

9th PPD WORKSHOP

PUBLIC-PRIVATE DIALOGUE

Public-Private Dialogue on Enterprise Development for Youth and Inclusion

Proceedings and Lessons Learned

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This document contains the final proceedings of the 9th Public-Private Dialogue Global Workshop under the theme of “Public Private Dialogue of Enterprise Development for Youth and Inclusion”, held in Tunis on May 9-11, 2017, at the Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat/ Tunisian Union of Industry, Trade and Handicrafts (UTICA).

The 9th Public-Private Dialogue (PPD) Global Workshop was organized by the UTICA in collaboration with and through the financing of the Confederation of Danish Industry (DI). It is implemented with the support of the World Bank Group, specifically the Youth in Development program, the Collaborative Leadership for Development network, the Trade & Competitiveness Global Practice, and the Social Protection, Labor & Jobs Global Practice – Solutions for Youth Employment Program.

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UTICA

The Tunisian Union of Industry, Trade (UTICA), www.utica.org.tn, is an employers' organization in Tunisia representing industrial, trade and craft sectors. On October 9, 2015, the National Dialogue Quartet, comprising UTICA, the Tunisian General Labor Union, the Tunisian Human Rights League and the Tunisian Order of Lawyers, was announced as the laureate of the 2015 Nobel Peace Prize "for its decisive contribution to the building of pluralistic democracy in Tunisia in the wake of the Jasmine Revolution of 2011". Formed in 1947, UTICA represents nearly 150,000 private companies in Tunisia from all sectors, with the exceptions of tourism, banking, and financial sectors. Most of these companies consist of small and medium enterprises. The confederation has more than 25,000 union officials.

THE CONFEDERATION OF DANISH INDUSTRY

The Confederation of Danish Industry (DI), www.di.dk, is a private business and employers organization funded, owned, and managed entirely by its members. 10.000 companies within manufacturing, transportation, trade, services, information technology and energy have chosen to join forces in DI. DI employs more than 500 highly skilled experts at the headquarters in Copenhagen and has local offices in Shanghai, Mumbai, Washington DC, New York, Moscow, Dar es Salaam, Mexico City, Sao Paulo and Brussels. 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.

THE WORLD BANK GROUP'S YOUTH IN DEVELOPMENT PROGRAM

The Youth in Development Program of the Equitable Growth, Finance and Institutions (EFI) vice-presidency, www.youthindev.org, is supporting development operations around the world, providing a youth lens and incorporating the views of young people in project design, engaging youth-led CSOs and young social entrepreneurs in the delivery of services, and using young people in monitoring and evaluation of programs. In addition, the Youth in Development Program is working to elicit innovative ideas and solutions directly from young people for testing, scaling up, and replicating at the local level.

THE WORLD BANK GROUP'S COLLABORATIVE LEADERSHIP FOR DEVELOPMENT NETWORK

The Collaborative Leadership for Development (CL4D) program of the Equitable Growth, Finance and Institutions (EFI) vice-presidency, www.lead4dev.org, seeks to put leadership and coalitions at the center of development by continually enhancing the know-how around practical approaches to find sustainable solutions to complex problems. CL4D helps multifaceted groups evolve into effective teams that work together to solve their nation's most complex and pressing issues. It manages the Global partnership for Collaborative Leadership which brings a vision to become the preferred destination for meaningful collaboration, knowledge exchange and cutting-edge research on tools and methods, to support leadership in countries that need to overcome "wicked problems" facing many societies today.

THE WORLD BANK GROUP'S TRADE AND COMPETITIVENESS GLOBAL PRACTICE

The Trade and Competitiveness Global Practice helps countries achieve The World Bank Group Twin Goals through rapid and broad-based economic growth, centered on strong contributions from the private sector. Online at www.worldbank.org/en/about/unit/unit-trade-competitiveness, T&C is meeting growing demand for high-impact solutions that expand market opportunities, enable private initiative, and develop dynamic economies. Its country, regional, and global efforts help boost the volume and value of trade, enhance the investment climate, improve competitiveness in sectors, and foster innovation and entrepreneurship.

THE WBG'S SOCIAL PROTECTION AND LABOR GLOBAL PRACTICE AND THE SOLUTION FOR YOUTH EMPLOYMENT (S4YE) COALITION

The Social Protection and Labor Global Practice helps individuals and families especially the poor and vulnerable cope with crises and shocks, find jobs, invest in the health and education of their children, and protect the aging population. It hosts the S4YE coalition at www.s4ye.org, which provides leadership and resources for catalytic action to increase the number of young people engaged in productive work. The coalition supports stakeholders across all sectors to link to each other for coordinated action, to identify, learn from, and innovate upon successful solutions, and to leverage and scale up effective policies and investments to enhance employment among youth.

EXECUTIVE SUMMARY

The Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat, the Confederation of Danish Industry and the World Bank Group organized the 9th Global Workshop on Public-Private Dialogue in Tunis, Tunisia, on May 9-11, 2017. The event was funded by the Confederation of Danish Industry.

This workshop aimed at facilitating knowledge exchange between PPD practitioners to strengthen their skills and help to improve the performance of the PPD platforms they are engaged in. The workshop took stock of recent developments in PPD knowledge, explored how it is used to foster inclusive development, as well as critical links between competitiveness, youth, gender, and migration dimensions. It also helped to build capacity of participants to effectively manage and monitor a PPD process during the PPD life cycle. During the discussions, the participants explored how the government, private sector and civil society organizations can effectively use PPD platforms to identify the most effective means to support the full participation of young people, women and migrants in the economy and society as whole.

Around 200 participants from 35 PPD initiatives from 26 countries joined the event, including leaders from government and the private sector, PPD coordination units, business forums, investors' councils, competitiveness partnerships, community-based organizations, civil society as well as development partners.

The 9th PPD Global Workshop was concluded by the PPD Howards Award Ceremony honouring virtues and qualities critical to successful PPDs. These awards recognized and rewarded exemplary initiatives and gave the PPD Community of Practice the chance to applaud the efforts of their colleagues working on PPD.

The winners for three different categories were:

Resilience – Nigerian Economic Summit Group (NESG): Recognition for reinventing itself many times under difficult circumstances, still standing sustainably after more than 20 years, and now stronger than ever with concrete and tracked results.

Long Standing Achievements – Cameroon Business Forum (CBF): Recognition for the many years of hard work to build the capacity of a PPD to deliver concrete and important results over time.

Innovation – Moldova Economic Council to the Prime Minister: Recognition for using PPD in an innovative manner with an interesting new mechanism to combine permanent cross-cutting topics with ad-hoc sectoral ones to tackle specific challenging developmental issues.

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ABBREVIATIONS

CBF	Cameroon Business Forum
CIPE	Center for International Private Enterprise
CL4D	The World Bank Group's Collaborative Leadership for Development
CoP	Community of Practice
DI	Confederation of Danish Industry
EFI	The World Bank Group's Youth in Development Program of the Equitable Growth, Finance and Institutions
EU	European Union
FDI	Foreign Direct Investment
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IACE	Institut arabe des chefs d'entreprises (Arab Institute of Enterprise Heads)
IREX	International Research and Exchanges Board
UNACOIS	Union Nationale des Commerçants et Industriels du Senegal
LLI	Vice Presidency for Leadership, Learning and Innovation, WBG
MDGs	Millennium Development Goals
MEC	Moldova Economic Council to the Prime Minister
MENA	Middle East and North Africa
MSMEs	Micro, Small and Medium Enterprises
NBA	National Business Agenda (Tunisia)
NESG	Nigeria Economic Summit Group
PPD	Public-Private Dialogue

PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNACOIS	Union Nationale des Commerçants et Industriels du Senegal (National Union of Merchants and Industrialists of Senegal)
UPM	Unit of Pharmacy and Medicines, Ministry of Health, Tunisia
USA	United States of America
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (Tunisian Union of Industry, Trade and Handicrafts)
UTAP	Union for Agriculture and Fishing
WBG	World Bank Group

INTRODUCTION

PUBLIC PRIVATE DIALOGUE ON ENTERPRISE DEVELOPMENT FOR YOUTH AND INCLUSION

The Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat, the Confederation of Danish Industry and the World Bank Group organized the 9th Global Workshop on Public-Private Dialogue in Tunis, Tunisia, on May 9-11, 2017. The Confederation of Danish Industry funded the event.



Around 200 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 26 countries and a total of 35 PPD initiatives all joining the event to share their experiences and discuss lessons learned.



The event aimed at sharing and exchanging knowledge and supporting PPD practitioners on the ground. The high-level workshop and parallel sessions focused on using dialogue platforms for promoting youth and inclusion through enterprise

development, increasing the effectiveness of PPD initiatives and building a new dimension for youth and inclusion in PPDs.

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

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

This is why, with the objective of developing knowledge and better supporting PPD practitioners on the ground, the World Bank Group has organized with partners a series of PPD annual Global Workshops since 2006 (February 2006 in Paris, France, April 2007 in Douala, Cameroun, April 2008 in Dakar, Senegal, April 2009, June 2010 and June 2011 in Vienna, Austria, March 2014 in Frankfurt, Germany, March 2015 in Copenhagen, Denmark, and May 2017 in Tunis, Tunisia).

These events have served to gather stakeholders, practitioners and donors to work on case studies, understand good practice and set guidelines and tools for PPDs. Over time, about a thousand representatives from business forums, investors' councils, and competitiveness partnerships from both the public and private sectors, from the civil society and from development partners have participated in these workshops.

This is no surprise: country stakeholders, governments and development partners realize that the best way to eradicate poverty and boost shared value is to complement aid by mobilizing the energy and capital that exists in the private sector by encouraging sustainable business models that are designed to deliver mutual benefits for business (generating sales and profit growth) and for low-income communities (creating jobs and increasing incomes). In this context, PPDs are becoming crucial connectors between development partners, private sector and government representatives working together to address development issues and pool resources for shared prosperity.

This is particularly true when it comes to the youth and inclusion agenda. Indeed, countries where youth unemployment, gender challenges or migrant workers pressures are relatively important face particular challenges, especially in their own underdeveloped districts, regions or urban periphery, where lack of jobs, skills mismatch and social rigidity may generate demotivation and disenfranchisement. These countries focus resources on the large economic growth poles, which the main urban centers and trading regions constitute, while poorer areas are left economically and socially lagging, in part due to a lack of conducive investment environment, burdensome regulations, as well as a lack of dynamism prevalent within both the policy and bureaucratic apparatus and thus within the affected population.

In such countries, advancing the enterprise development and job creation agendas is a priority issue. Many lagging regions of those countries face significant gaps in terms of human capacity, skills development processes, legislation and regulation for investment promotion, all of which impede any entrepreneurial behavior among its citizens, ultimately holding up productivity, innovation and job creation. Also, the unemployed youth, women, and migrant population often lacks the required skills to behave in an entrepreneurial manner that could help build the necessary base of private sector, profit-led SME that these areas so desperately need to create large scale employment and attract private investment.

An insufficient number of jobs not only impacts the living conditions, but can also contribute to radicalization, which is a result of systemic social rigidity, political disillusion, and economic exclusion, coupled with counter-narratives offered by and manipulative extremist groups. In some cases, a set of external forces combined with government policies and private sector marginalization have contributed to the exclusion of youth and women. This is reinforced by the recently growing amount of displaced people. It results in explosive geographical concentration of unemployed youth and women, especially in a few urban peripheries, and stresses the need for creating jobs where demand is not met by providing them with marketable skills. Otherwise, extremist groups capitalize on these vulnerabilities by universalizing these disenfranchised population grievances and providing a counter-cultural narrative or world view that aims to promote and restore a distorted notion of justice. The circumstances and challenges of these contexts present the private sector, policy makers and development practitioners with an opportunity to position youth and inclusion at the center of development and consider disenfranchised populations as co-creators of development solutions.

Migrants represent one such constituency: the 2016 World Bank-EU Presidency conference on forced and voluntary migration argued that people movement can translate into a powerful momentum for development. If current employment rates hold, close to one billion people will be looking for jobs outside their home countries by 2050: a massive wave that cannot be ignored or halted by barriers. Equipping them with skills to equalize their chances and actively creating markets that will welcome those skillsets will be crucial. The private sector has oftentimes

overtaken the public sector and the development partners in this respect, as entities such as Techfugees work to ensure that tech-savvy refugees can continue contributing to society in their temporary or adopted homes. More Public-Private Dialogue is needed to harmonize and dynamize such efforts. When people move, everything is on the move: money including remittances, skills, pensions or credit history.

THE 9th PPD GLOBAL WORKSHOP

The 9th PPD Global Workshop explored how Public-Private Dialogue can elaborate integrated strategies and action plans to address enterprise development in competitive sectors which result in youth, women or migrant employment. Attendees exchanged experiences on pro-jobs and pro-inclusion regulations, policies and programs focused on investment, skills, entrepreneurship and empowerment, and sector-specific employment constraints.

This was an action-learning workshop designed to facilitate knowledge exchange between practitioners so that each participant can learn skills to improve the performance of the Public-Private Dialogue platform he/she is engaged in. The discussion specifically focused on how government and private sector stakeholders played an effective role in providing youth, women, migrants, refugees, and disenfranchised populations with jobs and contribute to economic and social stability in their country.

The workshop geared towards:

- Policy makers and practitioners interested in the topic of enterprise development for youth & inclusion through PPD
- Representatives of youth, women or migrant constituencies participating in PPD
- Government officials participating in PPD
- Private sector representatives participating in PPD
- Coordinators of PPD initiatives
- Program managers, task team leaders using/planning to use PPD in their development programs

PPD knowledge, tools, case studies, and more information on this and past PPD workshops are provided at www.publicprivatedialogue.org.

LEARNING OUTCOMES

The 9th PPD Global Workshop “Public-Private Dialogue on Enterprise Development for Youth & Inclusion” took stock of recent developments in PPD knowledge, explored how it is used to foster inclusive development, explored critical links between competitiveness, youth, gender, and migration dimensions and helped build capacity of participants to effectively manage and monitor a PPD process during the PPD life cycle, from entry to exit. Specific themes explored during the workshop were:

- Deepening the knowledge on youth and disenfranchised populations aspirations and behavior
- Designing and managing PPDs with a focus on youth, inclusion, and jobs
- Promoting shared prosperity through PPD
- Improving inclusion and governance in PPD platforms

At the end of the workshop, participants were able to articulate good practices in setting up, managing and ensuring the sustainability of PPD initiatives, identify the parameters to design PPDs focused on youth, inclusion and jobs, and use indicators to measure the performance of PPDs targeting youth, inclusion and jobs.

In addition to knowledge exchanged and gained, the following specific outputs were secured from participation in the workshop:

- Participants developed Operational Action Plans aimed at youth & inclusion dimension in their PPDs;
- Participants developed Evaluation Wheels aimed effectively monitor and evaluate their PPD’s effectiveness;
- Participants engaged in a simulation to develop a PPD Mechanism and design specific approaches for specific concerns;
- A series of case studies were presented on PPDs using innovative approaches to enterprise development for youth & inclusion through dialogue.

PROGRAMME OVERVIEW

TUESDAY MAY 9 - DAY 1	WEDNESDAY MAY 10 - DAY 2	THURSDAY MAY 11 – DAY 3						
Enterprise development for youth & inclusion through PPD	Increasing the effectiveness of Public-Private Dialogue initiatives on youth & inclusion	Building a youth & inclusion dimension in PPDs						
<p>Opening ceremony</p> <p>Building a coalition on enterprise development for youth & inclusion in Tunisia</p> <p>Public Private Dialogues in Tunisia What institutional framework?</p>	<p>Introduction to Public-Private Dialogue</p> <p>Interactive activity</p>	<p>PPD in Practice</p> <p>Parallel sessions - Contours of a PPD on enterprise development, around specific youth & inclusion challenges:</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>Inclusion through markets</td> <td>Inclusion through services</td> <td>Inclusion through spaces</td> </tr> </table>	1	2	3	Inclusion through markets	Inclusion through services	Inclusion through spaces
1	2	3						
Inclusion through markets	Inclusion through services	Inclusion through spaces						
Lunch	Lunch	Lunch						
<p>Ministerial panel: Public-Private Dialogue as a driver of reforms promoting youth, women, migrants and refugee employment: successes and failures.</p> <p>Strategies for youth & inclusion: policies through Public-Private Dialogue:</p> <ul style="list-style-type: none"> • Urban / Rural • Connected / Disenfranchised • Supply / Demand • Empowerment / Jobs <p>Boosting Tunisia’s sector competitiveness through PPD</p>	<p>Parallel sessions – 6 case studies on how PPDs engage the disenfranchised to address employment constraints:</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>PPDs for inclusive growth</td> <td>PPD using youth as agent of change</td> <td>Industry-focused PPDs with a gender dimension</td> </tr> </table> <p>Speed dating: 12 PPD initiatives in practice</p>	1	2	3	PPDs for inclusive growth	PPD using youth as agent of change	Industry-focused PPDs with a gender dimension	<p>Development of operational action plans to include a youth, inclusion & jobs theme, in the PPDs represented in the workshop</p> <p>Award ceremony for the PPD Howards</p> <p>Distribution of certificates</p> <p>Group photo</p>
1	2	3						
PPDs for inclusive growth	PPD using youth as agent of change	Industry-focused PPDs with a gender dimension						
	Cocktail reception							

PART I: WORKSHOP DAY 1 - ENTERPRISE DEVELOPMENT FOR YOUTH AND INCLUSION THROUGH PUBLIC-PRIVATE DIALOGUE

May 11, 2017 was the first day of the 9th PPD Global Workshop and included a lineup of high-level speakers and panelists from multinational companies, governments, donor community, 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 His Excellency Youssef Chahed, Head of Government of Tunisia.

The Opening Ceremony was called to order by Ali Nakai, UTICA, who welcomed participants and declared the workshop open.



WELCOME ADDRESSES

Ouided Bouchamaoui, President of The Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA) also welcomed all participants to the 9th PPD Workshop and thanked the organizers, in particular the WBG for choosing Tunisia, and the Confederation of Danish Industry for the conceptualization, preparation and funding of this event. Speaking in French, she said that this event demonstrated the



clear interest of the international community in Tunisia, which still needs to strengthen its PPD, especially in view of the major political, economic and social developments for the past six years.

The focus on inclusion of young people in the dynamics of employment generation and growth is very significant. The youth have always been at the center of the public debate, so much so that they are considered a major backbone of the population, asserted the head of UTICA. They are the undeniable foundation of social equilibrium and the target of many temptations, to say the least, hence little reassuring for the future. “This is a major concern of all political and economic actors, here and in many countries present here,” stressed Ms. Bouchamaoui.

This best practice initiative carefully curated by the organizers and eminent experts allows everyone to find solutions that are suitable to their social model and reality on the ground, she pondered. Also, the youth today are open to the world through information and communication technologies and can rely on projects that counter the rampant calls for extremism and challenges to universal human values.

“In Tunisia, we have always adopted Dialogue as a virtue throughout the difficulties our country had to face during its long and rich history, being part also of a geostrategic crossroads that is a hotbed for various civilizations and exchanges among peoples,” said Ms. Bouchamaoui.

In the fight for the independence of this country a leitmotif emerges. The choice for the economic and social model that served to build the Tunisian Government, as well as in recent times the growing processes that saved the democratic transition and setback to change, was justly undertaken by young people. “This was hailed by the entire world since it symbolized freedom and

dignity not only for this geographically small country but also for the whole region, condemned to live under injustice and terror for centuries,” stated Ms. Bouchamaoui.

She remarked that it is certainly not missed on all that the workshop meeting chamber is the very temple where daily exercise of Public Private Dialogue takes place. And this has been lasting for over seventy years, even if sometimes with different forms depending on the contexts, issues and participants.

Ms. Bouchamaoui mentioned that it have to recognized that this organization’s calling and its raison d’être are fundamentally based on the representativeness of its members who voice various exigencies, even if at times contradictory, with the public authorities. This happens on a wide range of issues, from freedom of entrepreneurship and investments to international relations issues related to financing, taxation, governance, interaction with the administration, workplace relations, vocational training and corporate social responsibility, all of which extend Public Private Dialogue every day.

“It is precisely through PPD’s institutionalization that a sustainable platform can be created to instill a real culture of dialogue based on compromise, which guarantees a certain endurance of the institutions, regardless of the parties, the groups or individuals in power.”

The presence of UTICA at all instances affecting the business environment, under all its facets, is partly a dedication to PPD, which is anchored and integrated into the habits of consultation with not only national authorities, but also the regional and local ones.

However, PPD is not an end in itself unless it is built on a profound conviction of legitimacy and a real spirit of partnership, and methods as much as results.

The problem of employment among young people, especially university graduates, cannot be placed in a different framework than that of a PPD. This happens, the speaker mentioned, considering the evidence that the Government is disengaged, it has limited recruitment capacity, the future growth forecast and job creation by the private sector, as well as regional opportunities.

Civic responsibility and the historical responsibility of public authorities have no other choice than reinventing a PPD that transmits hope to the thousands of young people for whom immense investments and big sacrifices were made.

However, dialogue should not be eternal and should not risk compromising the credibility of both parties vis a vis the citizens, who are the main beneficiaries, and the civil society.

Beyond being a political practice, PPD should be based on a solid platform characterized by a framework of consultation and decision-making with all conditions of flexibility and independence and especially results.

“We should always check ourselves against the illusion of unattainable consensus in the particular context of Tunisia’s nascent democracy on such vital and urgent issues such as youth unemployment of youth, who are at risk of undermining confidence in some and nourishing the suffering in others, rather than jeopardizing a promising experience in the eyes of our fellow citizens, as well as our many partners and friends concerned in the stability of our country so much as theirs,” underlined Ms. Bouchamaoui.

It is precisely through PPD’s institutionalization that a sustainable platform can be created to instill a real culture of dialogue based on compromise which guarantees a certain endurance of the institutions, regardless of the parties, the groups or individuals in power.

Concluding her remarks, Ms. Bouchamaoui wished that this ninth edition can pave the way for a framework conducive to a mode of governance guaranteeing a democratic exercise that is at the service of citizens and enterprises.



Jacob Kjeldsen, Director, International Business Development, Confederation of Danish Industry, opened his remarks by saluting the participants and stating that the objectives of this workshop are high on the international development agenda.

He particularly listed: (a) securing sustainable, inclusive economic growth, (b) creating decent jobs - especially for the youth and women, (c) dealing with gender challenges, (d) promoting social inclusiveness of minorities & migrant workers and (e) respecting human rights. These are core values and consequently reflect "our way of doing business worldwide, when we source components, when we distribute intermediate goods and when we manufacture final products to the end-user."

According to the speaker, from experience, thanks to appropriate business environment conditions, private sector companies can play a substantial role in addressing the challenges of employment related to youth, women and migrants.

“On a global scale and throughout the entire, global value chain, it is essential that companies trust governments to enforce legislation and that they enforce them equally to all companies. Therefore, to make it happen, we need to work together to the benefit of companies, societies and every one of us,” he added.

In terms of the contribution businesses can bring to solving global challenges, in 2015, the United Nations decided on the 17 Sustainable Development Goals, which replaced the Millennium Goals and highlighted global challenges such as climate change, unemployment and poverty. For the first time, it recognized that meeting these global challenges requires that we place the views and inputs from the business community at the center. Companies are part of the solution when they invest, create jobs and provide new technologies. In this respect, good policy frameworks, and this PPD, are crucial.

He continued by assuring that “this event clearly underlines job creation is of great importance.” In Africa alone, around 1 million young people graduate every month and look for jobs. On top of this, countries in most parts of the world need to secure equal jobs for women and additional jobs for migrant workers, while ensuring economic growth. Therefore, it is not an option for the public sector to hire all these young and hopeful people. Most of the jobs must be found in private companies – large companies, SMEs and start-ups. This requires a more developed private sector and better local business environments.

“On a global scale and throughout the entire global value chain, it is essential that companies trust governments to enforce legislation and that they enforce them equally to all companies. Therefore, to make it happen, we need to work together to the benefit of companies, societies and every one of us.”

At the same time, Mr. Kjeldsen also cautioned that not all business communities around the world engage in policy discussions. In some countries, the business community is simply not organized and in others, there are no such traditions. “Either way, the result is that business is often not heard when governments design policies.” This leads to the reduced competitiveness of the local private sector. It hampers foreign investments. The result is less growth, fewer jobs and less wealth, in turn, undermining the efforts of improving living conditions globally.

Talking about the DI example, Mr. Kjeldsen stated that their members are deeply involved in PPD. “It is part of our obligation to identify challenges met by companies and to find solutions in a dialogue with other - often public - stakeholders.” He thus gave the following two examples:

- The Danish Model: In Denmark, PPD is the rule rather than the exception for the business community. An example is the Danish system of labor market regulation, often referred to as “the Danish Model”.

In Denmark, there are no laws on minimum wage and working hours, instead, there are collective agreements made between employers organizations and trade unions. The idea is that the labor market partners, in a dialogue, should identify challenges and find solutions on the labor market. The result is a steady and flexible labor market. This has worked for more than 100 years and the Danish government is engaged jointly with labor union counterparts through tripartite negotiations.

Also, the labor unions and the employers entered discussions with the government and regional authorities in Denmark to reform the Danish system of migrant worker inclusion on the labor market. This agreement provides a flexible model for private sector companies to employ migrant workers and refugees through a combination of education and job training. Hence, jobs for this group are created, members get access to a new pool of employees and integration and social inclusiveness efforts in Denmark are reinforced. Kjeldsen said: “In short, the agreement is a novel example of how Public-Private dialogue can help solve a major challenge and where the solution benefits all stakeholders and the society.”

This spring, a new round of tripartite negotiations with the government targeted youth job creation and skills development mainly through apprenticeships within private sector companies. In Denmark, this kind of dialogue does not only apply to the labor market. The business community and other stakeholders are in general invited by politicians to contribute to the legal process.

- The second example is about capacity building related to international activities. For almost 20 years, DI has collaborated with business communities all over the world. Together with the private sector in developing countries, DI provides policy recommendations for governments based on the Denmark experience.

Mainly, DI seeks to assist sister organizations in emerging and developing markets with inspiration on how to engage governments and perform policy advocacy, in other words, how to become the voice of private sector in their respective countries.

Capacity is strengthened in delivering concrete recommendations to governments on how to create jobs and economic growth. UTICA is a good example and has proven it is possible

to make a difference when business associations engage in dialogue with the government, labor unions and other civil society organizations.

The speaker concluded his remarks by urging for increasing transparency, trust and openness, which are key to promoting dialogue.

Eileen Murray, Country Manager for Tunisia, the World Bank Group, saluted all participating leaders from government and the private sector as “the champions and custodians of the PPD process” which she considered the cutting edge of development policy and the key accelerator in the shared fight to end poverty and boost shared prosperity.

According to her, building on many years of knowledge transfer and lessons learned in Public-Private Dialogue represents an effort to identify the most effective means to support the full participation of young people, women and migrants in the economy and society as whole. She hoped the workshop participants will share their insights from which to learn.



“These young people will determine whether we achieve the Sustainable Development Goals, broad-based economic growth, social cohesion, gender equality, climate sustainability and more importantly – our collective survival,” stated Ms. Murray.

She referred to the challenge that 50 percent of Middle East and North Africa (MENA) population is under the age of 25 and while unemployment is 10 percent among older workers it is 23 percent among the youth. In spite of high education, 40 percent of MENA firm managers cite “inadequately skilled workers” as a constraint. “The challenges are just enormous.”

According to the speaker, ensuring the successful transition of today’s youth to productive and thriving adulthood will yield global benefits in at least three ways: finding employment, ensuring peace, and minimizing large-scale migration.

Today’s 1.8 billion young people around the world face enormous and complex challenges in their transition to adulthood. The decisions they make concerning their education, employment, migration, voice, health, and other issues have serious and lasting consequences for all.

In a globalized and interdependent world challenges rarely remain within the borders of a nation. Youth and women predominate also in migration: they seek better opportunities or a more peaceful environment. The Syrian war alone has displaced 11 million people, 6.3 million people are internally displaced and 4.8 million forced to seek safety in neighboring countries.

Ms. Murray spoke of “collaborative development” as kind of institutional mechanism for providing space for disparate constituencies to come together for “collaborative action,” to not only help deal with economic reforms management but also crisis alleviation “by making sure all the energies are directed towards development, reconstruction, peace building and inclusion.” Sustainable solutions, especially when it comes to youth and inclusion, can only be found jointly.

Collaborative policy-making platforms have become widely recognized as a fundamental component of economic development and a driver of growth and this is they function as a two way street helping government focus on private sector investments where they are mostly needed. Tunisia, recognized by the Nobel Peace Prize, is an excellent example.

“Building on many years of knowledge transfer and lessons learned in Public-Private Dialogue represents an effort to identify the most effective means to support the full participation of young people, women and migrants in the economy and society as whole.”

She stated also that the World Bank applied this lesson for its programming in Tunisia through PPD in four segments: Electronic components, Pharmaceuticals, Garments, and IT service. The diagnostics and PPDs helped prioritize binding constraints and propose policy recommendations based on a technically informed participatory process. This ensured a large buy-in among Tunisian stakeholders and built consensus behind reforms needed to tackle the most binding constraints on competitiveness and growth.

“Dialogue is a constant necessity, and a constant effort,” she reminded, “This is why this workshop is so important in order to become collectively more effective. Ms. Murray recognized the efforts of the Government of Tunisia in these respects and for hosting this workshop.

KEYNOTE ADDRESS

H.E. Youssef Chahed, Head of Government of Tunisia, officially inaugurated the 9th PPD Workshop held for the first time in Tunisia. Speaking in Arabic, he expressed gratitude to the organizers of the event and welcomed the distinguished participants to his country.

The Prime Minister affirmed that current socio-economic developments and existing challenges increase the responsibility of the public administration, to enhance its performance by



strengthening PPD mechanisms and enshrining the principles of transparency, integrity and equality in the participatory approach between the public and private sectors. Therefore, he called for the establishment of PPD mechanisms and the effective involvement of

economic institutions in identifying administrative issues in the business environment and transforming dialogue into a powerful legal, institutional and evaluation tool.

Addressing the international and national participants of the workshop, the Prime Minister highlighted the policies adopted by Tunisia in recent years, which are based mainly on the principle of dialogue and partnership. This has developed into a culture of all sides and, as a result, the national dialogue led to Tunisia receiving the Nobel Peace Prize.

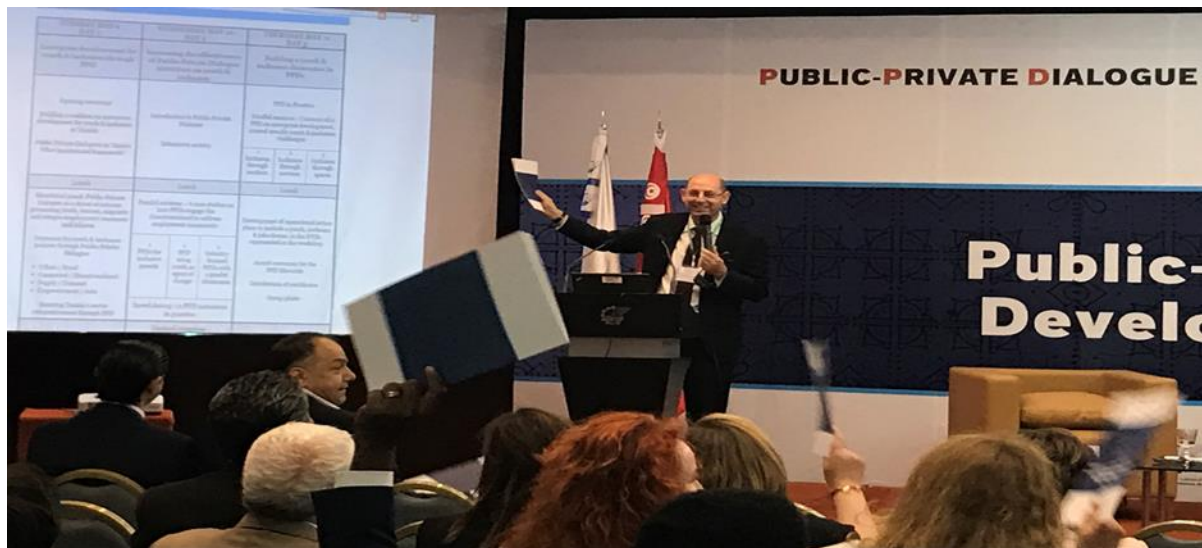
“The private sector plays a pivotal role in the process of economic reforms,” he added. He expressed his government’s belief that for any reform to succeed it ought to adopt the principles of partnership and recognize the potential of the private sector and its effectiveness in the process. This was why the government took a decision to establish a regulatory framework for institutionalizing PPD by establishing a mechanism to determine the course and methodology of its organization and follow-up. This eventually provides for a participatory approach where working together to open up the public sector to the private sector will push the reform process forward.

“For any reform to succeed it ought to adopt the principles of partnership and recognize the potential of the private sector and its effectiveness in the process. This was why the government took a decision to establish a regulatory framework for institutionalizing PPD by establishing a mechanism to determine the course and methodology of its organization and follow-up.”

After the revolution, the speaker stated, Tunisia became internationally known for its culture of dialogue, in which it managed to overcome many obstacles. This promoted the government to open up to its social partners and launch PPD, as well as more importantly integrate that dialogue within the national culture.

Moreover, H.E. Chahed pointed out that the government also took the initiative to institutionalize the dialogue and integrate this participatory process in a systematic way because it believes the private sector’s contribution can create an added value, or, a more powerful and innovative way to effectively undertake major economic reforms and empowerment.

BUILDING A COALITION ON ENTERPRISE DEVELOPMENT FOR YOUTH & INCLUSION IN TUNISIA



Presentation of the program of the day was made by **Benjamin Herzberg**, Program Lead, World Bank Group, who since the first 2006 event in Paris, then Cameroon, Senegal, Vienna, Frankfurt, Copenhagen and now in Tunis has been following up diligently on progress made. Using a PowerPoint presentation he showed the geographic reach of this conference: “a nice mix of regions and PPD experiences”. Some, he noted, are economy wide PPDs focusing in investment climate improvements in general, and others are industry focused and sector specific such as the

diary and pharmaceuticals. The civil society and the academic dimension is also represented, with scholars studying youth inclusion also taking part.

Economy-wide PPDs Investment Climate	Industry focused PPDs – Competitiveness Partnerships	Civil Society - Academia- Foundations – Think Tanks
Algeria Investment Climate National Committee (CNEA)	Algeria - Automobile sector PPD	Youth Livelihoods, The MasterCard Foundation
Cameroon Business Forum (CBF)	Algeria - Leather sector PPD	Partners for Good, Jordan
Ethiopia - Addis Ababa Chamber Of Commerce and Sectoral Associations	Algeria - Agricultural sector PPD	Jordan Al Quds Center for Political Studies
Gabon High Council for Investment (HCI)	Afghanistan – Public-Private Partnerships	African Leadership University
Guinea Public-Private Dialogue (PPDC)	Burundi Sectoral PPDs	Morocco - Search for Common Ground
Iran Public-Private Dialogue Council	Bosnia-Herzegovina Sectoral PPDs	Nigeria National Youth Coalition for Democracy (NYCD)
Malawi Public-Private Dialogue	Jordan Garment Sector Alliance	USA - IREX
Moldova Prime Minister Economic Council	Kyrgyz Republic Cluster-based PPD	Uganda - Building A Network to Address Youth Unemployment
Morocco National Committee for Business Environment	Mauritania <u>Freezone</u> Task Force	USA - Education Development Center (EDC)
Nepal Federation of Woman Entrepreneurs' Associations	Tunisia - Water PPD	Development Partners / Implementation Agencies
Nigerian Economic Summit Group	Tunisia - Pharmaceutical industry PPD	Confederation of Danish Industries
Senegal Public-Private Dialogue	Tunisia - Inter-agency platform for value chain development and competitiveness enhancement	The World Bank Group
Tunisia National Business Agenda	PPD on competitiveness reinforcement of the IT sector " Smart Tunisia "	GIZ
Turkey YOIKK		Center for International Private Enterprise
		NHO, Confederation of Norwegian Enterprise

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Mr. Herzberg laid out the details of the workshop’s dynamic pace, between special keynote addresses, one-on-one debates and panel discussions. Contrary to the first day, the second and third days will consist of technical discussions. Instead of plenaries various round tables and breakout sessions are planned. Day two will feature 18 case studies while day three will focus hands-on on how those examples can help the various participating PPDs. Special dimensions of youth, women, migrant workers are the main focus of the workshop.

The event culminates with the PPD Howards ceremony, he mentioned, to honor the virtues and qualities, which are critical to successful dialogue. PPDs will be awarded in 3 categories: long-standing achievements, resilience and innovation. These awards recognize and reward exemplary initiatives and give the PPD Community of Practice the chance to applaud the efforts of their colleagues working on PPD.

Néjib Chahed, Member of the Economic Commission, UTICA, then gave a speech in French on Building a Coalition on Enterprise Development for Youth & Inclusion in Tunisia. This presentation on the Public-Private Dialogue experience in Tunisia, he deemed, is a good occasion to share experiences and the failures. “It is important to evaluate efforts, characterize the PPD process in Tunisia, as well as, find practical parallels from other examples we can all learn from,” stated Mr. Chahed.

All efforts to define this practice create a difficulty in characterization for a number of key elements that define these processes. First, there are a multitude of stakeholders. To illustrate,

Mr. Chahed listed the ministries and central administration, the various technical centers and public offices dedicated to a host of social and commercial issues, as well as private sector representatives including the national and bilateral chambers of commerce, business associations and the like.

Secondly, PPD is essentially a multiform exercise. It can be dedicated to particular sectors like the pharmaceuticals in Tunisia, which will be presented as a case study during this workshop, or transversal ones such is the case of the Council on Fiscal Issues. It can also be structured as cross community economic dialogue in specific areas. Furthermore, he thought, PPD can also become an informal process.

The third element is that interventions are varied. They can be on the sectoral level (e.g. technical center on chemistry) , regional level (e.g. UTICA regional councils), ministerial level (e.g. superior council on exports), management boards of public enterprises, etc.. “They are very different and varied and at times difficult to identify and classify,” stated the speaker, therefore, what kind of principal conclusions or results can be expected of the PPD experience in Tunisia?”

“PPD is essentially a multiform exercise. It can be dedicated to particular sectors like the pharmaceuticals in Tunisia, or transversal ones such is the case of the Council on Fiscal Issues. It can also be structured as cross community economic dialogue in specific areas or even become an informal process.”

The observations and results are apparently contrasting. In terms of results, there are clearly successful cases such as the ones targeting sectoral actions such as the pharmaceuticals. There is also the National Business Agenda dealing with improvements in the business climate. This is a unique platform for handling grievances and inquiries related to administrative hurdles and communicating them to a general directorate at the government with clear follow-up protocols.

On the other hand, there are also failures. One such PPD example is in the textiles sector. “We are still looking for an equilibrium there since we still appear at the beginning,” mentioned Mr. Chahed.

The speaker then presented several reasons for why PPDs can fail:



- “Inadequacies” between texts and practices or intentions. For instance, the National Council on Fiscal Issues, which was created to reform the fiscal system and its conformity with fixed objectives (the texts). Its obligation was to meet at least once a year, but there wasn’t a dedicated effort in what is already a challenging condition for PPD.
- Limited willingness to negotiate not only on the side of the public sector but also at times the private sector. This risk is to turn the process into a monologue rather than a dialogue as participants remain confined to their positions.
- Dependence on the wishes of each party. The process is often submitted to the voluntary engagement both on the public and the private side. However, there is an important success when public representatives are close to the field, they have decision making influence and, importantly, chances are very high when the confines of the agenda are precise and limited.
- Absence of the evaluation of PPD, which is up to us to remedy, and lastly
- PPD is often seen as an advantage on the execution level of public policies rather than their conceptualization.

Mr. Chahed continued his speech by stating that in view of the above mentioned inadequacies, nonetheless, it should be recognized that successes as well as failures are the shared responsibility of both the public and private sectors.

The question rather is how to ameliorate PPD performance. Mr. Chahed remarked that it is a complex problematic, the subject of a significant amount of literature and various conditions such as specific situations, objectives, nature of topics, capacity of players, etc..

He suggested that PPDs should be advanced in a very pragmatic and subtle way in order to meet shifting conditions. The micro approach and the macro approach to PPD are only complementary to each other and not the contrary.

“We need to interrogate ourselves on these issues and draw conclusions that permit us to embark on a new generation of dialogue, which will help address this urgent matter in our development agenda,” concluded the speaker.

Olfa Souli Ouertani, Director General, General Secretariat of the Government, Directorate General of Reforms and Administrative Prospects, Tunisia, elaborated the discussion on Tunisia with an address on “Public Private Dialogues in Tunisia – What institutional framework? Latest thinking on institutional coordination options for effective PPDs.”



Ms. Ouertani, also addressing the crowd in French, mainly focused on the institutionalization of the PPD in Tunisia and a number of reflections on ways and means of achieving higher effectiveness. Her presentation highlighted three aspects of their efforts: the overall framework of the initiative, the implementation process and a proposed approach for the institutionalization of PPD in Tunisia.

In terms of the project context, she considered the decreasing international ratings of the country,

as well as the fall in investments and economic growth. The private sector and SMEs are, at times, marginalized from the business environment framework and regulatory studies.

Among the key elements to consider for the country are valorization of the participatory process, strong communication and collaboration between private and public sectors, the serious and engagement on behalf of the government, and long-term visibility of reforms.

All needs of the PPD institutionalization for the purpose of restoration of the dialogue calls for putting in place a permanent and evolutionary mechanism, which is flexible and permits economic entities to participate directly and effectively in the conceptualization and proposition of necessary reforms, as well as facilitation of economic activities and improvements in the business climate of Tunisia. This mechanism needs to be integrated in the processes of decision-making and equally in the preparation of legal texts, which have direct impact on the business climate. According to her, it also needs to be inserted within an adequate organizational framework to ensure its proper implementation and sustainability.

The main objectives of adopting such a mechanism are to accelerate reforms in the business climate, favor the tangibility and effectiveness of reforms, to ensure its continuity and durability of reforms beyond political changes and influences, as indicated by the Premier in his speech, establish a better diagnostics of problems in the business environment and create an atmosphere of mutual confidence between the public and private sectors.

The speaker then reflected on the implementation of PPDs in Tunisia. The pilot project called the National Business Agenda was established thanks to an accord signed with the government and aimed to re-establish dialogue between the public and private sectors on reforms and the improvement of the business environment.

“All needs of the PPD institutionalization for the purpose of restoration of the dialogue calls for putting in place a permanent and evolutionary mechanism, which is flexible and permits economic entities to participate directly and effectively in the conceptualization and proposition of necessary reforms.”

The main principals of the NBA revolve around three points: the discussion and proposition of reforms aimed at amelioration of the business climate, the simplification of the administrative procedures through SOS IJRAAT, green telephone lines receiving inquiries and claims from investors, as well as consultations and surveys of the private sector.

The speaker outlined several steps on how to proceed with PPD in practice. “We have already created a list of public and private sector representatives engaged in the initiative, assured the participation of the private sector in the conceptualization of administrative reforms and business climate improvements and elaborated a benchmarking study on the experiences of organizations engaged in PPD,” concluded Ms. Ouertani.

HIGH-LEVEL PANEL DISCUSSION: PUBLIC-PRIVATE DIALOGUE AS A DRIVER OF REFORMS PROMOTING YOUTH, WOMEN, AND MIGRANTS EMPLOYMENT

Panelists discussed

- *The importance of youth and the inclusion dimension for economic growth and development.*
- *How to enhance policies and programs creating favorable conditions for youth, women, and migrant employment.*
- *The role of youth and the inherent challenges associated with engaging effectively with disenfranchised populations.*

The High-Level Panel was moderated by **Cecilia Sager**, Lead Private Sector Specialist, World Bank Group and included dynamic panelists: **Zied Laadhari**, Minister of Commerce and Industry, Tunisia; **Pascal Eva Nze**, Financial Advisor, ANPI Gabon; **Mariana Rufa**, Executive Director, European Business Association, Economic Council to the Prime Minister in Moldova; and **Karen Moore**, Program Manager, Youth Livelihoods, The MasterCard Foundation.

Overall, panelists reflected on the importance of youth and the inclusion dimension for economic growth and development programs. They discussed how to enhance policies and programs, which can create favorable conditions for youth, women, and migrant employment. Panelists were asked to particularly consider the role of youth and the inherent challenges associated with engaging effectively with disenfranchised populations.

The session consisted of consecutive presentations and was intended to be engaging. It highlighted areas of agreements and disagreements based on the panelists' experience. Speakers were encouraged to react, build on, agree, or disagree with the points raised by other panelists. The moderator framed initially the discussion, following which panelists made short statement each then received questions from each other and the floor.

"A growth that does not reach the bottom of the pyramid and does not reach out to marginalized parts of the population, is not really serving the answer of the entire community."

Moderator **Cecilia Sager** opened the session stating that in recent years the WBG placed emphasis on the idea of inclusive growth.



“A growth that does not reach the bottom of the pyramid and does not reach out to marginalized parts of the population, is not really serving the answer of the entire community.” In this context this PPD workshop is especially apt to the goals of the WBG.

She added that it is important to take note that success in policy reforms in many countries in the region and beyond hinges mainly on collaboration. The top down approach, kind of authoritarian imposition of policy changes by governmental institutions are problematic. Conversely, Tunisia is a strong example of inclusive governance. Having the grassroots engagement indeed, despite its challenges, provides a very strong foundation for moving forward in a democratic fashion.

This panel looked at real-world examples of how reform works and how we can incorporate broad base PPDs through SMEs, businesses owned by women, engaging youth both in entrepreneurial activities and employment opportunities. More recently, furthermore, one of the challenges that has come up in many countries is how to incorporate migrant populations, refugees and disenfranchised populations into the economy.

Minister of Commerce and Industry **Zied Laadhari** was the first panelist to talk and began by saluting this initiative by the World Bank and its partners. Talking in French, he expressed the idea that holding the event in Tunisia should not be seen as unusual



since public-private dialogue is becoming more and more important in the country and part of overall achievements. The dialogue equally serves as an indispensable tool, he said, for facing future challenges.

Since the revolution, PPD has been adopted as a key approach by the government as a way for principal and autonomous functioning. The appropriation of this idea by stakeholders aimed to support the process of change in the country. Tunisia evidently is in the middle of profound transformations in all domains, which cannot advance unless there is an effective buy-in by all players, with the realization of the stakes involved and the investment needed by all to render the process a success.

In a number of sectors, Tunisia is already engaged in what can be deemed largely institutionalized PPDs. “In a global manner we are working towards institutionalization on the national level within the framework of new instances such as the National Council on Social Dialogue for which a draft law was recently presented to the Parliament,” confirmed Minister Laadhari, adding that it aims to ensure the participatory process and animate public debate on important socio-economic questions.

“When we start operationalizing and executing decision, we also find out that there are particular difficulties associated with the follow-on process. This happens because actors may be in agreement theoretically, though, when it comes to action plans and their implementation, questions are raised on whether this dialogue should continue, even at that advanced stage.”

Equally on the sectoral level, in various domains including transversal ones, there are existing platforms already. The pharmaceutical sector can be cited as an excellent example. Sectoral PPDs indeed permit to cross the visions of different stakeholders and present complementary viewpoints specific to each area and different stakes at play. It clears processes beyond those already managed by either the private or public sectors. This combination, synergy or symbiosis among actors belonging to different environments and backgrounds is conducive to reaching consensus thanks to the common framework.

Furthermore, just as in the private sector, public sector perspectives can also be different among each other because of various approaches and stakes at hand. Therefore, PPD can play a key role in clearing the way for a common understanding also in the public sector. What is important is that this frame allows the optimization of a number of conventions and, especially, the formulation of a roadmap that brings together various positions, as well as avoids internalizing the dialogue particularly when decisions have to be made. “When we start operationalizing and executing

decision, we also find out that there are particular difficulties associated with this follow-on process,” said the Minister. This happens because actors may be in agreement theoretically, though, when it comes to action plans and their implementation, questions are raised on whether this dialogue should continue,

even at that advanced stage. This poses the need for a new interactive or participatory effort to assure that all actors assume ownership of choices made for the implementing of initiatives.

As the moderator summed up after the presentation, once consensus is reached through dialogue, “We have to move to implementation and not continue only talking.”



Pascal Eva Nze then pondered on the work done in securing PPD in Gabon, mainly, in the investment promotion area and how domestic business are engaged in attracting foreign direct investments (FDI). The speaker, talking also in French, stated that the Gabonese example in PPD follows the principles that were expressed thus far during the workshop.

The consensus and the mechanism of PPD was adopted by several countries before, he pondered. However, in Gabon, the government decided to create the institutional framework in 2009, and in 2014 this decision was formalized with the establishment of a council for investments.

The council incorporates four bodies. First, there is the human council presided by the President of the Republic, secondly, an inter-ministerial committee for which the prime minister assumes the coordination of government follow-up actions on reforms, thirdly, a committee chaired by the minister in charge of investment promotion and, fourth, the investments promotion agency, which assumes the secretariat function of the new council. This architecture conceived in 2014 was operationalized only in 2017 thanks to the prime minister who undertook to take action after the creation of his government in 2016. By this, he took it upon himself to put the private sector at the heart of government action.

Following this pertinent inclusion of the private sector, the government in Gabon created an inter-ministerial committee that secured opening up to the consensus reached through public private

dialogue. Thanks to this inter-ministerial committee, PPD was advanced in certain domains, as well as specific problems facing determined sectors were formulated.

Mr. Nze continued by mentioning that during encounters between the public and private representatives, a roadmap was elaborated thanks to sectoral discussions. This is already presented by the Government to the President in March.

Transitioning to the problematics of job creation, inclusion of youth, women and emigrants, Nze declared that 7 reforms have been prepared in this regard and certain ones already put in action even before the institutionalization of PPD in those areas. Furthermore, the public and private sectors have decided to join efforts in the matter of vocational training to support the government and address concerns in these areas.

Mariana Rufa was the next speaker and touched upon similarities thus far with Moldova where efforts in general are being made to motivate participation on the sectoral level and in outreach activities targeting women and youth. Ms. Rufa started her talk in French and then went on to present the topic in English. The European Business Association of Moldova (EBAM), which she represents, is a member of the worldwide network of the European business organizations that work in more than 36 countries around the world. The whole network works under the auspices of the European Commission. Operating under the auspices of the EU delegation in Moldova, therefore, the EBAM is able to maintain a non-political and independent status.



Ms. Rufa presides over the Trade Facilitation Committee of the Prime Minister's Economic Council, which groups private sector organizations, independent associations and public offices such as ministries. It is also important to consider that the PPD in Moldova is a recent trend of the last 7-10 years. Over the past 5 years it works in practice and, according to the speaker, even though there are many PPD initiatives, de facto, there are only 7 platforms that are truly effective in promoting key reforms.

The government's Economic Council is the key PPD platform in Moldova. It has about 70 members representing various organizations and entities. Others include the Customs Service Consultative Committee, the Debts Service Consultative Committee of the Ministry of Economy and the Regulatory Impact Assessment body. The latter plays a very important role because any law or government decree before being approved and submitted to the government has to be submitted to this platform where 20-30 private sector organizations, together a number of public bodies express their views about the impact and costs of these draft laws before they proceed to the government. Transparency is ensured through this regulatory body and if a draft law is not submitted for discussion, the private sector community, almost certainly, voices concerns.

“There can be numerous PPD platforms, but if their members are weak, if sector associations do not have policy advocacy capacity and if business associations are not able to represent proportionally the interests of sector industries, then unfortunately the role of PPDs will be weak.”

Furthermore, stated the speaker, draft laws evaluated at the Economic Council already undergo a serious process within the line ministry. In Moldova, legislative initiatives emanate from public bodies. If draft laws have not been properly vetted, they are returned to the administrative bodies in charge. Therefore, the purpose is not to replace ministries, she said, rather, it is important that government ministries implement their mandate and propose effective legislative initiatives, as much as it is important that those initiatives are subjected to regulatory impact assessments. Nonetheless, should the private sector community have issues with the implementation of laws and regulations, even if they are well formulated, though not functioning properly, then they can apply to the PM's Economic Council with their grievance. As mentioned above, there are five different platforms within this body, of which the speaker is presiding over one of them on trade facilitation, which will attempt to address the situation by trying to remedy if feasible through the ministries.

Ms. Rufa continued by saying that what is extremely important to consider, as also mentioned already during the forum about PPD platforms, is effectiveness. She said she has been active in this area for 9 years and believes that there can be numerous PPD platforms but if their members are weak, if sector associations do not have policy advocacy capacity and if business associations are not able to represent proportionally the interests of sector industries, then unfortunately the role of PPDs will be weak. “We should not forget that these are not just platforms, they are the voices of the private sector regardless of whether they are youth organizations, women organizations or from the business community. We need to present the cause with professional arguments and not just declarations with international experience and arguments why action is

needed. As long as you have a two way approach to PPD then it will be successful,” concluded Rufa.

Karen Moore of the Mastercard Foundation intervened by first clarifying that she does not represent neither the private nor the public sector. Her foundation is now 10 years old. Its history goes back to 2006 when Mastercard set aside 10% of its shares when it became a publicly offered company. The foundation is formed as a completely independent charitable organization based in Toronto, Canada, and all its decisions are made by its own board of directors independently from Mastercard.

Mastercard established this foundation with the objective of serving youth learning and financial inclusion. Thus, the vision of the foundation is that everyone should have an opportunity to learn and prosper. A decision was made to focus on Africa where there are large challenges and also big opportunities. Over 10 years, the organization has been working in education learning, financial inclusion and youth livelihoods across Africa. By March 2017 it committed 2 billion dollars and disbursed already 1, of which 90 percent of investments were in partnerships in Africa reaching close to 14 million people.



In terms of youth livelihoods, the foundation committed over \$400 million through 38 projects reaching 2 million people in 18 African countries. “What is the model and how do we work with some of the visionary organizations we partner with?” she continued. “We focus on offering opportunities to out of school young people with a particular focus on those from 15 to 24 years old who are economically disadvantaged, to support them in different ways in making the transition to employment or entrepreneurship.”

The program supports market driven, demand driven skills development not only in technical or vocational skills in demand, but also in transferable or soft skills, which employers often cite as lacking in young people. These include skills in communication, teamwork, leadership, customer service, etc..

It also focuses on financial inclusion of young people, as well as offering young people the opportunities to access the world of work whether through internships or apprenticeships, mentorships and different opportunities to engage with value chains in different sectors.

The foundation also focuses on growth sectors on the continent: agribusiness, hospitality, and construction. However, it also recognizes that between 10-15 million people enter the labor market every year while there are only 3 million formal sector jobs. “We need to be realistic and realize that young people have to have skills and capacities to negotiate their own ways through a very complicated livelihood. Whether working for themselves, their families, their households, or for other in the formal and informal sector,” said Moore.

“We try to put young people, young women and young men, and their voice at the center of everything we do. ...We are looking to learn from each one of you about some of the innovations you put in place and some of the challenges you faced in meaningfully engaging young people in the processes.”

“We try to put young people, young women and young men, and their voice at the center of everything we do,” stated the speaker. “It is not something we cracked and to be honest we are looking to learn from each one of you about some of the innovations that you put in place and some of the challenges you faced in meaningfully engaging young people in the processes, the PPDs that you are engaged in.” Of course, their partners also engage across the board with the public sector on the national, regional but also local levels, with private sector bodies and individual businesses.

At the moment, she said, the foundation is in the process of its 10th year strategy development. How can a sustainable and scalable difference to youth employment challenges be made in Africa over the coming years? “We recognize that in order to do that PPD is going to be crucial,” asserted Moore. Specifically, the issue will be how the foundation can play a part in that dialogue.

A panel discussion took place following the speeches and attendees were reminded that they were provided with cards to put down their takeaways and ideas to be shared.

The moderator at this stage launched the debate or “mixed-it-up” as she put it, by going back to one of the ideas that surfaced during the presentations. “It is imperative to engage with actors who are able to convey and articulate what their needs are and the constraints they face, and, who actually have the means to advocate and engage in policy dialogue,” underscored Sager.

One of the peculiarities that is noticeable in less successful PPD experiences is the fact that “government knows who it is,” they are mainly the elected officials who are running the countries.

On the private sector side, however, stakeholders may not agree on who they are. There may be many private sectors and, often times, in any economic planning exercise where the government is trying to reach out to the private sector, the easiest thing to do is to reach out to the biggest association or the most prominent industry, or the most lucrative kind of economic dimension.

“It is imperative to engage with actors who are able to convey and articulate what their needs are and the constraints they face, and, who actually have the means to advocate and engage in policy dialogue.”

The real challenge is to be able “to cast a wider net” and get people and businesses involved, such as SMEs and smaller companies that might not naturally rise to the surface.

Turning to the panel, the moderator asked three questions:

- Are there inherent tensions, working in government capacity, to try and be inclusive?
- Are there examples of working with organizations that may not be able to articulate the barriers they face in their operations?
- In what ways these challenges can be overcome and what is the mechanism for outreach?”

Ms. Rufa responded first by reminding that Moldova, which has around 3.5 million people, is located very close to the European Union (EU), Vienna being only 1000 km away. Therefore, because of cheap labor and trade advantages, EU companies often prefer to invest in Moldova.

The organization she represents is based on membership. Big and medium companies are represented in the association, as in other similar organizations. “Even if we are all members of different platforms, in the platforms we also have women associations, we also have youth association, we also have sector associations, for example the fruit exporters association or the dairy or meat processing associations,” she stated.

Therefore, the biggest problem in answering the question would be that the members of these sector associations, the companies, first of all, not all of them pay their membership dues. This means that sector associations are not able to exist and more often than not are not able to employ a professional lawyer or a professional staff able to represent the real interests of the companies they represent.

She added that it is very important to consider that when a law needs to be amended, professional arguments must be made and not mere declarations “because we are not in the street, we are not at the bazaar.” “We speak professionals to professionals, and this is why it is important that

these discussions are based on professional quantitative and qualitative arguments,” claimed Ms. Rufa.

The panelist went on stressing that to have professional representation one needs to invest in their staff, and for this reason, these entities need members and financial support. In Moldova there is no problem of seeking membership in key PPD platforms. Recently, the Economic Council expanded its membership from 60 to over 70 members.

In Moldova, recently, the Prime Minister showed interest and the political will to amend the labor code, which was still “Sovietic” and could be characterized as anti and not pro-investment. During the process, which lasted four months, all 60 members were invited to take part in practical discussions. However, only three professional associations took part in the discussion with the labor minister. All 60 may have made general declarations, but when it came to identifying and examining problems and engaging in professional arguments with the ministry only three were able to do so.

Ms. Moore intervened to say that in countries where the informal sector, not just MSMEs, may make up almost 90 percent of employment at times, engaging the private sector is a very specific challenge. This applies when working with the private sector in order to ensure their provision is market relevant and market driven and that young people have the opportunity to have the initial work experience, which paves the way for a productive future. “As we often say, corporate social responsibility can often open the door but rarely keeps it open, the business case has to keep it open.”

Multinational or very large national companies are able to generate financial data within the company arguing, or making the business case, for why serving a youth organization or trade organizations is actually profitable for the company, maybe not immediately but in the long term it makes a difference because “we are dealing with the majority of the population both as workers and consumers.” However, a small MSME in the same sector is not able to generate that kind of data, even if they are part of a platform or sector association. It is often very challenging for them.

Ms. Moore stated that casting a wide net often means literally knocking on doors and introducing one MSME member to another MSME member in order to broaden the network in a small town or rural community. She ended her comment by saying: “It is a slow process, so we are trying to look into ways for understanding how to use umbrella associations to improve that data collection ensuring process so those business cases are strengthened.”

Mr. Nze, speaking in French, weighed in by stating that in Gabon, the PPD and overall conversation between the private sector and the state is a constitutional duty. Moreover, according the law, the private sector community has to provide its agreement to draft laws impacting the private sector.

“It is not on the level of conceptualization of these policies but on the level of implementation of the measures, when we consider that there are limitations caused by the effects of the crisis, unemployment and all types of other problems that this [PPD] policy did not count for initially.”

The means that the problem with this dialogue today should be sought in another area, which the speaker thought had to do with the economic crisis, and, as stated by the minister earlier, the growing unemployment among the youth. “It is not on the level of conceptualization of these policies but on the level of implementation of the measures, when we consider that there are limitations caused by the effects of the crisis, unemployment and all types of other problems that this [PPD] policy did not count for initially,” concluded Mr. Nze.

Currently, in Gabon, the government called on the private sector to reflect together on the mechanisms that can, or should, empower the state to respond to expectations of a youth that is more and more pressed and face all kinds of difficulties and challenges which did not exist before. Moreover, new technologies are creating a world where new kinds of needs are projected.

Considering this new problematic, the speaker pondered, the implication of the private sector in all countries is effectively indispensable in order to adequately meet the challenges facing the youth, migrant populations and women.

Minister Laadhari also weighed in the debate stressing that in terms of a dialogue’s approach that it is important to assure that the combination of the perspectives of the private sector and that of the public sector will also permit to see in a clearer manner the general interest. The question, which he posed, is who will guarantee that these measures can respond to and translate the general interest.

In reality, the reaction of players in the private sector is mainly subject naturally to their own needs in the private sector. These interests are even at times divergent amongst themselves. But beyond these interests there are the general interests of the country.

There are complexities to the situation analyses regarding the process of decision-making and obviously there are often antagonisms in the interests. The ultimate question is rather to what measure solutions or positions adopted by the various players correspond to the general interests.

Therefore, there is a need for arbitration in the process of PPD to clear the way for various options in order to balance interests in specific sectors or actors with the general interest of the country. The speaker thought that while public sector representatives may theoretically be more in tune with the general interest, some private sector actors may even obstruct the general interest in order to advance their narrow ones.

There are complexities to the situation analyses regarding the process of decision-making and obviously there are often antagonisms in the interests. The ultimate question is rather to what measure solutions or positions adopted by the various players correspond to the general interests.

According to the Minister there is an itinerant risk in this process. Will decisions emanating from this dialogue, which is dedicated to equal representation, be expressions of the general interest? Will this process ensure a coherent and share solutions? This is also a dimension to consider.



The moderator took the microphone to express two thoughts. One is that, at some level, “we have to believe that a government that is elected has its own mandate and is there to serve.” A PPD thus is only a way to check in periodically and verify the government’s priorities. Or if there are new things happening, what are those changes, and if it would prevent everyone in the country from marching to the government offices.

PPD in this case would be a vehicle to triage those issues. On the other hand, the idea that the implementation or action plan of a PPD organization is also subject to the same needs of having a vision, a game plan and resources allocated to certain purposes and it can’t turn on a dime to respond to the needs of its constitutes either. This is why it is very important that a PPD has its own structure that work in concert instead of all the pushing and pulling happening at the same time. Thus, there should be way to be inclusive enough on the PPD level so that it would be seen as a valid counterpart for the government as an organization. The most successful organizations like that can achieve this balance and not only become successful mediators in their spaces, but continue also reaching out as the landscape changes in the country.

Furthermore, according to Ms. Sager, there is another complicated aspect. One of the things, she observed in he World Bank programs promoting stakeholder engagement, is the idea that youth inclusion in mechanisms like training and skills upgrading, is hoped to address the socio-political

situation of radicalization at the same time. So there is a whole new layer on the youth equation that is being added. “Now they do not only need a job, but something to do to spend their times usefully and that is another dimension that the government and PPDs can also elaborate on,” stated the moderator.

Mr. Nze reflected on what the minister mentioned earlier. Talking about public-public dialogue, he stated the fact that public administrations have the principal responsibility to bring about reforms. However, there are public entities that hesitate and create hurdles during this process through administrative procedures and other means.

Therefore, even if there are public entities taking part in PPD and agreeing to remedies, at times they themselves are not confident they can carry them out. “Today, I think, it would be very interesting to imagine how an administration can, within its own government, handle the mechanism of public sector functioning,” told Mr. Nze.

In Ms. Sager’s opinion, it is an important function of the PPD that the government speaks with one or the same voice about issues that are raised. When the government doesn’t “have the same playbook”, the PPD process becomes very challenging.

“Youth inclusion in mechanisms like training and skills upgrading, is hoped to address the socio-political situation of radicalization at the same time.”

She then asked the following general question to all: When coming up with your action program on biannual or three year basis how do you go about the stakeholder engagement process in order to make sure that whole new groups not currently members in the PPD, which you may want to include are engaged? Basically, what do you do to reach out to new stakeholders in the PPD process?

The debate continued and other questions from the floor were also heard, such as:

- 1) Regarding the reforms that come out of the dialogue process, what is the possibility for the dialogue process, which is between formal companies and formal government, to address informality issues? If a disenfranchised group of people or the constituency at large is trying to reach out, how do you bring in their voices?
- 2) Regarding political instability, how do you ensure that the dialogue continues with the change of governments and, on the other hand, in the case of Tunisia, how do you make sure that you balance the fact that you want to fix an institutional PPD framework on one

hand but you know that it needs to evolve all the time depending on new conditions? How do you make something sustainable without casting it in stone?

- 3) Regarding the control of big firms and big voices in the PPD processes, how do you ensure that professional associations that you require on the shift are not controlled by big firms or strong private sector companies that will secure the agenda for themselves against smaller SMEs?
- 4) What is the role of civil society in working with government? Usually civil society goes to donor organization to strengthen its role, but can the government play a role in proactively strengthening capacity in associations?



Responding collectively to these questions, Ms. Moore began by talking about the disenfranchised segments and how the Mastercard Foundation conducted a research called Invisible Lives. Foundations often do studies on their beneficiaries, which in this case are disenfranchised groups. Many members in these groups have not touched tertiary education and many have not even touched secondary or primary education. They live in rural areas, in poor conditions. The daily lives of young women and men in Ghana and Uganda were studied from this perspective.

To contribute to dialogue on key issues relevant to the disenfranchised groups, the foundation will be sharing the results with relevant platforms nationally and internationally with the hope that it will trigger discussion. All this may help in delivering services such as those devised by youth development funds or skills development programs, which need to know what challenges are

faced by these invisible groups on daily basis. The second thing is that the foundation is adamant on being curious about what is happening around and for this reason it is participating in this PPD forum.

The Minister also weighed in by saying, evidently, PPD is conducted by operators from the private sector and the public sector, the latter having two layers: one administrative and one political. The question is how to render the dialogue autonomous and secure buy-in by the administrative layer, which needs to provide solutions that have no alternatives to the political layer. Otherwise, the government may be trapped in a negative cycle of political priorities of the day that do not match those that arise from the PPD. This effort is both important on the administrative and institutional level, but also on the cultural and traditions level. The dynamics of the dialogue should be carefully gauged in order to avoid certain narrow interests on both sides and to overcome them for the sake of the general interests.

Ms. Rufa gave the example of Moldova where until about two year ago four prime ministers succeeded each other in a relatively short period of time. At that time, even if the PM's Economic Council existed and genuine reforms were attempted, there were no concrete results. Political will within the public sector, often reflected by ministerial support, is crucial for advancing reforms.

She commended the Tunisian Minister for identifying general reforms area, such as the labor code. She stated that the private sector players are also interested in principle in these kind of reforms, she stated. For the Moldovan PPD, not many, rather only five major reforms were identified (e.g. controls and inspection, permissive acts, labor). Therefore, focusing on key reforms and communicating successes will secure further ownership by all stakeholders.

Illustrating the Gabonese case, Mr. Nze said on his side that the institutionalization effort is based on the principle of parity among the public and private sectors, as well as within the sectors themselves. This equilibrium is very important. Identifying priority sectors, specific roadmaps were elaborated. All legislative and administrative reforms have been elaborated taking into account the opinions of the private sector and civil society. "Evidently our PPD processes are young and we do not have the experience of evaluating them." He added that they have undergone the political steps of institutionalization and entered now the cooperation stage. "We report on our work to the PM every three months on developments and the performance of the administrative sector". Since the General Secretaries of the ministry's represent the highest permanent staff and are not affected by political changes, they are primarily included in the PPD process.



The moderator thanked all panelists for sharing their experiences and views, as well as formulated the following key takeaway from the session: “As a community of PPDs, we should bear in mind that there is a very high expectation of what this vehicle can do. I think it has gone higher over the

years. It used to be seen as a vehicle for pursuing targeted reforms, but now it is seen more as part of the fabric of how the public and private sectors interact. When you take, on top of that, the challenges that we now face in terms of inclusion, it is really the complete swath of political and socio-economic activity. I think this is the mantle that you need to carry forward.”

STRATEGIES AND POLICIES FOR YOUTH AND INCLUSION THROUGH PPD

- *Practitioners discussed how PPDs could be used to foster youth and inclusion.*
- *Four sets of two representatives from Mauritania, Armenia, USA, Jordan, Guinea and Egypt compared and contrasted their experiences, challenges and potential in using PPD in various contexts.*
- *Convergences and the specific modalities of each different approach were explored.*

During the afternoon session, a number of panelists shared lessons from their experiences under the banner **Strategies for Youth & Inclusion Policies through Public-Private Dialogue**, moderated by **Benjamin Herzberg**, Program Lead, World Bank Group.

Practitioners discussed how they can use PPD to foster youth and inclusion. The program design provided four sets of two representatives to be on stage to compare and contrast their experiences. Representatives briefly told their project stories followed by direct discussion between the two representatives to discuss the challenges and potential in using approaches in various contexts. The facilitator then introduced 2 questions submitted from the audience for the representatives. While each set was presented as one approach vs. the other, convergences and the specific modalities of each different approach were explored.

The moderator opened the session speaking both in English and French. He suggested to engage a series of information talks first, in the style of a “French Café” where participants are expected to share memories from their experiences with each other. The stories can be about successes or failures, he mentioned.



Sitting around the center where two high tables were placed and the moderator was standing, participants chose partners and started chatting. Following the chit chat, some attendees shared interesting stories they heard, from Guinea, Jordan, Greece, Kirgizstan and other countries.

At this stage, the moderator invited all to participate in the main presentations, which took place around the tables under the same theme of a “French Café”.

Urban vs. Rural

Urban vs. Rural strategies were explored first by **Houssein Bal**, General Director, Development of the Free Zone Project of Nouadhibou, Mauritania and **Gayane Mkrtyan**, Project Manager, Armenia Gender Project, World Bank Group. Specifically they dealt with PPD for city competitiveness, and how urban-wide PPDs can address youth and inclusion, as well as PPD for rural areas, and how agribusiness development can help create jobs for the disenfranchised.



Mr. Bal kicked off the presentations by presenting himself and the free economic zone he runs in Mauritania. On daily basis he interacts with investors and studies projects. The particular sector he discussed was fisheries. One million tons of fishes are captures, which are consumed, processed and exported.

The unique climatic system makes Mauritania one of the most productive fishery coasts

in the world, attracting international private and public operators. Mainly centered around the economic capital city of Nouadhibou, it is home to significant industrial and artisanal fishing operations. However, this natural resource off the coastline is under-used in the sense that little value-added is currently being created and most exports had no side effect on the land and consequently little impact on the local economy. Foreign boats account for over 60 percent of the total volume of catches. They directly freeze the fish onboard and export it without landing it, creating zero value-added in the country.

The objective is to help transform the currently vibrant remaining of 40 percent of the total catch (e.g., factories for fresh and frozen fish, processing units, warehousing units, freezing units, etc.) into a sustainable sector.

“We are trying to integrate women and the migrants who live in Nouadhibou through trainings, access to the resources and by providing sales points for women,” said Mr. Bal.

A PPD platform, under the banner of a task force, was created to handle improvements in this area. The task force brings together three interest groups: the public sector, the private sector and the civil society. It holds meeting and proposes actions specifically related to women, the youth and migrant populations.

Women are often disadvantaged because producers take over most of the catch. Actions are now devised to provide equal access to women and other groups and support cooperatives. Problems also include sales areas, which are controlled typically by men since they are the majority of players in this area.

In terms of youth inclusion, mainly skills development is targeted in the fisheries area, which is very promising for the region. There are also migrant population problems. Senegalese migrants for instance have special skills set in the area and can be useful. Other groups also have skills in particular techniques such as drying fish. All these are advantages to consider.

Ms. Mkrtchyan was next and started by presenting her activities and the PPD in Armenia. She shared the story of Lilit, an Armenian woman, who never thought about becoming a farmer. She wanted to be a doctor and studied nursing though there were no jobs available. Forced to look into alternatives she and her family started cultivating plants and leaves for food, medicine, chemistry and cosmetics. Their house is surrounded by forests, which is very common in Armenia,

Lilit thought she should start a herbal production business and make a living, starting with herbal teas. She thought she could sell locally and maybe even export in the future. For this it was not necessary to have major technical skills though she needed to handle many issues such as collection, storage, marketing, keeping up with sanitary standards. She tried to seek training but programs were not accessible from her village and transportation was not easy. This is a huge constraint for women.

Another constraint she faced was the access to finance. For harvesting one does not need an initial investment. However, to start a proper business activity, one needs to seek out credits. Commercial banks would offer her money but she had to put up collaterals as a guarantee and be registered as an employee. Although 40 percent of the economy consists of agricultural activity, where 80 percent of workers are women, they are all in the informal sector. Assuming even that she can take out a loan it comes at a forbidding 24 percent interest rate (at times going up to 40 percent for those types of credits).

Another constraint for women lies in the trading and selling activity because it is dominated by men and difficult to break into.

Ms. Mkrtchyan continued by saying that women's business associations can play a big role and help deliver their programs such as on site trainings, business trainings. They can also open up opportunities by connecting, producers with buyers, etc.. These associations are also useful as part of PPD platforms. There are many issues that can be voiced like permitting and other legal constraints.

The speakers then asked questions to each other and took questions also from the floor. Questions included how surveys are conducted in the fisheries sector in Mauritania, to which Mr. Bal answered by explaining their environment and they activities. Other questions touched upon what support women's associations receive to which Ms. Mkrtchyan answered that their organization provides trainings for women after assessing their transformational potential. In relation to women's association, they do not have the necessary skills in technical issues or marketing, that is

why will target capacity development in those associations based on their needs. Performance assessments are useful. “A self-improvement list of questions are given, after all, we are searching for more information, but we need to understand where to find it by ourselves,” concluded Ms. Mkrtchyan.

Connected vs. Disenfranchised

Connected vs. Disenfranchised strategies presentation followed by **Husam Saleh**, Chairman, Jordan Garments Associations and Textile Exports, Jordan and **Laura Elizabeth Dillon-Binkley**, International Technical Advisor, Youth Team, Education Development Center, United States of America (USA). They focused on Education, training, financing, offered through PPD mechanisms in high-density areas for those who can access such services, and how it can drive SME growth for transformation and export. Further, they analyzed social inclusion, employability, and service delivery by PPDs in lagging regions, and how integrated programming can help rip the rewards of including resilient and eager change agents.

Mr. Saleh started his speech recounting the history of the garment sector in Jordan. The garments business started exports to USA in 1994 exporting about \$50 million and in 2016 this volume was increased to \$1.65 billion. The 2016 data shows that the sector employs a total of 80,000 people, about 52,000 are Jordanian and overall 75,000 are women. The average age of the workers is about 26 years old.

The speaker added that the sector alliance have signed agreements with the government, with the World Bank, with the private sector workers syndicates, with leading industrial actors including specifically with the ministries of industry and labour, as well as the Jordanian investors commission. The sector employs numerous Syrian workers coming through the United Nations (UN) Organization. In Jordan, there are about 40,000 Syrians hired in all sectors, only in the garments sector there are about 7,000 to 8,000. Promotion of migrant employment is addressed in the country through job fairs and other measures.

There are agreements in place with the government and the United Nations High Commissioner for Refugees (UNHCR) to create work places in Jordanian industries close refugee camps to ensure that each organization will hire at least 50 percent of Syrian refugee workers.

Ms. Dillon-Binkley continued the discussion by presenting the programs her organization is engaged in, the Education and Employment Opportunities for Youth in Rwanda, Philippines, and Senegal.

She opened up her presentation by emphasizing that there is a certain advantage, a connection, when youth is in schools because once they graduate they are seen as valuable citizens in society. Instead,

kids that are out of school are illiterate. Even if they obtain skills employers do not see them as valuable or valid. So they become part of the disenfranchised population.

During the workshop it was mentioned that jobs are mainly created by the private sector. However, Ms. Dillon-Binkley sees that even with youth that are in schools often graduate without the skills, both soft and technical, that the private sector is looking for.

Also, education itself is not enough. The youth also needs workplace learning to make themselves more marketable and understand what it means to be in the formal, especially in countries where there are large informal sectors.

In entrepreneurship and civic education, she said, they have meetings with the private sector and government ministries aimed at developing their curriculum. Also, labor market assessments are done to make sure that training and education is informed by the private sector to respond to their need, as well as they understand what kind of education is available in the formal sector so that the link is created and graduates can get employed and become successful.

In Rwanda, out of school youth was targeted. A work readiness curriculum, integrated in the program of secondary schools, was developed after the government adopted a requirement that entrepreneurship be built into formal education. Thus, the whole nation can benefit from this learning tool. Workplace learning opportunities, internships and jobs immersion are also made available. In the hospitality and garment industries sector workshops are held annually to bring together stakeholders to discuss what is missing and what is changing.

On the districts level, there are also programs run jointly with the private sector and associations. In Philippines the out of school youth is targeted in the same way.

Following the main presentation, the speakers discussed various aspects related mainly to youth outreach effort. Responding to the question, Mr. Saleh explained that work is carried out with the Jordanian chamber of industry and other organizations to provide trainings for people above 16 years old (minimum age permissible for employment), including programs carried out in schools. Instead, Ms. Dillon-Binkley responded a question on young person out of school by informing on programs target 13 to 24 years old in Philippines and Rwanda. Within the informal economy starting at young age is not unusual. Younger people also start their own small businesses and the program supports alternative basic education teaching them some practical basic skills. The speakers also took questions from the floor, particularly on Syrian refugee employment and civil society engagement issues, while some attendees also weighed in by expressing their opinions.

Supply vs. Demand

Supply vs. Demand strategies were handled by **Dianka Koevogui**, Principal Advisor to the Minister of Industry, SMEs and Promotion of the Private Sector, Guinea and **Laura Schmid**, Advisor, Employment Promotion Project, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Egypt. They discussed improving the business environment through PPD, and how it can help enterprise development and business development services, so as to increase employment opportunities in competitive sectors. On the other hand, they also presented issues of targeted secondary education, vocational training and labor market connectivity through PPD, as a way to bridge the gap between skilled and unskilled workforce.

Ms. Dianka Koevogui, speaking in French, highlighted mainly the efforts to boost employment demand for women and the youth in Guinea. There is currently a lack of opportunities for the youth, especially, including those who graduate from schools. This is a challenge for social-economic stability.

The speaker highlighted that one of the key problems is the lack of investments that create jobs in the country. Another reason is that, as employers attest, young graduates lack sufficient skills.

To address the problem, efforts are made to work with the private sector to increase investments. A PPD platform composed of public and private sector participants was created in 2012 to identify solutions and improve the investment environment. Effectively, indicators show a positive trend for the Guinean economy.

However, this was not enough. It is imperative that skills correspond to the demands in the private sector. Therefore, a ministry in charge of technical training was established to coordinate activities mostly aimed at young people. Furthermore, added the speaker, “we have created the Ministry for Youth and Youth Employment.”

The government also has initiated a PPD called the Guinean Business Forum with the help from the World Bank, which funds the SME support project. This PPD has also a sub-committee for investment facilitation. Overall, PPD in Guinea is administered by the Doing Business platforms, the Business Climate Facilitation Program, which includes a reforms committee.



The government also partners with companies from the telecom, oils and gas and other centers in operating information centers for young people looking for jobs and trainings. A dedicated Center for Technical Training has now been conceived and will be functioning soon.

Ms. Laura Schmid took the floor to talk about employment programs implemented by the GIZ in Egypt. Specifically she highlighted initiatives in regional labor market monitoring and public private partnerships within labor market development program.

These initiatives are not born thanks to the mission of the development corporation, rather than a PPD effort, which identified following key challenges in this area:

- Lack of decent market information;
- Lack of information sharing between different institutions;
- Lack of trust between the public and private sector (especially employers and the ministry of education)
- Mismatch between supply and demand reflected in difficulties in filling sustained vacancies in the labor market; and
- Lack of labor market development programs tailored to regional demand.

These challenges, the speaker added, are addressed through the Regional Labour Market Observatories, a multi-stakeholder monitoring network. Members come from different public and private sector institutions, including ministries, companies and are even open to civil society organizations. Members work on secondment basis and not fully employed. There are now three such observatories that are considered PPD platforms, which are creating qualitative and quantitative methods to address both the supply and demand sides of the market.

The effort has sectoral orientation. Sectors are selected according to the following criteria: employment potential, growth potential and decency of employment. Within the Egyptian context this set-up is important as each group produces completely different kind of data. However, once analyses are conducted and programs identified, these parties will look into finding partners to implement projects.

Following the presentations, speakers asked each other questions regarding the ownership of the labor observatories in Egypt and soft skills development initiatives in schools in Guinea. Other questions from the floor were taken on program funding, enterprise development and other issues.

Empowerment vs. Jobs

Empowerment vs. Jobs strategies were finally presented by **Ousmane Sy Ndiaye**, Executive Director, Union Nationale des Commerçants et Industriels du Senegal (UNACOIS) and **Kaia Benson**, Project Director, Leadership Practice, International Research and Exchanges Board (IREX). They focused on offering information, connection, hope, and life skills to disenfranchised groups in the context of PPD programs, and how it can help reduce the risk of radicalization, violence and migration, as well as incubation, technical services and access to finance programs offered through PPD, and their effect of long-term, quality, and safe jobs.

The moderator kicked off the discussion stating that it is about empowerment and soft skills versus jobs. How to bring disenfranchised segments of the population into the labor market? How to do it especially in countries where employment is not available, there is disillusion and people want to move elsewhere because they do not believe they can make it? Is it possible to implement programs that empower these segments of the population?

Mr. Ousmane Sy Ndiaye made his presentation first in French, talking about his Union's mission to benefit its members. The organization, which is only 7 years old, groups many companies in key sectors such as food processing, banking, etc. and is engaged in many programs and PPDs.

Mr. Ndiaye briefly highlighted the importance of promoting entrepreneurial activity and generating wealth. Leadership promotion is also important and, as he mentioned, Senegal is on its way to strong develop. The organization partners with entities that have expertise and other means of being successful. It also interfaces with government, with which it often has difficult relations.



Ms. Kaia Benson presented the programs she manages in Tunisia where the lack of jobs is major challenge. The initiatives target especially youth employment in the regions. The average rate of youth unemployment is 30 percent in the country though the number reaches 55 percent in distant regions close to the borders. The figures, moreover, reach a staggering 60 percent and more for those with tertiary education. The IREX program takes some of these students to the US to study in colleges and do community work. This includes unpaid internships in US companies. Through this experience in a foreign country they are developing many soft skills that in Tunisia are not being provided them (e.g. management skills, team work, etc.). Over 90 percent of program graduates are able to find jobs back in Tunisia.

The objective of the IREX initiative is to diversify its selection in terms of both regions as well as educational institutions (e.g. technical college students). Also, it ensures that 50 percent of those selected are women.

Answering a question from her fellow presenter, Ms. Benson mentioned that students are not taught how to make money per se, rather they are empowered through skills development, confidence building and problem solving knowledge. As a result, alumni are successfully finding jobs and even

creating their own companies that employ other youth. They are taught how to be leaders in their community and how to improve their livelihoods.

Mr. Ndiaye contended that developing the right skills is very important though learning how to generate wealth is essential to achieving success. Answering a question in his turn, he said that as the representative of a community of entrepreneurs, his members look for strong leadership characters in young applicants. Meeting job requirements is important, however, as we are faced with the need to change careers it is important to have an entrepreneurial spirit, which is something that should be included in training programs.

The moderator summed up the discussion by stressing that both approaches represent two sides of the same coin. It is indeed important to have a broad set of competencies though some are born to become entrepreneurs and some become entrepreneurs. “To make it, you need to sustain yourself and make money, and to make it you need to know how to make it,” concluded the moderator.



PANEL ON BOOSTING TUNISIAN COMPETITIVE SECTORS THROUGH PPD

- *In Tunis PPD started on the sectoral level without specifically targeting interventions in the market or private sector firms.*
- *It focused on policy and business environment improvements supporting competitiveness on four pilot sectors: IT, electronics, pharmaceuticals and textiles/garments.*
- *The pharmaceuticals PPD is recognized to be the most successful one, followed by the IT sector.*
- *The implementation process was divided into three phases: (i) cluster diagnostics and*

This panel on **Boosting Tunisia Competitive Sectors through PPD** was moderated by **Jade Salhab**, Senior Private Sector Specialist, The World Bank Group who also intervened as a panelist. It included panelists **Ines Fradi**, Director, Unit of Pharmacy and Medicines (UPM), Ministry of Health, Tunisia, **Sara Masmoudi**, Director General, Pharmaceutical Laboratories Teriak, Tunisia, and **Majdi Hassen**, Executive Director, Institut Arabe des Chefs d'Entreprise (IACE).

Aiming to make the Tunisian pharmaceutical industry more competitive in world markets, the Tunisian pharmaceutical sector launched a participatory and inclusive process in which a variety of public and private stakeholders came together to develop new policies that would improve the business and investment climate in this sector. It is part of the new culture of dialogue which has taken root in Tunisia in an effort to build resilience, not only at the national level, following Tunisia's receipt of the Nobel Prize, but also at the sectoral level, as a means of spurring economic growth and tackling the challenge of youth employment. The first phase of this sectoral PPD has helped to prioritize the main constraints to competitiveness for the pharmaceutical sector, which

led to a common vision and the formation of five public-private working groups to carry out the second phase of the PPD, which consists in the development of action plans to address these constraints. The third phase consisted of the implementation of some of the actions planned for the short term. This ongoing process is now being replicated for other sectors, mainly through an inter-agency value chain development platform that will



inform multiple World Bank financed investments aimed at accelerating growth and youth employment in Tunisia's lagging regions.

The moderator and first speaker **Jade Salhab** opened this session and was joined by **Ines Fradi** and **Sara Masmoudi** who together presented a joint PowerPoint presentation on the success of sectoral PPDs in Tunisia, especially the pharmaceutical sector, and the lessons learned.

Mr. Salhab recounted the origins of this innovative project. Several years ago when there was change in Tunisia, and an opening towards a more democratic and participatory process, several new initiatives were undertaken to secure a more inclusive way of designing policy. At that time, the idea to structure a pilot PPD was conceptualized. Naturally, the main decision was whether a dialogue should be structured on the national level, across the board, or be sectoral in its orientation.

The economic reforms framework is characterized either by horizontal or economy-wide aspects or is more specific and typically vertical (or sectoral) in nature. Within those sectorals also there are some issues, constraints and policies generally tied to improving public performance, and market based. According to the speaker, This translates into "My Problem" for the government both on the horizontal and vertical level, meaning what is it that has to be fixed, versus "Your Problem" for the private sector, meaning what private sector firms have to do to become more competitive and vibrant locally and internationally.

On the horizontal level, most interventions are "safe" since all sectors are targeted and are equally affected. The most sensitive cases are indeed the sectoral ones because, first, questions arise as to how those sectors were selected and, secondly, they consist of interventionist measures. How can this be done without disruptions and also increase competitiveness? This is where hands-on PPD mechanisms are crucial.

In Tunisia, continued Mr. Salhab, PPDs started on the sectoral level without specifically targeting interventions in the market or private sector firms. Rather, they focused on policy and business environment improvements supporting competitiveness on the sectoral level.

The overall undertaking started in four pilot sectors: IT, electronics, pharmaceuticals and textiles/garments. They were not all successful, such as, the textiles and garments sector because of its large size, reflected in many value chains and conflicting interests. The pharmaceuticals PPD instead is recognized to be the most successful one, followed by the IT sector.

The design of this innovative project called for a fully participatory approach. The implementation process was divided into three phases: Cluster diagnostics and prioritization of constraints, elaboration of sector specific action-plans and development of implementation mechanisms.



The first phase, now completed, achieved the following results:

- Sectoral analysis, priorities and reports (8 reports finalized and disseminated);
- Policy recommendations (included in the government’s “Vision 2030”);
- Recognition (winning Howard award for «resilience» and the 8th Howard award);
- Digital communication materials (2 short-films).

The second phase mainly dealt with advisory and financial support services in the pharmaceuticals and IT sectors. Multiple Public-Private working groups were formed in order to coordinate the refinement or implementation of solutions/actions.

Over the past five years, this PPD pilot exercise proved to be resilient. It survived five government reshuffles and demonstrated flexibility in its actions. At this stage, though the original project cycle ended, these established PPDs continue to fully function. In the case of the electronics sectoral PPD, it is entirely managed by the private sector and is not even facilitated by the state. Pharmaceuticals being a very technical sector, continues to be supported by donors and involves both the public and private sectors.

To present the rationale behind the establishment of the pharmaceuticals sector PPD, **Ms. Masmoudi** took to the podium. She gave an overview of the sector before the PPD was launched. Human medicine in Tunisia represented a market of 1.78 bn dinars, with an average growth of 15



percent per year. Local manufacturing accounted for 49 percent of the total market in 2013. Around 5000 jobs were provided in this sector and only 6 percent of the production was exported. This obviously represented a serious opportunity for growth.

Benchmarking studies showed that some of the largest exporters had populations of less than 25 million people. As a relatively small country, this was a promising indicator for Tunisia.

The future PPD's mission proved to be a tall order and had to address issues and problems at each of this significant value chain's stages from conception to retail.

The global pharmaceutical sector today is a cost driven market. Plain generics are supplied from China and India to developed countries. Therefore, the only choice for Tunisia was to focus on value added activities, from brand generics to service, distribution and R&D, while moving gradually toward high technologies.

Ms. Fradi intervened at this point to continue the presentation on the local experience in sectoral PPD in pharmaceuticals. She mentioned how the project was organized in three phases similar to what was described above (sector diagnostics and identification of constraints, review of preliminary list of actions and elaboration of sector specific action-plans, establishing implementation mechanisms).

This PPD mechanism was fully a participatory one combining the public and private sectors, represented mainly by ministries and sector associations, as well as academics and business people. Many workshops were held to-date involving various stakeholders with a balanced public and private participation.

The long term “ambition” of this PPD is to turn Tunisia into a:

- 1) country that exports at least as much as it imports pharmaceuticals;
- 2) platform for MENA and Africa attracting multinationals and other investors;
- 3) country at the forefront of R&D;
- 4) country with a clear strategic vision where the public and the private sector mutually commit (a public agency dedicated to this sector);
- 5) country where the human medicines cluster is an industry that created highly skilled jobs.

Workshops and the overall implementation mechanism aim at conceptualizing practical actions. Moderators first run working groups of 10-15 people to: identify constraints, prioritize constraints, generate a list of actions and consolidate results. Plenary sessions then prioritized further the goals and prepared a list of actions. This is done by targeting “quick wins” in the short-term, which are easy to implement with a great impact, and in the long-term, the desired “structural transformations” are targeted in the sector.

The success of this acclaimed PPD can hardly be overestimated. Tunisia is on its way to becoming a regional pharmaceutical hub. Beyond the initial project supported by the World Bank, this PPD platform continues to develop new action plans for the future and has 5 specialized working groups dedicated to:

- Optimization of marketing authorization procedures
- Modernization of pharmaceutical-economic governance
- Effectiveness of the medicines supply system
- Development of clinical and pre-clinical research
- Promotion of foreign demand: export by 2030

Among others, the outcomes of this dialogue consist of a decree issued updating the regulatory framework of clinical trials, the shortening of the MA procedure by 50%, updated medicine registration guideline, participation of the Ministry of Health in the World Economic Forum to promote investment in clinical trials and advisory services given on export development.

Ms. Masmoudi was invited back to the podium to discuss lessons learned from this experience. Enlisting first the main challenges, she mentioned about the need to avoid misconceptions, maintaining good communication to secure the buy-in or actors, setting and respecting deadlines, choosing capable moderators (from either sector) for the workshops, promoting tolerance and

mutual respect among participants and focusing on the general interest instead of individual company interests.

The principal takeaway is that PPD is a win-win mechanism for both the public and private sectors. By working together, actors join forces and develop a common understanding, as well as respond effectively to main constraints, share their experiences and focus on necessary reforms.

According to the speaker, in general, key takeaways and success factors can be summed up as follows:

- PPDs are better organized around clusters and/or value chains
- Carefully weaving fact-based analysis with participatory processes to avoid ready made conclusions while using field experts and rely on champions of change
- Getting things done through PPD requires narrowing down on concrete issues
- Leveraging a convening power (World Bank in pharma) to build trust is key when PPDs are being pioneered
- Dispose of funds along the process to ensure proper facilitation
- To mitigate (political) risks (changes in government and structures) Flexibility with regard to project implementation and Implication of the private sector are essential

The session's moderator concluded the presentation at this point making conclusions about sectoral PPDs in general. He mentioned that the prioritized binding constraints on sector competitiveness could be classified into 3 categories: economy-wide or horizontal constraints, common vertical constraints and cluster or sector specific constraints, the latter being the most specific and most visible.

He went on to describe how the government in Tunisia has adopted this approach and is integrating PPD value chains, or the cluster PPD approach, into four new important World Bank financed investment operations in Tunisia. Furthermore, considering that the mechanisms needed for each are identical, in December 2016, the government took a decision to create a common platform for value chain development to operate across these projects and line ministries. This approach and the new PPD platforms methodology are completely inspired by the pilot PPDs launched by the World Bank.

Looking into the future, Mr. Salheb pondered on several issues regarding further raising the effectiveness of sectoral PPDs. Specifically, he pointed out that financing is a key aspect as it permits the implementation of projects and action plans identified through dialogue. Otherwise,

actors will have to return to the drawing table. Moreover, combining private sector investments with technical capacity and support under one roof allows for a faster growth.

Following this main presentation, the moderator called on **Majdi Hassen**, Executive Director, Institut Arabe des Chefs d'Entreprise (IACE) to present the Tunisian National Business Agenda initiative. Whereas the previous discussion dealt with specific sector PPDs, the purpose of this talk was to present a cross-economy PPD experience.



Mr. Hassen began with introducing National Business Agenda (NBA), which started thanks to a memorandum of understanding that IACE signed with the Tunisian Office of the Presidency, and the country's two most prominent private sector organizations, the UTICA and the Tunisian Union for Agriculture and Fishing (UTAP).

The signatories then formed a Steering Committee made up of IACE, UTICA, UTAP and the Office of the Presidency representatives in order to coordinate NBA efforts and discuss substantive issues. This was specifically designed to use the NBA mechanisms to implement “quick wins” and reduce citizens’ frustration with what they see as government inaction on the economy. NBA’s crucial democratic and civic spirit is preserved through bottom-up consultation, ongoing dialogue, and fact-based advocacy, to drive systemic reform over time.

According to the speaker, the project involves three complementary pillars. In 2016, the NBA published the ALECA Perception Index and the “Carthage Agreement: Economic Priorities of Tunisia”, launched the SOS IJRAAT, elaborated a draft law on remedies, developed a policy paper and a draft law on the status of “auto-entrepreneurs” (sole proprietary business people) and created a synthesis document providing an economic roadmap and proposals for five reforms.

Mr. Hassen reflected on what impact Tunisia’s National Business Agenda had to-date. More specifically, in terms of:

- Pillar 1 on addressing urgent needs, the hotline and case management system was up and running. Each call was logged and coded into a data base, and cases were examined once a month by the Steering Committee, which then passed each case to the appropriate government agency for attention. Examples of cases addressed include:

- A business project blocked for three years with no reason given was finally approved
 - A request for authorization to sell goods, submitted without response for nine months, was resolved the same day as the call;
 - A French business owner operating in Tunisia for 26 years was having extreme difficulties renewing his business license and unable to get clarification about the bottleneck - SOS IJRAAT was able to identify the bureaucratic papers he was missing so he could move the application forward;
 - A businessperson noted incorrect tax tables on the CNSS website, which the Steering Committee worked with the CNSS to correct.
- Pillar 2 on advancing ongoing reforms, the NBA Steering Committee conducted a series of surveys that provided vital private sector feedback to decision makers on Tunisia's most urgent economic issues, and a barometer for policy makers on their overall performance:
 - A survey on ALECA to help policymakers determine their negotiation positions.
 - A survey provided feedback from business leaders on the government's overall progress
 - A survey evaluating the private sector's satisfaction with reforms the government has enacted, the direction of reforms underway or in-progress, and of specific Ministries' performance.
 - The NBA Steering Committee launched what will be an annual tracking survey of businesspeople on the quality of business administration services (QSA).
 - Pillar 3 on driving longer-term reform efforts, an NBA working group was established to focus on the issue of self-employment to first develop a policy paper, and then a draft law. The Steering Committee submitted draft articles to the government administrative tribunal to reform the Right of Appeal process for businesses in Tunisia. It also drafted a document that both sums up work completed and synthesizes all work into a cohesive whole. The first chapter provides an economic reform roadmap as per the feedback received from the private sector in Tunisia thus far. The second presents proposals for five reforms that have not yet been taken up by the government.

The speaker highlighted the success of SOS IJRAAT. The innovative nature of the Tunisian NBA is how it managed to make the private sector input dynamic and constant through the SOS IJRAAT hotline and mobile application. The project has indeed proven to be effective in simplifying

administrative procedures in Tunisia. SOS IJRAAT is a valuable integrity tool he offered. It represents the last resort businesses for who refuse to engage in any act of corruption while dealing with public officials.

This platform has been designed in a comprehensive and transparent manner, which allows callers to monitor the status of their report, the agencies involved, and related documents. IACA's partners in the Presidency of the Government can thus trace the administrative circuit of each case to ensure transparency and accountability.

The speaker concluded by saying that SOS IJRAAT represents a highly innovative form for public-private dialogue in Tunisia. It has the potential to be successfully replicated around the world. He qualified SOS IJRAAT as an innovative PPD.

Following the presentations, Mr. Herzberg took the floor by complementing the speakers for the very rich presentation and grouped questions from the floor into three types.

- 1) The first type pertains to the functioning or organization of PPDs. It is certain that different types of mechanisms can be successfully adopted. Can these dialogues proceed without the facilitation provided by the World Bank? Was there real support from the public sector and who were the champions of the private sector? How did you manage the legal charts of these dialogues? Did you adopt a monitoring and evaluation process? What are the criteria for project selection? Is there a time limit on these dialogues?
- 2) The second type is about the political economy or the environment within which the dialogues developed. How do you choose to develop a sectoral or a national PPD? How does the private sector react when it shifts from lobbying to focusing on issues especially of general interest? How do you manage to create complex structures? Also, if the private sector is already rallied around organizations such as UTIC, does this help sectoral PPDs or not? Do you consider market demand when creating these PPDs or is it simply a question of public policy?
- 3) The third type of question is about disadvantaged populations. How do you integrate and consult them over these processes?

Panelists reflected on these questions overall and provided their feedback to the audience.

Ms. Fradi commenced by stating that the establishment of viable exchanges is key to attaining a successful PPD platform. For this it is important to identify a common ground uniting actors and pursue constructive discussions. In the case of the pharmaceuticals sector PPD in Tunisia, the constructive dialogue that took place among representatives of the public and private sectors was

very important. In this respect, she pondered, the moderators of the dialogue session play a crucial role. Optimally, they should have professional expertise in the matter and be neutral participants in the process. As to the buy-in process, the challenges by the private sector is to get the public sector realize the stakes at hand. She also stated that it is an advantage especially for the public sector having private sector associations of all kinds assuming a representation role, since it needs to communicate and hear the voices of the private sector.

Mr. Salhab weighed in on the idea by the previous panelist that from his experience young people are motivated by the PPD process. He mentioned that now the sector in question is an employer of many youth but this was not the case at the beginning. Therefore, new actors are coming into the dialogue and should be listened to.

Ms. Masmoudi intervened also to highlight the significance of PPD facilitation, such as the role played by the World Bank. Without this role, she said, the pharmaceuticals sector may not have been able to push through this agenda in Tunisia. Going back to the question of lobbying and, from the experience of the pharmaceuticals PPD, at the beginning a total transparency was in place and close to 150 participants gathered for three days to iron out their differences. This conservation resulted in the buy in of common constraints facing the sector. Another issue is that a balanced approach should be adopted in the question of representation within the private sector community. About the limitations for moving forward, the panelists thought that there is a strong dynamic within the PPD and it should move on even without the facilitation role played by the World Bank. She hoped that other players will step in or new mechanisms will be put in place in to support the process. As far the youth, Ms. Masmoudi hope that all the vacant positions today at the Ministry of Health can be filled by young experts who will certain have an exceptional input.

About the structuring approach, Mr. Salheb recounted that the pilot supported by the World Bank had a clear structure in place with a secretariat that documented and organized the effort with various stakeholders. This was an important initially also for handling themes and managing the set-up according to the stated objectives. Even though this effort now is “self-standing” in the way that the mechanism is owned by all actors, it is important to keep a strong secretariat. This is especially tire for the pharmaceuticals sector since solid technical expertise is a key element.

Mr. Hassen began his intervention by outlining the critical elements for a successful PPD from this experience. First of all, there should be an independent facilitator (organization, association) that is not influenced by the specific interests of sector companies. Secondly, a “grassroots approach” should be implemented in order to continuously gauge the pulse of the individual business operators in the economy rather than always replying on selected representatives. Thirdly, technical studies should be carried out by neutral experts with credible knowledge in the relevant areas instead of companies or even university researchers. Studies can then be reviewed by both private and public sector experts.

He added that regarding lobbying for participation, PPD should not be seen by both the public and private sectors as a match that should be won. The idea of a common ground dialogue should exist for PPD to work.

Responding to a specific question on the NBA that was added by the moderator, he outlined the success of the SOS IJRAAT platform in advancing specific policy reforms. Specifically 7 company grievances were elevated and case studies made in order to eliminate issues with administrative hurdles. With this answer the panel discussion was concluded.

WORKSHOP DAY 1 CONCLUSION

Cecilia Sager, Lead Private Sector Specialist, World Bank Group, concluded the day by summing up the main takeaways from the day's sessions.

She mentioned that there were several recurring themes throughout the day that were crystallized especially during the last panel. One of them is the question of securing the political will. It is indeed important not to create a situation where dialogue is top down driven, or the idea is pushed on people, rather than having a dialogue with allot of energy behind it.



Another issue was about the need for flexibility. If, for instance, there are fast changing governments, a flexible organization should be able to adapt to the situation.

The centrality of PPD to the political process is also an interesting issue. The nature of PPD has changed in the last 10-15 years. Whereas before it was looked upon as an “oddity” or innovation, and a way to address specific issues, it is now part of the governing process.

How to find a way to rally stakeholders is another important debate. The pharmaceuticals PPD experience is a tremendous example of choosing an area and pulling facts and data together to make the case for a sectoral approach, instead of simply following trends. PPDs can be developed on a broad level, say labor policy that affect the entire population, or on a very specific level and be quite ambitious. The discussion during the last panel is a good example where not only policy challenges were address but also the government was restructured through the creation of a new agency. The ambition of PPDs has indeed gotten much higher.

The idea to monitor performance and know where you are headed is also very important if PPDs have specific goals they want to achieve. If that broad vision is lacking then it will be very difficult to rally people around. It is important to be able to demonstrate which milestones have been achieved and where dialogue is headed.

“Piloting new ideas and developing new methodologies is essential because there are no uniform solutions to PPDs to apply. Actors have to approach a PPD with an open mind and know what can be achieved in their own business environment while drawing on the lessons of others.”

Lastly, the idea of innovation was explored. Piloting new ideas and developing new methodologies is essential because there are no uniform solutions to PPDs to apply. Actors have to approach a PPD with an open mind and know what can be achieved in their own business environment while drawing on the lessons of others.

With these takeaways, the moderators closed Day 1 at the 9th Public – Private Dialogue Global Workshop.

PART II: WORKSHOP DAY 2 - INCREASING THE EFFECTIVENESS OF PUBLIC-PRIVATE DIALOGUE INITIATIVES ON YOUTH AND INCLUSION

INTRODUCTION TO PUBLIC-PRIVATE DIALOGUE

- *The Public - Private Dialogue is a structural, participatory and inclusive policy making.*
- *The first step is to set fair rules and figure out who are the actors involved.*
- *The second step is to conduct stakeholders' analysis and pull-up socio-economic data.*
- *On that basis, a governance structure may be designed with development intentions and capable to manage policy issues.*
- *Overall, the PPD charter of good practice can be summarized in 13 principles.*

This first session of Day 2 was kicked off with a Debrief from Day 1, participants' expectations for Day 2 and the presentation of the program of the day made by **Benjamin Herzberg**, Program Lead, World Bank Group.

Reacting to comments from the audience, the moderator recognized the need to engage SMEs and the informal sector in this forum on PPDs, especially by securing more participation from private sector companies. He also outlined that results and lessons learned from this PPD workshop will be communicated through the PPD website by posting all case studies and key presentations. Regarding the idea of conducting a PPD benchmarking study, he stressed that though PPDs are very contextual, there are other measures to evaluate results that are being considered.

Following these introductory exchanges, the two main speakers of the session **Lili Sisombat**, Senior Leadership Specialist, WBG and **Anna Kompanek**, Director, Multiregional programs, Center for International Private Enterprise (CIPE) together delivered their presentation on Good Practices in PPD for Youth & Inclusion: Review of Lessons Learned.

The speakers intended their presentation to be “an interactive course on good practices for the creation of effective PPDs.” They began by stating that development challenges should be assessed carefully in order to understand how desired objectives can be obtained in view of the status quo of a



given situation. The design process is naturally important since there are many challenges that a planned activity will face during implementation.

PPD is a structural, participatory and inclusive policy making. “So do we structure it and how do we govern it in order to achieve a goal?” The first step is to set fair rules and figure out who are the actors involved. All, at some point, have to conduct stakeholders analysis and pull-up socio-economic data. On that basis, a governance structure may be designed with development intentions and capable to manage policy issues.

Overall, the PPD charter of good practice can be summed up in 13 principles, which the experts explained in order:

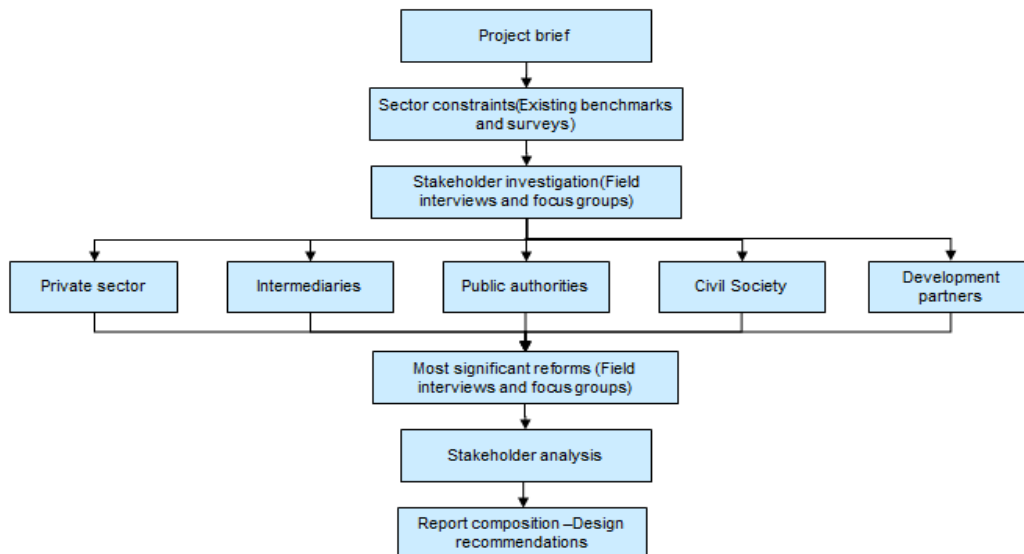
1. Contextual design
2. Open governance process
3. Mandate and institutional alignment
4. Structure and participation
5. Facilitation
6. Champions
7. Outputs
8. Outreach and communications
9. Monitoring and Evaluation
10. Appropriate area and scope
11. Crisis and conflict response
12. Development partners
13. Sustainability

Principle I: Contextual Design

In terms of contextual design, a PPD can take several forms and can take place at various levels within different timeframes: national vs local, economy wide vis a vis sector specific, etc.



PPD DESIGN PROCESS



Principal II: Open Governance Process as a PPD Objective

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

Principal III: Mandate and Institutional Alignment

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

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.

PPDs can be national or community-specific with

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

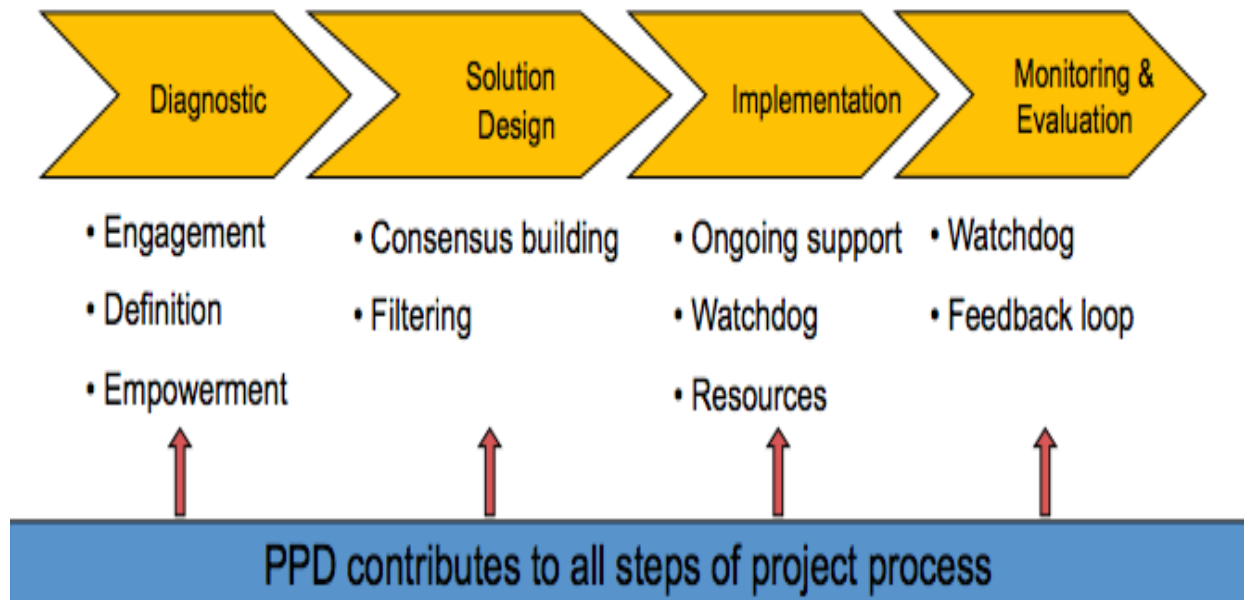
They can also be sector-specific. Sample structures of the PPD process are more elaborate. This has series of steps when a specific reform, idea or proposal goes through organizational filters.

It is important to keep in mind that there is not a single perfect answer to the question "What the structure should be?" It must be adaptable, flexible and under the circumstances of the particular country or of the particular sector. It also has to be inclusive and has to be participatory and where possible it should build on the structures and arrangements that already exist.

The speakers stated that typical structures have, at the base of it all, private sector advocates, associations and government representatives, donors and other participants in a PPD.

Then certain issues that need to be addressed through dialogue are handled through working groups coordinated by the Secretariat of the steering committee. It is always a challenge to balance two principals: one is the structure and the other one is participation.

Structured dialogue → Workable Projects → Projects that work



Numbers always stir debates: how many people should participate in the steering committee and how many should be in a particular working group? Etc. It is always a challenge to have as many voices as possible though it reaches a point or a level where the sizes are not really workable to advance issues anymore. So every PPD has to figure out what is the right size and what is the right structure for it.

The speakers gave an example of how through the right structure quite encouraging results for participation of women in business happen. In Nepal, the Federation of Women Associations (AFTAN) has become stronger and was able to expand two more regional chapters since inception in order to be more representative. Overall, AFTAN has been quite successful in securing participation. It formulated an advocacy agenda with chambers of commerce and based its agenda on sectors such as agri-business, access to credit, etc.. It was also able to constructively enrich PPDs such as the Nepal Business Forum. In the Philippines, for instance, the focus is on access to resources in particular. “Not every PPD is national in scope. You can have a smaller community, specific like this one,” cautioned the speakers.

So, issues are very important for particular communities. There are also sectoral specific PPDs. Chile is a good example. It is a key study of how co-sectoral PPDs evolve overtime since there is a

chance to examine a pretty new industry from inception, how it develops and how the PPD run sector developed overtime as well.

An interactive activity was then undertaken with participants who were asked how their PPD initiatives look like, i.e. steering committee, secretariat, working groups structure and work organization.

Principle V: Facilitation

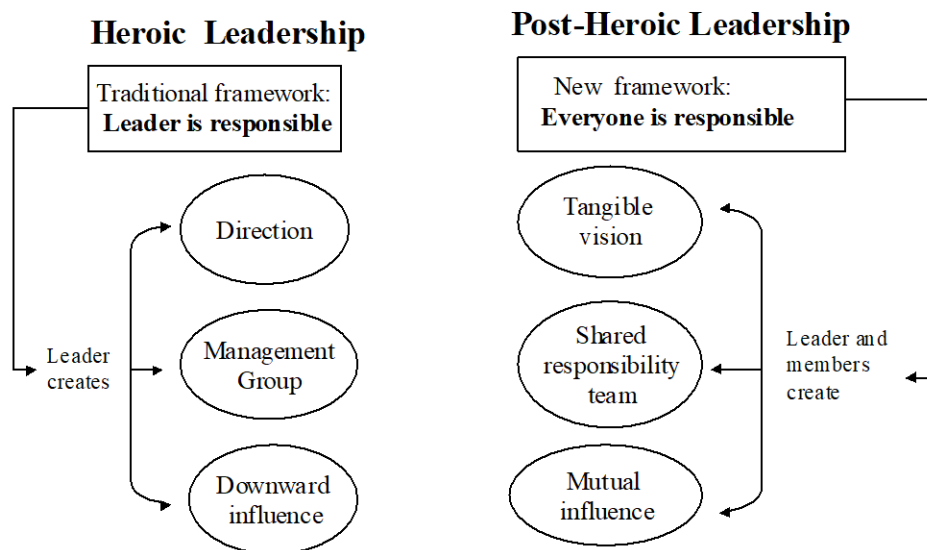
In terms of facilitation, the PPD process needs to be facilitated professionally with dedicated people and resources. “Only efficiently managed PPDs, across all aspects of the dialogue process, can deliver results,” mentioned the speakers.

Principle VI: Champions

Speakers then continued presentation and described the role of champions in the dialogue process. The champions are the engines of PPD, the ones who keep pushing for involvement of the parties over the long run. They stated that it is of immense importance to have champions in the process. Another important component for successful PPDs is the leadership. That is, mobilizing stakeholders to do adaptive work and work on enhancing public value. Mobilization represents four aspects: motivation, organization, orientation and attention focusing stages.

Heroic vs. post heroic leadership

(Bradford & Cohen, 1998)



The audience was engaged in a discussion on the issue of who the champions are. Some of the participants expressed their opinion and discussed their experiences. A representative from Moldovan suggested that the champion is the one who pursues things through, for example, to the government or other state authorities. It was also suggested that the leadership of the PPD is the one mobilizing stakeholders. Then the social function of authority was highlighted suggesting that it includes: direction and sense of purpose, protection and order, which in its turn includes roles and responsibilities, conflict resolution mechanism and norms.

Principle VII: Outputs

Outputs were presented as taking the shape of structure and process outputs as well as analytical outputs. An action plan template was being introduced, as well as many PPD evaluation sheets which are available on the PPD website www.publicprivatedialogue.org.

Principle VIII: Outreach and Communications

About outreach and communication, it is the enabling communication of a shared vision and understanding through the development of a common language, which is essential for building trust among stakeholders and keeping them engaged.

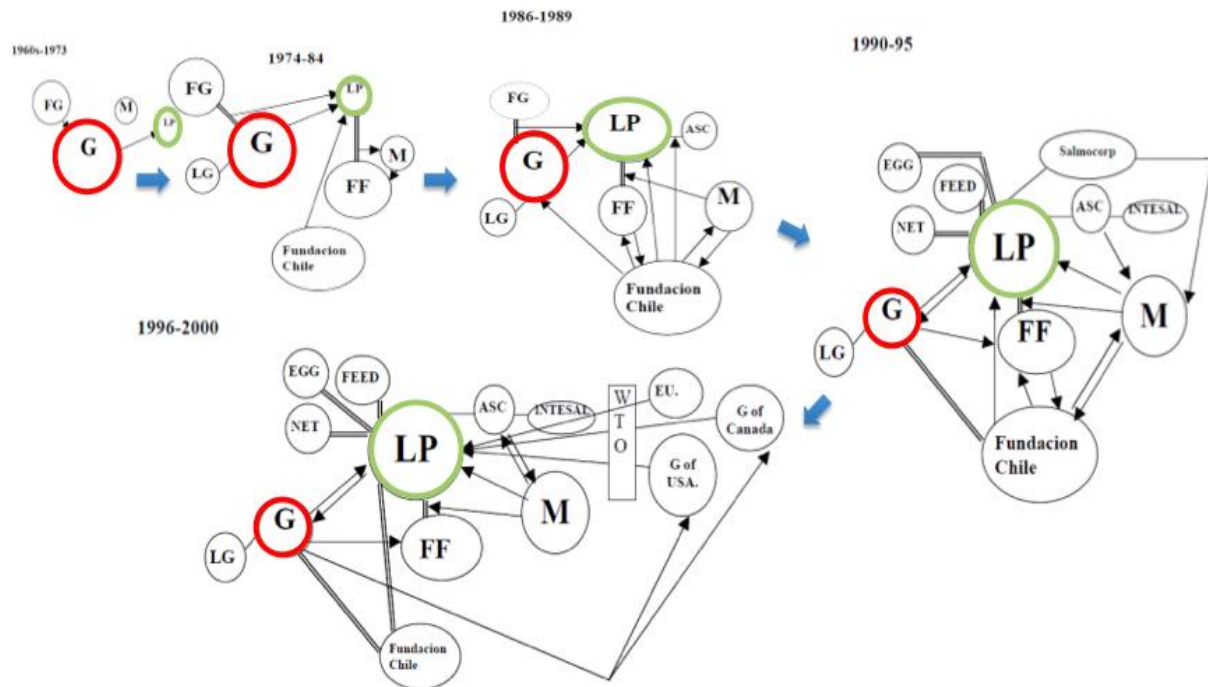
Principle IX: Monitoring and Evaluation

As to monitoring and evaluation, the speakers stated that both are effective and essential tools to manage the PPD process and to demonstrate its purpose, performance and impact.

Principle X: Appropriate Area and Scope

The different types of PPDs were also illustrated. The presenters mentioned that PPDs can be happening on the international level or they can be focusing on the sub-national level, in smaller jurisdictions, and yet those smaller PPDs or local ones should be coordinated and integrated into the large international processes in place.

SECTOR-SPECIFIC

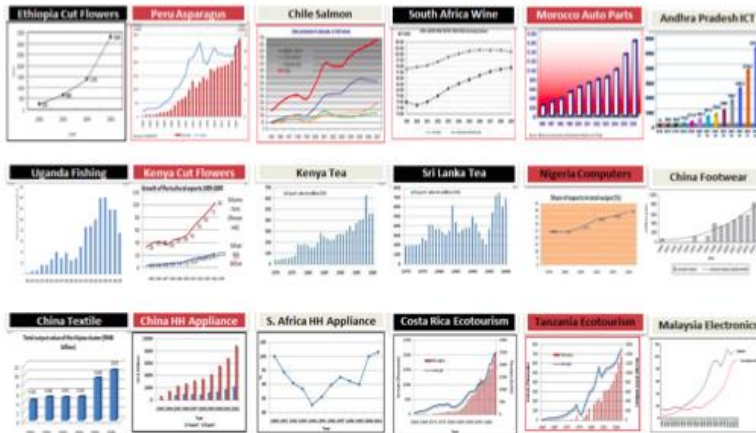


As examples of sectoral PPDs, the rose farming in Ethiopia, the business outsourcing in India and the asparagus farming in Peru were discussed.

Another example was also illustrated. The port of Barcelona in the early '90s was underdeveloped and unable to handle the cruise industry. However, the local government and community recognized the potential of the business and took action. Now the city has 5 million passengers every year visiting.

Speakers then elaborated on the sector growth through PPDs stating that though specific PPDs are fine, the agenda of activities and implementation schedule and responsible parties should be carefully planned and considered.

SECTOR GROWTH THROUGH PPD



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

Principle XI: Conflict Solving

Speakers mentioned how PPD is particularly valuable in crisis, conflict and fragile environments to mitigate entrenched interests and rebuild trust. The example of UTICA was presented, which won the Nobel Prize for playing such a conflict resolution role in Tunisia.

Principle XII: Development Partners

Speakers also elaborated how PPD 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.

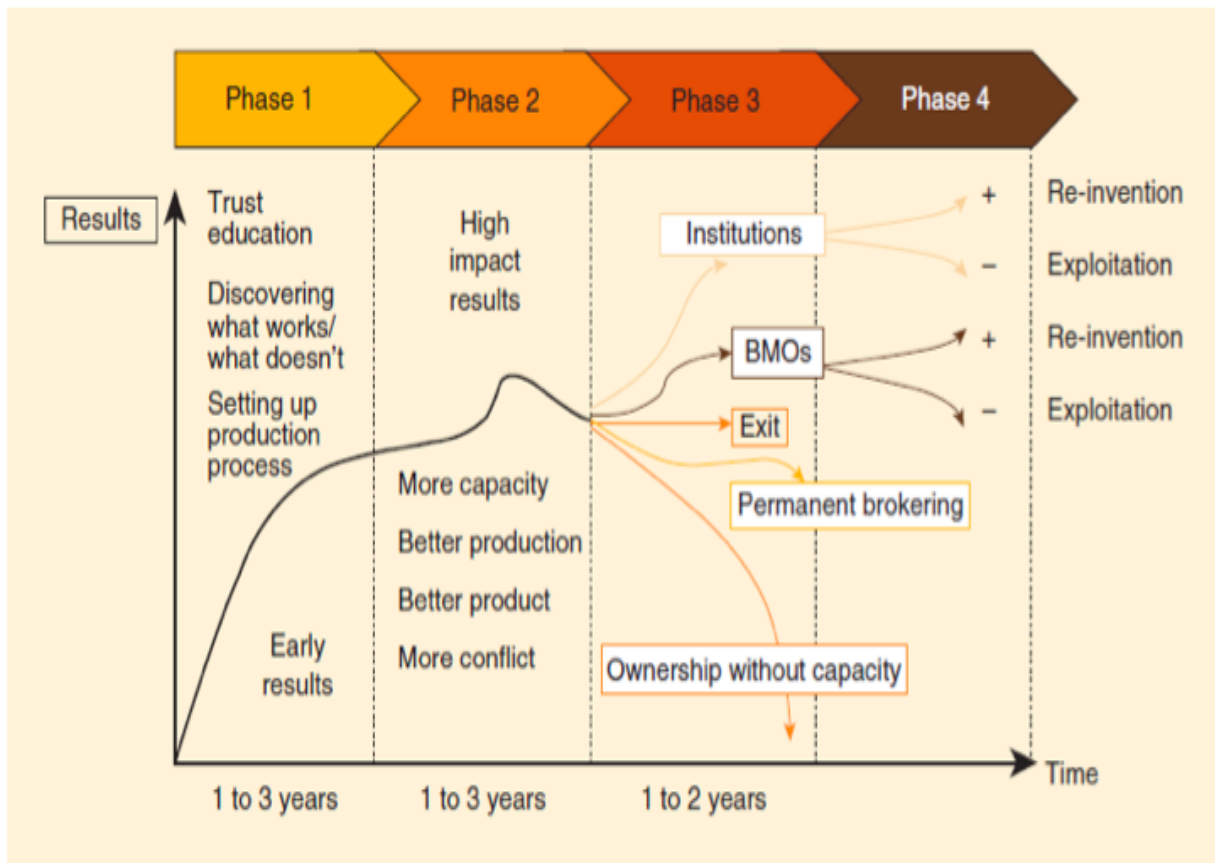
Principle XIII: Sustainability

As to sustainability, the speakers mentioned that it refers to the transfer of operations, management or financing of a PPD by a development partner to local institutions. They mentioned that achieving sustainability is a challenge for a PPD and requires the commitment of all PPD actors. Then the life cycle of PPD is presented which consists of 3 phases:

Phase 1: Setting-up the PPD and its secretariat (1-3 years)

Phase 2: The high-impact-results stage (1-3 years)

Phase 3: Exit (1-2 years)



The speakers continued with the lengthy presentation and took questions from the floor before concluding their keynote presentation.

INTERACTIVE ACTIVITY

Setting-up a PPD in 87 minutes: The Literavia Case Study

- *The case study interactive activity aimed at simulating a PPD exercise in an imaginary state Literavia.*
- *It aimed at supporting the objective of the workshop to improve knowledge and skills necessary to effectively manage public-private dialogue.*
- *Participants were assigned roles to play in setting up a Public-Private Dialogue in 87 minutes.*

Through a PowerPoint presentation, Benjamin Herzberg, Program Lead, WBG, introduced the simulation activity to the audience. He mentioned that there is only a limited time to carry out this interactive activity. Literavia “only exists in a fantasy world” and it is bordered by another imaginary country where a civil war erupted and refugees are flooding in from there. There is a dialogue process about to take place.

The moderator circulated documents outlining the role of each participant in the dialogue and introduced the attendees how the activity will be organized and its rules.

He started his presentation by elaborating that according to the fictional story the Literavian government has agreed to engage in a public-private dialogue in 2017 – prior to the 2018 elections – in order to increase the country’s competitiveness and to foster foreign investments. With



support from developing partners, e.g. the World Bank, the government has issued TORs and invited foreign consulting firms to bid for the assignment of designing the PPD, taking into consideration specificities of the local environment. Four firms have been pre-selected

and have been asked to deliver a preliminary report on the set-up of the Literavian Business Forum. The consultants are in the country and are meeting the stakeholders today for a first round of consultations. The consultants are expected to deliver their preliminary PPD design later in the

day. Stakeholders will vote on the most appropriate design and select the best firm during a plenary voting session.

There are a total of 13 groups in this exercise:

Consulting Companies

- Paris Creativity & Associates
- Developing Markets Group
- Robert Jones International
- Competitiveness Partnership Architects

Government

- Prime Minister Office
- Minister of Commerce and Industry
- Investment Promotion Agency

Private sector

- Large foreign investor
- Small business
- Informal sector

Development Partners & Civil Society

- World Bank
- Private Sector Development Working Group (bi-lateral agencies)
- NGO Youth Forum for Democracy



Participants were given the following timeline to respect (87 minutes):

- 5 minutes: Read the case study
- 2 minutes: Open their secret letter, their roles and join their respective groups
- 10 minutes: Discuss within their groups their identity, objectives, select a design methodology, discuss their stakeholder position
- 25 minutes: Consulting companies visit stakeholders, stakeholders can speak to each other
- 15 minutes: Consulting companies prepare their presentations, stakeholders prepare their statements
- 30 minutes for presentations and general assembly's vote

Therefore, consultants have to engage in talks with stakeholders in the country prior to conceptualizing their approach and making presentations.

The main PPD set-up topics that participants should address were:

- Mandate
- Institutional Alignment

- Sectors and priority working groups
- Consultation, participation and outreach
- Secretariat structure and staffing
- Indicators of success for different types of population
- Reform agenda for year 1
- Communication

Following the presentation, the facilitator instructed participants to read the text for five minutes and then open their own envelopes. The information contained represented a secret agenda or “particular interest to defend” for each party to the dialogue.

After forming groups, each was asked to discuss objectives and an approach for designing a methodology for a PPD. Group names were posted on the walls to facilitate finding each other. The groups were named:

- 1) Development partners and civil society (World Bank)
- 2) Development partners and civil society (Youth Forum for Democracy NGO)
- 3) Private sector (small business)
- 4) Private sector (large foreign investors)
- 5) Private sector (informal sector)
- 6) Consulting companies (Robert Jones Int'l)
- 7) Consulting companies (developing markets group)
- 8) Consulting companies (Paris Creativity and Associates)
- 9) Consulting companies (Competitiveness Partnership Architects)

Following the time permitted for internal discussions, Mr. Herzberg then invited the actors of this case to come on stage and to take their seats and begin the presentations, or “Business Forum chaired by the prime minister of Literavia.”



The dialogue took place thereafter when the facilitator called the representatives of the small business associations, large international investors, the representatives of the World Bank, the foreign investment agency, as well as the minister of commerce and industry, the prime-minister and the president of this imaginary country.

The discussions started with the Prime Minister who stressed government’s openness for mutual discussions and how it regards PPD as being a commitment. He also pointed to government commitment to attract FDI through measures such as tax incentives. This was followed by the presentations of the various consulting groups. The Paris associates presented a pilot project gravitating around the economic situation with a focus on the capital city. The targets were a better business climate, and fostering women and youth employment. Also, many objectives were mentioned, including fiscal and law reform, tackling anti-corruption and empowering civil society. To these proposal the minister of commerce and industry was critical saying that they ignored the people and the countryside. He also objected to the approach of imposing the ideas of the consulting group, saying that what his country needed was rather the support of the group. On their turn, the small business association objected also on the proposals, saying that the proposals should focus on SMEs for the sake of job creation. The foreign investment agency also affirmed the need to engage SMEs, by, for instance, enhancing SMEs’ skills.

The second proposal was presented by the Developing Market Group. They stressed on institutional alignment accounting for sectorial level problems. They also pointed out the need to account for immigrants, women and the youth. Generally speaking, their proposal was not clear, as the representative of Large Investors International commented.

The Robert Jones International's proposal focused more on agriculture. They suggested accounting for all stakeholders for the sake of creating more employment, with their proposal calling for providing training in rural areas, and taking account of the much vulnerable places of the country.

The Competitiveness Partnership Architects presented themselves as having experience in PPD. Their representative stressed on the need for the existence of the Prime Minister's will as well as stakeholders for the PPD to succeed. Also it was important, according to her, that the PPD would include 5 experts from 5 distinct sectors. As she was proceeding on elaborating the details of her proposal, she got interrupted by the Minister of Commerce and Industry saying that advisors should not lecture them about what the country needs.

An open discussion then ensued among the representatives of the different groups. Among the ideas uttered were very interesting ones. One was that we shouldn't impose PPD. It was clear that dialogue is hard and is faced usually by resistance. Rather than being a genuine initiative stemming from a country, the PPD could be just a fulfilment of an obligation imposed by the World Bank. An autocratic regime could simply neglect all what was being discussed in a PPD. There was also a comment that probably the Prime Minister was not the right person to lead the PPD process. There was also a suggestion that there are things that can't be effectively structured or grouped in the workshop.

EXCERPTS FROM THE SIMULATED DIALOGUE

Prime Minister -- First I would like to congratulate all the participant parties of our country for the involvement in the public and private dialogue. The government that I am running is very open to dialogue and discussions, that is why I am honored to be here, to conduct this session. Before the creation of our National Assembly we have established a PPD framework.. It's a serious engagement for the Government and we have been involved in the process of dialogue form the beginning. You have listened to the presentation of these cabinets. We have insisted that both the international stakeholders and the local ones should be present so that you would be able to share your knowledge and skills in a participatory way.

Consultant 1 -- I am happy to be here and present you our report and to help your country in the pursuit of development and improvement. We specialize in urban competitiveness and aim to

improve it by improving economic competitiveness in general. Comparing to your neighbors your country has been relatively stable 'till now with a more stable economy, but nowadays it is facing more and more difficulties. In this context among other means you have chosen PPD for finding new possibilities of growth. The PPD that we are offering is related to our specialization, urban competitiveness. We are proposing to launch a pilot project in the capital city. This pilot project would be focused on an important element, in your case an economic and political element. As a major element we have the development of the private sector, the reinforcement of its capacities, as well as the capacities of different institutions and civil society. We will also help you improve the business environment. The promotion of the employment of youth and women and entrepreneurship will be a major subject in our PPD. So the structure of our PPD is constituted by a Steering Committee, a Secretariat including numerous working groups (female entrepreneurship working group, youth employment promotion working group, a group working on fiscal reforms, reforms of Labor Law, private sector capacity reinforcement working group, transparency and anticorruption working group, civil society development working group). During consultation you have had a discussion with the representatives of the private sector, who are ready to collaborate and we have met also with the representatives of World Bank who are ready to get involved via contributions. A working group has been chosen in such a way, that among the beneficiaries all the participant parties could be included, especially in the process of fiscal reforms and reforms of Labor Law, the beneficiary of which is the informal sector, we plan to involve a little more than the private sector. This will also contribute to the improvement of business environment and attract foreign investors. This is our proposal.

Prime Minister – I've listened to your proposal and my head says yes but my heart says no, because my heart is with people of this country. I think you ignore the fact that the population is so small in urban areas. I don't think that you pay attention to these areas, to small business. There are some elements in your proposal that we like, but overall it makes me nervous. We think you have your own ideas to impose on us. We don't need your ideas, we need your facilitation, your listening skills to find out what our country needs. And I can find some other group who is a little bit more interested in what our country wants to do, instead of what you think we should do. I would probably vote for them. I think we can find a domestic group which can invert with one of our agencies right here. We can probably do a greater job for our country.

Head of Investment Promotion Agency -- I would just like to state that PPD platform should always try to engage the existing infrastructure that you have in the country. So why don't we use what we already have here, and we, myself I am head of Investment Promotion Agency and looking at FDIs as direct investment in the country. I believe that we can already stick to this and we can earn some results. This forum can bring a know-how and higher technology here. If we enhance these opportunities we can earn more money, we can have more jobs. That's my opinion.

The President – Thank you. FDIs are part of our hearts and we as I said engage larger consultations amongst stakeholders to design and develop tax incentives, facilities. Let’s hear from others.

The facilitator now calls another consulting group to make its presentation.

Consultant 2 -- Our group thanks the prime minister and the ministers for the opportunity to work on a PPD together. In the difficult environment that your country is in, we present our proposal, which consists of three parts. This whole dialogue is constructed around sectoral problems that your country is facing and it is the ministry of commerce that will have the power to pilot all these reforms.

Prime Minister – Do you have any specific suggestion concerning the agricultural sector.

Consultant 2 -- It will be better if in your government you had a pilot including numerous programs. Even if questions concerning specific sectors arose you could use this pilot for all the sectors, regardless of the fact it's agriculture or tourism.

Prime Minister -- According to your PPD my cabinet will need a lot of officials to manage dialogues in all sectors, but we do not have the space and the capacity to maintain many positions though the dialogue should be managed from the government.

Consultant -- Discussions and debates that we had were not only with government members, but also with the civil society and participant parties of private sector. And the issue of exclusion of youth and women should also be addressed. Beside the sectoral problems, beside the thematic problems, this problem of representation of youth, women and refugees should also be included in the PPD frames.

Participant -- I would like to say something about the women, the refugees and the youth in general (as the youth can be women and refugees). I would like to make sure that necessary attention is paid to this problem, as it is very important to have the necessary environment so everyone can advance and move forward. I am also available to contribute to the work in this category, as unfortunately till now it is very marginalized.

Conclusive Remarks by the facilitator Thank you, I think that this exercise has shown 3 things. First, that we have a case of a government, a dysfunctional dictatorship, and second that we cannot implement a PPD without a consensual base, and third, nevertheless, we need structural elements. This means the dialogue should be structural and participative. The accumulation of these three elements gives us the idea of the dialogue.

Following the debate, Mr. Herzberg asked the participants if this scenario was realistic. Participants thought that government interests were very common. Also, that some proposals were based on best practice and related to real assessments of reform cases (including those on

youth, refugees and women). Overall, participants found it interesting that the case study is based on realities from different places and resembles situations they face in their countries within their PPD initiatives.

“It is very important to do the stakeholder analysis before one goes from one group to another and begin the process of understanding each other. Understanding where other parties are coming from and try to anticipate their interests and agenda will help the other party to position itself in a right way. This approach may seem lengthy, but it is very crucial since understanding a stakeholder is key for conducting a successful dialogue.”



“You’re trying to bring objective views, you bring international consultants, but you realize there’s no objectivity, because everybody looks at dialogue from their local perspectives. Unless an effort is made to understand the counterparts’ perspectives it will be very difficult to build a constructive dialogue,” stated one of the participants.

The facilitator concluded by saying that, in general, it is very important to do the stakeholder analysis before one goes from one group to another and begin the process of understanding each other. Therefore, understanding where other parties are coming from and try to anticipate their interests and agenda will help the other party to position itself in a right way. This approach may seem lengthy, but it is very crucial since understanding a stakeholder is key for conducting a successful dialogue. Furthermore, it may also indicate solutions that can prevent specific groups working against dialogue.





CASE STUDIES ON HOW PPDs TARGET OR LEVERAGE YOUTH AND DISENFRANCHISED CONSTITUENTS TO ADDRESS EMPLOYMENT CONSTRAINTS

- *Six case studies on how PPDs target or leverage youth and disenfranchised constituents were presented.*
- *Practitioners from Iran and Senegal presented PPDs for inclusive growth.*
- *Practitioners from Nigeria and Tunis discussed PPDs using youths as agents of change.*
- *Practitioners from Egypt and Armenia showcased industry-focused PPDs with a gender dimension.*

Benjamin Herzberg, Program Lead, WBG, made an overall introduction to cases studies session on how PPDs target or leverage youth and disenfranchised constituents to address employment constraints. “We saw how PPD works in fiction thanks to the Literavia exercise held, now we are going to see what is it in reality,” told Herzberg.

Three parallel sessions showcasing 2 country case studies each took place. Each case study was presented through a 20 minutes PowerPoint presentation, followed by 40 minutes of moderated discussion with participants.

The organizers had decided that the first session was to be interpreted, while the second and third ones were not to be interpreted simultaneously. The first session was moderated by Mr. Herzberg himself. The second session was led by Mattias Lundberg, Program Manager, Youth and Jobs, WBG, one of the leading experts in youth matters, while the third session was led by Anna Kompanek, Director, Multiregional programs, CIPE.

Parallel Session 1: PPDs for Inclusive Growth

This session was moderated by Benjamin Herzberg, Program Lead, WBG. The cases of Iran and Senegal were presented.

Case Study 1: Iran Public Private Dialogue Council

Ali Chagharvand, Business Research Manager, Iran Chamber of Commerce, Iran Public Private Dialogue Council (PPDC), presented facts on the establishment of the PPDC, its structure, the achievements and the challenges of the PPDC.

The PPDC became permanent by law in 2011. It is reflected in two different laws:

- 1) *The Fifth Year Development Plan of Iran (Article 75)* founding the PPD platform
- 2) *Law for the Continuous Improvement of Business Environment (Article 2, 3 and 11)* obliging the government to take into account the opinions of chambers and other economic formations and invite them to decision-making sessions

The PPDC secretariat was established under the Iran Chamber of Commerce, Industries, Mines and Agriculture (ICCIMA) and has 26 members:

- 6 ministers
- 1 president deputy
- 2 deputies of judiciary
- 4 parliament members
- Chairman of CBI
- Tehran Mayor
- 3 Presidents of Iran Chambers
- 8 CEO of private companies

The objective of the Council is to identify and remove business barriers, facilitate economic activities, improve labor relations, influence laws and regulations in a business conducive direction and propose administrative recommendations and solutions to incumbent authorities. A mandate of PPDC is also to upgrade skills and entrepreneurship in order to promote youth employment.

The PPDC meets monthly and has since its beginning in 2011 executed 66 meetings and reached 197 decisions. The main achievements of the Council include improved tax cases, more attention to the cases of worker-employer relations, improvement of the banking system to facilitate the granting of loans to SMEs, and the obligation of the government to consult economic entities before codifying a regulation. The government is obliged to take into consideration the recommendations from the Council within 30 days.

One question from the audience challenged the degree to which the private sector is actually participating in the decision-making process. Ali Chagharvand underlined the fact that the PPDC is traditionally an advisory body and not a decision-making body. However, it is moving towards being a decision-making body. This transformation is a challenge that is sought addressed by ensuring evidence-based arguments through thorough research qualifying the Council's decisions.

An important take-away from the case of Iran and the PPDC is to always keep in mind the circumstances under which a PPD operates and that these, when difficult, will influence the scope, structure, results and functioning in general of a PPD platform.

Case Study 2: Senegal PPD on the first Reform of the General Tax Code

The case of Senegal was presented by Ousmane Sy Ndiaye, Executive Director of the Union Nationale des Commerçants et Industriels du Sénégal (UNACOIS) and focused on the tax reform “1ère Grande Réforme du Code Général des Impôts du Sénégal” (CGI) in 2012-2013.

First, Ousmane Sy Ndiaye introduced the structure, the role and the activities of UNACOIS. The UNACOIS is a national business association created in 1990 representing more than 70,000 members from the formal and informal sector. UNACOIS engages in public-private dialogue on a regular basis, in different forums and on various subjects. It is, for example, represented in three national public institutions and five semi-public institutions.

UNACOIS has two nationally representative units specially dedicated to women and youth related issues. The role of these units is to voice these often marginalized groups and ensure they are taken into account in all of UNACOIS’ public-private dialogue programs.

Secondly, Ousmane Sy Ndiaye continued to the specific case on the public-private dialogue that UNACOIS has been conducting with the Senegalese government on a new tax reform. The goal of UNACOIS was to ease the tax burdens on small and medium-sized enterprises (SMEs).

It was underlined that this PPD was conducted during a difficult period in Senegal: a change in the political regime in 2012, a highly challenged economy with strong inflation, negative economic growth and high unemployment. On the positive side, this gave occasion to develop a new legal and fiscal framework, including a tax reform. UNACOIS thus embarked the PPD with the government to address the need to rationalize the very fragmented fiscal system, enlarge the tax base, and modernize the tax administration.

The dialogue on the tax reform was formalized in an institutional PPD set-up structuring the process. The result was the adoption of a new tax code including all of UNACOIS’ recommendations. The new reform meant a more streamlined tax code for SMEs with tax levels more proportional to their profit margins. It also contributed to formalizing the Senegalese economy because of the more SME friendly tax conditions. In turn, this helped enlarge the government’s tax base and revenue. The tax reform also resulted in fewer conflicts between small informal companies and the local authorities, as the companies were now able to comply with the tax rules.

On a longer term, the successful results of the tax reform dialogue led to the establishment of a mechanism for regular and on-going public-private dialogue between UNACOIS and the government on issues related to SMEs, economic development and food security.

Some of the central learnings from UNACOIS’s PPD experience include the importance of transparency as a prerequisite for trust-building, the importance of agreeing on a set of rules and

the objective of the PPD acceptable to all parties involved, and the importance of including the informal sector in order to ensure economic and inclusive growth.

In conclusion, the Senegalese case show-cased the importance of taking sufficient time to develop proper policy advocacy and adapt to the specific context in order to reach durable results. Benjamin Herzberg from the World Bank Group thus concluded the session by emphasizing that “the best shortcut in life is the longest one”.

Parallel Session 2: PPDs Using Youth as Agents of Change

This session was moderated by **Mattias Lundberg**, Program Manager, Youth and Jobs, WBG. The cases of Nigeria and Tunisia were presented.

The moderator began by expressing his annoyance with the age groups represented at the room and how it reflects the PPD processes outside. “How many are under the age of 30?” he exclaimed and counted only about five participants. “I think it’s not unique to this workshop that disenfranchised people are talking about enfranchised people, this happens all the time,” he said.

We should not listen to young people only because they are young, Mr. Lundberg contended. According to him there is no virtue in being young and there is no virtue in being old. It doesn’t immediately give wisdom, grace or knowledge. “It’s not because you are young and dynamic, have ideas and have a voice, and have things to achieve, is why we listen to young people, just because they are young.”

We should all come to the reason why young people are active, why they should be active and why we should work with young people. He added that we should think about what young people can achieve and do achieve, and how we need to work with them. So, how can we work with young people? How can we catch up with them?

In this case, in this space, there is a lot of talk about things we should do for young people, to provide them with economic opportunities and access to services. Also we need to involve them in the process more than we do and engage them as “drivers of policy, as implementers of policy, as providers of services” rather than just consumers.

Following the moderator’s remarks, speakers were invited to make their presentations.

Case Study 3: Nigeria Economic Summit Group

The third case study was presented by **Oluwatayo David Aduloju**, Sr. Fellow, Public Policy And Institutional Development, Nigerian Economic Summit Group (NESG).

He started his speech by recounting the story of the Nigerian Economic Summit Group, which accentuates the fact that “we do not call young people to the conversation, we do not engage young people in the conversation and, hence, we come up with situations that really do not resonate with that generation.”

The NESG was created 24 years ago. It was not created by young people and indeed all the founders today are almost retired. So the generation that created this opportunity to dialogue with government is gone.

The speaker said that several years ago they realized there is a crisis as conversations were held by old people. At the onset in 1993, times were difficult time for the youth to have any conversation. The government was run by a dictator and the environment was not at all favorable to anyone having any kind of conversation. So, some experts, businessmen and civil society leaders decided that the thing to do, at least, is to attempt to start a dialogue with the dictator at that time. This was obviously risky though luckily the government was receptive.

Gradually in 1996, the government (or the dictator) asked for a ten-year plan, which then became the first national economic strategy put in place. That exercise provided the program, which formed the basis for NESG’s activities for years.

Every year, since the, the Nigeria Economic Summit is held and it helped respond to national challenges of the moment and define the facts. According to the speaker: “The first thing we learned by speaking to the government is to keep all the politics out and bring all the facts in and then



have a discussion.” This was easier than just discussing facts and hoping that they will lead to some type of solution. This was their problem-solving model.

This very basic framework for dialogue, not as sophisticated as the PPD principles outlined during this workshop, he added, maintained a discussion for over 23 years and made some incredible progress with results.

The new generation now understands the processes that are going on. At that time they did not realize the impact of this process on change because they were not engaged, not active and not a partner in that process. In 2013, the first attempt was made to get the youth involved in the agriculture sector dialogue. A big chunk of this discussion consists of job creation.

The youth’s involvement continued in 2014 in the education sector. “Now we have to listen to the young people because they are educated,” said Mr. Aduloju. For the first time in 21 years, forums and break-up sessions are full of young people, giving feedback, for the first time in many decades, about what kind of education they want , how they want to be taught and what education means to them.

This was a powerful narrative that truly shaped how NESG experienced the engagement of the youth. In 2015 there were elections in Nigeria. What to do with all the youth energy? This is the key issue and for the first time NESG encouraged the youth to use social media in order to promote clusters of conversations about what really mattered. “We used them as basis to evaluate which candidate they would vote for. They didn’t want to vote because for the last 16 years if you went to school, and you were an educated person in Nigeria, your view is politics is something you do not want to get involved with.”

A couple of young leaders were chosen and they formed groups and engaged them into elections in 2015. They especially aimed to activate social media conversations about Nigerian issues. With these young leaders, young people literally policed polling points. They took pictures, uploaded photos and used that to drive more accountable elections, which by all standards, including international observers’ were one of the fairest elections in their history.

Mr. Aduloju stated that the main question in Nigeria is how to hold the government accountable for its actions after elections. Also there is a “dilemma”: Does one create youth groups across the board or build youth engagement into each of the policy issues? At this stage, NESG opted for the second option. It decided to recruit young people in the PPD process by default, so that in every thematic working group the youth’s input is guaranteed.

NESG now has 10 policy commissions, each focusing on one thematic area, such as agriculture, food security, energy, government, health, education, youth development, science and

technology. The youth are represented in all issues of interest to them. There is no separate youth program, rather it is integrated in all programs.

Following the 2015 PPD Conference in Copenhagen, NESG restructured its policies to match the PPD framework. Today, the organization is led by the private sector and it adopted a boarder policy framework in its 10 commissions. Some committee members are youth and there is a a working committee that focuses on three thematic projects every year. Each policy commission has two co-chairs, a facilitator, a consultant and an anchor. The anchor is always a young person in 99% of cases, the idea being to get to the heart of the conversation across any thematic area.

Commission membership, aside from the core group, is as much as a hundred people. “One of the great benefits of coming to these workshops is that we leave with new ideas to go execute and then we see how it works.” Policy commissions focus on programs and chose their own projects.

Many assume young people don’t know much about policy. This should only mean that they need to be taught beginning with what is the PPD. Cases from knowledge management websites are presented to them. They learn about the principles of PPD as a tool for the government, as well as a platform for social engagement and culture change. One of the challenges is that in African countries like Nigeria there are culturally diverse stakeholders speaking diverse languages. This aspect was built into the curriculum, which covers PPD, how the Nigerian government works, how policies are made, how legislation is approved. If young people want really be part of real change, beyond getting on the streets and shouting, they have to be able to engage in the vital processes that transform dialogues and recommendations into solid actions delivering solid results.

The speaker then gave some examples of what NESG has achieved. In 2016, it sought feedback from the youth on the economic crisis situation. Then, it organized a round table on legal reforms and successfully promoted 2 new laws(14 others are pending).

According to him, the basic problem to be solved is unemployment. NESG noticed that most policy proposals affecting jobs are waiting for the President to approve, so it decided to create a job creation plan and take it to the President.

One of the biggest challenges is the unstable situation in the North East with the Boko Haram related crisis. In response, a PPD mechanism was undertaken. There was an estimate that 7 million people were affected including 2.4 m youth. They made up private sector group to coordinate resources in a more structured form to ensure that people’s greatest needs are met. Therefore, NESG is partnering with private sector actors to create instruments for the “Refugee Economy”, as it is called, to provide opportunities to those affected.

The speaker concluded his presentation by outlining what mechanisms are adopted to put in place a dialogue mechanism. In summary, he stated that their organization is an “economy wide” PPD agent.

Case Study 4: Tunisia International Research and Exchanges Board

The fourth case study was presented by **Ashley Noia**, Country Director for Tunisia, International Research and Exchanges Board (IREX).

She began with reminding that IREX is an international NGO that implements programs all over the world. The organization’s mission is to build a more just, prosperous, and inclusive world by empowering youth, cultivating leaders, strengthening institutions, and extending access to quality education and information. IREX is nongovernmental, apolitical, non-profit and committed to collaboration.

The speaker recounted her experience of 3 years working in Tunisia. She started with an initiative working on business development issues and moved specifically to youth programs. “The basis of my work is working with youth in Tunisia,” she stated.

Referring to young beneficiaries as Agents of Change, she said that the challenge is how to help the youth have a better future through jobs and economic development opportunities.

The IREX project was born after the Tunisian revolution, out of dialogue between the governments of Tunisia and the US on how to assist Tunisia’s economic growth in a long term and sustainable way.



The result was a scholarship program called the Thomas Jefferson Scholarship Program (TJSP), which is funded by the US Department of State, Education & Cultural Affairs Bureau and implemented by IREX. Recognizing that local educational system, two programs were established under this initiative: The Tunisia Undergraduate Scholarship Program and the Tunisia Community College Scholarship Program.

The TJSP consist of a one year international cultural and academic exchange program in the US. Basically, students go on a study tour all across the US, from California to Iowa to New York to Louisiana. In Tunisia, most of

scholarships are in the ICT, engineering, business and (some) humanity areas.

This is not just a scholarship program. The main purpose, which is reflected in the application process, how will students benefit their communities once back in Tunisia. The application process entails also interviews. “If you can’t articulate what this opportunity is going to do for you, you are not the right candidate for the program,” said Ms. Noia.

Tunisian youth from age 18 to 26 are the main target group of this program. There is a special focus on disadvantaged regions & female participation. IREX engages universities in this initiative. Meetings are held to explain the key objective: To empower and enable Tunisian youth for future economic growth. University students are encouraged to apply in order to gain the opportunity to “get outside of their community, learn other ways of doing things and bring them back here.”

As of June 2017, 350 TJSP alumni have participated in the program, of which:

- 45% are women
- Representative of all 24 governorates in Tunisia
- More than 35% come from disadvantaged regions along the border of Algeria & Libya and interior region
- More than 45% scholars have studied in technical fields, and nearly 30% study in business fields.

Over 700 alumni are expected to graduate from TJSP by 2020.

IREX program activities promote, therefore, professional growth through US internships, technical skills development, community and professional networks, community service projects and skills-based volunteerism.

Soft skills development is a key component of the program’s objectives. This is a crucial aspect for employment and career development. It basically helps students develop their communication skills, work through team-work, focus on problem solving mechanism, as well as on innovation.

IREX plans to continue its activities in Tunisia through professional leadership initiatives, professional trainings and engagement, alumni network development, the creation of an Alumni Innovation and Entrepreneurship Fund and a mentoring program.

The results are very encouraging with Tunisian youth alumni from all regions attaining jobs and even creating them. They are also leading projects and initiatives in their respective communities. In short, employability, civic engagement, leadership and job creation by the IREX alumni have become the main characteristics of this success story.

At the conclusion of this parallel session, there was a brief questions period with speakers reacting to several questions on their respective activities.

Parallel Session 3: Industry-Focused PPDs with a Gender Dimension

This session was moderated by **Anna Kompanek**, Director, Multiregional programs, CIPE.

During this session the PPD cases of Egypt and Armenia were presented.

Case Study 5: Egypt Employment Promotion Project, GIZ

The fifth case study about Egypt was presented by **Laura Schmid**, advisor at **GIZ**. She mainly focused on activities supporting regional PPDs to conduct regional labor market monitoring and to design and implement evidence-based Active Labor Market Programs (ALMPs) for youth employment and local economic development and integration.

Ms. Schmid started by outlining the key challenges facing Egypt, especially the high employment rate among women. Moreover, she discussed the fact that there is a lack of decentralized labor market and a lack of proper dialogue between relevant public and private sector actors. This is also in addition to the absence of a demand-driven labor market services and evidence based policies in the field of technical and vocational training.

To better understand the low female employment rate in the private sector, and as well align the education and training system to private sector needs in order to build stakeholders capacities to identify , develop and implement demand-oriented labor market programs, a Regional Labor Market Monitoring (RLMM) and a regional employment dialogue has been launched with support of the GIZ Employment Promotion Project.

The objective of the RLMM is to avail regional labor market information, develop and promote the implementation of evidence-based active labor market programs and policy recommendations in order to promote youth employment. Specific focus is put on promoting employment of: a) vulnerable groups such as youth from lower income rural areas, b) women who are particularly disadvantaged in the Egyptian labor market, and c) people with special abilities who are often employed on paper but not in reality.



GIZ has a broad dialogue with several actors, including the government, sector association, civil society and universities. Moreover, GIZ has produced five labor market analysis, conducted surveys involving over 250 companies in five different sectors to collect LMI, as well as undertaken five sector conferences.

More importantly, GIZ has undertaken in-depth research on gender inclusion in Egypt, including an assessment of how companies have integrated gender within the labor market, and recommendations on how the companies can manage gender issues. GIZ's main observation is that there is a lack of gender integration, including gender sensitive awareness within the companies and that many women beginning of their thirties leave the working force because of family reason.

To support women in the labor market, GIZ has promoted different programs to enhance women's involvement in the labor market, including women entrepreneurship within the IT sector, which gives women the opportunity to work part-time or work from home. Additionally, GIZ has provided several recommendations to public companies on how to create better work environments for women.

Case Study 6: Armenia Gender Project

The case of this Armenian PPD was presented by **Gayane Mkrtchyan**, Private Sector Specialist at WBG. The presentation focused on an innovative gender project that was developed but not implemented yet. The project aims to promote women's economic empowerment in the unregulated agriculture sector, which has both a high female representation and high growth potential. Additionally, the project aims to improve efficiency of women in the wild harvest sector, thereby boosting women's participation in the wild harvest value chain.

Ms. Mkrtyan stated that the project would be implemented in May/June 2017 through the Women's Business Association. However, the project would also work with the Ministry of Agriculture to identify the gap within policies affecting women's economic empowerment, as well as look into how to enhance women participation in the labor market. Here, the speaker highlighted that only 10% of women work in the agriculture sector. Moreover, there is a general lack of awareness about the need to integrate women within the agriculture sector, whether on the government, private sector or civil society level.

Ms. Mkrtyan stressed that the wild harvest sector has a great opportunity to develop and benefit women in Armenia due to several reasons. Among them, this sector has already a high number of women who can acquire skills needed for more profitability. Also, there is a low entry barrier for women like time and mobility, access to technology and cultural constraints, which will offer new opportunities for women in Armenia.

The project will implement several activities that support women's economic empowerment and gender equality to foster inclusive and productivity-led growth.

In light of this, the following initiatives will be included in the project: (a) assessment of the legal and institutional constraints, (b) skills/knowledge training for women, (c) access to finance for women in the harvest sector, (d) market linkages support, (e) support in standards/mechanization of the products/ promotion, branding and selling, and (f) improvement of social issues (cultural barriers and awareness raising on women's participation in the labor market, mentoring programs etc).



The expected results of the project are the following:

1. The Women Business Association serves as a public-private dialogue platform for women in the wild harvest value chain;
2. Five advocacy initiatives conducted;
3. Five policy recommendations made by the Women Business Association for implementation.

SPEED DATING: 12 PPD INITIATIVES IN PRACTICE

- *Twelve country case studies were presented and discussed.*
- *Practitioners shared their experience and exchanged knowledge on PPD, explored how it is used to foster inclusive development and how to effectively manage and monitor a PPD process.*

Benjamin Herzberg, Program Lead, WBG, introduced the rules of the Speed Dating session, which consisted of a series of 15-minute table discussions around country case studies. Every 15 minutes, a bell rang and attendees switched to a different table of their choice.

During the 90 minutes of the session, attendees had the opportunity to discuss six different cases of their choice, out of the twelve available.

Presenters thus remained at their table during each 45-minute set to present and discuss their cases three times in a row. Each presentation lasted 5 to 6 minutes, and the rest of the time participants asked questions and exchanged ideas for 15 minutes until the bell rang.



Mr. Herzberg introduced the first 6 countries and then opened the Speed Dating session.

Interval 1

During the first interval case studies from Cameroon, Morocco, Kyrgyz Republic, Gabon, Guinea and Mauritania were presented.

Case Study 7: Cameroon Business Forum, Cameroon

Moise Ekeidi Endene, Secrétaire Permanent, Cameroon Business Forum and Cameroon Business Forum Delegation

The Cameroon Business Forum (CBF) is a PPD platform targeting business climate improvement through an effective implementation of business reforms. The process was set in motion when in January 2009 a memorandum of understanding was signed between two business organizations and the government. The CBF was meant to replace another PPD platform (the CIESP), and by this become the main formal PPD platform in the country. It also



targeted the implementation of at least 10 relevant reforms. Besides improving business climate through tackling the Doing Business Indicators, the CBF worked on the creation of a sustainable PPD and the expansion of the private sector's influence over the economy. The CBF has also its positive impact on jobs' inclusiveness for women and the youth. Business entry was facilitated thanks to streamlining procedures by e-registration and cost reduction realized by decreasing the required minimum capital and other means. Self-employment was encouraged by the establishment of incubators. Moreover, a strategy plan targeting youth employment is being formulated.

The CBF has a permanent secretariat, 2 committees (Comite de Suivi and Comite Technique) and 4 working groups. The Comite de Suivi is entitled to track progress and ensure implementation; and it meets on a regular basis. The Comite Technique, on the other hand, is entitled to the operational tasks. This includes, for example, considering which issues should be addressed first,

which reforms should be tackled and whether a working group should be constructed and what should be its composition. The working groups are temporary technical structures mandated to address certain issues. Only business associations could be full PPD members; individual businessmen and experts, however, could be only invited to participate in the working groups.

Many working groups' meetings were conducted. Several reforms aiming at a better business climate were implemented especially in the areas of: starting new business; trade logistics; taxation; property registration; construction permits and the development of the private sector. The CBF assisted in the implementation of reforms. In total, 140 reforms in the field of business environment were being implemented thanks to the CBF. This included: tax payment digitization; the creation of mediation chamber for resolving commercial disputes; reviewing the land law; and the creation of an online business registration system (MyBusiness.cm) which has received a global Award in 2016. Further improvements are expected if the government took recommended reform steps.

Yet, there are still many challenges which the CBF has to face. This includes: the need to create more working groups; increase business participation in CBF; and planning for PPD sustainability including its financial sustainability.

Case Study 8: The National Committee for Business Environment, Morocco

Khalid Benabdallah, Project Officer, Presidency of the Government and Morocco National Committee for Business Environment Delegation



In 2009, the National Pact for Industrial Emergence was signed between the General Confederation of Moroccan Enterprises (CGEM) and the Professional Group of Moroccan Banks (GPBM), on one side as representatives of the private sector, and the Moroccan government on the other side. Thanks to the pact and World Bank's technical assistance, the National Committee for Business Environment (CNEA) was established in

October 2010 as a PPD concerned with reforms targeting the Moroccan business climate.

The CNEA's focus on business climate reforms has also its positive impact on the youth, as it has some projects which target young people employment and inclusion. For example, it worked on creating a legal framework adapted to self-entrepreneurs. This should promote self-employment and reduce unemployment. The self-entrepreneurs status targets: students; holders of business start-up projects; apprentices; vocational training recipients; the unemployed; and informal sector workers. Holders of this status enjoy many benefits including: a one-stop shop; simplified administrative procedures; the possibility of working from home; reduced taxation (and even exemption in case there is no turnover); possibility of billing; and relieving the holders from the obligation of showing the tax authorities their balance sheet. In 2016, around 40 thousand applications were registered; and it is planned to have around 100,000 annually starting from 2017.

Speakers of Moroccan delegation presented the activities of the CNEA and three main successes, and three main challenges.

"The context of our committee is for the development of business," they stated. The Moroccan government has decided to harmonize all of the PPD initiatives. The government requested that the World Bank analyze the inter-ministerial committees and provide a paper on the institutional and procedural rules for the creation of the Committee. In 2010, this platform was created by a decree. It was created with the objective to develop and promote cooperation between the public and private sectors especially in the business environment. The head of this committee's role is first to propose to the government the reforms needed to improve the business environment and to coordinate the reform's implementation and evaluate the impact. In terms of composition, the Committee is composed of the public sector, such as the minister's department and public agencies and the private sector such as the confederation of Moroccan enterprises, the professional group of Moroccan banks and the federation of chambers of commerce, industry, and services. The coordination of the work of the Committee and the monitoring of the implementation of the reforms are insured by a permanent secretariat of which the workshop participants are members."

"The implementation of the reforms would not be possible without support from various government agencies," informed another speaking colleague, giving an example of how long it has taken to bring these reforms to the public but that these reforms have improved Morocco's ranking in international reports related to business environment. Since the implementation of the Committee, Morocco has maintained upward movement allowing it to move up 60 places in the business ranking, from 128 place in new business in 2010 to 68 in the last report.

One of the attendees at this stage asks which indicators are Morocco's highest performing one contributing to overall improvement. The presenter stated that especially regulatory indicators were improved. Morocco is for the first time at the top of the North African countries and 3rd in African level.

Because time was short, the presenters passed on to the PPD challenges in Morocco. "We have asked for an audit and it has revealed to us that there are some strengths and some weaknesses in the process," they stated, "The first one relates to the representativeness of the private sector. The generic federation of Moroccan businesses doesn't represent all kinds of enterprises especially smaller enterprises. Therefore, it is contemplated to develop tools to hear the voices of all kinds of enterprises and receive feedback of business leaders in general."

Secondly, the challenge is in the Committee's action plan. Since its creation, this platform has been working on an action plan that does not necessarily reflect the priorities and concerns of the private sector. There are some projects that take 3 or 4 years to be implemented. That is why a new national strategy to improve government performance is being contemplated.

The last issue is related to the management and monitoring of projects. For this reason, Morocco's PPD partners are attempting to study other examples and international best practices.

"The goal is to speak the same language in the community of all stakeholders and people in the dialogue," Said the presenter.

Answering a question on the need to include small businesses and diversify away from large businesses, the speaker said that they have tried several solutions such as involving professional organizations, e.g. architects and accountants, so they can participate in the national committee with the head of the government. Follow-up questions related to the general procedures and how the Committee was created.

Case Study 9: Cluster-based PPDs, Kyrgyz Republic

Syinat Arynova, Private Sector Specialist, The World Bank Group

The Kyrgyz Republic is a lower middle income country whose economy depends on rentier sources of income such as gold mining and remittances, causing much vulnerability. After a long period of sociopolitical instability and weak governance following its independence in 2011, the Kyrgyz Republic adopted a democratic parliamentary system. The country still, however, suffers from high levels of corruption; and the need exists to diversify the economy. Yet, the government commits itself to better performance in governance and to curbing corruption.

The first PPD experience in the Kyrgyz Republic started in 2007. It was sponsored by the Prime Minister and the GIZ played a central role in supporting it. Prior to this experience, the country didn't have an institutional memory for PPD. In February 2017, another PPD initiative with a regional focus was being launched. The Kyrgyz Dairy Development Project was established in February 2017 to support business development and the provincial investment council in the Issyk-Kul oblast. The council aims to contribute to sustainable development of the business community in the region, attracting foreign investment and conducting other activities improving the region's business climate. The region has identified the lack of large-scale and reliable production as a concern, attributing this to small scale production of commodities, lack of uniform technology and standards. Accordingly, the Council aims at uniting businesses and farmers, as well as targets the cluster approach to address small-scale production of commodities. Therefore, 15



clusters were created, each of which represents an economic sector. This included clusters for dairy products, meat producers, crop farming, aqua culture, horticulture, one village one product, subsoil users, apiculture, herbs, renewable energy sources, tourism, souvenirs and handicrafts, green areas and green-housing. A leader, with good knowledge of a cluster, is being elected by the members of each cluster. These leaders represent their clusters in the Council in which they become members.

Among the challenges facing the PPD were big businesses, which were not willing to join. There was also a lack of trust between the government and developmental partners; and there was lack of sustainable support from these partners. Trust was also missing between businesspeople and the government.

Furthermore, the private sector was relatively weak. Businessmen were unwilling to engage in dialogue, where they were continuously thinking of each other as competitors. Moreover, the concept of PPD was unknown in the country. For instance, the newly assigned government regional representative had inadequate knowledge on PPD.

The council has two co-chairman, one of which from the public sector, the other from the private sector. Regional businesspeople elect private sector representatives in PPD. The council also has a secretariat, the leaders of the 14 clusters and 9 local governors.

The secretariat is mainly in charge of facilitation. Representatives of other institutions could also attend the Council's meetings. These include: the coordination council encompassing all development partners in the region; observers from the media and civil society; and the National Business Development and Investment Council headed by the Prime Minister.

Regional officials supervise the regional PPD though there are technically no representatives of government agencies. It is somewhat intended to increase governmental representation by incorporating all government agencies in the region.

Case Study 10: High Council for Investment, Gabon

Pierre Célestin Meyé Bika, Advisor to the Prime Minister, Head of Department and Gabon High Council of Investment Delegation



The speaker outlined the case of their country and efforts aimed at ensuring dialogue. The government of Gabon decided to create an institutional framework in 2009, and in 2014 this decision was formalized with the establishment of a council for investments. Their mission is to transform the country and create an environment of prosperity. It is for this reason that the need was felt to bring together entities from both public and private institutions and kick start a PPD.

For lack of resources, there have been efforts to fundraise since 2014 for the

creation the High Council. The Council has been operational only since January 2017. Since then, the government has been communicating with private entities on regular basis. The council incorporates four bodies. First, there is the human council presided by the President of the Republic, secondly, an inter-ministerial committee for which the prime minister assumes the coordination of government follow-up actions on reforms, thirdly, a committee chaired by the minister in charge of investment promotion and, fourth, the investments promotion agency, which assumes the secretariat function of the new council. This architecture conceived in 2014 was operationalized only in 2017 thanks to the Prime Minister who undertook to take action after the creation of his government in 2016. By this, he took it upon himself to put the private sector at

the heart of government action. Following this pertinent inclusion of the private sector, the government in Gabon created an inter-ministerial committee that secured opening up to the consensus reached through public private dialogue. Thanks to this inter-ministerial committee, PPD was advanced in certain domains, as well as specific problems facing determined sectors were formulated.

7 reforms have been prepared for job creation, inclusion of youth, women and emigrants and certain ones already put in action even before the institutionalization of PPD in those areas. Furthermore, the public and private sectors have decided to join efforts in the matter of vocational training to support the government and address concerns in these areas. “Our exercise in the promotion of investment for instance involves a permanent secretary in 2017,” stated the Gabonese delegation. Talking about challenges, among others, they listed mainly not having enough staff, as well as lack of the political will.

Case Study 11: Guinea Business Forum, Guinea

Ouessou Nabe, Advisor to the First Minister and Guinean delegation

In 2014, the Government of Guinea through the Ministry of Industry, SMEs and Private Sector Promotion, initiated the Dialogue Public and Private Sectors in support of the World Bank Group, which financed the SME Support Project.

Launching of the PPD was born as a response to a fragmented private sector. The Guinean PPD is also contributed significantly to address issues related to fragility in the country as well as the region. The



involvement of main private sector stakeholders in the dialogue has facilitated the inventory, helped in the understanding of the difficulties of each other and greatly contributed to strengthening of the collaboration among development partners.

The goal of the Guinean PPD is to minimize and/or eliminate unnecessary constraints of the private sector through bipartisan reforms.

The PPD framework operates on two levels: (i) Operational, through Technical Commissions and Steering Committees Doing Business and Local Content and (ii) Strategic.

The PPD is administered by the Project Implementation Unit and facilitated by the Secretariat of Coordination of the relevant Ministry. PPD initiatives involve young entrepreneurs, NGOs with predominantly women and young people, National Confederation of Women Entrepreneurs of Guinea (CONAFEG), African Women Entrepreneurship Program (AWEP) and other stakeholders.

The main results achieved by the Guinean PPD are:

- The Private Sector Consultation Platform in Guinea (PSCPG) is operational;
- More than twenty (20) operational groups have been created;
- More than three hundred and forty (340) PPD's meetings, workshops and forums have been completed;
- Twenty one (21) bipartisan reforms including the Construction Code, one-stop shops (Firms, Mines, Housing) were implemented;
- Sixteen (16) Ministerial Cabinets out of thirty-three (33), National Directions and Institutions sensitized and made aware of PPD's concepts;
- Twelve (12) organized panels;
- National policy methodologies to local governments were initiated;
- Guinea's ranking at Doing Business 2013-2017 improved from 179th to 163rd out of 190 ranked by the World Bank;
- Major strengths, weaknesses and set-backs of private companies were identified;
- An improved climate of trust between the government and the private sector;
- The spirit of private sector reform;
- An Action Plan developed by the stakeholders.

Case Study12: Free Zone Project of Nouadhibou, Mauritania

Houssein Bal, General Director and Mauritania Free Zone Project of Nouadhibou Delegation

With wide shores on the Atlantic, the West African Arab state of Mauritania is endowed with a highly productive fishery coast, and high potential for fishery resources. Nouadhibou has evolved into a fishing investment headquarters thanks to national policy choices and its geographical advantage making it a world top region with regard to its fishing resources. Yet, these resources are under-used with low value added contribution to the economy. Little attention was being given for the sustainability of the benefits. The majority of the catches (around 60%) are done by foreign boats which contribute almost nothing to the Mauritanian economy. It is these settings which have motivated the establishment of a PPD for this industry.



There was an understanding that an opportunity exists to make out the rest of the catches (40%) a sustainable onshore fish industry. A good infrastructure should benefit the industry including fresh and frozen fish factories and processing, warehousing and freezing units. Targeting such an infrastructure would help the industry to have access to a port, trained labor, better sanitation and access to business development support services. Understanding this, the government established the Nouadhibou Free Zone in 2013 to attract FDI and allow the creation of Public Private Partnerships for infrastructure, as well as to enable the government to require foreign and domestic fishing operators to use the Free Zone facilities. Moreover, creating more job opportunities and gaining other developmental benefits for the region were among the objectives. A further benefit is to integrate women in the process through enabling their access to resources, training, and sales points. Despite of all of these benefits, many challenges are to be expected.

The government regards the fishing industry as a key sector. The Nouadhibou Free Zone Authority (ANZF) strategy rests on 3 pillars. The first of these is creating a PPD on the project accounting for different stakeholders. The second is establishing a partnership with domestic private, international operators and civil society to enable the flow of technical inputs and improvement

recommendations between stakeholders. The third is creating a developmental inclusive organizational model, where a steering committee was being established encompassing important sector stakeholders.

The World Bank is working with the ANZF to furnish the needed technical assistance. ANZF, on the other hand, would work with consulting firms, execute feasibility study and ensure the full alignment of the project structuring model with global best practices as well as with national developmental strategies.

Interval 2

Case Study 13: Industry Focused PPD, Bosnia and Herzegovina

Zarko Horvat, LED Adviser, EU ProLocal Project

Bosnia and Herzegovina was perceived by the presenter as being lagging behind in many PPD-related aspects, with the situation being critical in this regard. He assessed that strategic planning did exist, however, strategic thinking was lacking. Among the problems that the PPD faced were



the widespread use of informal state-business dialogues, lack of trust in PPD, unsustainability (donors leave and ultimately their sponsored projects collapse), and the lack of coordination with the educational sector. The various potential PPD partners are willing to join the PPD if there was a perceived benefit accruing from it; if for instance it is tied to a grant. The presenter affirmed that he participated in the PPD workshop in order to have a better understanding on how PPD should function.

Case Study 14: Al Quds Center for Political Studies, Jordan

Oraib Al Rantawi, Director and Jordan Al Quds Center for Political Studies Delegation

In early 2011, a pilot regional workshop was organized by Al-Quds Center, the National Endowment for Democracy (NED) and the Center for International Private Enterprise (CIPE). The aim was to understand the discontents that led to the Revolutions and demonstrations that swept the Arab World at this time, as well as to enrich the public debate. The workshop concluded with recommendations on Small and Medium Enterprises (SMEs) and fostering their democratic



participation and how to strengthen their voice. The PPD platform was referred to as the “Policy Forum”. In this platform, a series of roundtable discussions and public meetings addressing public policies brought together high-ranking government representatives, parliamentarians and academics. Moreover, a number of public institutions visits were organized for business federation representatives. Business representatives had meetings with different institutional representatives including parliamentary permanent committees, such as the legal and national direction committees, as well as trade unions. Training sessions were also organized aiming at capacity building and good governance, among other relevant objectives.

In the first phase of the PPD experience, Al-Quds Center wrote an investigative research paper on various Jordanian SMEs associations. The study concluded that many of these associations across different sectors were strongly marginalized and disregarded by other stakeholders. Thanks to this study a declaration of principle was signed by 15 associations to form a business federation.

In the second phase, there were trials to create a formal business federated structure, an almost unprecedented development in the Arab region. The elections of an interim executive committee was accomplished. A law draft for freedom of association and amendments to the labor law has been worked on. To build consensus on these topics, dialogue was important, including dialogue with government policymakers. Al Quds Center also organized a number of workshops focusing on these issues. All of these efforts were rewarded by the successful submission to the relevant parliamentary committee of these draft laws.

In the third phase the creation of a coalition of small business was being worked. The purpose was to collectively foster shared reform priorities. Participating small business were empowered by aggregating their vote in their policy advocacy and were enabled to engage the government in a more effective democratic dialogue. Al-Quds Center and CIPE has been providing members of the coalition continuous guidance on leadership, advocacy strategies and grassroots mobilization. They also work on developing management tools for the coalition, such as a charter and bylaws, structure, decision-making mechanism, and an action plan.

The work on building the capacity of the participating associations continued in the fourth phase. A sectoral economic impact assessment was being conducted, while involving associations in this process. In the fifth phase, the Al Quds Center and CIPE provided technical assistance and support for the federation to enable its effective dialogue with relevant state officials. In the sixth phase, Al Quds Center and CIPE are intending to provide intensive training to the various associations to enable them to engage in the legislation and policy process. An economic impact assessment is also being developed for the associations, and the target is to build their capacity to advocate and lobby.

Throughout these activities one of the targets was to include women and youth, where women took part in the workshops for training and capacity building and the PPD roundtables; in the latter events, young entrepreneurs were also invited.

The main international donors who support the PPD are the National Endowment for Democracy (NED) and the Center of International Privat Enterprise. There are more than two dozen main Jordanian partner associations covering different sectors and occupations. Other participating stakeholders are political parties and government officials. Finally, the coordination process in the PPD is conducted by Al Quds Center, CIPE and the interim executive committee.

As for the results, the federation of Business Association is now being regarded as the de facto private sector representative in Jordan, as indicated by state institutions' behavior towards the federation. The PPD initiative was responsible for the parliamentary labor committee amendment of 39 articles of the Jordanian labor law, where the amendments are awaiting approval from the plenary session, before sending it to the King for a final approval. Signing a Memoranda of Understanding (MOUs) between public institutions and some of the associations is one of the accomplishments. Facilitating the renewal of registration of thousands of enterprises, the increase in media coverage for the federation and its activities, more frequent and high level interaction between the federation and state officials, and having more associations joining the federation are all among further achievements. The PPD, however, faced many challenges. Historically, the private sector has been powerful in Jordan. This should have been an advantage for the PPD. However, the PPD has to deal with the Jordanian government disinterest in aggregating the interests of syndicates, a disinterest that is motivated by the government's trial to avoid a possible

challenge to the political regime. Moreover, at the beginning the government seemed not to be interested in integrating SMEs in policy and legislator consultation, rather preferring big business represented in chambers. On their turn industry and commerce chambers were unwilling to deal with the federation which they regarded as a competing organization. Their negative reaction, however was successfully contained. Another concern is the existing competition between syndicates. The federation suffered from internal divisions among associations. This is to be added to the associations' structural and capacity weakness, lack of advocacy knowhow and disappointments from previous failures in cooperation. Finally, the security situation of Jordan rendered organizing big meetings uneasy.

Case Study 15: Garment Sector Alliance, Jordan

Husam Saleh, Chairman

The Alliance was established in 2004. According to the speaker and it benefitted from trainings offered by the World Bank to figure out who to partner with in the public and private sectors.

The organization initiated a PPD platform by signing the Dead Sea Declaration with other Jordanian industries. It was for the private sector as well as a public secretariat, a factory owners syndicate and a factory workers' union. A number of public ministries also came on board with this declaration. It worked out the PPD's goals and shared it with the World Bank for a feedback to be able to function as a PPD platform.



Major challenges which faced the formation of this association included the ministries (especially labour and industry) reluctance to join this PPD. There are many problems in Jordan with the ministry or labour wanting to control decisions. Should the Ministry take unilateral decisions without consulting the private sector, there is the risk of factory closures. These decisions include changing wages for workers, which will affect the cost effectiveness of contracts that were decided on in the past, among others.

One of the major goals of the association is to promote exports, especially into European markets. One of the challenges in this respect is creating the links between suppliers in Jordan and foreign buyers. Another challenge is that the Ministry of Labour does is not clarifying enough its policies

or making commitments. It is therefore very hard for private business to invest and feel secure. The association discusses periodically how to show to the government the significance of commitment in their agreements and policies. If investors are not comfortable, they will go elsewhere and this will deprive Jordan of many opportunities

Case Study 16: Nigerian Economic Summit Group, Nigeria

Oluwatayo David Aduloju, Senior Fellow, Public Policy and Institutional Development & Wilson Erumebor, Research Associate & Coordinator, Youth Initiative Research Department

The Nigerian Economic Summit Group (NESG) is a business-led advocacy group and economic think-tank. It was founded in 1993 by important business figures from pivotal sectors of the Nigerian economy. It was meant as a PPD platform for fostering Nigerian sustainable growth and development, where presenting responsible private sector initiatives was believed to achieve this objective. It has evolved into the most important PPD in the country. The NESG has implemented many programs, done much researches and conducted many conferences, seminars and workshops on economic and social reforms. It developed excellent working relationship with various stakeholders. Its advocacy led to the establishment of the Nigerian Economic Summit.

This PPD is held annually, and allows stakeholders to review the progress done and suggest practical solutions; besides, it offers the chance for Nigerian top officials to convene with the private sector and hear their proposals and concerns. The discussed themes varied widely, including topics such as education, agriculture, deregulation, FDI and Good Governance. Furthermore, in 2016 the NESG established the Youth Integration Initiative to professionally develop future leaders. Moreover, youth and gender issues are being addressed through NESG's Human Capital Development Policy Commission.



The Board of Directors of the NESG has 26 members, is headed by a Chairman and has also two Vice- Chairpersons. It has an Advisory Board and a Secretariat which is made up of 4 departments

and headed by a Chief Executive Officer. The NESG conducts an annual flagship event as well as having ten Policy Commissions engaged in different activities and policy implementation monitoring. This includes commissions for: agriculture and food security; energy; governance and institutions; human capital development; infrastructure; real sector; science and technology; SME, financial markets and financial institutions; sustainability; and trade investment and competitiveness. The Policy commissions have high-level representatives from the public and private sectors and from different sub-sectors of the Nigerian economy. There was also a great incorporation of women in the different commissions. In fact, one of the vice Chairmen was a woman. The NESG has various sources of financing including: consulting services; membership annual subscription; Grants; and donations. NESG is affiliated to many international organizations and is provided by technical assistance and training support for its staff by many international development partners.

In terms of results, many reform initiatives have been presented by the NESG to the government and were largely accepted and gradually implemented. Examples of these are: the Delivery of Nigeria's Economic Recovery and Growth Plan 2017-2020; Delivery of Vision 2010 and Vision 2020; the National Assembly Business Environment Roundtable (NASSBER); and the Establishment of the Infrastructure Concession and Regulatory Commission. The PPD is also aiming at developing a code targeting sustainable growth based on responsibility, responsible leadership and others.

The challenges still faced by the NESG include, among others: the voluntary basis of working in policy commissions rather than a mechanism ensuring fully committed involvement; low government commitment and the inconsistency of its economic policies; inadequate funding for initiatives; inactive public sector participation; limited collaboration between policy commissions; and limited interaction with local governments.

Case Study18: Economic Council to the Prime Minister, Moldova

Diana Levenco, Trade and Competitiveness Consultant, The World Bank Group

The Council was assigned the mission to facilitate the dialogue between the representatives of the business environment, donors' community and policy makers to develop a favorable social-economic climate and non-discriminatory, transparent business environment, which would be attractive for investment.

In 2017, the mission of the Council was extended. For the purpose of implementing the commitments undertaken by our country in the Protocol Amending the Marrakech Agreement Establishing the World Trade Organization (Agreement on Trade Facilitation), the Council was assigned the functions of the National Committee for Trade Facilitation.



The Council was granted with the following mandate:

- provision of expertise to the Government from the business community in drafting public policies in economic, budgetary, fiscal, trade areas, etc.;
- monitoring and evaluating the impact of public policies implementation;
- engagement of the private sector in developing public decisions in economic, budgetary, fiscal, trade areas, etc.
- The Council applies the following instruments:
 - reviews Prime Minister's requests, submitting him opinions and recommendations;
 - participates in developing the Government's vision regarding certain reform processes;
 - submits recommendations related to public investment programs drafted by the ministries and other public authorities;
- initiates proposals for economic development policies, including improvements in such areas as monetary, credit, budgetary, fiscal, foreign and domestic trade, support for the real economy sector, infrastructure development, labor market, social protection, etc;
- reviews and proposes solutions for the most stringent economic and social problems.

In terms of partnerships, structure and processes, currently, the Council consists of 71 members appointed by the Prime Minister. The membership of the Council was established so as to respect the principle of balanced representativeness and efficient mediation. Thus, the opinions and initiatives of 34 associative structures of the business community versus 22 state institutions are debated with the participation of 15 representatives of the scientific and research community and international organizations, active in the area of regulatory reform.

The Council is led by the Prime Minister. For a more efficient performance, permanent thematic working groups and temporary (ad-hoc) working groups were created within the Council since 2016. Every group is coordinated and led by a member of the working group elected via simple majority of votes. All the permanent members of the Council are invited to attend the meetings of the working groups, and according to the practice of 2016, such meetings are mainly attended by the members whose activity refers to the topic debated in the meeting.

The Economic Council Secretariat is responsible for the organization of daily activities of the Council and its working groups. The Secretariat operates based on the Regulation of the Economic Council to the Prime minister and starting from 2013 is supported by the European Bank for Reconstruction and Development, funded by the UK Government's Good Governance Fund, and the World Bank Group IFC project "Investment Climate Reform", funded by the Swedish Government.

The Secretariat has the following tasks:

- provides support to the Council in analyzing problematic issues related to business environment in order to ensure well-reasoned decisions;
- formulates and submits proposals and recommendations to improve business environment and investment attractiveness;
- submits conclusions and recommendations to the Prime Minister and to the members of the Council;
- organizes the meetings of the Council and working groups, prepares and distributes meetings' agenda, keeps the records and disseminates the results of the meetings to the Council members;
- supervises the processes of decisions implementation and results evaluation;
- ensures ongoing communication with mass-media, business community representatives, specialized associations, civil society, with respect to the activity of the Economic Council.

The Secretariat is composed of experts from different areas, led by the Head of the Secretariat.

The Secretariat adopts the following mechanisms:

Alert

The Prime minister, representatives of the business community as well as any other member of the

Economic Council can inform the Economic Council Secretariat about a problem that impedes smooth business development, and cannot be solved by the relevant state authority.

Analysis

Once the problem reaches the Secretariat, the team starts to gather more information on the issue. Facts and data are collected and stakeholders are interviewed. The topic is then prepared for discussions either under a permanent working group (WG) or an ad-hoc one. An expert from the team is assigned to coordinate the process.

Meetings

In due time, the EC members are announced about the planned meeting of the working group and its agenda. Following the WG, the meetings minutes, indicating the decision reached, are prepared. These are then disseminated to the EC members and, together with the press release are placed online for public access.

Recommendations

The EC Secretariat drafts a note for the Prime Minister informing about the context of the problem and presenting recommendations on the following steps.

PM' Requests

Prime minister issues an official request to the state authority in charge of the issue discussed, asking to implement the proposed solutions in a well-defined period of time.

In order to support the state institutions in solving the issue according to the PM's request, the EC Secretariat provides on-demand support (i.e. co-drafting legislation, re-engineering procedures, etc.). The team continues to monitor further evolution and provides needed assistance until the problem is solved. The Secretariat PR expert informs wide public on the process and the results achieved. Therefore, the effective and correct functioning of the Economic Council is ensured by the proper functioning of each separate component of this mechanism – business community, public authorities, development partners, secretariat, as well as an openness for permanent and constructive cooperation and communication between all parties involved in this PPD platform.

WORKSHOP DAY 2 CONCLUSION

Mr. Herzberg of the World Bank concluded Day 2 activities by recapping main lessons learned.

He said, “Today the workshop outlines a very large framework of good practice in public private dialogue with about 13 things to think about for the design of dialogue. Not just the design, but, also the implementation of all the processes and issues that were discussed such as monetary, renovation, processing, facilitation.”

All of these elements are at the heart of PPD. Like any business operation, one needs to have processes in place, because trying to work on something that has relations between different groups of stakeholders, it should be recognized that each have their own interests. This is called the status quo. The objective of the dialogue is to improve and work against the status quo, and as such those against the status quo are a target.

Sometimes, a process or actors can even be used by the powers in place as an excuse for consultation. Sometimes, they will be shut down because of attempts to drive consultation in a direction which is different from the current policy.

“The long and hard way is always the right and short way, since investing in learning helps in future. What this workshop is working on will take a long time and hard work.”

Bangladesh is a case in point. It had one of the best performing PPDs until it was shut down because it was in favour of change. And that is also what happened in the simulation despite having all the good processes. “Every time we move a pawn we have to know who else is going to move in the chess game,” stated Herzberg.

The moderator expressed his opinion also on the Literavia simulation: “It was very funny and we had a good laugh, but inside you were all crying because it’s exactly like that in your country. Sometimes it’s too close to home. That is why case studies were presented, to see exactly how it is happening in real life. ”

He continued by saying there were cases of countries where there were very few open-minds.

Examples show that in places like Iran and Senegal it takes a very long time to do simple things.

Though the Speed Dating was a short activity, it was important in terms of exploring other countries' PPD models and hence sharing experiences and learning from each other.

According to Mr. Herzberg, who recounted a story from his personal life, it is very important to know there are no short cuts. He started his career in development by doing PPD in Bosnia-Herzegovina. The initiative was to implement 50 economic reforms in 150 days, and that's why



they called it the Bulldozer. Lots of media and communication tools were used and it worked. But that was only feasible during that period. It did not build the foundation for a very deep dialogue in the country.

“The long and hard way is always the right and short way, since investing in learning helps in future. What this workshop is working on will take a long time and hard work. Tomorrow, participants will try to see how to take their PPDs and build elements into it. At the end of the day they will build a 100 day timeline and action plans to build an inclusion dimension into whatever the agenda is,” said Mr. Herzberg.

Day 2 ended with a group photo and a cocktail reception offered by UTICA in the Ballroom.





PART III: WORKSHOP DAY 3 - BUILDING A YOUTH & INCLUSION DIMENSION IN PUBLIC – PRIVATE DIALOGUES

THE WHEEL OF SUCCESS: MEASURING THE ORGANIZATIONAL EFFECTIVENESS OF THE DIALOGUE PROCESS

- *Various tools and techniques to measure the organizational effectiveness of a Public-Private Dialogue process were presented.*
- *Examples from specific PPD interventions in different countries were discussed.*
- *Participants developed Evaluation Wheels aimed at effectively monitor and evaluate their PPD's effectiveness.*

The first session of the last day of the 9th PPD Global Workshop in Tunis was opened by the moderator, **Benjamin Herzberg**, Program Lead, The World Bank Group, who talked about expectations for Day 3 and reviewed the program of the day.

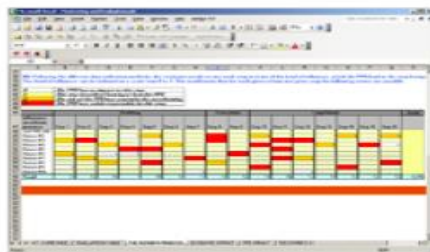
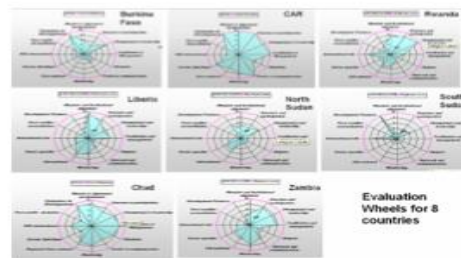
In view of the fact that over half of the participants were French speakers and the PowerPoint presentations were prepared in English, it was decided to conduct the sessions in French.

Mr. Herzberg began by presenting the general topic of the day, which dealt with measuring the organizational effectiveness of a dialogue process through M&E tools. He mentioned that Monitoring and evaluation is an effective tool to manage the public private dialogue process and to demonstrate its purpose, performance and impact.

This was the main highlight of the session that included examples from specific PPD interventions in different countries. He invited participants to utilize video lessons on a range of tools concerning M&E indicators now available on the PPD website www.publicprivatedialogue.org.

“While talking about monitoring and evaluation, we should refer to indicators and to a logical framework that is, activities, inputs, outputs, outcomes, impacts,” he said. The speaker opted to focus on one aspect of evaluation, which is the effectiveness of dialogue organizations. This aspect is different from results achieved from a dialogue as he explained.

TOOLS AND TECHNIQUES FOR MONITORING + EVALUATION



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

A hypothetical private company's case was used to illustrate the organizational effectiveness concept. The ISO 2000, 2001, etc. standard certification is a tool that guarantees quality production/operations at a given company. The assumption is that if the company strictly follows certain processes, it may be deemed reliable or not. Certainly, these quality processes are helpful if the company has good products and a dependable staff. Sometimes, a company can also achieve success without having good processes in place, nonetheless, most of the time, if effective processes are not adopted then it will not be successful.

Therefore, adopting organizational processes is a critical aspect for achieving success. The speaker then discussed the principles of good practice in PPD to show how through each one dialogue performance can be measured.

Talking about the Outputs, he said, these are the results of the dialogue. However, these do not refer to real results, rather to the correlation of, say, the number of proposed recommendations and the number of those approved. They are not about the substance but about the process.

How does it work? First, principle No. 1 should be considered. The Contextual Design is not used in the M&E that is discussed, rather it is used as a useful tool for the "PPD Diamond" in many different countries since 2005. The PPD Diamond is well explained in the video resource on the PPD website. It basically allows to determine the qualitative axis of the dialogue environment and to measure it in order to be able to adapt.

The PPD Diamond can be used in different ways as it embodies quite an elaborate methodology. It determines the various dimensions of a dialogue, which are:

- Engagement by public authorities - sufficient capacity, political will and leadership;
- Readiness of the business community - led and felt a basic sense of security;
- Presence of champion - credibility, expertise and the ability to get media attention;
- Presence of the necessary instruments - logistics and finance to support the dialogue.

PRINCIPLE I: CONTEXTUAL DESIGN

PPD Diamond

Consider 4 dimensions to start it

Public Authorities:

Engagement means sufficient capacity, political will and leadership.

Business community:

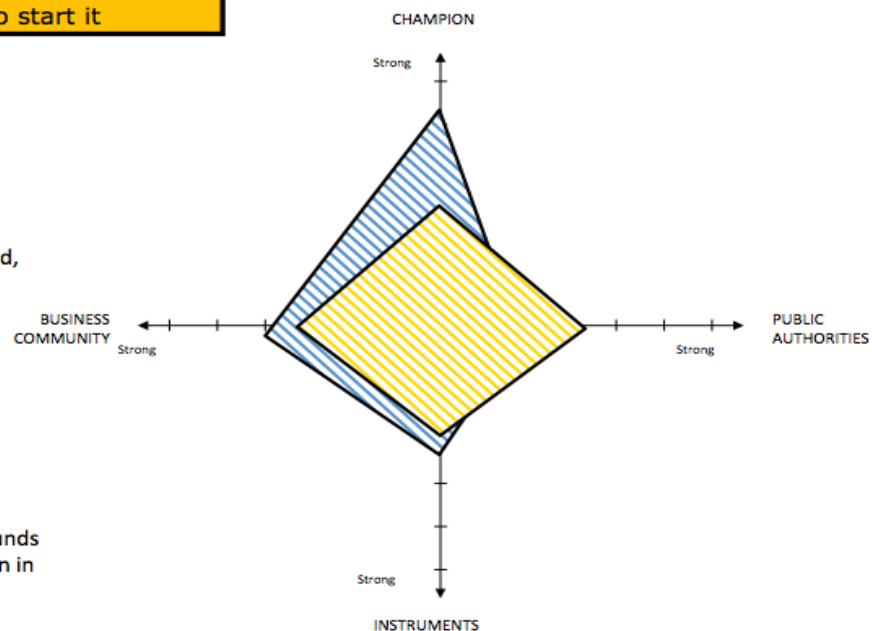
Needs to be somehow organized, led and feel a basic sense of security.

Champion:

Needs credibility, expertise and the ability to get media attention

Instruments:

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



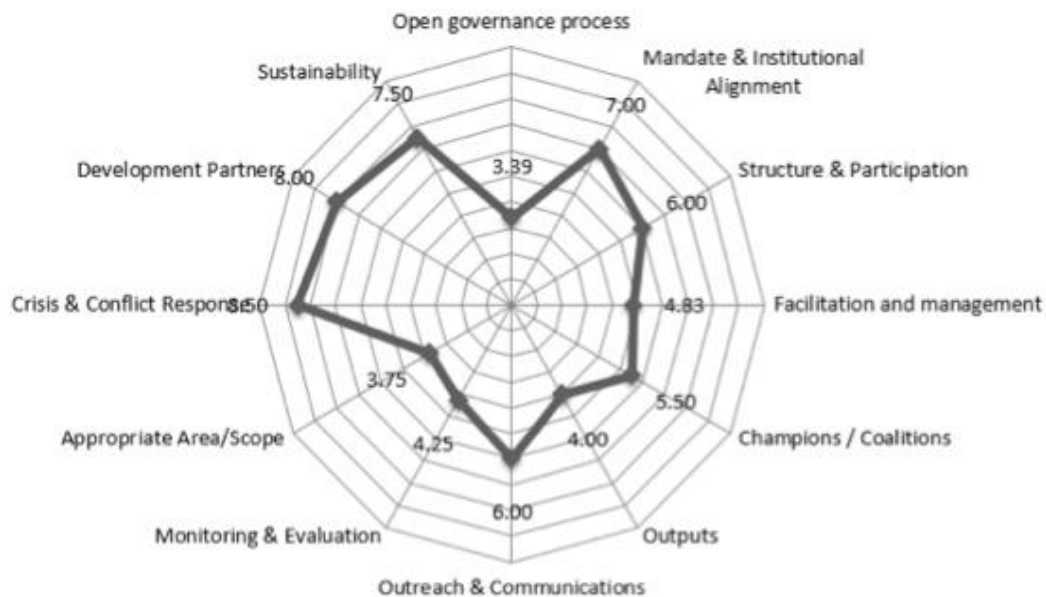
This methodology is indeed used to create PPD profiles and conduct benchmarking studies in various countries.

Principle No. 9, Monitoring and Evaluation, is an effective in managing the public private dialogue process and to demonstrate its purpose, performance and impact. For this purpose, an evaluation wheel has been created. The speaker mentioned that this evaluation chart can be created on an Excel sheet and he handed out paper versions for participants to conduct an exercise.

For each dialogue initiative represented among the audience, an evaluation was suggested. Giving the Jordanian textiles and garments PPD, as an example, Mr. Herzberg demonstrated how each dimension on the wheel can be given a note. This permits indeed identifying the dimensions that need to be improved through the intermediaries.

Mr. Herzberg reminded that an average score is just an indicator. For instance, a PPD that is not organized very well may still have a greater impact than better organized ones. Furthermore, there are no dimensions that are more important than others (f.e. a country experiencing conflicts should have special considerations).

PPD Evaluation Wheel



Copies of the PPD evaluation wheels were handed out to each country delegation. Participants were asked to write the name of their countries and initiatives. Then for each dimension a score of 0-10 were given and an average produced per score for comparison purposes. Pins were passed around among the audience for participants to mark their ratings and come up with the graph.

The speaker explained that there are indicators developed for each of the 12 dimensions (the first one being the diamond itself). He illustrated by showing Principle No. 2, the Open Governance Process, where indicators were listed under various categories. He called on participants to try and minimize the element of subjectivity in their evaluation exercise in order to obtain the most objective results.

During this regular process of evaluations by experts, independent consultants are called upon to assist in rating indicators by interviewing a number of stakeholders. They also “harvest” a number of documents reflecting the dialogue, which together with the interview questions and answers received will help rate each indicator. An example of a typical question is: “Have you created a “map of influence for each reform” in order to determine how to reach the implementation of these reforms?” If this analysis or documentation of the actors’ interests and opinions of the reforms have not been made then the indicator should be rated as 0, and vice versa.

Mr. Herzberg reminded that the daily implementation of a PPD process, even when a dedicated Secretariat is facilitating it, is very complex issue. There are a lot of little steps that need to be considered done such as communications with members per week showing. Certainly, not all steps or activities can be captured though in large part the process’s evaluation is possible.

Obviously, this being only a short exercise, participants were not expected to rate all dimensions in time with accuracy. However, the speaker showed on the board how to manage this process using an Excel sheet by taking notes of small indicators.

During the session, indicators were explained to the participants. The demonstration showed how to rate the first indicator on Open Governance principle beginning with the first category called Vulnerability to Political Economic crisis.

The second category related to the influence of PPD on the governments’ reform agenda. The third category was on the evidence of transparency. Here, the first indicator was whether there is a code of conduct and criteria for the selection of members or participants. It is important to know who is participating in the dialogue, how qualified they are, and to monitor that they are using the dialogue not to their own benefit but to the benefit of the community.

The second indicator is the use of engagement tools for wider citizen engagement. “Do you have any means using which people can make propositions (phone number, messages)?” These engagement tools do not necessarily need to be on line, they can be face to face (for example, round-tables, symposiums for the people not included in the members of the dialogue). The aim is to learn their problems or solution proposed by them, their feedback.

The indicator on accountability and M&E mechanisms that is in place posed the question whether there is a mechanism that will allow precise monitoring of each reform in order to ensure government accountability. For example, say, 62 recommendations may be made of which 17 are implemented, 22 are being implemented and the rest rejected. This can be considered a useful tool and can be regularly used to raise awareness among stakeholders including the governments. This tool is designed not only to monitor the activities of governments but also the activities of the members of the dialogue representing the private sector.

The session went on with participants following the speaker and rating indicators under each category on their working sheets, by counting reforms and considering other key elements. Mr. Herzberg then asked for country scores. He explained that often when this exercise is done in a given country, the participating government representatives, the private sector actors and the secretariat's members often provide very different scores.

“The interesting part [of the evaluation process] is not to learn the scores but to take the different scores, to put them in one image and to try to discuss and understand why they have different perceptions,” he said.

The speaker then called one participant from each country on stage with their cardboard of the PPD Evaluation Wheel. He analyzed few of the schemes on stage thinking “It is incredible how different the wheels and the dialogues are.” He asserted that participants need to get the tools from the PPD website and improve their skills.



The session was concluded by reminding delegates that there are other tools available for them to use such as the impact of the dialogue process, the process of reforms in the country and the like. All is explained on the website. Indicators are also developed to create a country profile while another tool, Collect and Manage Reform Proposals, is also very useful. The latter shows how rich is the PPD agenda. A special tool is available also for helping secretariats manage all the propositions online, on an integrated system. With this, one can see the proposals, estimate the roles, monitor and check deadlines. It is quite complex and all these tools correspond to the chart of the good practice principles.

Tools for change - making Public-Private Dialogue work



Global Workshops

KM Website

- Charter of good practice
- Lessons learned papers
- Interactive PPD handbook
- 80 case studies
- E-Learning
- Templates
- M&E Tools
- Workshop materials



<http://www.publicprivatedialogue.org>
<http://www.facebook.com/publicprivatedialogue>
 Twitter: [@PPDdialogue](https://twitter.com/PPDdialogue)

Implementation guidelines



Diagnostic tool



M&E Tools for PPD secretariats













PARALLEL SESSIONS - CONTOURS OF A PPD ON ENTERPRISE DEVELOPMENT: AROUND SPECIFIC INCLUSION CHALLENGES

- *Contours of a PPD on enterprise development around specific inclusion challenges were discussed during three parallel sessions.*
- *Inclusion through Markets session focused on youth inclusion in two major markets: labor and credit.*
- *Inclusion through Services session zoomed in on education and access to information for youths.*
- *Inclusion through Spaces session was about occupying political space and influencing policy to have equitable share in markets and services.*

The aim of these three parallel sessions was to reflect on the usefulness of PPD as a tool to promote inclusion: primarily of youth, but also other often-marginalized groups, such as women and migrants, in participants' home countries.

Participants learned how to actively apply PPD to tackle a specific policy challenge. Guided by moderators, they brainstormed about opportunities for synergy and collaboration between the private, the public, CSOs, NGOs and development partners. What are the achievable objectives, who are the possible participants, and which are the themes to be developed on their PPD platform? How would they identify short- and medium-term solutions that could be addressed by their PPD, and how would they elaborate country targets on inclusion of one or more disadvantaged groups?

Definitions

Inclusion is defined as the process of improving the terms for individuals and groups to take part in society.

According to *"Inclusion Matters: the Foundation for Shared Society", 2013, New Frontiers of Social Policy, IBRD/the World Bank*, people take part in society through:

- Markets (e.g. land, housing, labor & wages, access to credit);
- Services (access to health, education, social protection, information, electricity, transport, education, health, water);
- Spaces (e.g. political, physical, cultural, social).

Three parallel sessions focused on these individual challenges. Each was introduced by a subject matter expert in the span of 15 minutes. A moderated discussion followed. The moderator engaged participants, soliciting their experience from their own countries. During the last part, participants summarized the strategies and solutions they thought they can employ at home to enhance inclusion in markets, services or spaces, depending on their respective topic.

Background

Population pyramids are fast becoming history: but as they get bulkier around the middle, many countries struggle to reap benefits of their “demographic dividend”. This is a missed opportunity. Youth represents the single most powerful untapped resource in countries as diverse as Kosovo, Niger, Tajikistan and Tunisia. It harbors potential to revive growth and spur innovation, as well as inject new dynamism into the social contract between governments and societies.

Yet youth is not a homogenous group, and it often struggles to communicate with a distinct voice that can be heard. The following exercise, framed by the narrative centered on voice and accountability, aims to explore the inter-related topics of youth inclusion in markets, services and spaces, and assess the usefulness of PPD as a tool to promote dialogue between political leaders, policy experts and their young constituents.

We reach an explosive point, a situation, which sometimes can have positive consequences, for example, passing to a more democratic regime, but sometimes it will lead to alienation of a group of people, who can become extremists. So, we need to try to reduce this poverty.

Excluding constituents including the young, women, or migrants, has a price, be it brain drain, skills mismatch, or potential radicalization, which can be especially damaging in fragile settings. Exclusion exists within groups as well, and intersecting identities can transfer so-called cumulative disadvantage. In this view, a youth is more

likely to suffer exclusion if they are a woman, and even more likely to experience it when they are a migrant. Structured dialogue on PPD platform can mark the necessary first step toward more inclusive policies that can keep harness the talent and productivity that youth represents.

Introduction

Benjamin Herzberg, Program Lead, The World Bank Group, moderated this session. He reminded that while the previous session dealt with the process of the dialogue, this one was about the circle of people in the dialogue and how to include people who do not have access to the dialogue. “So when we talk about exclusion, it is hard to say who is excluded and who is included,” he said.

Why does a dialogue need to worry about excluded people when it can just cater to the needs of big businesses? Because, he pondered, we want equitable development of the economy. This means that at the bottom of the pyramid there are people, who do not have information, access

to transportation, social services, sometimes even water, healthcare. He asked: How will the entire environment change if these people find jobs, acquire their dignity?

“We reach an explosive point, a situation, which sometimes can have positive consequences, for example, passing to a more democratic regime, but sometimes it will lead to alienation of a group of people, who can become extremists. So we need to try to reduce this poverty.” stated Herzberg.

There are 3 types of exclusion. The first is the exclusion through market, when people are excluded from the market. For example, in a lot of countries women do not have access to markets without their husbands' permission. There are a lot of issues such as access to capital. There are many economic spaces from which women and the youth are excluded, so are the migrants, who can be very good at entrepreneurship, but cannot enter the economy.

The second type is exclusion through services. Governments should make sure that these services are available to everyone: schooling, healthcare, social services, etc.. Often people are excluded, therefore, when implementing a PPD it is important to have reforms addressing this issue.



The third type is exclusion through spaces. There are different types of spaces: the political space, from which people can be excluded if they do not have sufficient representation and possibility to

express themselves. When people are from an isolated region, with little transportation, or the places are too far and women cannot travel that far, because they need to manage the family, this becomes a problem.

Participants were asked to initiate discussions about their countries and return with a list of solutions for inclusion. The following session will then help make an action plan to include all ideas collected into individual PPDs, combining knowledge about the process and the types of inclusion.

Parallel Session 1: Inclusion through Markets

This session, moderated by **Cecilia Sager**, Lead Private Sector Specialist, The World Bank Group, focused on **youth inclusion in two major markets: labor and credit**. By 2050, one billion people will be on the move in search of jobs outside their home countries. It is safe to assume that a lion's share of them will be young, and many will be women.

The moderator directed questions to the audience to think about:

- How do we create incentives for youth and women to consider tapping into nascent markets, and give entrepreneurship a try?
- Across MENA and Africa, but also parts of ECA, the public sector remains the largest, and by far the most attractive employer. How can we use dialogue to encourage youth, and especially young women, to explore what the private sector has to offer, and equip young people with the skills and financing that they need to do so?

Youth Inclusion through Markets: What can we do?

- Have you encountered instances of inclusion/exclusion in your work?
- Are these approaches relevant to your experience? Have you tried similar approaches? What were the results?
- How can you incorporate measures for greater youth inclusion in your PPD work?



- Can PPD promote inclusion and inclusive markets?
- How can we get it right (promote inclusion, directly and indirectly)?
- What are we doing wrong (reinforce exclusion, directly or indirectly)?

Ms. Sager started by defining economic exclusion from three primary perspectives: (a) the labor market, (b) the land market and (C) the financial market. Different contexts should also be considered, for example, when a young person is excluded from the technological market and hence the service and technology areas will intersect.

She continued saying that young people are excluded, in general, through Laws, Practices, Culture and Distance. First, in many countries the legal framework does not provide equal benefits to all members of society. For example, sometimes women are not allowed to own property or they can only sign contracts if their husbands are co-signatories. As to the youth, when sometimes young people are not permitted to inherit property because of restrictive family laws, it prohibits them also from co-owning a business.

Second, in terms of practices, some cultures do not allow young people to operate independently. Sometimes they may be forced into the family business or they are excluded from opportunities because of their family situation. There is the technological dimension to consider. Today's technologies provide unique communication opportunities to young people though not to all segments of youth. They have also been a form of radicalization in youth. So, it is an opportunity, a danger and death sentence in some cases.

MENA youth are four times more likely to be unemployed than their older peers. It is a huge concern when large portions of the population are unemployed and full of energy. 72% of African youth live on less than \$2 a day.

Who are most likely to be excluded among the youth? They are the poor, uneducated, those from ethnic minority groups, as well as those from rural or isolated regions with no means of communication.

The moderator elaborated: "Why should we care? We should all care because of the cost of exclusion in terms of growth, development, social cohesion and peace. Societies that do not include everyone face the frustration of those who not included and lose the benefits that their potential can offer."

To illustrate she mentioned that one billion young people will enter the labor force by 2030. "Just think about what kind of responsibility we have in all our countries to make sure that those people have opportunities," told Sager. MENA youth are four times more likely to be unemployed than their older peers. It is a huge concern when large portions of the population are unemployed and full of energy. 72% of African youth live on less than \$2 a day. Relative to older people, the youth are disproportionately poorer.

Talking about approaches for youth inclusion through markets, Ms. Sager discussed technical training programs led by private companies in partnership with TVETs, which are improving employment prospects for trainees. Increasingly, there has been an increasing trend in supporting private sector led technical trainings rather than publicly-owned technical training programs. Young people who graduate from these kind of programs are perfectly suited for job opening since the relationship with the business community is already established and they understand the needs of businesses. This is an example where opportunities for effective PPDs are created.

Non-cognitive skills training (including taking initiative, identifying opportunities, and problem-solving) for young entrepreneurs, is improving business performance. There is a concept that knowledge of math, biology or engineering, also performance on standardized tests, is not the best indicator of how well a young person will operate in the world of business or in real life. One's character traits are very important. When facing adversity, a young person should be able to channel energy, find solutions and learn from it. This type of training, led by both domestic and donor operations, help young entrepreneurs (especially women) learn how to project confidence and solve problems.



Increased availability of mobile money can open up access to finance to remote and poorly serviced youth populations. To be able to do transactions from a phone is very important to young people also from the perspective of a business start-up.

Land registration projects are clarifying rights to title and facilitating inheritance/transfer of property between generations. It is a very difficult topic though a crucial one because many

countries have cultural norms and laws that prohibit the transfer of land to women. Difficulties in tribal ownerships of land practically mean that a stake of land cannot be used as collateral for financing to start a business and accumulate wealth.

Family law reform efforts bestow equal legal status to young women. There are situations where men are given more authority in society. In 164 countries distinctions are still made between men and women in key legal dimensions.

PPD platforms can indeed be very useful in starting a discussion on youth inclusion.

Opening the floor for questions, the moderator asked: “What do you see as excluded groups in your country and what measures have you taken or not in including them in a PPD or other mechanisms of engagement?”

“In leadership training when emotional intelligence is tested, that is more about how equipped one is to both relate to other people and to engage with other people in a manner that makes them comfortable. Non-cognitive skills trainings have a dimension of emotional skills, social skills, but mainly it teaches perseverance - not how smart you are, but how strong you are, how well you adapt.”

One of the participants intervened to say that in Nigeria and in Kenya, a mobile assets law was passed and people can now use mobile assets like livestock etc., to get access to credits. This provides new opportunities, including youth, to access finance. Regarding non-cognitive skills, or soft skills, they are very important not only for young entrepreneurs but also for their employers. Both from the public and private sectors, employers keep referring to these skills as being essential.

Another participant from the private sector (Guinea) mentioned that financial education is also very important. Once access to finance is secured, young people should know how to spend wisely. Further, talking about employment training, entrepreneurship education is also very important. For instance, the youth will benefit from how to start a business, expand it and evaluate their financial needs. In Guinea, there is a World Bank designed PPD project underway with the government, a project where companies design with public institutions specific programs relevant to the economy. It is a successful project that has yielded positive results.

Answering a question by the moderator on the most appropriate PPD mechanisms for young entrepreneurs and how to reach engage the right stakeholders, the same participant answered that in 2013 a series of training centers in West Africa were established. The idea was to set up spaces for young people, to train them and finance them. One of the outreach strategies used was

find them wherever they are. “You find them around a cup of tea or coffee somewhere discussing politics, but also outside of schools,” she said. Instead, in terms of finance, crowd funding is one of the options explored albeit in West African countries there are legal limitations in this area. Mobile banking is operational and can be used to fund projects though there is a lack of regulations. Public regulations are slow compared to technological evolution.

Returning to the issue of non-cognitive trainings and how they relate to “social intelligence”, Ms. Sager outlined that there is a difference. In leadership training when emotional intelligence is tested, that is more about how equipped one is to both relate to other people and to engage with other people in a manner that makes them comfortable. Non-cognitive skills trainings have a dimension of emotional skills, social skills, but mainly it teaches perseverance (“not how smart you are, but how strong you are, how well you adapt”). So besides financial and legal lessons, for young entrepreneurs they include a lesson on perseverance. An example from a training program, the moderator informed, demonstrated that women who received non-cognitive training in addition to standard training saw their profits rise about 40% higher than those who just got standard business training.

“An example from a training program, demonstrated that women who received non-cognitive training in addition to standard training saw their profits rise about 40% higher than those who just got standard business training.”

A participant stated that in Moldova there are many different youth organizations and even if they participate in various PPDs, they lack among others the capacity to represent the needs of young business people. That is why empowerment and capacity building for these organizations, including youth organizations is imperative for a successful PPD. In addition, to have an enhanced youth component in the society, a decent education system should be in place. High education is not enough, for instance, financial education for young people who want to start a business can be essential. Businesses should be involved in matching programs, where young people can be taught through internships and then employed by them.

Another participant joined the dialogue by stating that PPD is also useful as a platform for exchanges. Taking into consideration competitiveness issues, the interest of the private sector should be matched by public interest initiatives. On one side, internships and job offers are important, however, on the other side, attracting investments to create future jobs are also important. “So how are we going to prepare ourselves for the future? Actually existing business can fail tomorrow and then you have a lot of people capable of doing something who are not needed anymore,” stated Sager. So, a holistic and balance approach should be adopted. The

moderator summed up the comment by saying this plan looks both from an investors' and youth developers' standpoint

The representative from Senegal commented at this point saying “I don’t think there is a voluntary exclusion of youth”. He continued saying that because of traditions there are cultural exclusions, say, limitations regarding age. In Senegal, there is a PPD in the field of education, which promoted youth employment. Reforms have been initiated in three fields that have high potential for growth: agriculture, horticulture and tourism. With help from the World Bank, reforms in the field of education were also implemented. The issue is how to prepare the youth for the needs of the private sector? When young people graduate from universities, they lack knowledge on creating a business and this creates the need for entrepreneurship coaching. In Senegal, a regulation was already adopted concerning internships. Now internship is a contract stipulating a time limit and a salary.

The moderator intervened to outline the phases of youth engagement. The first stage is about identifying who the actors are and if youth organizations are represented in individual PPDs. The second stage is to identify champions. “Young people can be multipliers of your messages, so tapping on both sectors and the mechanisms of young people is a way to spread your reach,” she said. She then asked if PPDs represented here have youth organizations represented on their platforms.

The representative from Gabon pondered on the experience of their PPD, which he said focused on youth inclusion. Referring to the previous participant’s comment, he stated that the issues related both to training and “place”. Youth inclusion should be addressed one step at a time. While partnerships with the private sector are crucial for implementing professional training programs, youth should also be reached out at their own “places”. In Gabon the PPD undertook an initiative to list youth from each neighborhood in the capital who have the potential to learn crafts and find employment. Another participant recounted how their PPD partnered with private sector companies in delivering trainings to the youth in the oil and gas, mining and wood processing sectors. Another delegate representing the private sector said they supported through the PPD platform a training school.

It does not make any difference if these measures are in place but there is no uptake by the target audience, commented another participant. A young delegate from Senegal responded a question on what will attract the youth to be part of PPD initiatives, he mentioned that in his country there are already organizations that represent youth, such as the Youth Council, however the right mediums should be identified to reach young people of today (e.g. music). The Algerian delegate outlined the platforms used for promoting youth employment and gave the example of the

Managers Fund. She outlined the initiatives in place in her country that are aimed at youth inclusion.

“I am inspired” said the moderator concluding the session and then summarized the key takeaways from this session:

- The issue of youth representation on the PPDs should be addressed. It could be done through youth organizations or at least by engaging the ministries of youth or education, which have access to young people.
- Ways of contacting the youth should be part of the communication strategy of PPDs. Thus, a communication strategy that extends to youth and not just the business community is an imperative.
- Taking stock of issues such as legal barriers impeding entry is important. Reforms and mechanisms of institutional capacity building can be targeted from this perspective.
- Creating momentums by implementing practical employment initiatives through PPD members, such as business associations can be very useful.
- Overcoming the sentiment that young people, women or refugees have about what PPDs do, as something that does not relate to them, is key to achieving the objective of inclusion. The PPD model adopted should also speak to people who otherwise are not heard in order to create a spirit of trust.

Parallel Session 2: Inclusion through Services

The session was moderated by **Mattias Lundberg**, Program Manager, Youth and Jobs, The World Bank Group and discussed how **women, children, the forcibly displaced, or indigenous populations, youth represents a distinct group of consumers of public services**. This session zoomed in on education and access to information, which both enhance connectedness and help equalize opportunities for the pursuit of happiness. The Millennium Viewpoint Survey, which spans 30 countries, recently revealed that youth in low-income countries, in particular, feels that education does not adequately prepare them for employment. The session explored the following question: how can we better tailor (lifelong) education and information services to the youth needs and aspirations of young people in today’s labor markets, especially in undiversified economies?

Mattias Lundberg presented the agenda for the session as follows: What does it mean to be excluded from services?

- Think of ways how to include youth and which services can we see to include youth?
- In what way are the youth excluded?

Youth Inclusion through Services – Approaches

- **Ask why and for whom services are inequitable.**
- **Monitor services, involve young people in monitoring.**
- **Involve young people (“social entrepreneurs”) in design and delivery of services.**
- **Ensure high-quality services.**
 - Young women in Bangladesh report that with education they are now “able to speak.”
- **Encourage young people to contribute in local / regional / national governance process.**
- **Target transparently.**
 - Preferential treatment? (eg the *Panchayat Raj*).
- **Ensure feedback.**



Mr. Lundberg stressed the main question on what does it mean to be excluded, and gave an example on how it was to be excluded when you were young.



He gave another example in regards to how young people are excluded from services and land. Sometimes, young people are excluded by a policy of the government or other influential actors;

however, sometimes the exclusion is also related to cultural or social norms. For example, women or young girls are excluded from basic services, like access to education due to the social and cultural norms in a given country.

Participants pointed out that when it comes to exclusion from basic services like education, health, safety etc. sometimes governments develop some good initiatives to include youth, however, they do not take all the angles to include the youth and look into the concrete context of the situation. On the other hand, the youth themselves don't trust their abilities or are not allowed to think in a critical way in a young age, or even question their teachers/supervisors etc. as is the example in the MENA region.

Additionally, participants stressed that a major problem is also that the youth is afraid of taken any risk. The youth will follow the norms and sometimes are afraid of accepting jobs that are maybe not as secure those in the public sector.

Mr. Lundberg noted the major problems that is within youth inclusion, and asked the participants how we can change this around and include the youth more. Here, the participants expressed that though entrepreneurship, the youth can be included in certain sector, whereas the youth have some new innovative ideas and in many ways knows how to include other youths within their projects too.

"We found out that most of the systems across the country, actually, are not delivering graduates with the right skills. And for that we need to give opportunities that are better for young people. And we thought that part of the problem is the incorrect laws in our schools, collages of education and universities. After graduating they face the problem of employment. They don't have the right skills that they need to get the right job."

Some more concrete recommendations on how to include young people in delivering services are to collaborate on the curriculum at the school and change the mindset of including youth as well promote youth empowerment in the labour market and public services. More importantly, ensure that the school curriculum align with the actual need of the market demand. In that regards, the participants also expressed the importance of including youth from all levels of the society, including youth from the underprivileged areas from across the country on not just the capital or big cities. Lastly, the participants suggested establishing higher council for youth, which can send input or interact with the government on policy making in including youth and secure a voice for the youth.

In resume, following the parallel session, the moderator asked for tips for addressing the inclusion through markets, spaces and services issue.

One of the participants from Nigeria summed-up the session as follows:

I think in our group on services we looked at issues facing young people across the continent. We also look at education, access to education, labor access, access to opportunity to jobs. So we came up with some quick brief recommendations that we think are quite important. First of all we looked at our education system. We found out that most of the systems across the country, actually, are not delivering graduates with the right skills. And for that we need to give opportunities that are better for young people. And we thought that part of the problem is the incorrect laws in our schools, collages of education and universities. After graduating they face the problem of employment. They don't have the right skills that they need to get the right job. So their irritation has always been jobs, jobs, jobs. We also thought that we need to include, we need to collaborate with public, private sector to be able to review all these curriculums so that to ensure that they are able to produce graduators, first of all, with right skills.

Secondly we mentioned the tools for the young people, and thought that, for instance, this kind of PPD workshops give and supply us with issues that we need to reach out to the youth. I'm very positive with the use of social media tools. So we thought that having these tools, even not PPDs, not necessarily, not only in conferences or meetings and other engagements for those who insure that young people get curriculum in the discussion. We thought about broadening the bottom of the pyramid, which insures getting more and more things to the process of discussion. Sometimes we also end up focusing on when young people aren't through that, the young people that have good education, knowledge and skills, we thought that there are some of the young people who are in the group, who are not dedicated, we also need to get them involved in the discussion. Then we also looked at issues for young people to participate in political processes. In most other countries, political leaders are usually ready to use the work of all those people.

We thought that it would be nice about young people get involved in the policy making processes. One of the ways, I mean we don't do that in our country, for instance in the area of inclusion, where the 35-40% of people, in particular women should be in the position. We thought we need to have that for young people as well. And then most of time we found out that people that can do the policy decisions are usually older, and some do not really understand the challenges young people face. Getting that into the room is also very important. At last we engage private sector for services in training and this is really very important, especially for those that are just freshly out of school. We had several case of this in soft companies and half-training programs for young people. Before it begins

to employ them, they go through straying for a couple of months. We think that should also be replicated amongst many of the opportunities.

Parallel Session 3: Inclusion through Spaces

The session was moderated by **Pamela Beecroft**, Senior Program Officer, North Africa, CIPE, and explored how **inclusion is about occupying political space and influencing policy as much as it is about having an equitable share in markets and services**. In particular, how to assist the youth to organize around issues that interest them, be it via high school and university platforms, unions, or NGOs, to increase contestability in line with the recommendations of this year's World Development Report on Governance and Institutions? How to ensure that these platforms will feed into feedback loops that will produce traceable impact and tangible policy outcomes? Learning from the Arab Awakening can be instructive: the session explored how youth movements can transform into actors that play a visible role in policy dialogue.

PUBLIC-PRIVATE DIALOGUE



MAY 9-11 2017
TUNIS

Youth Inclusion through Spaces: Approaches

Opportunity

Increase possibilities for/support youth to participate in, policy spaces ...or build the spaces themselves.

Ability

Increase capacity of youth to (credibly) inhabit or claim certain spaces.

Dignity

Increase visibility, ensure excluded groups are/ feel seen, heard...



The moderator started by asking the participants about what does exclusion mean for them? Which policy or political spaces do participants think that youth have difficulty accessing? How are youth excluded from those spaces? Which specific sub-groups of youth are more likely to be excluded? And why does youth exclusion matter?

As examples for exclusion, the presenter provided supporting data estimating that on a global scale the number of young people entering the labor market by 2030 would be one billion, that the probability that the youth of the MENA region are unemployed is four times as much that of older peers and that more than 70% of the youth of the African continent live on a daily income of less than \$2.

The participants suggested the presence of various examples of exclusion. These included: illiteracy; differences of language; discrimination in the share of budget allocation devoted to different groups; available youth employment opportunities; women gender related issues (e.g.: safety); regional discrimination; the rural-urban divide; and resource exclusion. Examples of excluded groups included the handicapped, minorities and women.

The moderator then highlighted the presence of three major approaches to tackle discrimination:

- Change opportunities: Increase opportunities for or support those who are discriminated-against (e.g.: youth and women) to participate in policy spaces or to build the spaces themselves.
- Ability enhancement: increase the capacity of the excluded groups to credibly inhabit or claim certain spaces as well as enhancing their general capacities.
- Fostering dignity: increase visibility and ensure that excluded groups are (or feel) seen or heard.

Participants were then divided into three sub-groups each of which discussed among its members what policy or political spaces do the excluded have difficulty accessing? What keeps them out? Or makes them unwilling to be there? Whether there were specific sub-groups who were more likely excluded? How to address existing exclusion problems? Whether the participants have tried any of the approaches meant to include the youth, and what was the outcome? How to help the youth organize around issues they care about and support their voice? How to transform youth activities into policy dialogue actions? Whether PPD mechanism is an answer? How to formulate a 100 days plan to reduce exclusion?

Many suggestions were raised by the participants including: the formation of youth parliament; setting a gender quota in parliaments; helping the discriminated against in organizing and networking; and the need to stress on education. As strategies, the participants suggested that decentralization of resources is recommended in the case of physical space exclusion.

For market exclusion, the need for strategies which enhance chances for access to resources and developing competences was highlighted. As activities, the participants suggested tackling budget allocations; devoting resources to rural areas; decentralization of budgets; allowing access to land; extending lines of credit and providing subsidies.

“The idea is really networking bottom up, to ensure that people could create a youth platform by the youth, for the youth, and that at the same time create parliament space so that they could propose various ideas and be really heard.”

Following this parallel session, one of participants provided this resume:

The first thing we talked about was the fact that space is sort of an esoteric concept. You have the political and physical space and question of proximity. We also have the question of political and policy space and people’s little presence and/or access to participation.

It became very clear that issues of space become issues of markets and issues of services and other things very quickly. We were brainstorming issues of space and started touching upon things like resource exclusion. Far more, it’s different kinds of exclusion and the impact that happen when the exclusion is present. In terms of specific ideas about how in increase youth access to policy spaces and decision making spaces or in terms of procedures in processes, there were a number of them. We’ve talked about ideas to increase opportunity to access, ideas that would increase people’s capacity to actually inhabit those spaces once they’ve been created, and also how to be recognized even once they have these spaces given the credit and the voice that they deserve.

In terms of specific ideas, people talked about budget allocations in their countries that



are highly centralized, also decentralizing budgets to allow the infrastructure of actual physical spaces to be built. Another idea was exclusion from the market, but also exclusion from spaces: talking about access to land and how youth can participate in the economy.

And the last we talked about exclusions was specifically from political space and talked about skill building and networking prioritization and self-regulation. So that they are not only proposing viable ideas but also behaving in such a way that people give them credit and let them keep working on what is important to them. We talked about a youth platform. We had a discussion about youth parliament in this complex and the idea of whether a youth parliament is a way to keep young people out of this space [or vice versa]. Different people from different countries had different opinions on that. But the idea that this group is talking about is really networking bottom up, to ensure that people could create a youth platform by the youth, for the youth, and that at the same time create parliament space so that they could propose various ideas and be really heard.

DEVELOPMENT OF OPERATIONAL ACTION PLANS TO INCLUDE A YOUTH AND INCLUSION THEME IN THE PUBLIC – PRIVATE DIALOGUES REPRESENTED IN THE WORKSHOP

- *Action Plan concept, specific objectives for various PPD platforms, implementation and delivery timeline, intermediary objectives, tasks and concrete activities were presented and discussed.*
- *Participants were asked to indicate concrete results and indicators, followed by all issues related to stakeholder engagement, participation, facilitation and management.*
- *Participants developed Operational Action Plans aimed at youth & inclusion dimension in their PPDs.*

This session was composed of working groups per each country, with elaboration of pilot PPD programs focused on youth and inclusion.

Countries gain in competitiveness and created stronger enterprise development strategies by applying a youth & inclusion lens to the formation and analysis of their development and reform programs.

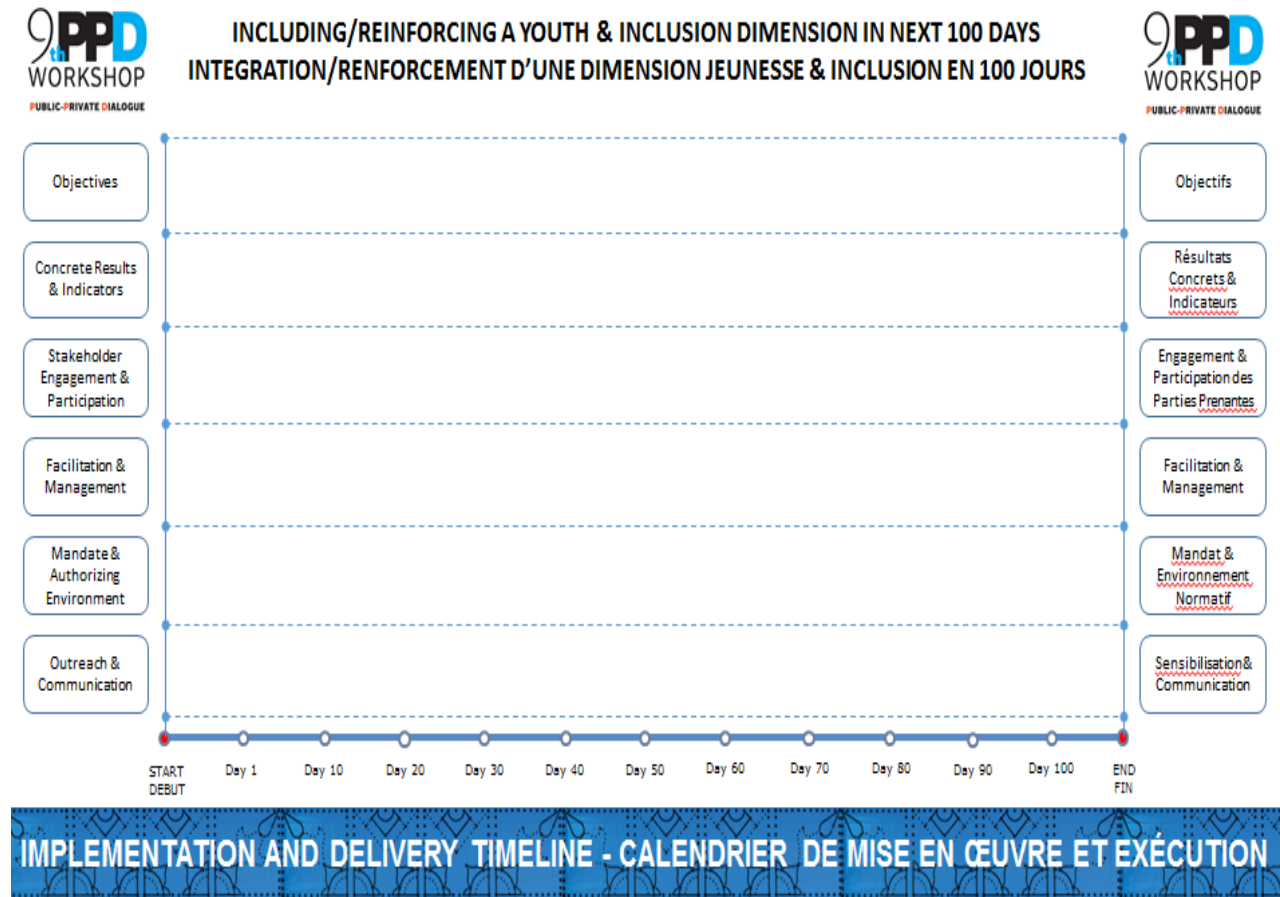
This involves engaging the disenfranchised as agents of change in diagnosis and design, to ensure that strategy reflects their concerns and desires.

More importantly, it involves the engagement of young people as agents in the process of reform: programs are more effective and policies are stronger when they involve the actions of youth as well as represent their views.


This can be achieved by incorporating the views of young people in project design, engaging youth-led CSOs and young social entrepreneurs in the delivery of services, and using young people in monitoring and evaluation of programs.

On the other hand, disenfranchised youth, women, or migrants could be the target of development and reform programs. This could be achieved if PPDs focus their enterprise development programs towards those populations.

For instance PPD mechanisms could be designing and providing tools, training, and innovative programs to empower youth, whether in employability and volunteering, in local sourcing and open contracting for youth employment, in improving civic and economic engagement, or training youth in self-employment and entrepreneurship.



Mr. Herzberg opened the session by presenting the Action Plan concept. He asked delegations to think of objective(s) for their PPD platform. Explained the Implementation and Delivery Timeline, he asked intermediary objectives to be marked first in order to identify tasks. Then participants were asked to indicate concrete results and indicators, followed by all issues related to stakeholder engagement and participation, facilitation & management such as the secretariat, mandate and authorizing environment that permit advancing the agenda, outreach & communication including consultation mechanisms with target groups.

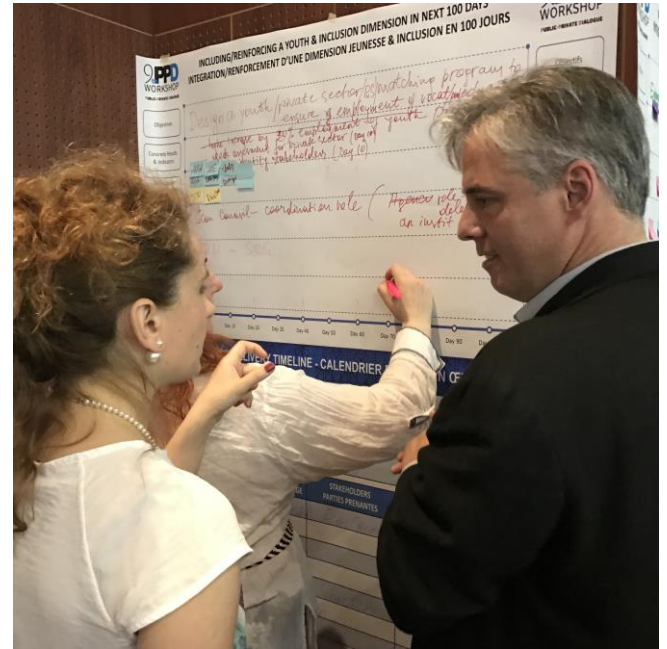
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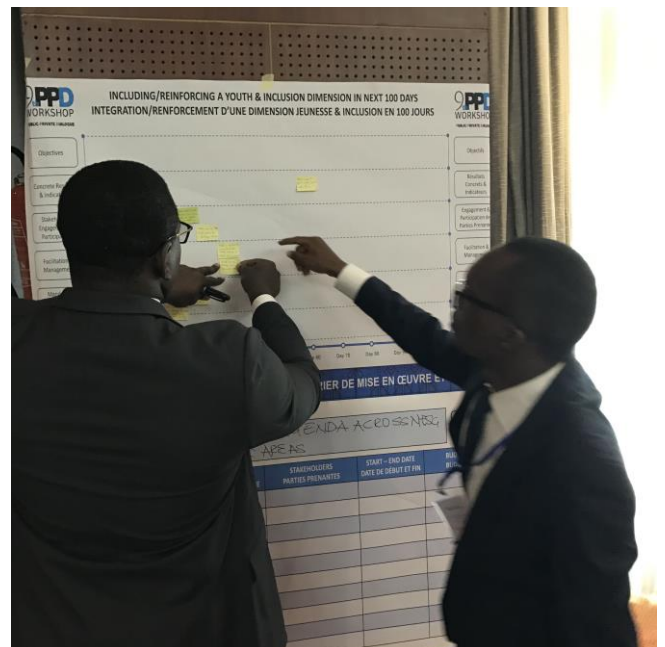
ACTION PLAN – PLAN D’ACTION

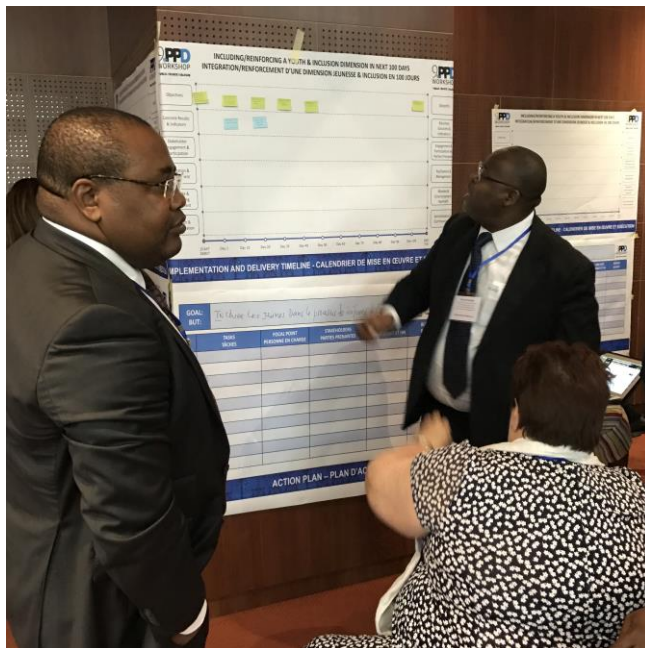
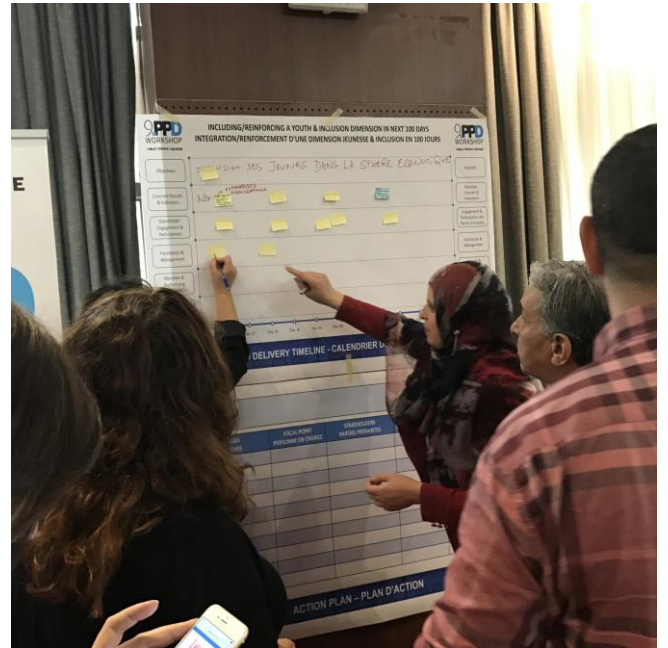
Going back to the Action Plan, he instructed all to identify 10 tasks to reach the objectives, the main actors, timelines and the budget.

The working groups per each country were formed after the explanation of procedures on implementing the Action Plan. Throughout the session, group discussions and drafting of the work plans took place. Delegates carried out this exercise successfully through the end of the session. A discussion ensued where country delegates outlined their plans and objectives, some targeting target group engagement in reforms and other in specific employment initiatives.

Watching participants work diligently on their Action Plans, Mr. Herzberg stated that in his opinion this workshop will have a strong impact in view of the energy invested by all participants. He concluded by stating that very concrete and practical presentations were made indicating that this workshop reached its objective of giving out tools for implementing successful PPDs.







AWARD CEREMONY OF THE THREE PPD HOWARDS

Established in 2006, the PPD Community of Practice (CoP) instituted its own recognition awards in 2014. The “PPD Howards” are named after *Nicholas C. Howard*, who dedicated his professional life to advance the collaborative governance agenda.

The 9th PPD Global Workshop was concluded by the PPD Howards Award Ceremony to honor virtues and qualities critical to successful PPDs. These awards recognized and rewarded exemplary initiatives and gave the PPD Community of Practice the chance to applaud the efforts of their colleagues working on PPD.

The winners in the three categories were:

Innovation – Moldova Economic Council to the Prime Minister: Recognition for using PPD in an innovative manner with an interesting new mechanism to combine permanent cross-cutting topics with ad-hoc sectoral ones to tackle specific challenging developmental issues.



Long Standing Achievements – Cameroon Business Forum (CBF): Recognition for the many years of hard work to build the capacity of a PPD to deliver concert and important results over time.



Resilience – Nigerian Economic Summit Group (NESG): Recognition for reinventing itself many times under difficult circumstances, still standing sustainably after more than 20 years, and now stronger than ever with concrete and tracked results.



Following introductory remarks, the moderator invited the UTICA representative to the stage. The latter thanked all organizers and wished delegates success in their future endeavors. He then invited the representatives of the above mentioned PPD platforms to receive the Howards Awards. Recipients expressed their gratitude for this honor.

CONCLUSION OF THE WORKSHOP

The 9th PPD Global Workshop was concluded with remarks made by the World Bank and DI teams. They congratulated participants and organizers for their productive work as well as enthusiasm and active engagement throughout the three workshop days.

Participants also expressed their gratitude for the opportunity to exchange experiences and gain knowledge, as well as thanked the organizers.

The workshop proved to be very successful and achieved its main objective of facilitating knowledge exchange between PPD practitioners and giving out tools to participants to improve the performance of the PPD platforms they are engaged in.

Around 200 participants from 35 PPD initiatives from 26 countries joined the event with a rich mix of regions and PPD experiences, starting from economy wide PPDs focusing in investment climate improvements in general and reaching to industry focused and sector specific public-private dialogue initiatives. The civil society and the academic dimension were also represented.

The workshop took stock of recent developments in PPD knowledge, explored how it is used to foster inclusive development, as well as critical links between competitiveness, youth, gender, and migration dimensions. It also helped to build capacity of participants to effectively manage and monitor PPD process during the PPD life cycle.

The event kicked-off with special keynote addresses, one-on-one debates and panel discussions on the first day. The second and third days focused on technical discussions. Day two featured 18 case studies, while day three offered hands-on sessions on how those examples could help the various participating PPDs.

During the discussions, the participants explored how the government, private sector and civil society organizations can effectively use PPD platforms to identify the most effective means to support the full participation of young people, women and migrants in the economy and society as whole.

Building on the successful exchange of knowledge and experience, the following specific outputs were highlighted:

- Participants developed Operational Action Plans aimed at youth & inclusion dimension in their PPDs;
- Participants developed Evaluation Wheels aimed effectively monitor and evaluate their PPD's effectiveness;

- Participants engaged in a simulation to develop a PPD Mechanism and design specific approaches for specific concerns;
- A series of case studies were presented on PPDs using innovative approaches to enterprise development for youth & inclusion through dialogue.

At the end of the workshop evaluation questionnaires were handed out. Participants were asked to evaluate the Workshop across 5 main categories on a scale of 1 - 5 (where 1 was poor and 5 was excellent).

The overwhelming majority of ratings were 4 and 5 – very good and excellent.

Ninety-five percent of respondents evaluated the overall workshop content as excellent and very good.

The highest rated session in Day 1 was “Boosting Tunisia Competitive Sectors through PPD” session (46 percent of respondents rated 5), followed by “Debate- Café Style” session (41 percent of respondents rated 5) and High Level Panel Discussion (34 percent of respondents rated 5).

The highest rated session in Day 2 was the Role Play/ Literavia (59 percent of the respondents rated 5 this session). At the same time, all three sessions in Day 2- Role Play/Literavia, Parallel Sessions and Speed Dating- were equally popular among the respondents.

The highest rated session in Day 3 was the Evaluation Wheel Exercise. Fifty-one percent of the respondents rated this session as excellent. Thirty-seven percent of the respondents rated equally excellent 6 Case Studies and Action plan sessions. In the same time, all three sessions were equally popular among the respondents.

The event culminated with the PPD Howards ceremony, to honor the virtues and qualities critical to successful PPDs.

PART 1. Qualitative Feedback: Comments Provided by Participants

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

- Action plan, M&E and evaluation wheel preparation
- Interaction with peers/ learning from others' experience
- Interactive exercise/role playing: Literavia case
- Benjamin Herzberg's presentation
- Speed dating/knowledge sharing
- Case study presentation
- Tunis Pharmaceutical Industry case
- Principles of PPDs
- French Café session
- Youth Issues/strategies
- High Level Panel
- Inclusion policies through PPD
- Direct questions
- Setting up PPD exercise
- Networking
- Parallel session spaces

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

- High Level Panel
- French Café
- Coffee Break
- Timing
- Translation
- The debate was not well-organized
- General presentations
- Introduction to PPD presentation
- Cocktail Reception
- Introduction speeches
- Action plan session needed to be explained better
- Case studies

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

- Impact of PPDs
- Deeper insight into secretariat's coordination work

- PPD Handbook update
- Documents and materials about best PPD practices
- Lobby and advocacy capacity building
- How to strengthen private sector association capacities for participating in advocacy
- How to write position papers
- Negotiation skills with decision makers
- Distinguish between strengths and weaknesses of PPDs
- Inclusion of private sector in PPD
- Actual mechanisms of PPD organization and examples: risks and pitfalls

General Comments on Workshop Content

- Great Organization and Delivery of Content
- Interesting workshop
- Some of the sessions should have been given more priority (such as Tunisian competitive sector) and perhaps presented earlier
- Excellent workshop
- Great presentation by Benjamin Herzberg
- Very interactive and useful
- Youth Associations' participation and more discussions about youth and inclusion would be valuable
- Overall met expectations
- It would be useful to have all workshop materials in French
- Very important workshop, good exchange of practices
- Good organization, rich content, good experience

General Comments on Facilitation

- Great facilitation skills
- Facilitation was professionally conducted
- Ability to switch from English to French was amazing
- Excellent
- Good organization
- Time Management

General Comments on Workshop organization

- Excellent organization
- In general, everything was nice, hospitality was OK
- A/C system was not working properly and food could have been better
- Sessions could have been shorter
- Documentation in French is necessary for future workshops

Final Comments

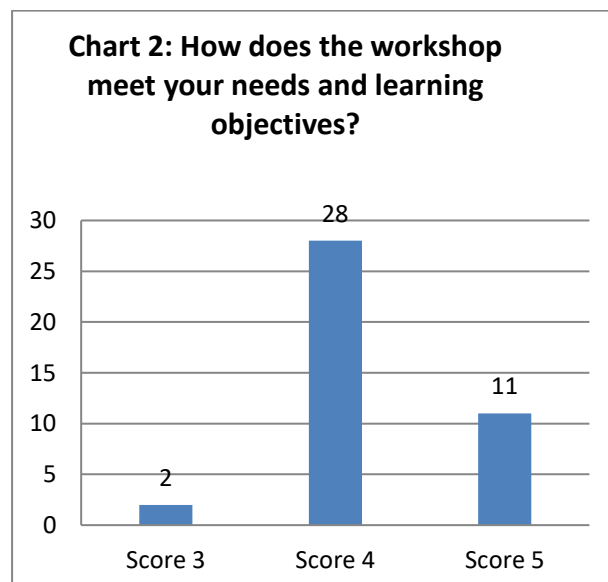
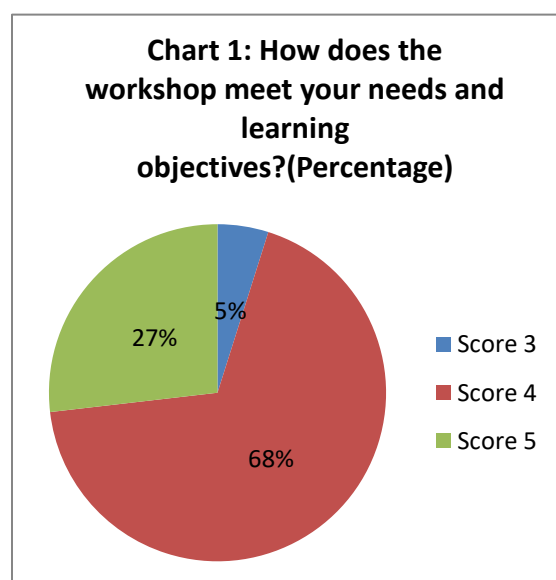
- Excellent and well delivered workshop; good takeaways
- Truly grateful and honored to be part of this important opportunity
- Thanks a lot for this useful and interactive workshop
- The English translation was not professional; problems with sound during translation
- Many thanks to the whole team for organizing this workshop
- Great effort for good result. Bravo Benjamin, bravo the whole team
- Many thanks to the team, UTICA and World Bank
- More youth should have been involved
- Use of social media is important
- Benjamin Herzberg was great, a lot of learning and thinking
- This is an innovation in public-private dialogue context

PART 2. Quantitative Feedback

Respondents were asked to rate the Workshop across 5 main categories on a scale of 1 - 5 (where 1 is poor and 5 is excellent). The overwhelming majority of ratings were 4 and 5 (see charts 1-16).

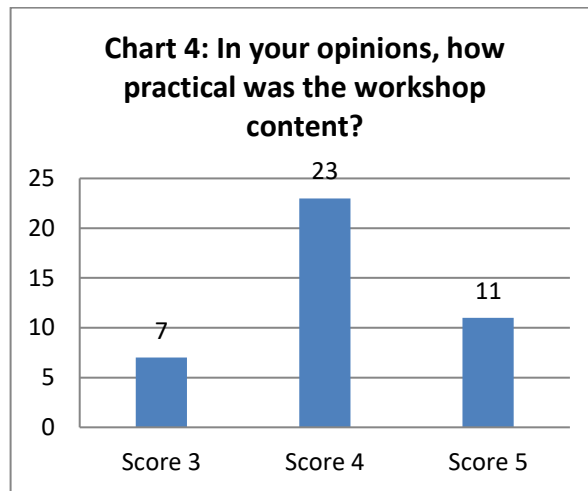
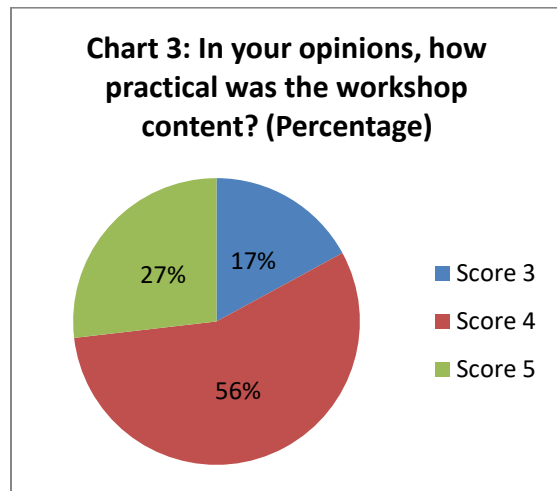
1. Workshop Content

How does the workshop meet your needs and learning objectives?



The overall workshop content was evaluated very high by participants. About 27 percent of the respondents gave the highest mark of 5 and nearly 68 percent gave the second highest mark of 4. Only, two participants rated the content as average with a score of 3, which is less than 5 percent of total responses.

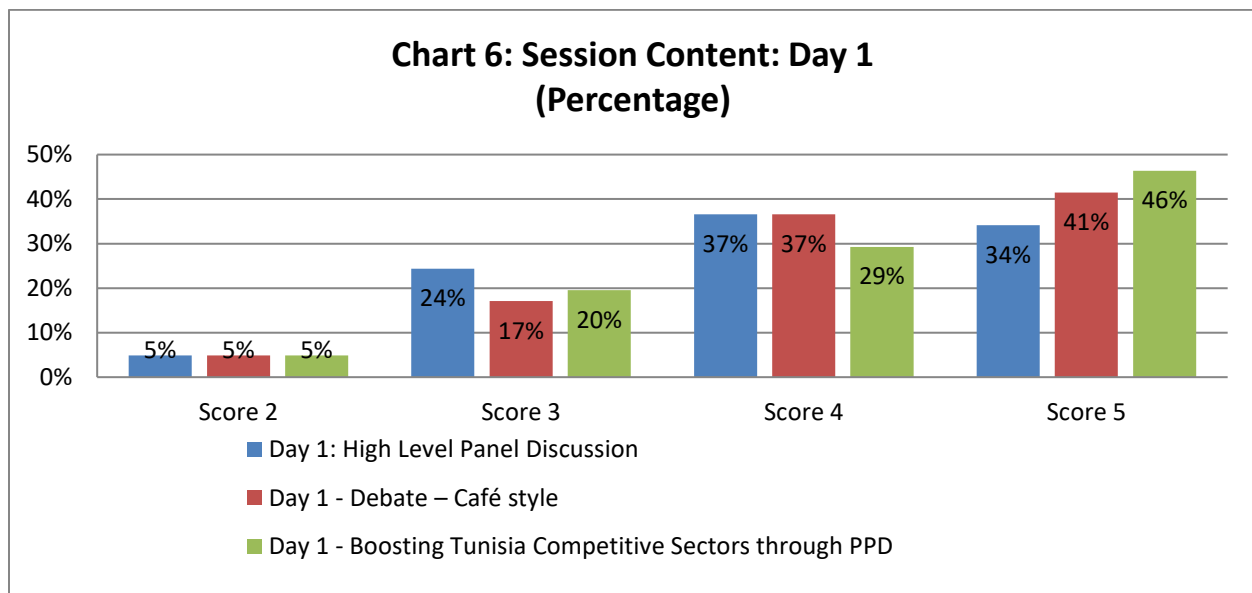
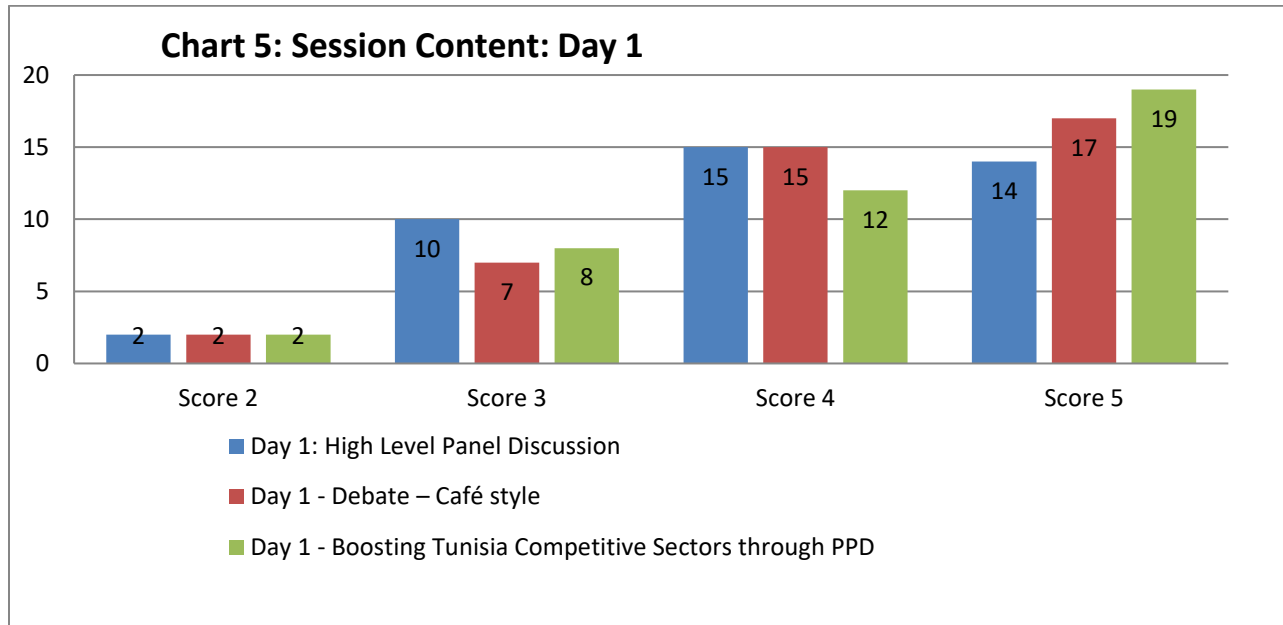
In your opinions, how practical was the workshop content?



The great majority of the respondents (83 percent) rated 4 and 5 on the question of “How practical was the Workshop Content”. Score 3 was given by 17 percent of respondents.

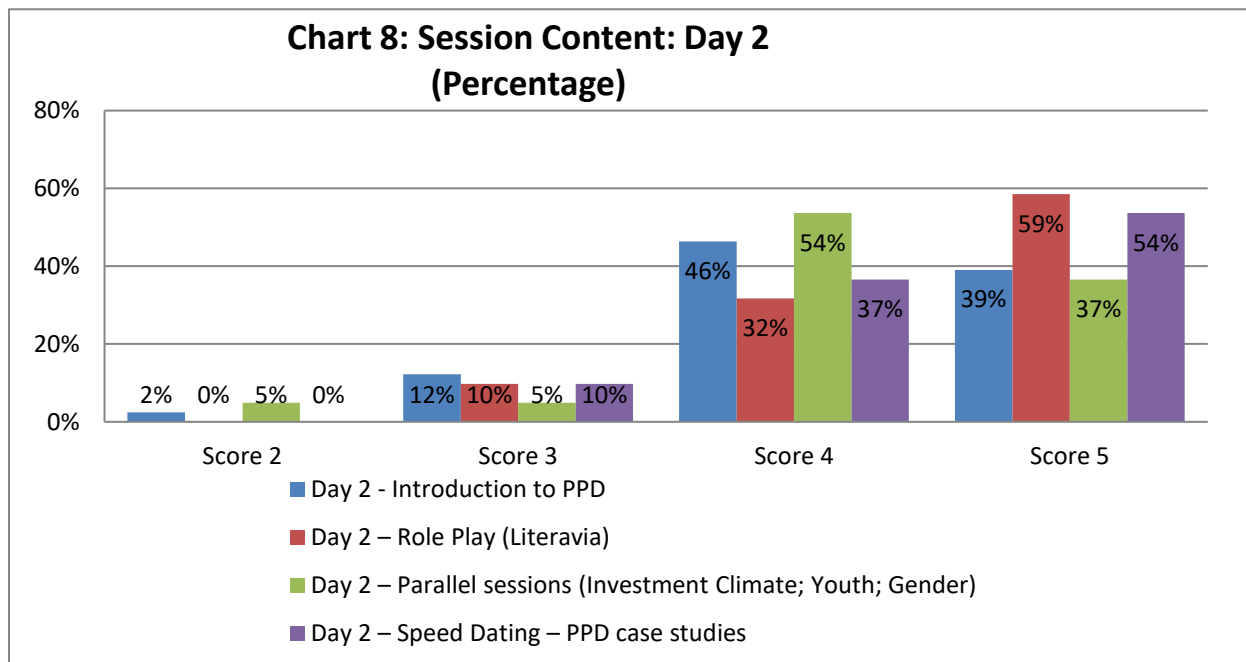
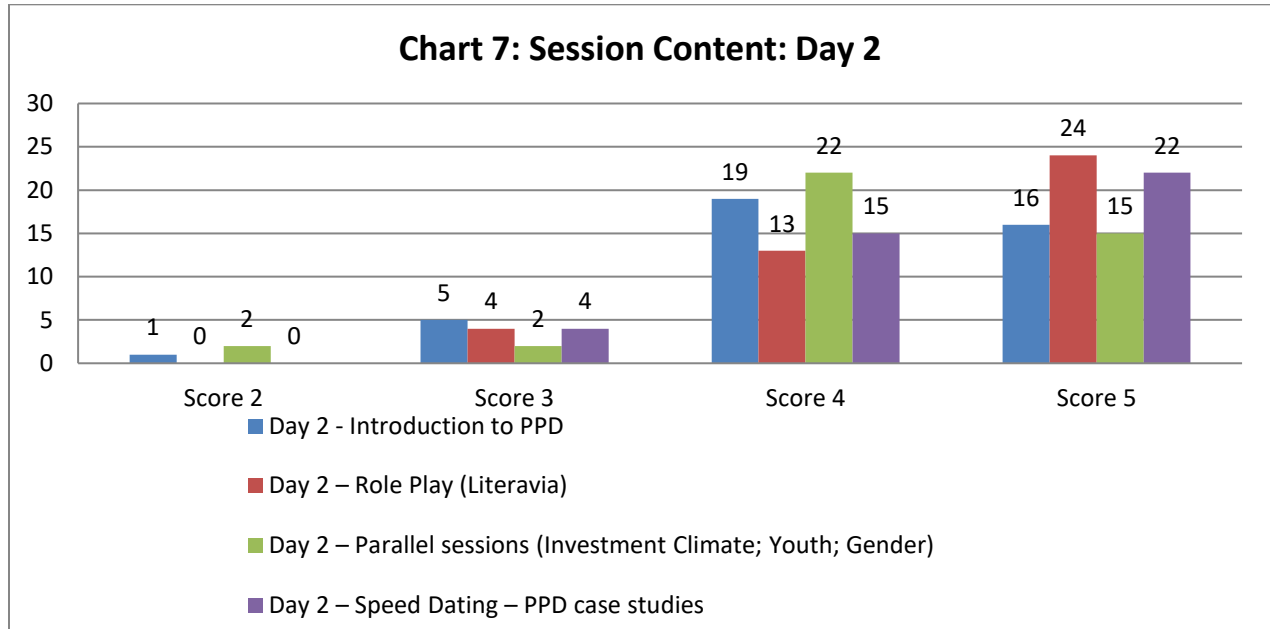
2. Session Content

Session Content: Day 1



The highest rated session in Day 1 was “Boosting Tunisia Competitive Sectors through PPD” session (46 percent of respondents rated 5), followed by “Debate- Café Style” session (41 percent of respondents rated 5) and High Level Panel Discussion (34 percent of respondents rated 5). At the same time, “Debate- Café Style” session gathered 78 percent of 4 and 5 scores together, followed by “Boosting Tunisia Competitive Sectors through PPD” (75 percent) and High Level Panel Discussion (71 percent).

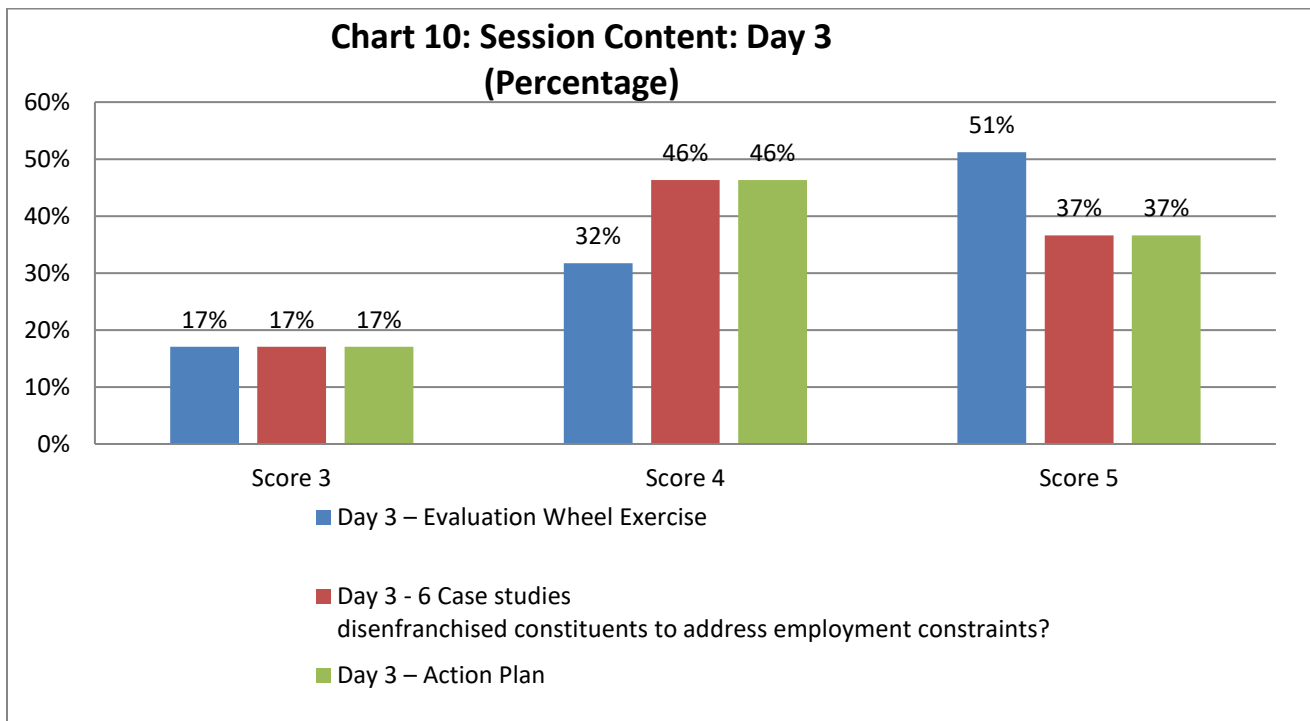
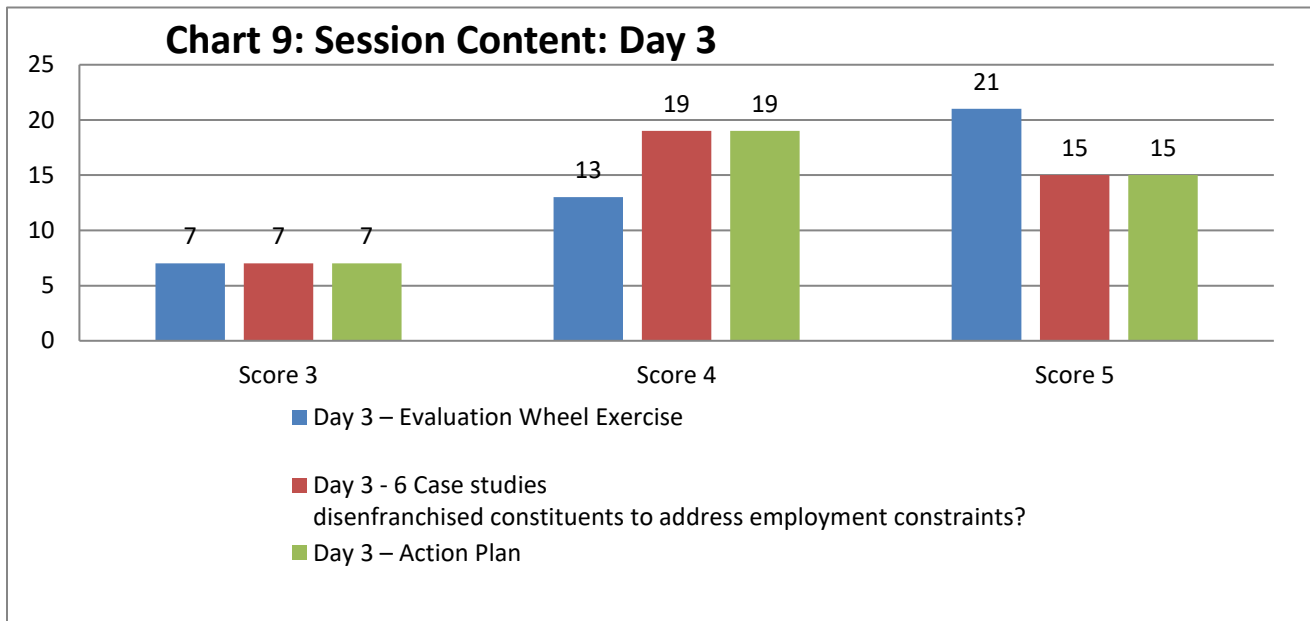
Session Content: Day 2



The highest rated session in Day 2 was the Role Play/ Literavia (59 percent of the respondents rated 5 this session). At the same time, all three sessions- Role Play/Literavia, Parallel Sessions and Speed Dating- were equally popular among the respondents. They gave equal number of 4

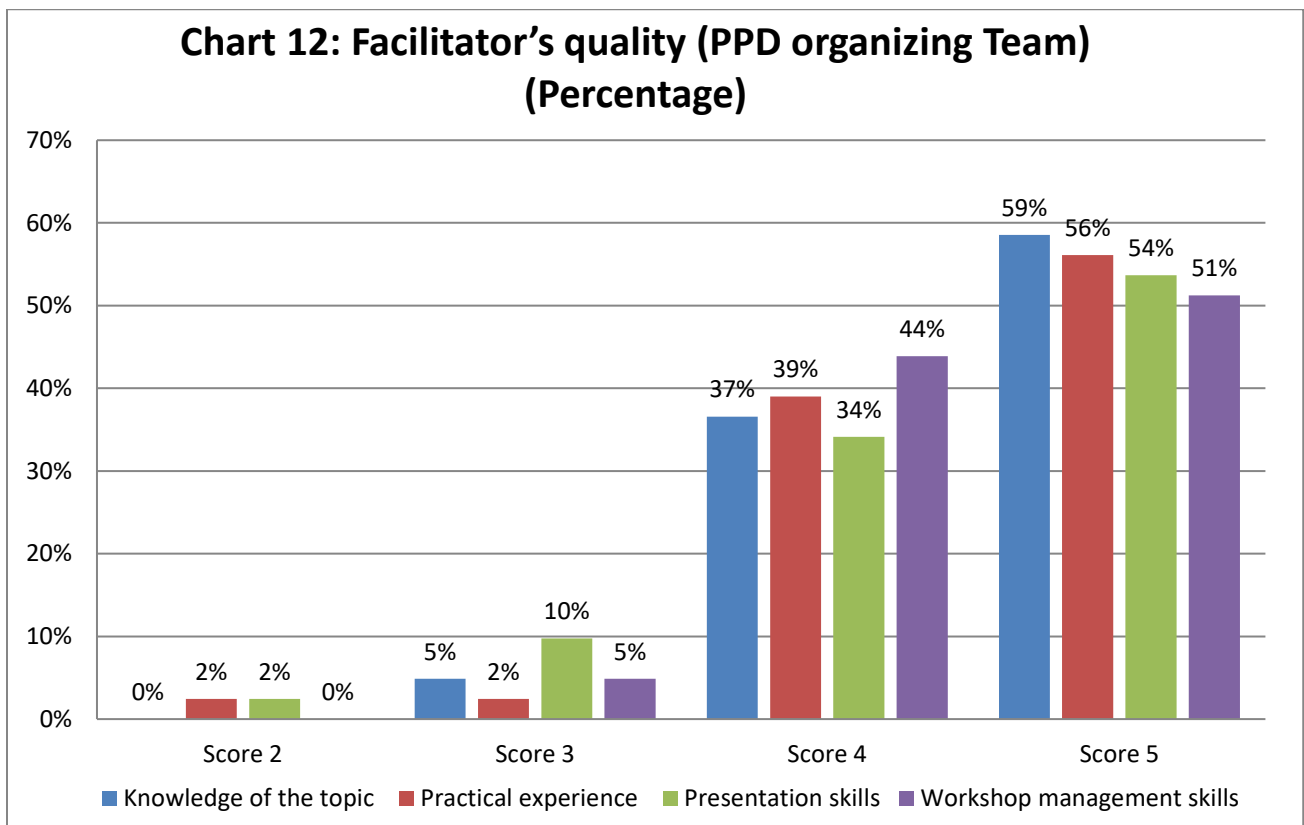
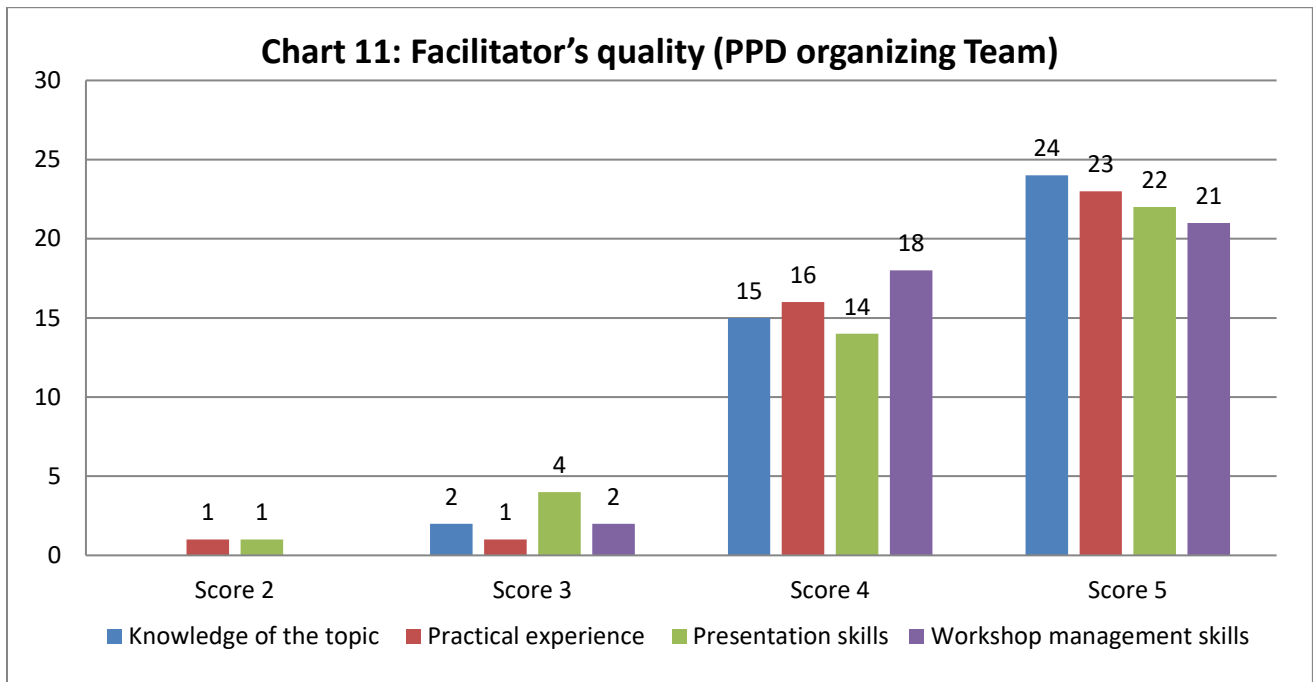
and 5 scores (91 percent for each) to all three sessions. The Introduction to PPD session is rated 5 and 4 by 39 percent and 46 percent of the respondents respectively.

Session Content: Day 3



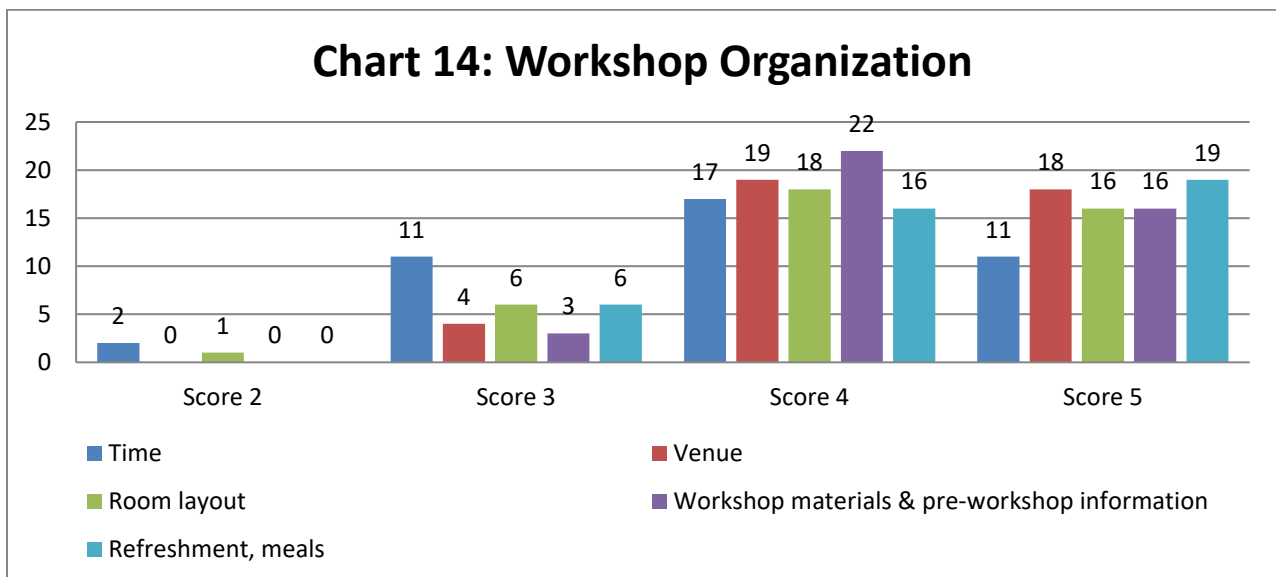
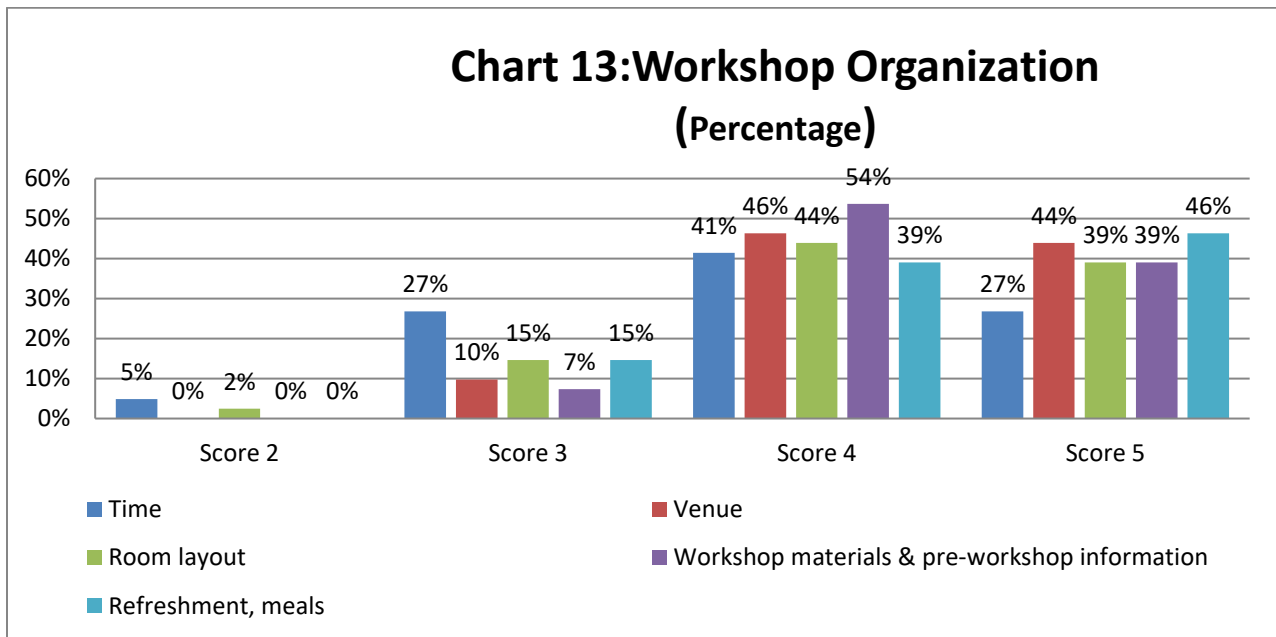
The highest rated session in Day 3 was the Evaluation Wheel Exercise. 51 percent of the respondents rated this session as excellent. 37 percent of the respondents rated equally excellent 6 Case Studies and Action plan session.

3. Facilitator's quality (PPD Workshop Organizing Team)



In the “Facilitators’ Quality” section questions, the “Knowledge of the Topic” category received the highest score (rated excellent by 59 percent of the respondent). At the same time the overwhelming majority of the ratings were 4 and 5 (excellent and very good) for the “Facilitators’ Quality” section questions: 96 percent for the “Knowledge of the Topic”, 95 percent each for the “Practical Experience” and the “Workshop Management” skills and 88 percent for “Presentation Skills”.

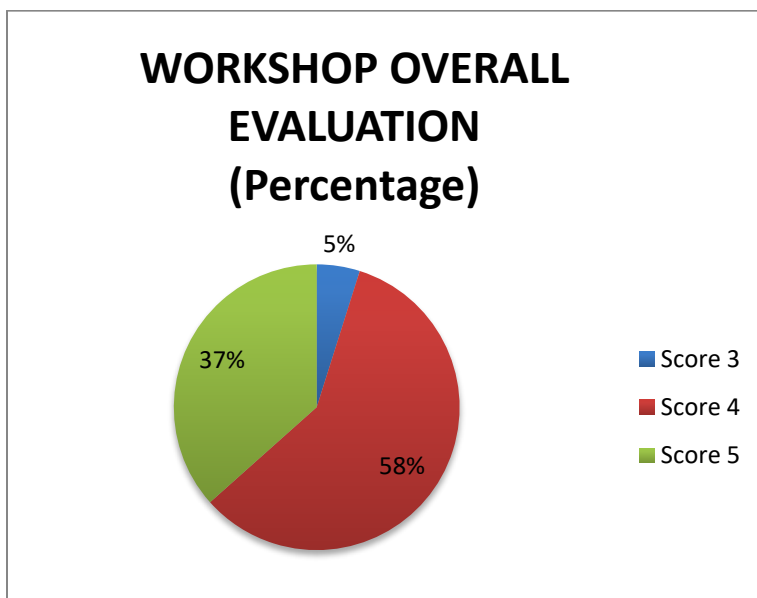
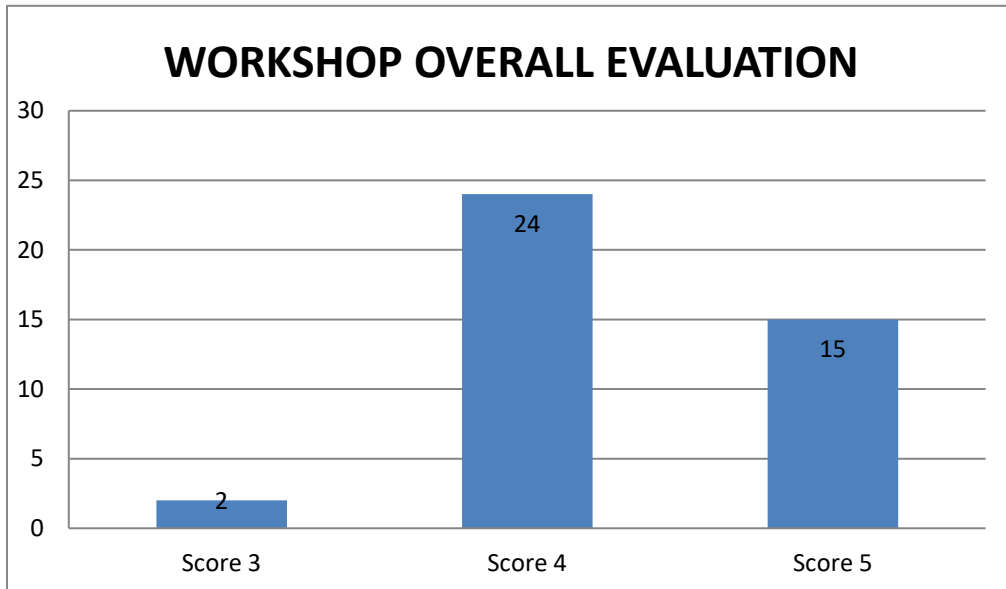
4. Workshop Organization



Among the “Workshop Organization” session questions, the “Workshop Materials” and “Pre-Workshop Information” categories were the most popular, receiving 93 percent of 5 (excellent) and 4 (very good) ratings among the respondents, followed by “Venue” (90 percent),

“Refreshment/meals” (85 percent) and “Room Layout” (83 percent) categories. The respondents gave the least amount of 4 and 5 scores to the “Time” category (68 percent of all respondents).

5. Overall Evaluation of the Workshop



The 95 percent of the respondents evaluated the “Overall Workshop” as excellent (5) and very good (4).