

PUBLIC-PRIVATE DIALOGUE



MAY 9–11 2017
TUNIS

Public-Private Dialogue on Enterprise Development for Youth and Inclusion



GOOD PRACTICES ENOUGH IN PUBLIC PRIVATE DIALOGUE

Herzberg, Sisombat & PPD Team
Anna Kompanek, CIPE
World Bank Group

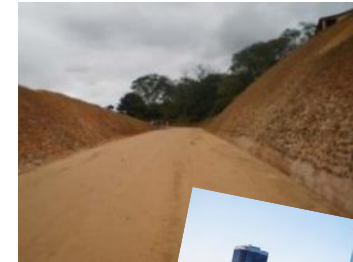
Development Challenge

Current State



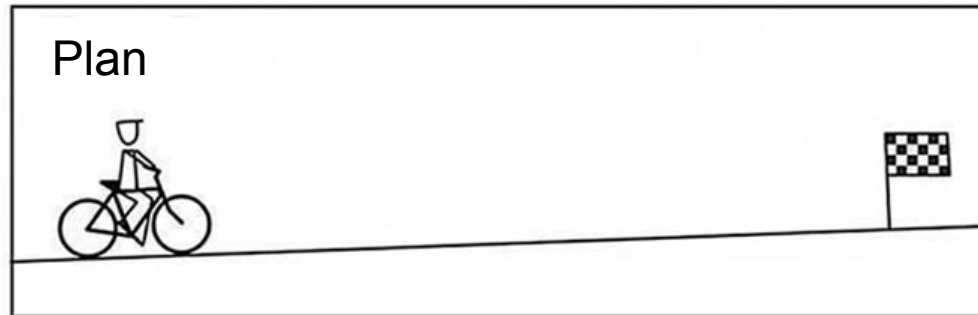
“HOW?”

Desired State

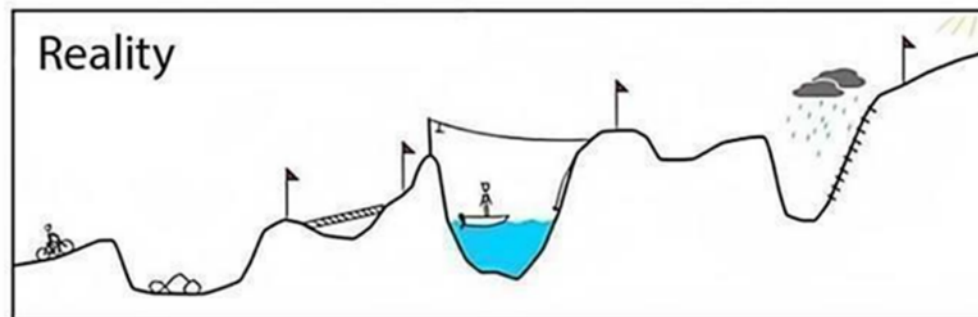


The 'How' Really Does Matter

We plan for this...

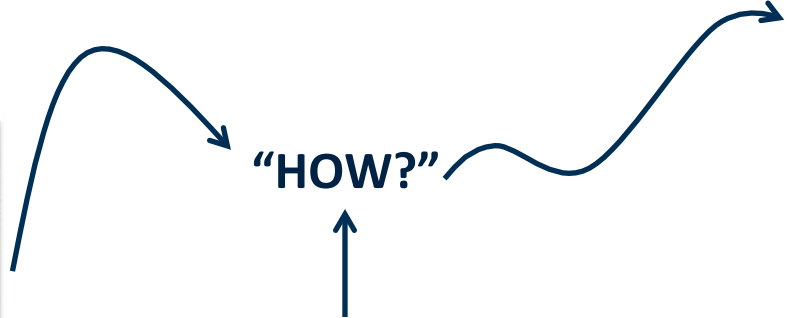


But end up with....





Current State



“HOW?”

Coalition Building
Public Private
Dialogue

And collaborative leadership



Desired State

Investment climate / FDI	Industry focused - competitiveness	Youth programs / NGOs
Algeria Investment Climate National Committee (CINCA)	Algeria - Automobile sector	Youth Livelihoods, The MasterCard Foundation
Cameroon Business Forum (CBF)	Algeria - Leather sector	Partners for Good, Jordan
Ethiopia - Addis Ababa Chamber of Commerce And Sectoral Associations	Algeria - Agricultural sector	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	Kyrgyz Republic Cluster-based PPDs	USA - IREX
Netherlands Prime Minister Economic Council	Mauritania Freezone Task Force	Liganda - Building A Network to Address Youth Unemployment
Morocco National Committee for Business Environment	Tunisia - Water PPD	USA - Education Development Center (EDC)
Nepal Federation of Women Entrepreneurs' Associations	Tunisia - pharmaceutical industry	
Nigerian Economic Summit Group	Tunisia - inter-agency platform for value chain development and competitiveness enhancement	Dev Partners / JMOB, Agencies
	PPD on competitiveness reinforcement of the IT sector - smart Tunisia	Confederation of Danish Industries
Senegal Public Private Dialogue		
Tunisia National Business Agenda		The World Bank Group
Turkey TICDE		GISZ
		Center for Private Enterprise
		IKHO, Confederation of Norwegian Enterprise

WHO IS IN THE ROOM?

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
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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 Freezone 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

PPD CHARTER OF GOOD PRACTICE

PRINCIPLE I: CONTEXTUAL DESIGN

PRINCIPLE II: OPEN GOVERNANCE PROCESS

PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT

PRINCIPLE IV: STRUCTURE AND PARTICIPATION

PRINCIPLE V: FACILITATION

PRINCIPLE VI: CHAMPIONS

PRINCIPLE VII: OUTPUTS

PRINCIPLE VIII: OUTREACH AND COMMUNICATIONS

PRINCIPLE IX: MONITORING & EVALUATION

PRINCIPLE X: APPROPRIATE AREA AND SCOPE

PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE

PRINCIPLE XII: DEVELOPMENT PARTNERS

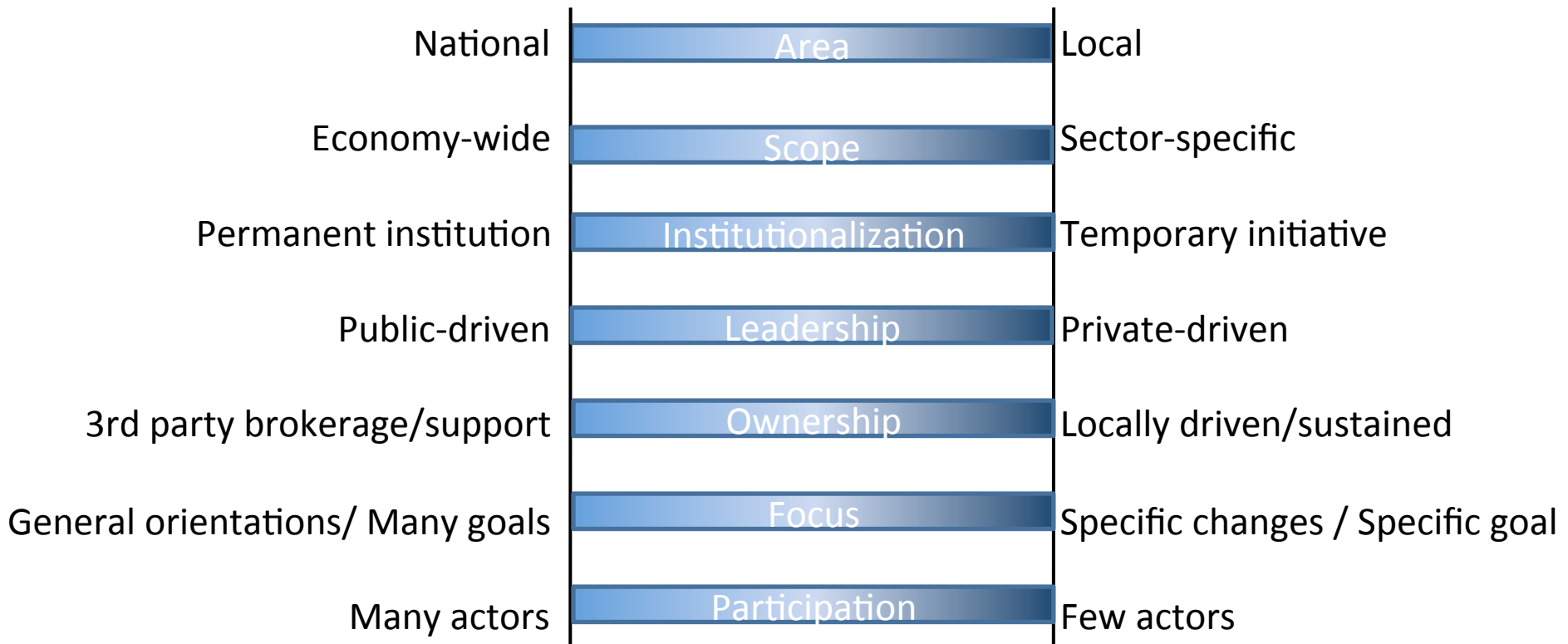
PRINCIPLE XIII: SUSTAINABILITY

PRINCIPLE I: CONTEXTUAL DESIGN

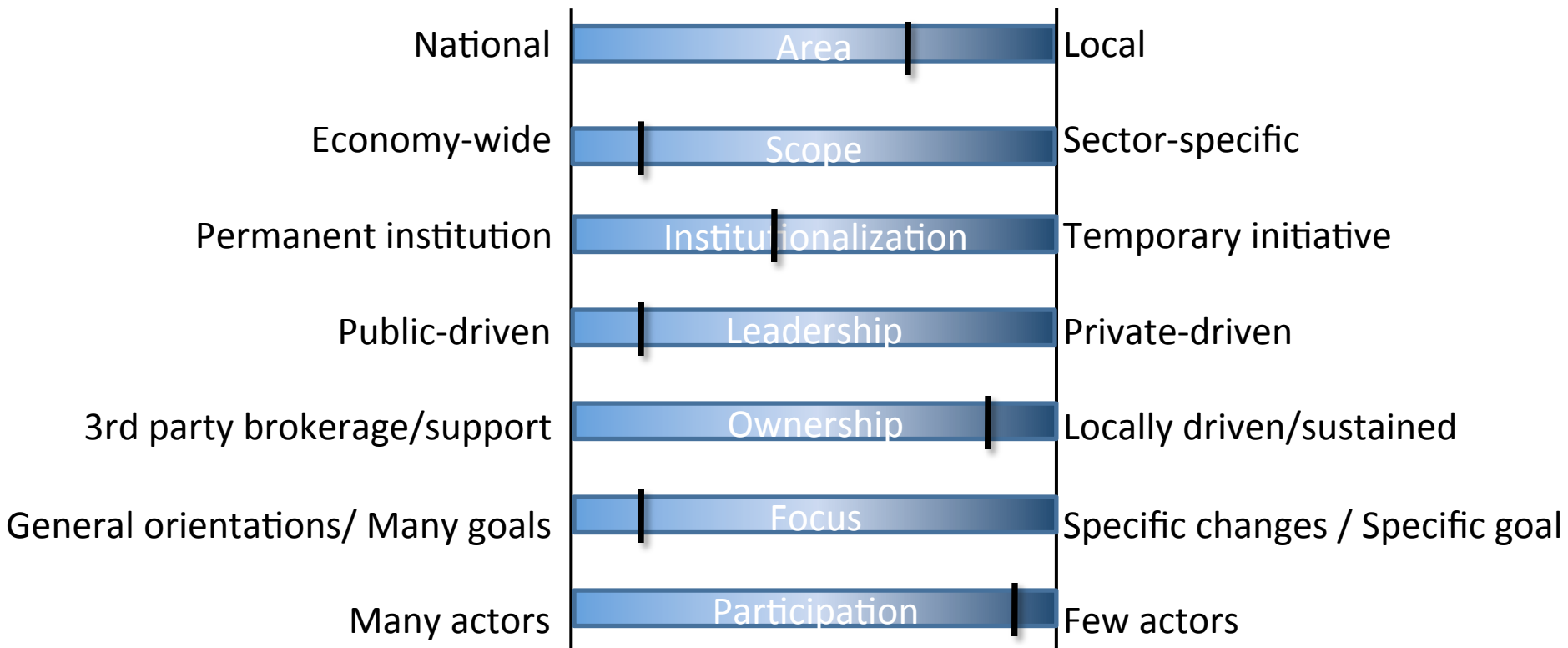
PPD can take several forms and can take place at various levels within different timeframes.

Les PPD peuvent prendre plusieurs formes et peuvent avoir lieu à des niveaux avec des durées de vie divers.

PPD TYPOLOGY



PPD TYPOLOGY



LOTS OF CONSULTATIONS!



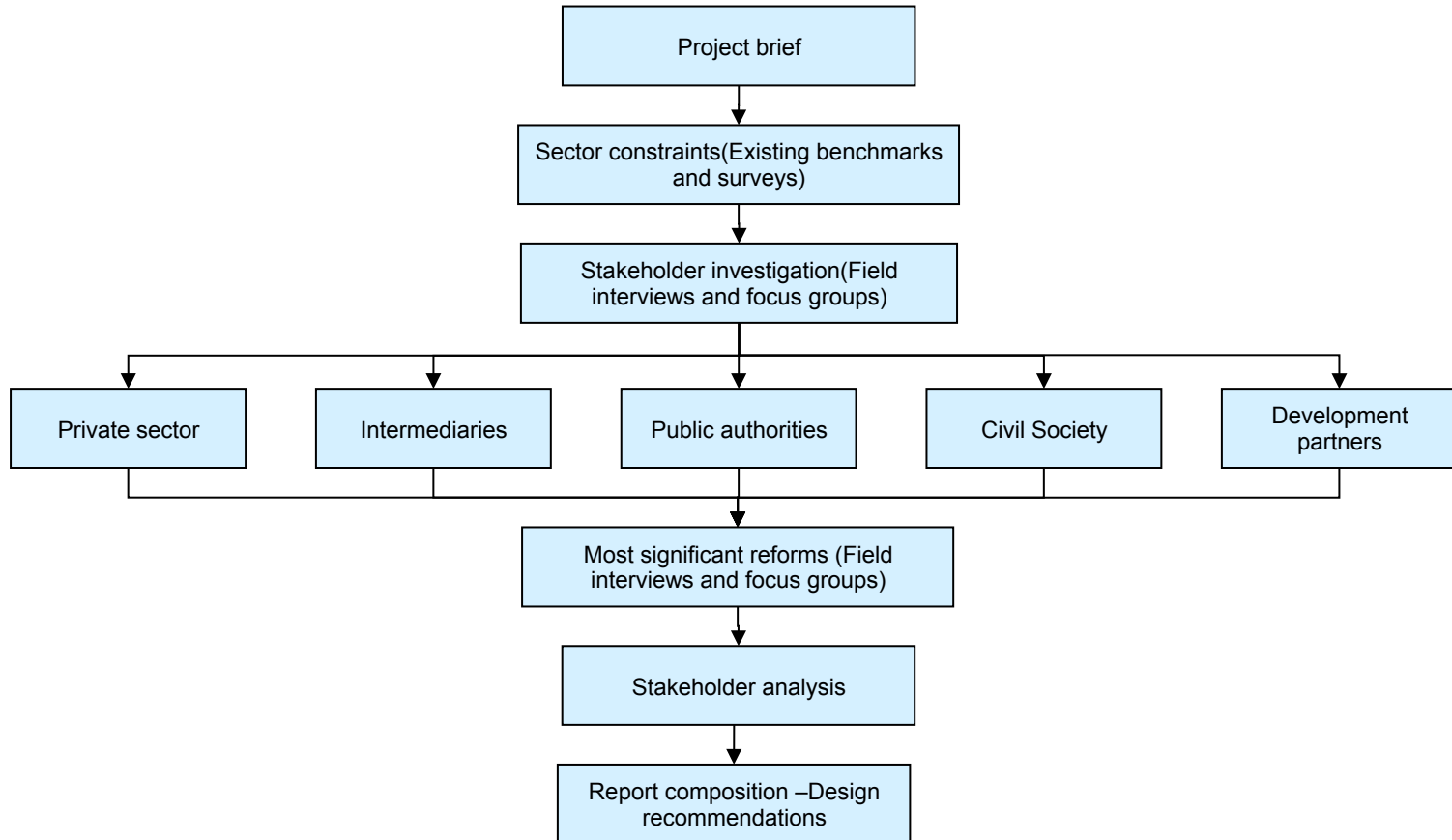
PRINCIPLE II: OPEN GOVERNANCE PROCESS

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

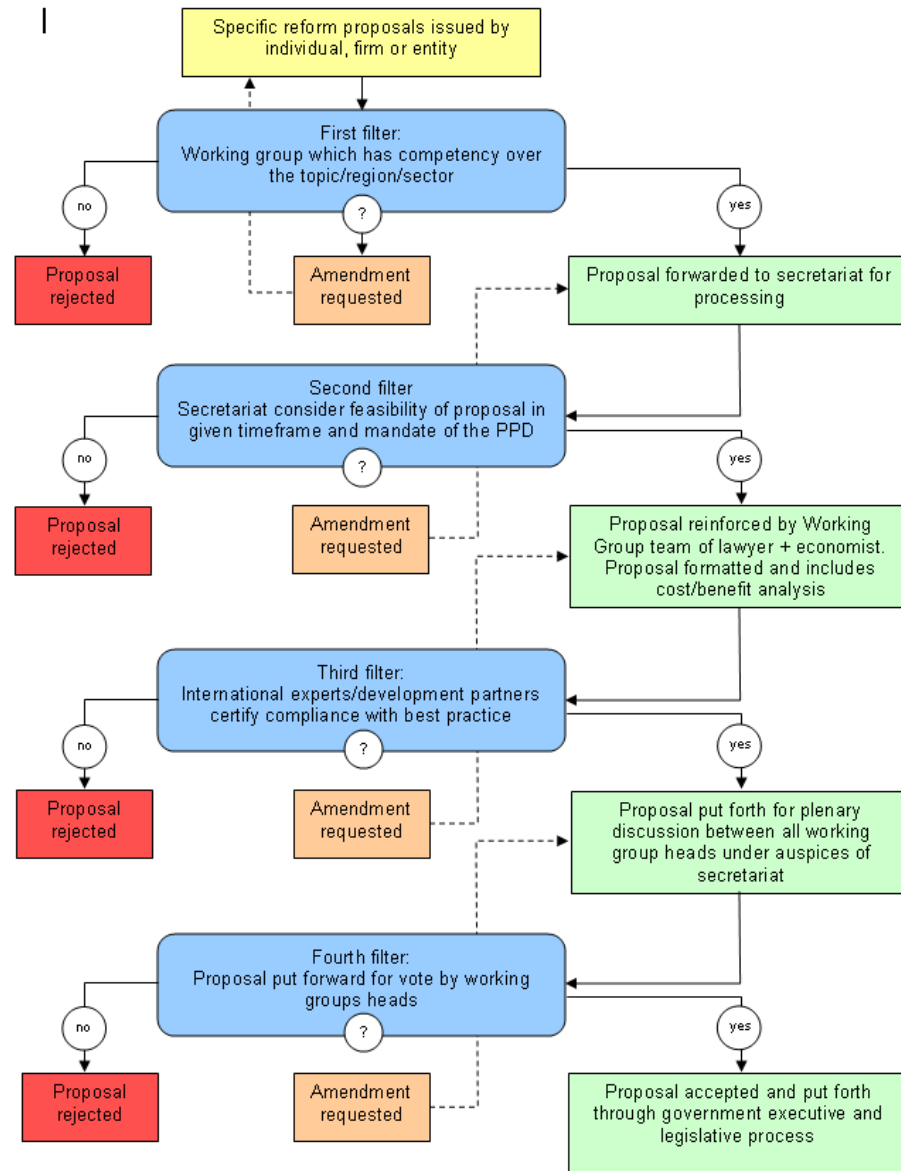
Les PPD doivent fonctionner selon des règles de gouvernance ouvertes, transparentes et équitables. Les PPD seront plus susceptibles de réussir si leurs structures de gouvernance sont conçues pour mieux tenir compte de l'économie politique.



PPD DESIGN PROCESS



FILTERING PROCESS TO ENSURE TRANSPARENCY AND FAIRNESS

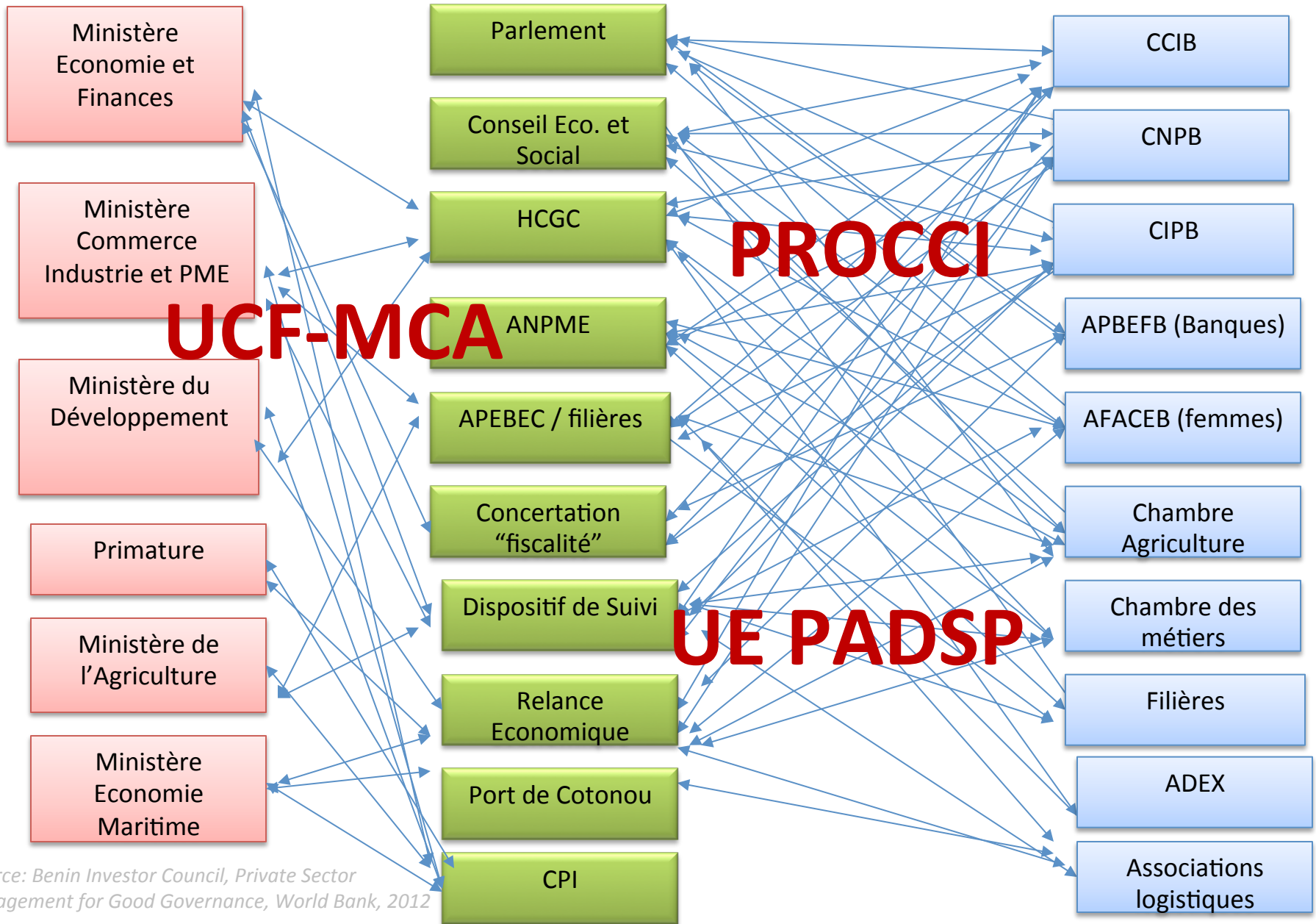


PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT

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

Une déclaration d'objectif est utile pour la clarté. Un mandat formel ou juridique peut être une aide importante dans certains contextes politiques et économiques, mais les mandats ne sont jamais suffisants pour établir un bon PPD. Où qu'il soit hébergé et dans la mesure du possible, le PPD devrait être aligné avec les institutions existantes afin de maximiser le potentiel institutionnel et de minimiser les frictions.

INSTITUTIONAL COORDINATION (OR NOT)



LINKING THE PPD TO OTHER REFORMS PROCESSES



SEZ



Clusters



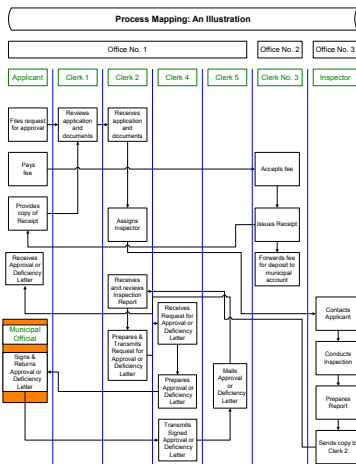
Value chain



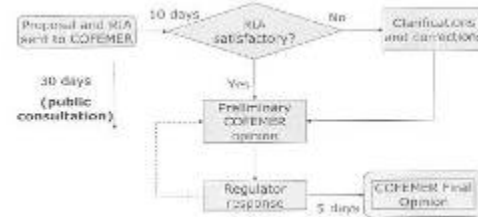
Reform Unit

Regulatory simplification

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



RIA and regulation review process



INSTITUTIONAL ALIGNMENT

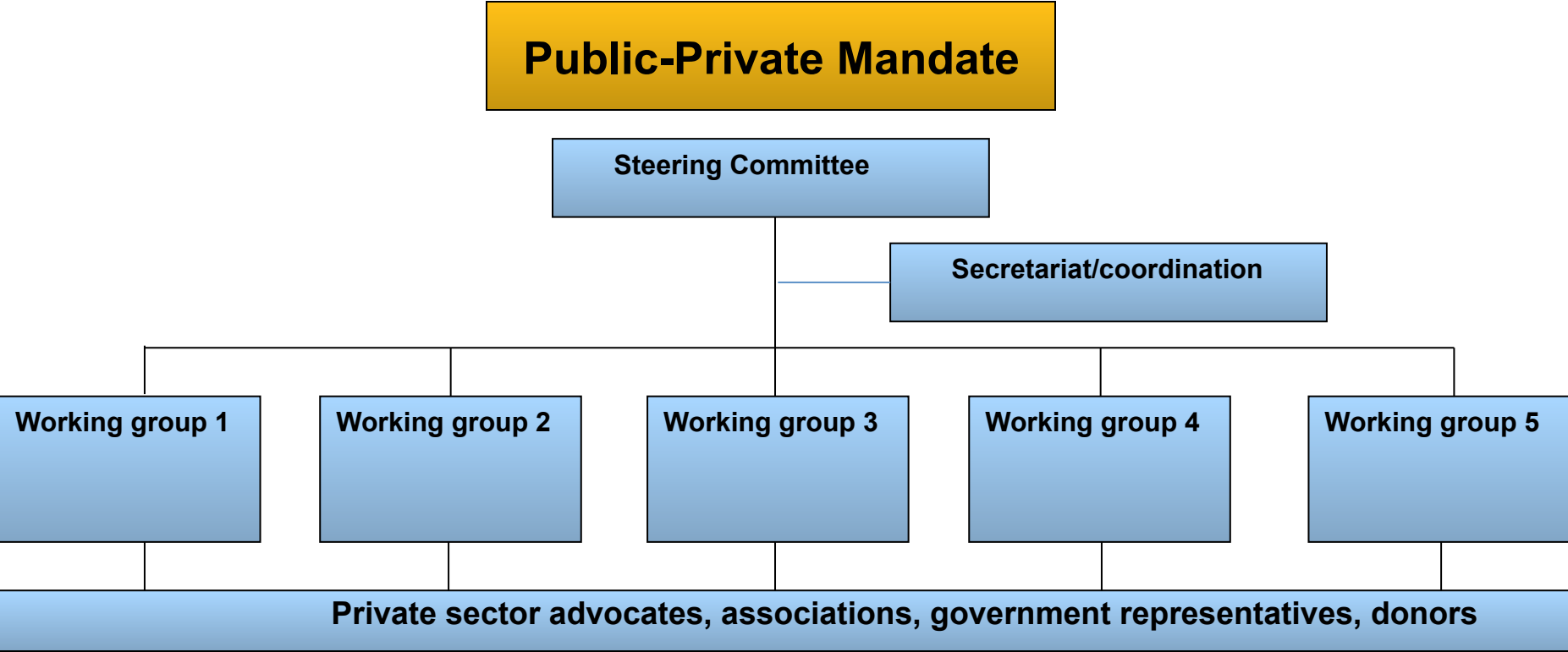
Possible host	Strengths	Weaknesses
President's / Prime Minister's Office	Top-level political backing and a remit that stretches across different government departments and agencies.	Risk of creating "turf war" antagonism with other government agencies. Risk of political over-reliance on the individual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

PRINCIPLE IV: STRUCTURE AND PARTICIPATION

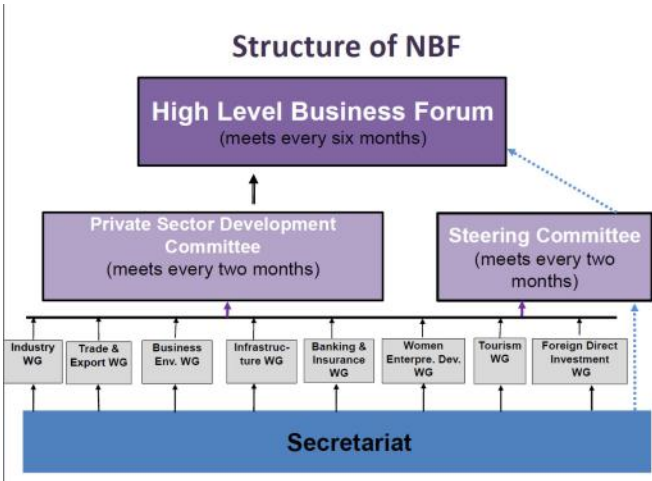
PPD should have a solid structure and a representative participation. The structure should be manageable while flexible, enable participation to be both balanced and effective, reflect the local private sector context and stakeholders' interests.

Le PPD devrait avoir une structure solide et une participation représentative. La structure devrait être gérable tout en étant flexible, permettre à la participation d'être à la fois équilibrée et efficace, refléter le contexte du secteur privé local et les intérêts des parties prenantes

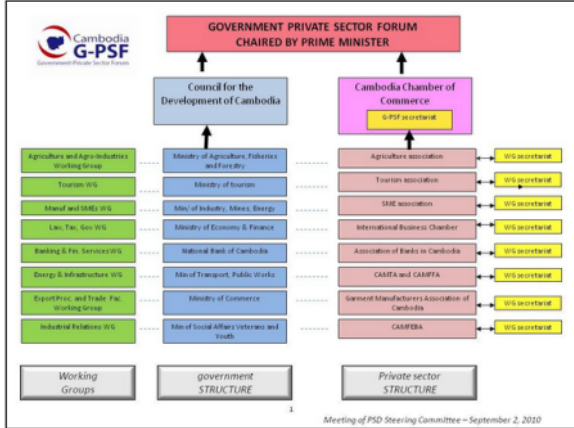
TYPICAL STRUCTURE



NATIONAL



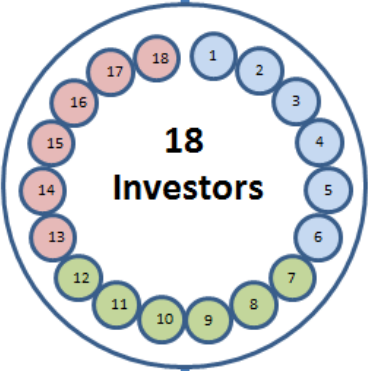
CAMBODIA G-PSF



NATIONAL



President



Permanent Secretariat

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

COMMUNITY-SPECIFIC

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



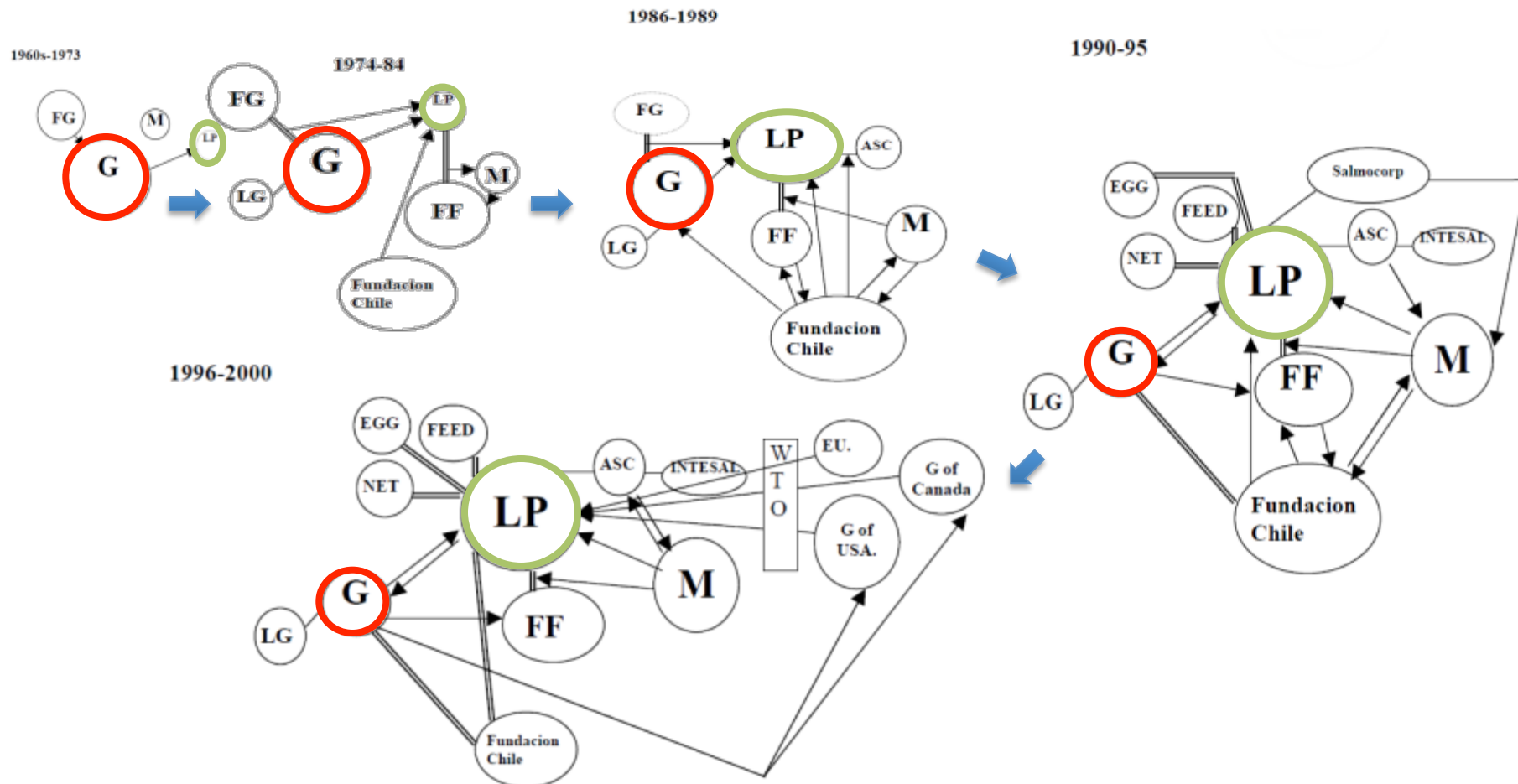
- Multi-stakeholder dialogues
- Participatory land use planning,
- Strengthening of community-based “wardens”
- Watershed protection in marginalized communities
- Reduction of violent conflicts on the use of these resources.

SECTOR-SPECIFIC



SALMON EXPORT FACILITY IN CHILE

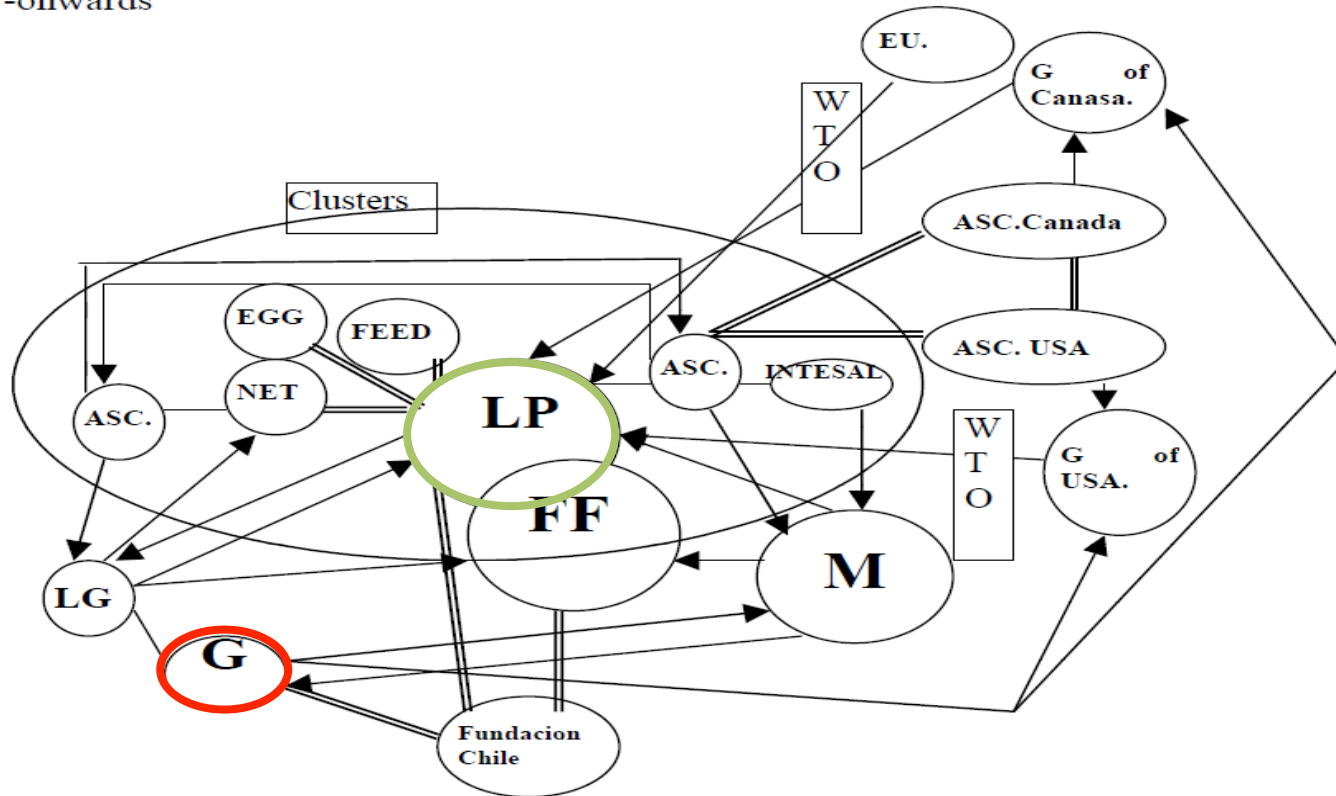
SECTOR-SPECIFIC



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

SECTOR-SPECIFIC

2001-onwards



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

PLEASE DRAW ME A PPD
S'IL VOUS PLAÎT, DESSINEZ MOI UN PPD...
PPD NAME / NOM: _____

**Ministries/Ministères?
PM Office / premature?
Presidency / Présidence?**

**Steering Committee (SC) /
Conseil d'adm. (CA)**

Secretariat

**Working group / Groupe de
travail 1, 2, 3, 4, etc.**

Chair SC / President du CA

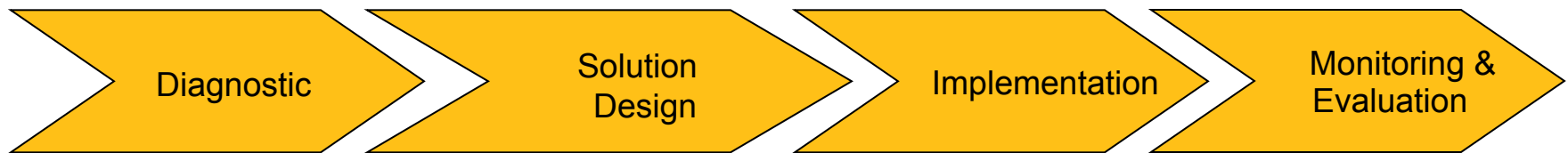
**Companies / sociétés
government / gouvernement
Donors/Bailleurs Fonds
associations
Communities / Communautés**

PRINCIPLE V: FACILITATION

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

Le processus PPD gagne à être facilité professionnellement avec des personnes et des ressources dédiées afin de gérer efficacement tous les aspects du processus de dialogue en vue de produire des résultats

Structured dialogue → Workable Projects → Projects that work



- Engagement
- Definition
- Empowerment

- Consensus building
- Filtering

- Ongoing support
- Watchdog
- Resources

- Watchdog
- Feedback loop



PPD contributes to all steps of project process

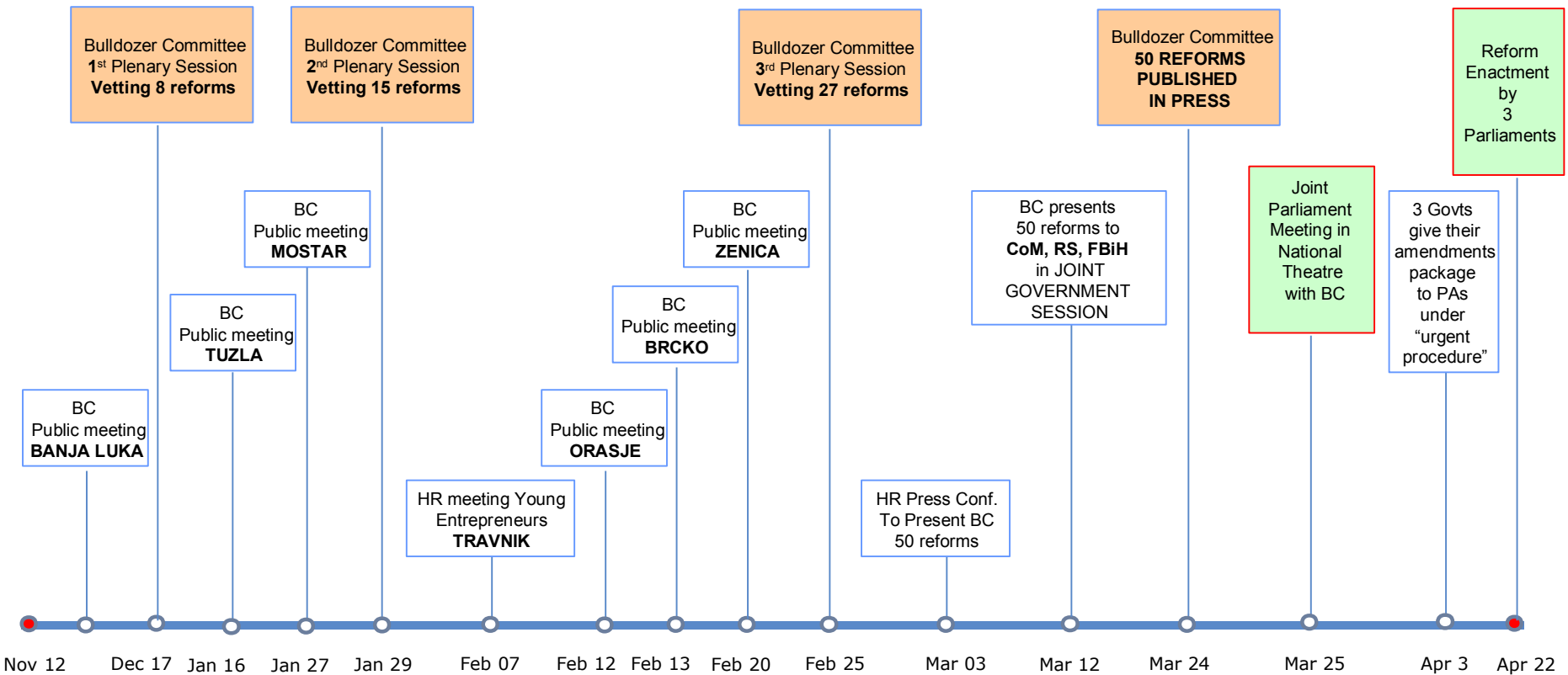
PPD: BUDGET PREVISIONNEL ANNUEL

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

Charges du Personnel (Mensuel)	Secrétaire Permanent	Economiste	Analyste	Operations / M&E	Asst. Admin	Resp. Com.	Coursier Chauffeur	Total
Salaires	2,000,000	1,500,000	1,000,000	800,000	500,000	800,000	100,000	6,700,000
Frais Transport/Carburant	100,000	80,000	80,000	80,000	25,000	80,000	15,000	430,000
Frais Tel. Cel.	60,000	30,000	30,000	30,000	10,000	20,000	5,000	175,000
Sécurité sociale	15.4% 308,000	231,000	154,000	123,200	77,000	123,200	15,400	1,031,800
Total Mensuel/Staff	2,458,000	1,841,000	1,264,000	1,033,200	612,000	993,200	135,400	8,336,800
Total Mensuel Tout Staff	XOF 8,336,800	\$16,674						

Dépenses de Fonctionnement (Mensuel)	Unite	Prix unitaire	Subtotal	Total	Total \$
Administratif					
Audit (est 2.5 million CFA/an)	1	200,000	200,000		
				200,000	\$ 400
Bureautique					
Eclairage de bureau, printing	1	250,000	250,000		
Connection d'internet	1	60,000	60,000		
Frais telephone fixe, fax	1	50,000	50,000		
				350,000	\$ 700
Marketing/Communication					
Publications, website, etc	1	200,000	200,000		
Evénements, rencontres	1	100,000	100,000		
				300,000	\$ 600
Entretien équipements					
Batiments	1	100,000	100,000		
Divers	1	50,000	50,000		
				150,000	\$ 300
Etudes et Recherches					
	1	1,250,000	1,250,000		
				1,250,000	\$ 2,500
Réunions Forum					
Groupes Techniques	1	200,000	200,000		
Bureau (20093036)	0.25	300,000	75,000		
Forum Annuel+ lancement (est. 2.5 millions/an)	0.17	2,500,000	416,667		
				691,667	\$ 1,383
Frais déplacement					
Transport, courier	0.08	2,000,000	166,667		
Frais de mission (hotel/restaurant)	0.08	1,500,000	125,000		
				291,667	\$ 583
Subtotal				3,233,333	\$ 6,467
6% Imprévus		6%		191,667	\$ 323
TOTAL des opérations par mois				3,395,000	\$ 6,790

GOOD PLANNING



TRACKING SYSTEM FOR ACCOUNTABILITY

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

PRINCIPLE VI: CHAMPIONS

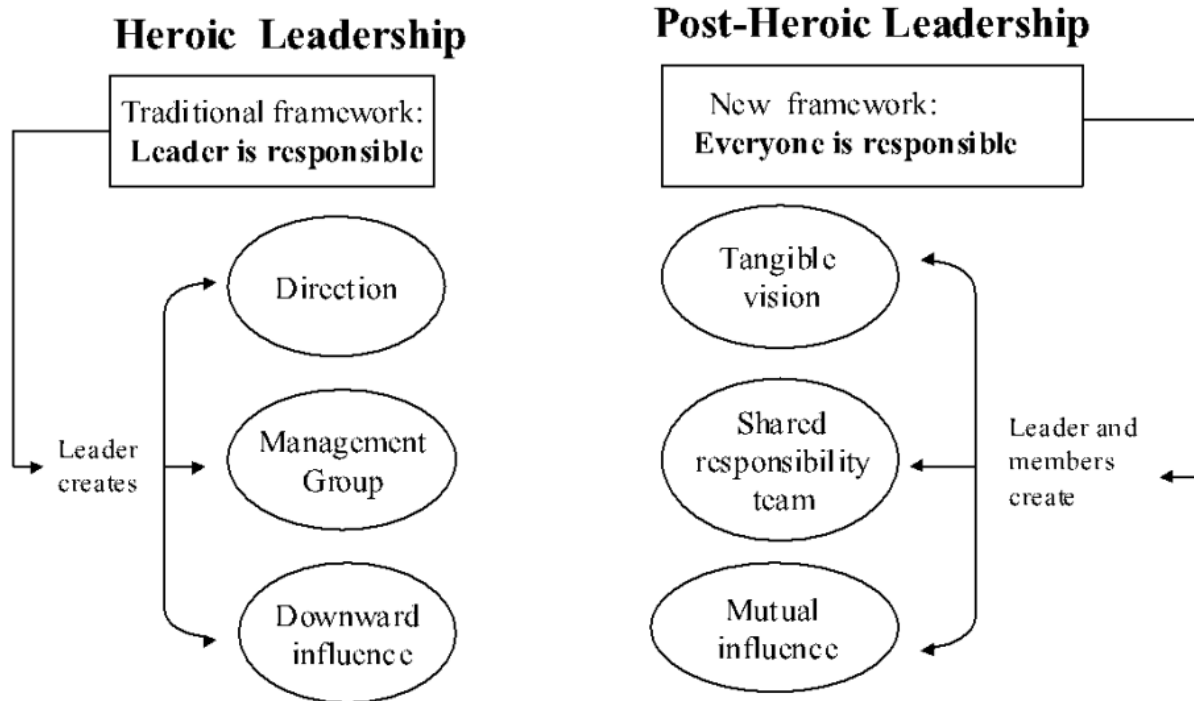
Leadership from a set of individuals or organizations is often necessary to reduce the trust gap, to sustain the energy and keep pushing for involvement of the parties over the long run.

Le leadership d'un ensemble de personnes ou d'organisations est souvent nécessaire pour réduire l'écart de confiance, pour maintenir l'énergie et encourager la participation des parties sur le long terme.

WHAT IS LEADERSHIP, WHO IS A CHAMPION?

Heroic vs. post heroic leadership

(Bradford & Cohen, 1998)



LEADERSHIP FOR PPD

- Mobilizing stakeholders to do adaptive work and create or enhance public value
- Mobilization implies to:
 - motivate,
 - organize,
 - orient and
 - focus attention.

(Heifetz, 1994)

SOCIAL FUNCTIONS OF AUTHORITY

1. Direction and sense of purpose
2. Protection
3. Order:
 - i. Roles and responsibilities
 - ii. Conflict resolution mechanism and cohesion
 - iii. Norms

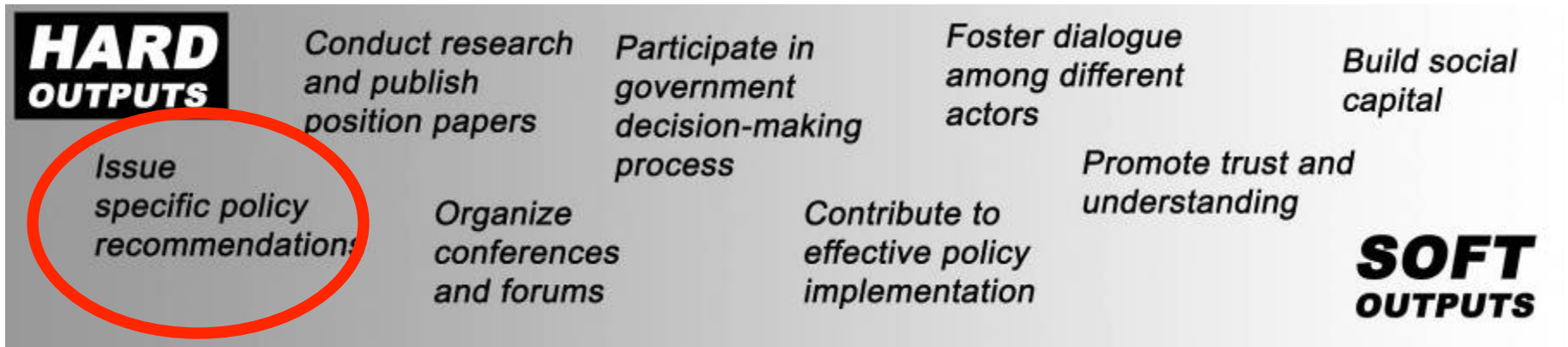
(Heifetz, 1994)

PRINCIPLE VII: OUTPUTS

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

Les extrants peuvent prendre la forme d'une meilleure structure ou des processus, des travaux analytiques, des résultats qualitatifs ou des recommandations. Bien que tous devraient contribuer à des résultats convenus pour le développement du secteur privé, le PPD devrait viser des avantages tangibles, pratiques et mesurables.

SEVERAL TYPES OF OUTPUTS



Focusing on this will bring the others

Action Plan: Template

Milestone	Activities	Point Person	Stakeholders	Timeframe	Indicative Budget	Monitor and Evaluate

EVIDENCE OF DEVELOPMENT EFFECTIVENESS

2005:

Independent evaluation of 5 Investors Advisory Councils in Africa

2007:

Independent evaluation of 3 Business Forums in Mekong

2009:

Independent evaluation of 30 WBG-sponsored PPD

2011:

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

2012:

IFC internal evaluation of IC programs and their development effectiveness

2012:

impact of IC programs in Fragile and Conflict Affected States

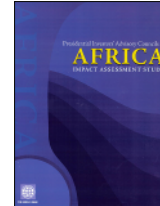
Over 400 reforms achieved in over 50 distinct areas

Economic impact (private sector savings)

Conservative estimate: \$500 millions

Cost effectiveness

Start-up investment of 100k-200k



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

PPD IMPACT ON ROAD REPAIR IN NOSY BE & FORT DAUPHIN



Nosy Be Pont cassé



*RIP 118 : Soanierana –
Ranomafana*



*Rue Camille Valentin
Nosy Be*

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

PRINCIPLE VIII: OUTREACH AND COMMUNICATIONS

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

Permettre la communication d'une vision et d'une compréhension partagées grâce au développement d'une langue commune est essentiel pour renforcer la confiance entre les parties prenantes et les maintenir engagés.



Bosnia Bulldozer initiative, "50 reforms in 150 days"

Reform n° 1
Harmonization of LLC minimum capital requirement

REFORM SUMMARY

HOW WAS IT USED?

WHAT WERE THE BENEFITS?

WHY DID THE REFORM HELP YOU EXPAND YOUR BUSINESS?

26%

Business Climate Improvement Indicator:

- Created more jobs
- Brought more tax revenue to authorities
- Freer up capital for investment
- Boosted exports
- Reduced administrative burden
- Reduced gray economy

Government Implementation Performance:

1 2 3 4



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



Better Business Initiative
Partnering to improve the economic environment

Nigeria PPD



Georgia legal and judicial reform



Accountability gets specific in Bosnia (corporate governance reform)



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

- BBBF - BBBF.org.bd - Microsoft Internet Explorer

File Edit View Favorites Home Search History Mail Print Fx Decides Research Messenger

GARP Federal Google HOME - Board Advisory Services - FEEat Local Lines PSD Eng Public-Private Dialogue Database

BANGLADESH BETTER BUSINESS FORUM

For a Better Business Environment in Bangladesh

Home Members Meetings Media Room Publications Working Groups Links Contact Us

Latest News & Events

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

[more](#)

Working Group

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

Bangladesh Better Business Forum (BBBF)

Recommendation Implementation Status

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

About the BBBF

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



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

Key BBBF activities include

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

"We will not allow this forum to become a talking shop. We shall rather emphasize result-oriented dimensions and output. Effective mechanisms will be put in place to monitor the implementation of our decisions."
- Chief Adviser

Cambodia G-PSF
Government-Private Sector Forum

A Participatory Approach to Private Sector Development

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

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



G-PSF is sponsored by:



Working Groups

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

Latest News/Events

- The Industrial Relations Working Group Meeting, 31st March 2008**
The Industrial Relations Working Group Meeting will be held at the office of the Ministry of Social Affairs, Veterans and Youth Rehabilitation on Monday 31st March 2008 at 9:30am.
- Law, Tax and Good Governance Working Group meeting, 27th March 2008**
The Law, Tax and Good Governance working group meeting will be held at the office of the Ministry of Economy and Finance on Thursday 27th March 2008 at 3:00pm.
- The Export Processing & Trade Facilitation WG, 27th March 2008**
The Export Processing and Trade Facilitation working group meeting will be held at the office of Ministry of Commerce on Thursday 27th March 2008 at 6:30am.
- Co-chair Seminar on Productivity, 26th March 2008**
The 13th Government-Private Sector Forum will be held on 23rd April 2008 under the leadership of Samdech Prime Minister Hun Sen. The thematic of this Forum will be "Productivity". To identify issues related to this topic, in consultation with Dr. Reng Sotry, the Private Sector Co-Chair of the IR Working Group, the seminar will be held at the Hotel Delfin in Phnom Penh on Wednesday 26th.

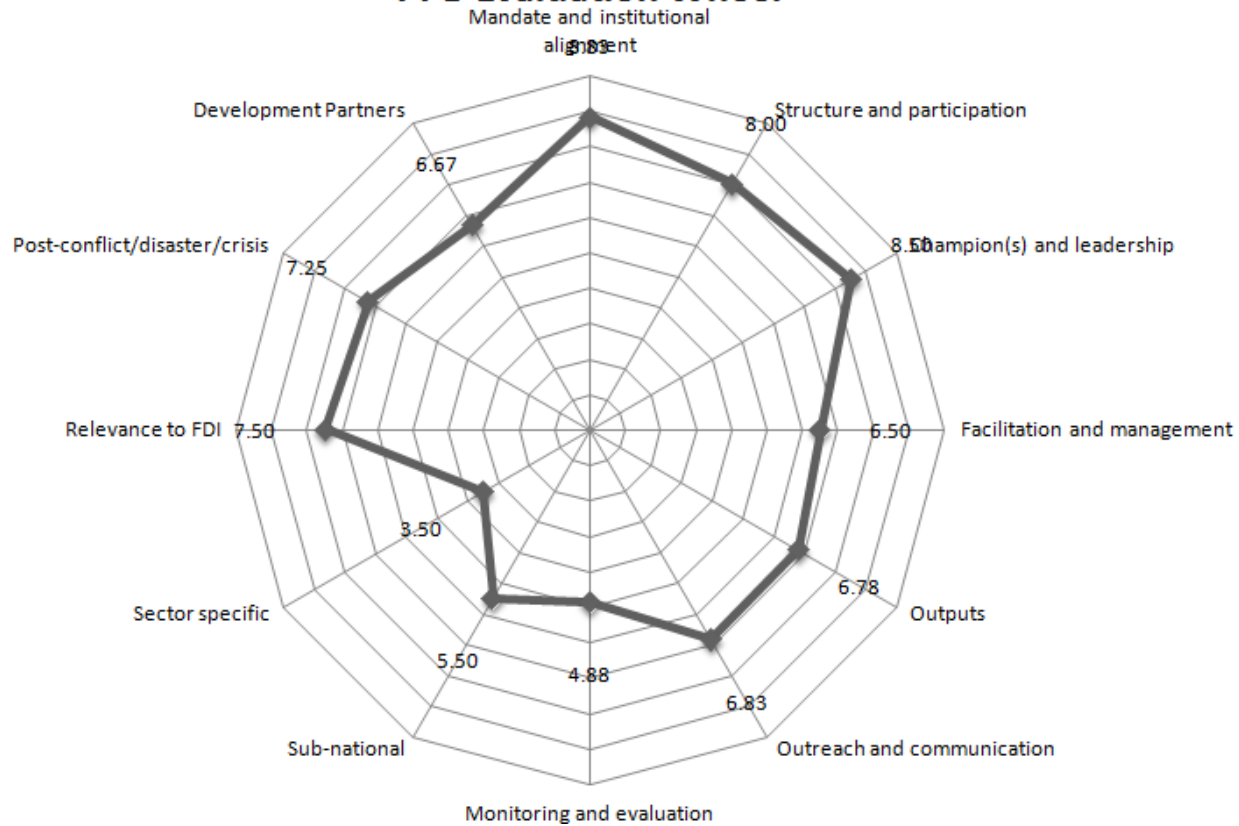
- Business Associations & Chambers of Commerce
- Cambodian Law & Regulation
- Public-Private Dialogue
- Research Institute
- Royal Government of Cambodia
- Trade

PRINCIPLE IX: MONITORING & EVALUATION

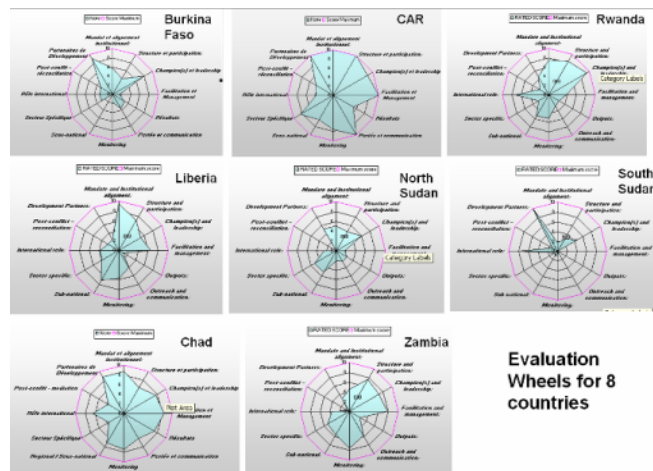
Monitoring and evaluation is an effective tool to manage the public private dialogue process and to demonstrate its purpose, performance and impact.

Le suivi et l'évaluation sont un outil efficace pour gérer le processus de dialogue privé public et pour démontrer son but, sa performance et son impact.

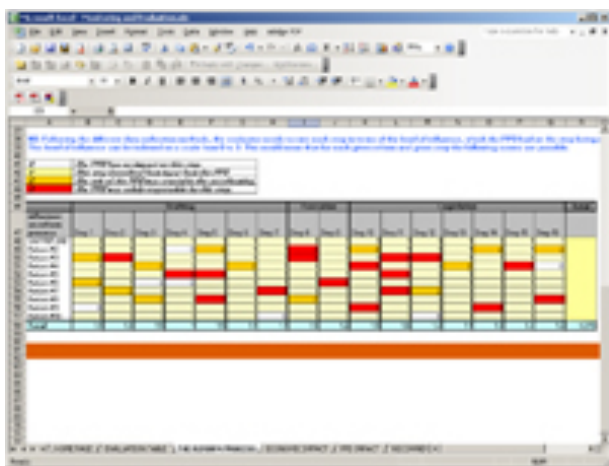
PPD Evaluation Wheel



TOOLS AND TECHNIQUES FOR MONITORING + EVALUATION



Evaluation Wheels for 8 countries



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

PRINCIPLE X: APPROPRIATE AREA AND SCOPE

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

Le processus de dialogue devrait être adapté à l'ensemble des problèmes à aborder et tenir compte des implications pour les sous-questions qui font partie d'un programme plus large et de juridictions plus petites qui peuvent jouer un rôle dans le processus de changement. Les dialogues privés publics locaux et sectoriels ont un fort potentiel de résultats ciblés. Les plateformes nationales et économiques et les initiatives locales et sectorielles gagneront à coordonner leurs programmes afin de mieux servir les intérêts de leurs groupes électoraux.



Rose Farming in Ethiopia



Call Centers in India



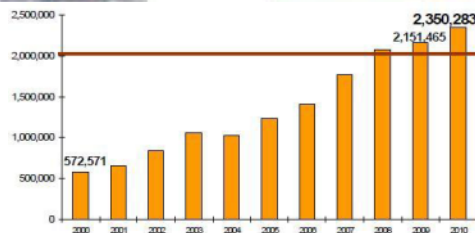
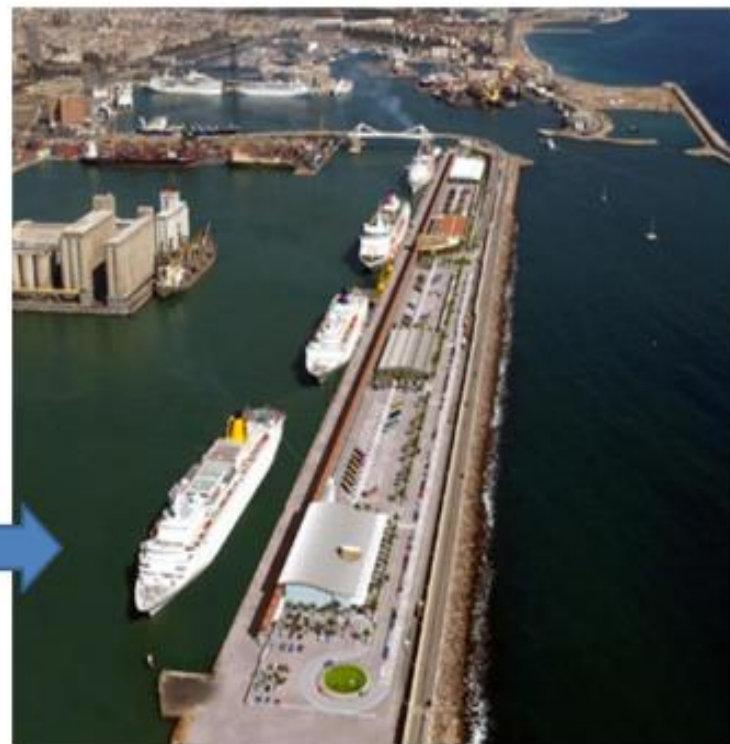
Asparagus Farming in Peru

WHAT ACTION ARE BEST FOR THE SECTOR?

For instance, is infrastructure is important?

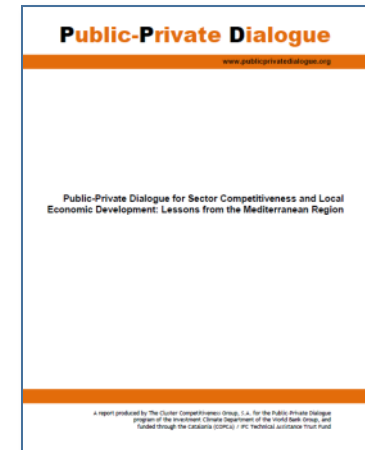
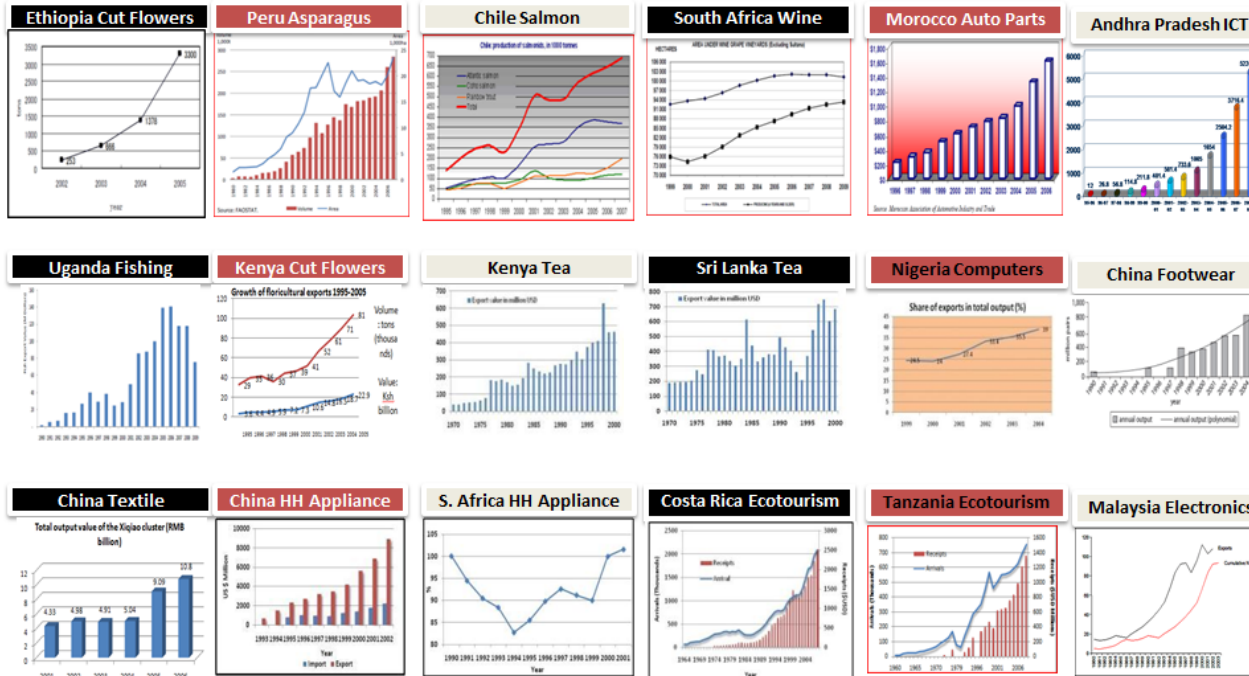
... to 7 terminals in 2010

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



Cruise sector – Spain

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

PPD COLLABORATIVE ACTION MATRIX

SECTOR-SPECIFIC PPD

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

PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE

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

Le dialogue public-privé est particulièrement précieux en situation de crise, de conflit et d'environnement fragile pour atténuer les intérêts enracinés, rétablir la confiance et accélérer une croissance inclusive et durable. Les mécanismes de PPD peuvent également s'efforcer de résoudre les différends et de concilier les opinions des différentes parties prenantes sur des questions particulières.



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



The Norwegian Nobel Committee has decided to award the

2015 NOBEL PEACE PRIZE

PRINCIPLE XII: DEVELOPMENT PARTNERS

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

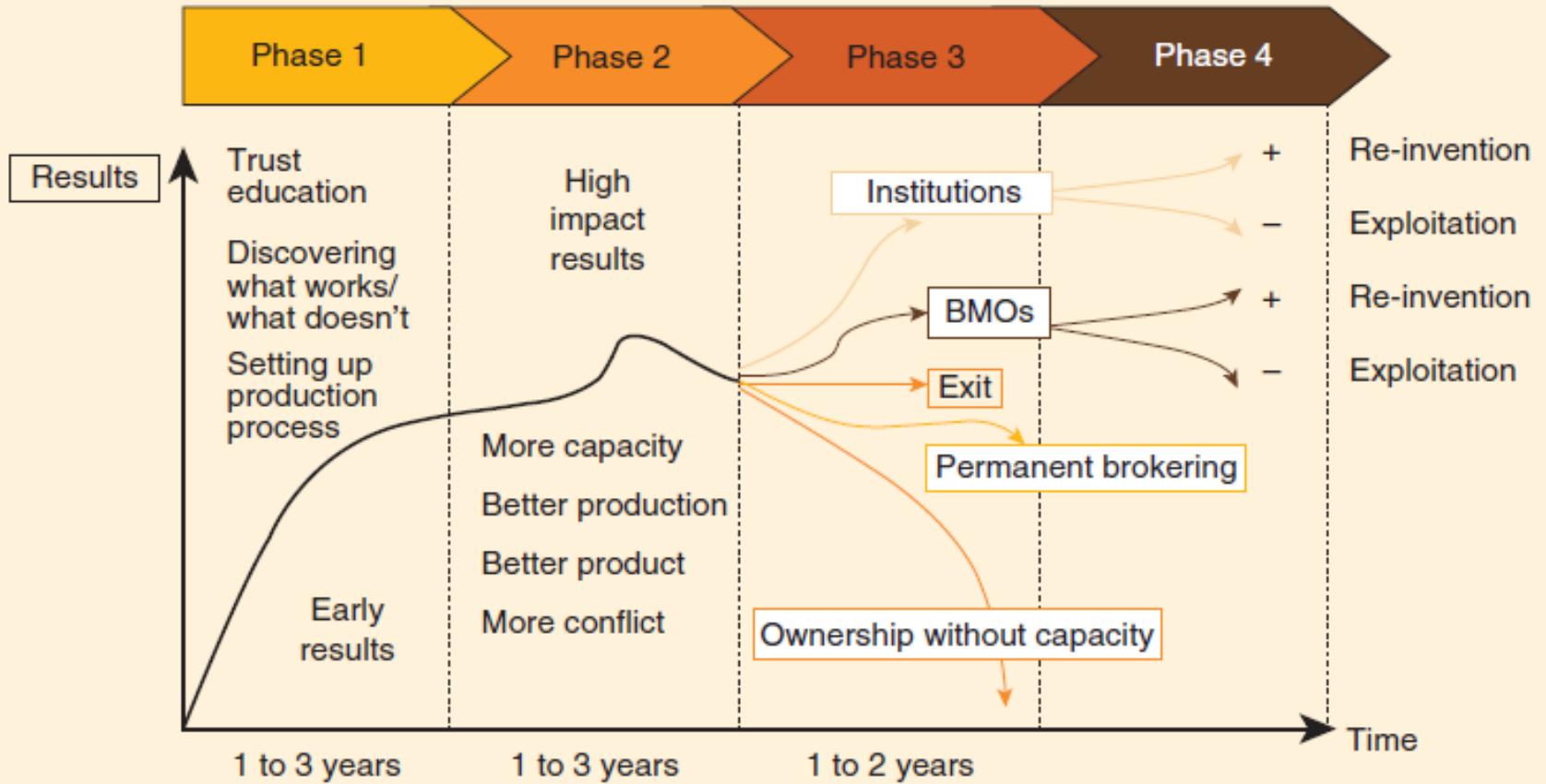
Les initiatives de dialogue public-privé peuvent bénéficier de l'apport et du soutien des donateurs (partenaires au développement) lorsque leur rôle est déterminé par le contexte local, axé sur la demande et basé sur le partenariat, la coordination et l'additionnalité.

PRINCIPLE XIII: SUSTAINABILITY

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

«Durabilité» (ou «Sortie») désigne le transfert des opérations, la gestion ou le financement d'un PPD par un partenaire de développement aux institutions locales. Atteindre l'autonomie est un défi pour les PPD et nécessite l'engagement de tous les acteurs du PPD.

LIFE AND DEATH OF A PPD MECHANISM



PPD CHARTER OF GOOD PRACTICE

PRINCIPLE I: CONTEXTUAL DESIGN

PRINCIPLE II: OPEN GOVERNANCE PROCESS

PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT

PRINCIPLE IV: STRUCTURE AND PARTICIPATION

PRINCIPLE V: FACILITATION

PRINCIPLE VI: CHAMPIONS

PRINCIPLE VII: OUTPUTS

PRINCIPLE VIII: OUTREACH AND COMMUNICATIONS

PRINCIPLE IX: MONITORING & EVALUATION

PRINCIPLE X: APPROPRIATE AREA AND SCOPE

PRINCIPLE XI: CRISIS AND CONFLICT RESPONSE

PRINCIPLE XII: DEVELOPMENT PARTNERS

PRINCIPLE XIII: SUSTAINABILITY

Tools for change - making Public-Private Dialogue work



Global Workshops

KM Website

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

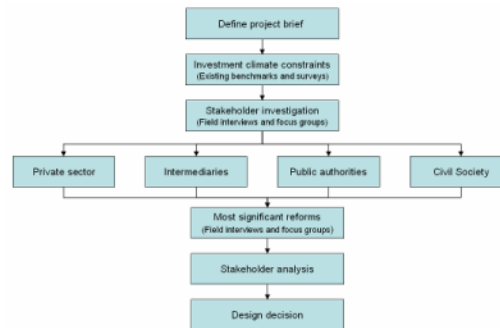


<http://www.publicprivatedialogue.org>
<http://www.facebook.com/publicprivatedialogue>
 Twitter: @PPDdialogue

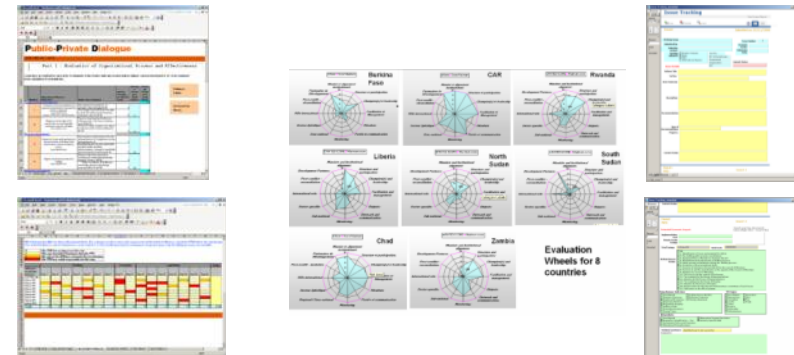
Implementation guidelines



Diagnostic tool



M&E Tools for PPD secretariats



STILL A LOT TO LEARN
STILL A LOT TO FIGHT FOR

THANK YOU!

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