

**PUBLIC-PRIVATE DIALOGUE**

# 9<sup>th</sup> PPD WORKSHOP

MAY 9–11 2017  
TUNIS

## Public-Private Dialogue on Enterprise Development for Youth and Inclusion



## **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 Diamond

Consider 4 dimensions to start it

### Public Authorities:

Engagement means sufficient capacity, political will and leadership.

### Business community:

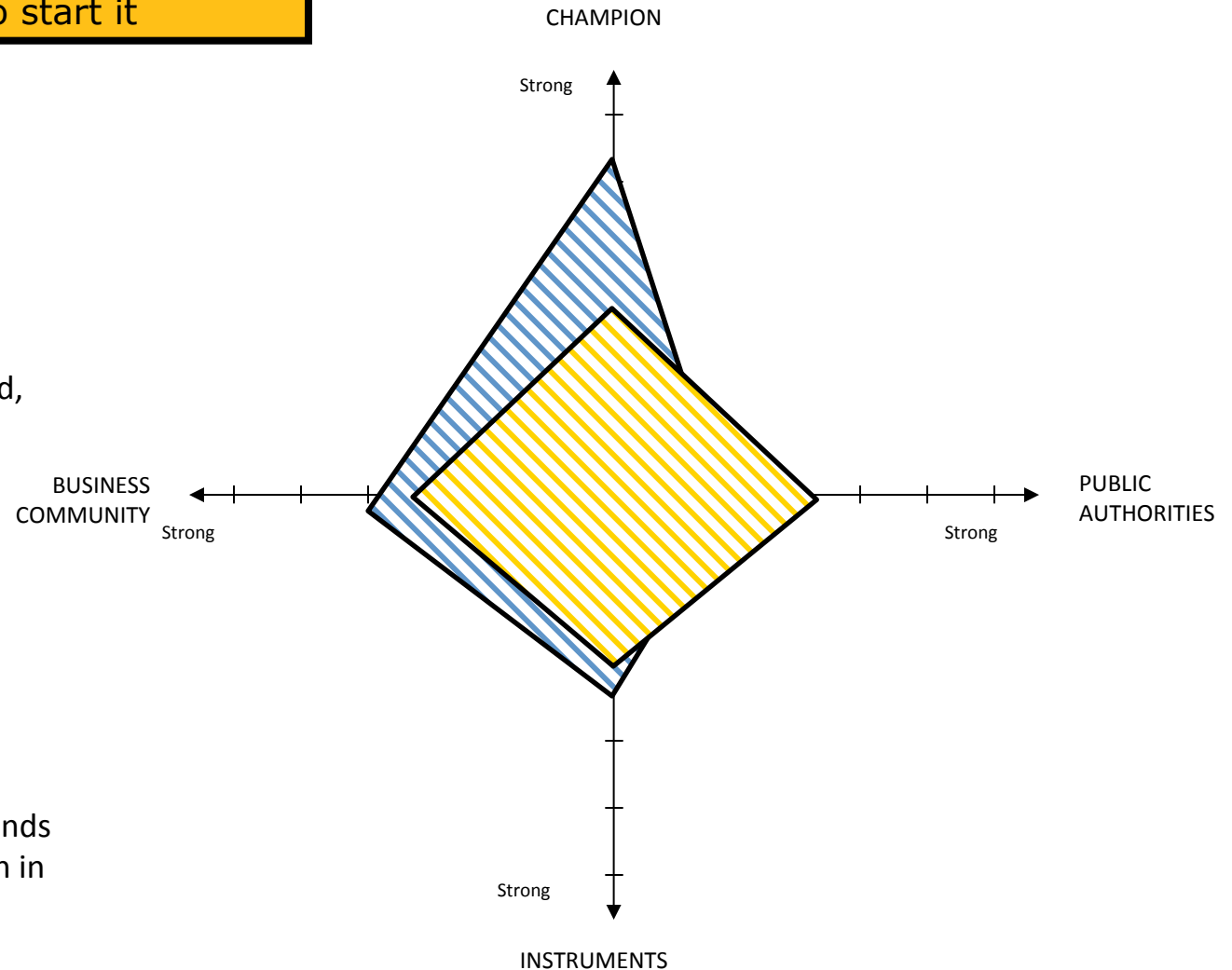
Needs to be somehow organized, led and feel a basic sense of security.

### Champion:

Needs credibility, expertise and the ability to get media attention

### Instruments:

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



# PPD Diamond

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

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

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

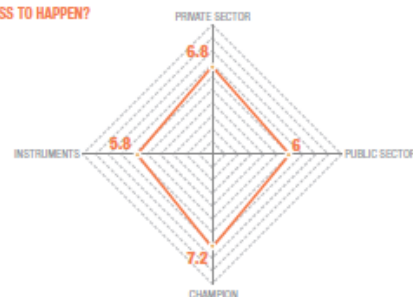
Instruments dimension	Score from 0 (weak) to 5 (strong)
Quality of programs and mechanisms to help private sector development	1
Sector specific instruments responding to private sector strategic needs	0
Capacity to support innovative projects used later on as success cases	9
Level of bureaucracy to have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

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

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

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

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



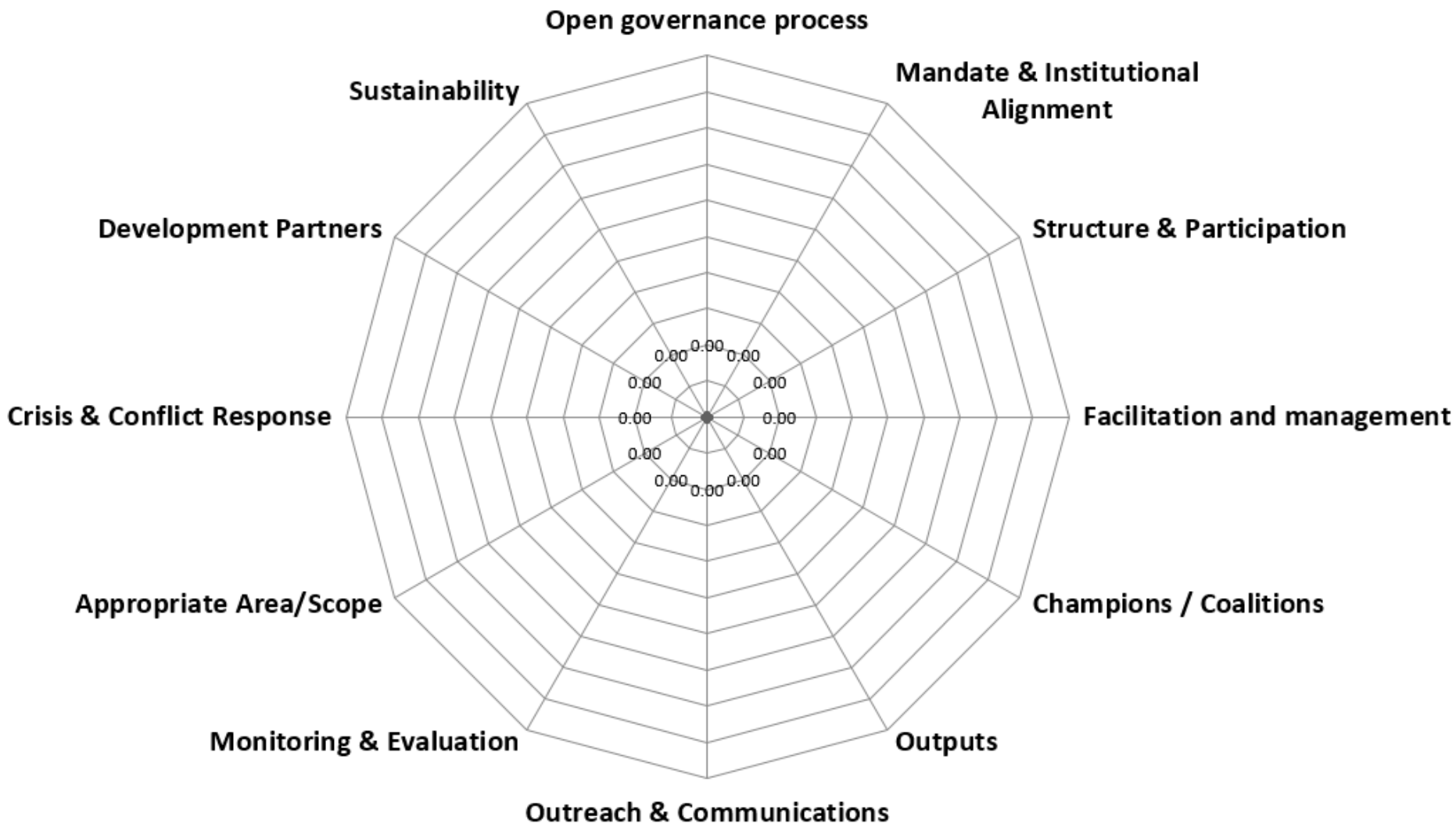
<p><b>The readiness and willingness of the private sector to engage and interact</b></p> <p>Sophistication level of the organization and legitimacy amongst private stakeholders (organization)</p> <p>Capacity to coordinate and align different groups (coordination)</p> <p>Level of power and leverage with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

**SUMMARY SCORE: 6.45/10**

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

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

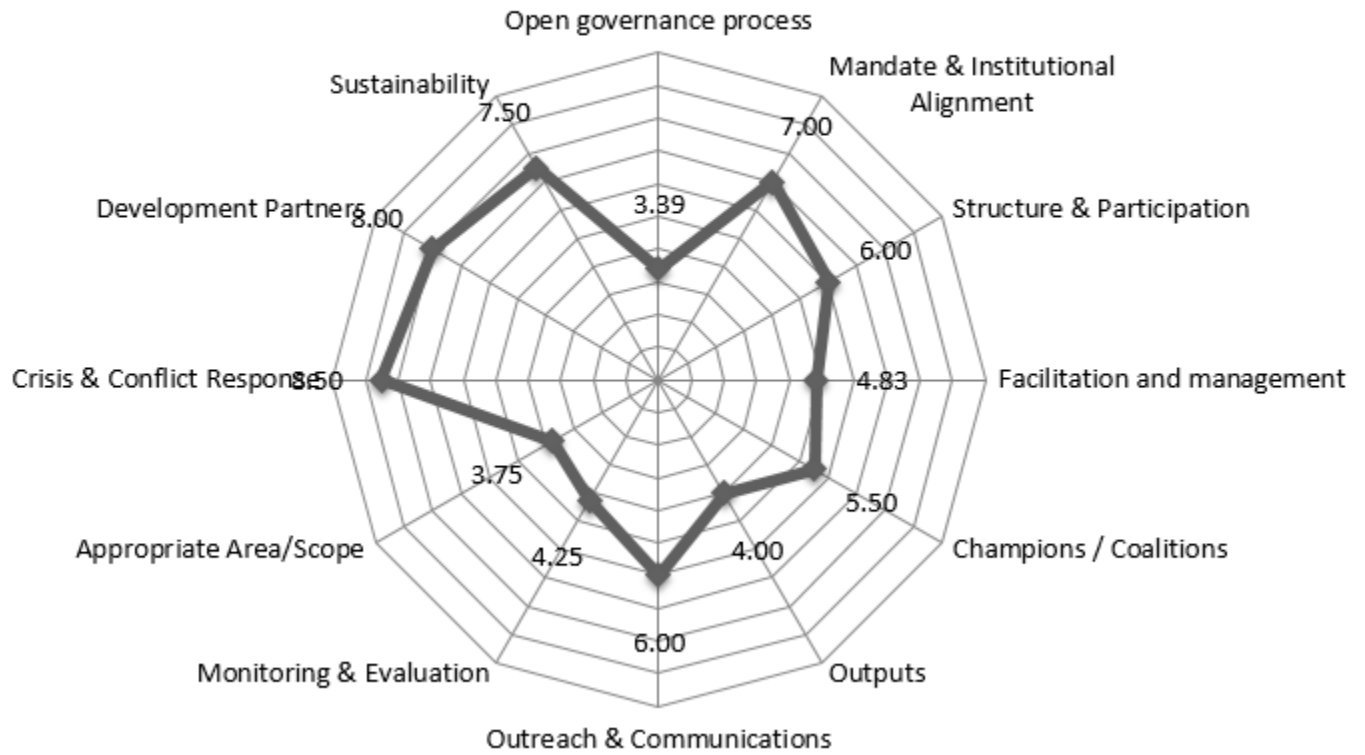
# PPD Evaluation Wheel



<b>SUMMARY TABLE</b>	<b>Evaluation Wheel Score (over 10)</b>	<b>Weight</b>
<i>Open governance process</i>	3.39	1
<i>Mandate &amp; Institutional Alignment</i>	7.00	1
<i>Structure &amp; Participation</i>	6.00	1
<i>Facilitation and management</i>	4.83	1
<i>Champions / Coalitions</i>	5.50	1
<i>Outputs</i>	4.00	1
<i>Outreach &amp; Communications</i>	6.00	1
<i>Monitoring &amp; Evaluation</i>	4.25	1
<i>Appropriate Area/Scope</i>	3.75	1
<i>Crisis &amp; Conflict Response</i>	8.50	1
<i>Development Partners</i>	8.00	1
<i>Sustainability</i>	7.50	1



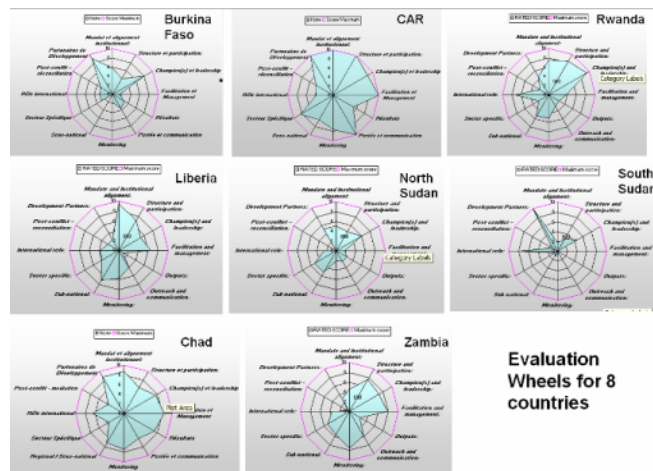
# PPD Evaluation Wheel



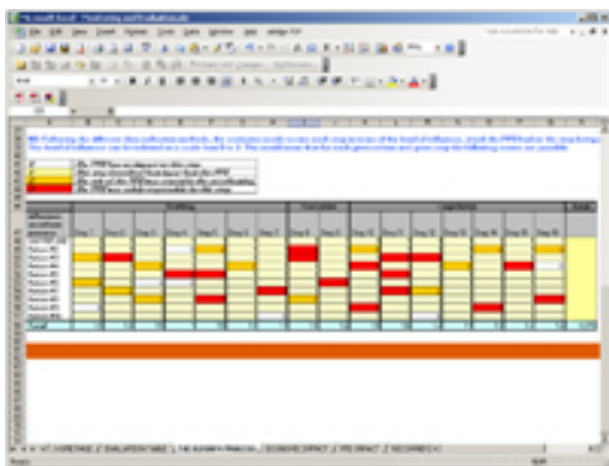
## PPD SCORE

Indicator Number	Operational Process Indicators	Indice measurement	Indices Scoring on 0 to 10 scale	Average Scoring for each indicator	Average Scoring for each Charter Element
<b>Principle 2: Open Governance Process</b>					<b>3.4</b>
1	Vulnerability to political economy risks <i>Desk study</i>	Stakeholders analysis / influence map conducted at the reform level (not conducted=0; conducted inclusively=10)	3	3	
2	Impact of PPD on Government reform agenda <i>Desk study</i>	PPD issues prioritized on Government agenda (no PPD issues prioritized =0, some PPD issues prioritized =5, all PPD issues prioritized =10)	7	5	
		Short term results delivered (no results in previous 12 months = 0, high proportion of dialogue recommendations turned into results within 12 months =10)	2		
3	Evidence of transparency <i>Desk study</i>	Criteria for member engagement or Code of Conduct in place (no criteria in place or Code of Conduct =0, criteria for member engagement or Code of Conduct in place and sometimes followed =5, criteria for member engagement or Code of Conduct in place and regularly followed =10)	2	3	
		Use of engagement tools for wider citizen engagement (no engagement tools used to reach general public, no citizen feedback solicited =0, at least 1 tool used within 12 months to reach general public and regular citizen feedback solicited =10)	2		
		Accountability and M&E mechanisms in place (no use or review of activity tracker, no monitoring of member commitments, no formal annual evaluation =0, regular use and review of activity tracker and monitoring of member commitments, formal annual evaluation undertaken = 10)	4		

# TOOLS AND TECHNIQUES FOR MONITORING + EVALUATION



Evaluation Wheels for 8 countries



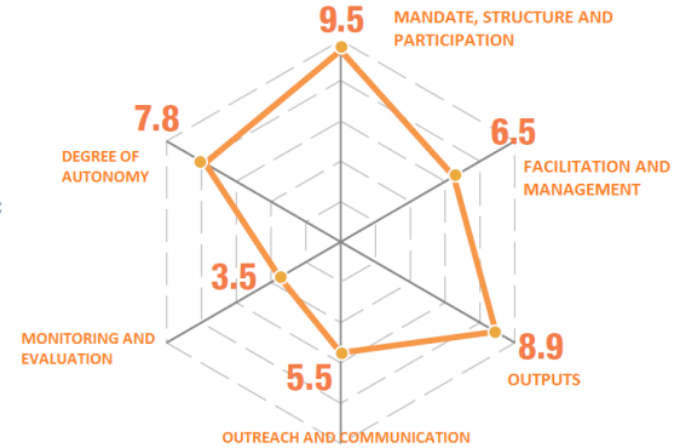
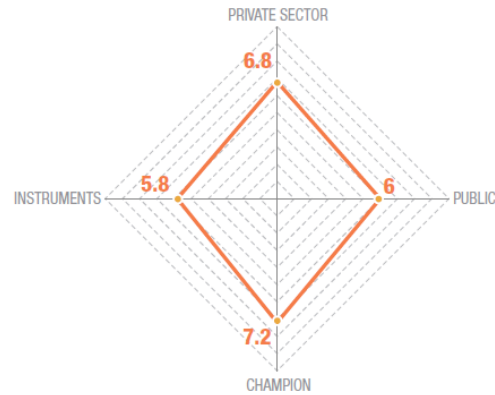
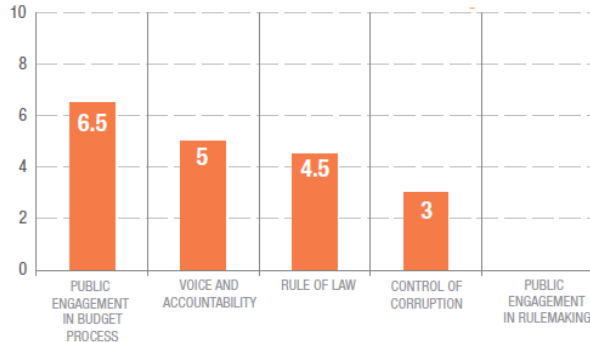
SUMMARY TABLE	SCORE	Weight
Mandate and institutional alignment	7.00	1
Structure and participation	5.00	1
Champion(s) and leadership	5.25	1
Facilitation and management	5.63	1
Outputs	7.33	1
Outreach and communication	5.92	1
Monitoring and evaluation	4.17	1
Sub-national	3.50	1
Sector specific	6.00	1
Relevance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

# PPD COUNTRY PROFILE:

## 1- Legal and regulatory context for PPD

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

## 3- Organizational effectiveness of a given platform



**Public Private Dialogue – Country Profile**

Country: [Blank]

**ABOUT THE GLOBAL PARTNERSHIP**

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

**Legal and Regulatory Context for PPD**

Indicator	Score	Max	Min
Existence of a legal framework for PPD	0	1	0
Existence of a regulatory framework for PPD	0	1	0
Existence of a policy framework for PPD	0	1	0
Existence of a strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0

**Readiness to host, create or sustain a dialogue process**

Indicator	Score	Max	Min
Existence of a legal framework for PPD	0	1	0
Existence of a regulatory framework for PPD	0	1	0
Existence of a policy framework for PPD	0	1	0
Existence of a strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0

**Organizational effectiveness of state PPD platform**

Indicator	Score	Max	Min
Existence of a legal framework for PPD	0	1	0
Existence of a regulatory framework for PPD	0	1	0
Existence of a policy framework for PPD	0	1	0
Existence of a strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0
Existence of a national action plan for PPD	0	1	0
Existence of a national strategy for PPD	0	1	0

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

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

- The right for the private sector to engage in consultation and express its views
- The right for the private sector to access public policy information
- The right for the private sector to access public policy information
- The legal absence of violation between the private sector and the government

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

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**Voice and accountability**

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**Right of view**

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**Control of corruption**

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**Public engagement in rulemaking**

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

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

**COUNTRY**

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

**Private sector dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0

**Public sector dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0

**Champion dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0

**Instrumental dimension**

Indicator	Score
Existence of a legal framework for PPD	0
Existence of a regulatory framework for PPD	0
Existence of a policy framework for PPD	0
Existence of a strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0
Existence of a national action plan for PPD	0
Existence of a national strategy for PPD	0

Why was this PPD chosen for evaluation?

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

**SUMMARY TABLE**

Indicator	Score (over 10)
Mandate, structure and participation	9.5
Facilitation and management	6.5
Outputs	8.9
Outreach and communication	5.5
Monitoring and evaluation	7.8
Degree of autonomy	6.2

**PPD Evaluation Model**

**Mandate, structure and participation**

**Facilitation and management**

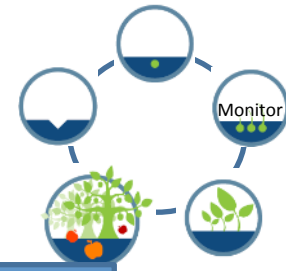
**Outputs**

**Outreach and communication**

**Monitoring and evaluation**

**Degree of autonomy**

# Collect & Manage Reform Proposals



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

## Indicator Summary

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

**Indicator Details**

Name: Ratio of Legislators & Administrators For/Needed

Description: Assess the total number of legislators & administrators for/needed changes. Also, capture the political leadership of the total number of legislators & administrators for/needed.

Start Month: Jun 2013

End Month: Sep 2016

Target Value: 63% (25 / 40)

Current Value: 20% (8 / 40)

Baseline Value: 3% (1 / 40)

**Indicator History**

Proportion Label X: Political Leaders For

Proportion Label Y: Political Leaders in Vote

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

Earlier 1 2 3 4 Later

Export to Excel

**Quick trend visualization**

Buttons: Delete | Discard Unsaved Changes | Save

Create custom indicators...

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

Track reform proposal status

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

Capture information, not just data

## **PPD CHARTER OF GOOD PRACTICE**

**PRINCIPLE I: CONTEXTUAL DESIGN**

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**PRINCIPLE III: MANDATE AND INSTITUTIONAL ALIGNMENT**

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**PRINCIPLE XII: DEVELOPMENT PARTNERS**

**PRINCIPLE XIII: SUSTAINABILITY**

# Tools for change - making Public-Private Dialogue work



Global Workshops

<http://www.publicprivatedialogue.org>

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

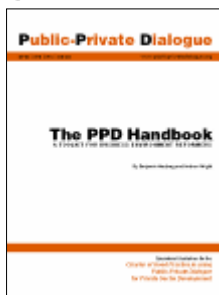
Twitter: @PPDdialogue

## KM Website

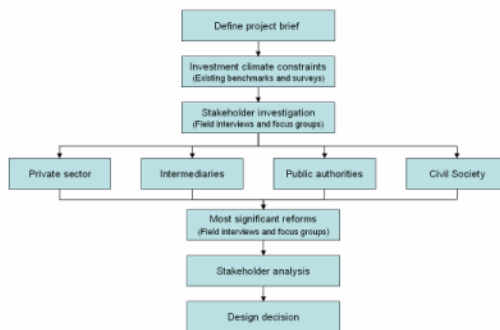
- Charter of good practice
- Lessons learned papers
- Interactive PPD handbook
- 80 case studies
- E-Learning
- Templates
- M&E Tools
- Workshop materials



## Implementation guidelines



## Diagnostic tool



## M&E Tools for PPD secretariats

