economic growth and promoting sustainable prosperity, but that this cooperation requires the shared responsibilities and accountabilities among public and private sector participants,

Aware of the challenges experienced by practitioners in capitalizing on the benefits of dialogue, such as accelerating the reform process, maximizing returns on public-private investments, contributing to broader poverty reduction strategies and allowing public and private sectors to build mutual trust that commands widespread confidence,

Cognizant of the demand that practitioners have voiced for good practice recommendations and a monitoring and evaluation baseline aimed at providing guidance, measuring success and increasing performance,

Drawing from the experiences of numerous professionals from the public, private and donor communities and lessons learned from research into dialogue mechanisms, consolidated at a series of international workshops for public-private dialogue, begun in Paris in 2006,

Agreeing to revise the Charter of Good Practice in using Public-Private Dialogue for Private Sector Development, elaborated in Paris in 2006,

Now, therefore, practitioners, by consensus, draw on the following principles hereby set forth as the Charter of Good Practice in using Public-Private Dialogue for Private Sector Development and Inclusive Growth.

² This revised Charter was adopted in March 2015, building on the initial 2006 version and on the experience accumulated by practitioners since then. This and the initial version can be found on www.publicprivatedialogue.org

PRINCIPLE I: CONTEXTUAL DESIGN

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

- PPD brings together government, private sector, and relevant stakeholders, in a formal or informal process, to achieve shared objectives and play a transformational role for a particular set of issues.
- PPD is contextual in nature and needs to be tailored to the particularity of each environment, and at all times. This means a PPD's design needs to be flexible, so as to allow re-engineering when circumstances change.
- PPD can be applied to achieve different outcomes contributing to sustainable and inclusive growth. These can range from improvement in the investment climate, to building sector competitiveness, to managing natural resources, to improving public service delivery, and others.
- PPD can address issues at local, national, or international levels, or be organized by industry sector, cluster, or value chain, all in an effort to promote better governance practices and collective action solutions to development problems.
- PPD can be time-bound (established to solve a particular set of issues) or institutionalized for in-depth transformation and development.
- PPD can be categorized according to seven inter-locking dimensions: area (from national to local); scope (from economy-wide to sector specific); institutionalization (from permanent to temporary); leadership (from public- to private-driven); ownership (from third party brokerage to locally driven); focus (from general to specific goals); and participation (from many actors to few actors).

PRINCIPLE II: OPEN GOVERNANCE PROCESS

Public-Private Dialogue needs to function under open, transparent, and fair governance rules. PPD will be more likely to succeed if its governance structure is designed to take into account political economy factors.

- The role of political and business elites in shaping developmental goals is crucial, and their commitment to engage is critical for PPD success. A major risk to PPD is the wavering of commitment to an open, transparent and fair dialogue, which needs to be rooted in the governance of PPD mechanisms.
- PPD can be vulnerable to other political economy risks such as institutional capture, rent-seeking or cronyism (from both the public and private sector), which can derail reform goals. To combat these risks, a political economy analysis at the thematic or reform level is useful, including an identification of political realities and an assessment of stakeholders' motivations and incentives, and how these incentives shape decisions.

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- A key PPD contribution is expanding the reform space and raising the importance of issues on the government's agenda and building a constituency for reform, thus increasing the policy desirability and feasibility of these reforms.
- PPDs can provide stakeholders with a structured engagement platform and implementation capacity at a time where political or market pressures can be leveraged to help deliver quick and concrete results.
- PPD should also have clear criteria for engagement, and it must also have an explicit commitment to transparency and the incorporation of monitoring and accountability mechanisms.
- Information and communication technologies can promote broader inclusion and reduce these risks by obtaining feedback from a wider constituency, ensuring greater engagement from citizens in the monitoring of reform implementation.

PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT

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

- Dialogue depends on the capacity and mindset of participants. A legal mandate is not sufficient to create this.
- Nonetheless, a formal mandate is a signal that can establish credibility, make continuity more probable, and enable dialogue to be better integrated into an existing institutional framework.
- The mandate should clearly address the purpose of the PPD. A MoU between the PPD and the host Government can provide an effective mandate, as it will explain how the PPD will work with existing institutions.
- A mandate with legal backing is especially likely to be helpful in transition economies or countries with a strongly bureaucratic tradition. However, energy should not be diverted into establishing a legal status at the expense of losing momentum on substantive reform efforts.
- Mandates that are too detailed carry the risk of restricting flexibility, thus restraining initiatives from adapting to changing circumstances.
- Existing institutions should be capitalized on as much as possible. Even when hosted outside existing institutional frameworks, a PPD is more effective when aligning or integrating its structure with existing institutional priorities and lines of command. Pre-existing institutional relationships or networks can help build trust, credibility and information sharing among members.
- In clarifying the responsibilities of various actors, the institutional design of a PPD can help define expectations and establish benchmarks for success.

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.

- Structures can be formal, informal or a mixture. Their design needs to take into account existing processes and institutions.
- Structure and participation represent difficult balancing acts. Too much formal structure can be stifling while too little formality risks drift.
- Participation of relevant representative stakeholders should be agreed on in a transparent manner and be balanced, practicable and inclusive, so as to best serve the objectives of the dialogue and mitigate the risk of reform capture.
- Smaller numbers of participants tend to generate greater trust and produce more effective dialogue, but this must be balanced against the need for inclusivity and representativeness.
- Dialogue structures can be set up to carry out specific participatory processes via a series of working groups that conduct regular technical discussions as part of developing reform strategies for specific sectors or issues.
- A leadership body, such as a steering committee makes a PPD more accountable and can provide added credibility and visibility with external actors.
- An organizational design operated under the guidance of a secretariat is often useful to ensure an organized approach to public-private dialogue. The secretariat must be perceived by others as a fair and honest broker, providing administrative, analytical, advocacy and communications support. It has a unique opportunity to shape how stakeholders engage and under what process and set of rules.
- Stakeholders' commitment to a rigorous process at start-up will help ensure that initial interest in a PPD is sustained. This means clear rules of operation, clarity of roles, an approach to identify and prioritize issues, and a rigorous approach to issues tracking.
- The private sector (both associations and individual businesspersons) must engage as a responsible PPD partner by coordinating effectively with each other, possessing capacity to research and develop evidence based proposals, and creatively engaging with Government on reform implementation.
- The PPD should strive at including the voice of civil society organizations, labor unions and disfranchised groups, and collaborating with them to ensure a more balanced and inclusive reform process.

PRINCIPLE V: FACILITATION

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

- Important qualifications of the facilitation function include organizational and logistical skills, negotiation capacity, creativity, transparency, understanding of technical issues, responsiveness, and an ability to engage with everyone from ministers to micro-entrepreneurs to development partners.
- A PPD facilitation function is often the face of the PPD. The job of the facilitation function is to be client-driven but to ‘lead from behind’. This means not directing the content of the dialogue, but putting in place the necessary, fair and transparent mechanism to encourage stakeholders to equally participate over time, on substantive issues.
- The facilitation function needs to be anchored into an existing institutional context and make the best use of existing brokers or personalities who have the credibility to bridge the trust gap, as well as access to extensive networks in the public and private sectors.
- The facilitation function might also benefit from bringing in technical skills or facilitation capacity from external environments, which, in such case, might bring in some advantages in terms of neutrality.

PRINCIPLE VI: CHAMPIONS

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

- A stakeholder or influence mapping exercise should be used to identify champions and help understand their motivations.
- Backing the right champions, who have credibility, is the most important part of outside support to PPD.
- Champions must have an interest in reform, be transparent and credible, and possess the capacity to mobilize support.
- It is easier for dialogue to survive the weakness of champions in the private sector than the public sector. Engaging high-profile, well-respected politicians who understand the importance of the private sector can give a PPD important momentum. Senior but less visible public sector officials are helpful for behind-the-door facilitation.
- If champions are too strong, the agenda can become too narrowly focused, or dialogue can come to depend too heavily on individuals.
- A PPD will gain by building collaborative leadership, whereby champions work together to achieve a set of agreed results.

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.

- A new PPD needs successes in order to be sustained. Success in initial areas of discussion can prompt participants to think of other productive conversations they might have.
- Analytical outputs can include identification and analysis of roadblocks, agreement on development objectives, and assessment of the issue at stake.
- Recommendations can address policy or legislative reform issues, identification of development opportunities in priority regions or sectors, or definition of action plans.
- Structure and process outputs can include a formalized structure for private sector dialogue with government, periodic conferences and meetings, ongoing monitoring of public-private dialogue outputs and outcomes, and a media program to disseminate information.
- Soft outputs include building trust, cooperation and understanding. Building trust is a critical stepping-stone, particularly in Fragile and Conflict Affected States, before discussions on important reforms can happen.
- Outputs must be mutually beneficial to all PPD actors.
- It is important for the facilitation unit to follow up on reforms discussed, helping stakeholders organize reform teams to develop a work plan and monitor or assist for results. These may include rapid result initiative approaches and result-based management techniques.

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.

- Communication requires a mutual understanding of core motivations and incentives that depends on frequent interactions between parties.
- Dialogue should be as openly accessible and broadly inclusive as feasible. This necessitates an outreach program to the reform constituency.
- A communications strategy is important for a PPD. The communication can focus on the activities of the PPD initiative or be elaborated to promote a particular set of reforms.
- PPD should share information with its stakeholders in real-time using diversified communications tools and shared interactive space.
- Transparency of process, in particular an open approach towards the media, is essential for outreach, and also contributes to measurement and evaluation.

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.

- Monitoring and evaluation techniques enable better overall planning, can ignite potential advocacy, and provide both internal and external motivation to promote more effective implementation.
- While remaining flexible, user friendly and light, the monitoring and evaluation framework adopted by a PPD should provide stakeholders with the ability to monitor internal processes and encourage transparency and accountability.
- Definition of inputs, outputs, outcomes and impacts will be enhanced with designation of appropriate indicators with periodic review from stakeholders, which will rely on the collection of reliable data.
- PPD should develop a baseline assessment to measure its effectiveness in order to enable the partnership to better measure how it is achieving its goals over time and delivering on its envisaged benefits.
- All PPD stakeholders must share the responsibility for monitoring and evaluation and a participatory approach should be used in its undertaking.
- Monitoring includes tracking the implementation status of approved reforms. A PPD can establish 'follow-up teams' or committees to track how well approved reforms are achieving their intended objectives.

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 that 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 by coordinating their agendas, so as to best serve the interests of their constituencies.

- Local and sector specific public-private dialogues (LSPPD) can have greater success because geography and scope makes business organization easier, networks form more naturally, and governments tend to be less ideological and more pragmatic.
- It is essential for LSPPDs to identify tangible problems and hands-on solutions to generate credibility early on.
- LSPPD allows local and sector-specific issues and solutions to be identified and taken to decentralized decision-makers or channeled upwards to the appropriate level of authority where they can be solved.
- LSPPD can contribute to effective implementation of national policies. It may be particularly effective when explicitly aligned with dialogue taking place at national or regional levels.
- As with national dialogue, efforts are needed to ensure LSPPD's transparency and sustainability. Communication among stakeholders can contribute to both.

PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE

Public-Private Dialogue is particularly valuable in crisis, conflict and fragile environments 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.

- PPD is very effective at building trust among social groups and at reconciling ethnic, religious or political opponents.
- Structures and instruments for dialogue need to be adapted to each fragile or crisis context. They need to take into account the inherent informality of some economic or social actors, and the potential role of informal systems in re-establishing the rule of law.
- In systems that are too contentious, an external honest broker might be needed to kick-start the dialogue. However, mechanisms should be put in place for eventual transfer of the initiative to local ownership.
- PPD can play a special role in Fragile and Conflict Affected States (FCS) by supporting institutional development, transparency, trust building, and peace processes. It can serve as a means to tailor necessary reforms that will generate new investments and jobs that reinforce the peace building and reconciliation process.
- PPD represents a venue of choice to scan for, prevent or resolve disagreements between parties involved in the coalition.

PRINCIPLE XII: DEVELOPMENT PARTNERS

Public-Private Dialogue can benefit from the input and support of development partners when their role is determined by the local context, demand driven, and based on partnership, coordination and additionality.

- Development partners' role in assisting PPD should be informed by both an in-depth analysis of the political, economic and social context within which they are to engage, and a detailed understanding of stakeholders and their inter-dependencies.
- Development partners will be more effective in supporting PPD if they have the flexibility to respond to critical junctures, such as a crisis situation.
- They can play a key role on capacity development, disseminating international best practice and providing PPD technical assistance throughout the lifecycle of the PPD.
- Development partners should carefully consider the sustainability of their intervention and plan in advance for an appropriate exit strategy for their PPD intervention.
- Their role should be as neutral as possible, maximizing the local ownership and capacity, and the development of trust and the maintenance of a conducive and transparent environment.

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Development partners should focus on the dialogue process and not drive the substantive focus of the PPD agenda in an exclusive manner.

- Development partners must recognize their inherent limits and that effective PPD cannot be created from the outside. PPD needs to be anchored into an existing institutional context.
- They should coordinate among themselves to avoid duplicating their efforts and maximize the availability of funds when partnerships are found to be worth supporting.

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 a PPD and requires the commitment of all PPD actors.

- The sustainability of a PPD is built on three pillars:
 - Operational sustainability: i.e. the Secretariat relies on its internal capacities and/or services it purchases at market costs to manage the dialogue;
 - Financial sustainability, i.e. the PPD generates sufficient cash from services it offers to cover its cost of operations;
 - Sustained mandate and effectiveness in delivering this mandate, i.e. the PPD continues to provide a channel for meaningful dialogue between the private sector and the Government and is an engine for reforms/activities to solve the issues identified by the partnership.
- When beginning to support a dialogue, it is preferable to host the dialogue in an existing institution. This is also valid when options for exit are considered.
- Without a clear exit strategy it is possible for implementation of reforms to cease or even see a reversal.
- If development partners fund a PPD mechanism, a plan for sustainability needs to be put in place at entry. No PPD should start without a plan for moving gradually to co-financing and with 100% financing by local stakeholders as a goal.
- Careful preparation of the project and involvement of stakeholders is central to PPD sustainability. This must include leaders and champions from both the public and private sectors.
- The donor exit process should be gradual, step by step in regards to process and financial contributions. During the transition period, the donor should remain as an “honest facilitator”, supporting capacity building (including advocacy and organizational skills for both the public and private sectors).

This Charter was drawn up on the Twelfth of March, Two Thousand and Fifteen, at the 8th Public-Private Dialogue Workshop, organized by the World Bank Group, the Confederation of Danish Industry and the Ministry of Foreign Affairs of Denmark, held in Copenhagen, Denmark, and attended by over two hundred participants from fifty countries.