

A decorative graphic on the left side of the slide, consisting of a vertical column of colored squares. At the top is a solid grey rectangle. Below it is a grid of 12 squares in a 4x3 arrangement. The colors of the squares are: Row 1: Green, Black, Purple; Row 2: Black, White, Blue; Row 3: White, Yellow, Maroon; Row 4: Red, Teal, Black. Below the grid are two more squares: a blue square on the left and an orange square on the right.

# World Bank Group

Establishing effective state-  
business relations and  
measuring impact on  
governance & competitiveness

**UNU – WIDER Conference on LC2  
Learning to compete: Industrial  
Development and Policy in Africa  
Helsinki – June 24, 2013**

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# SBRs platforms in the WBG

- More than 60 state-business relations (SBR) platforms - public private dialogue (PPD) supported by the World Bank Group;
- Different formats: Presidential Councils, Consultative Groups or Public-private Sector Dialogue platforms;
- Objective: to promote inclusive and sustainable growth by leveraging the private sector in collaborative governance initiatives
- Principles of managing PPDs now used for social accountability, establishment of coalitions between CSOs, media, parliamentarians with larger scope such as for budget / contracting transparency, Open Data Initiatives, governance in extractive industries, etc

# 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 PPDs

2011: Impact assessment of 4 IC country programs (Rwanda, Liberia, Sierra Leone, Burkina Faso)

2012: IFC internal evaluation of IC programs and their development effectiveness

2012: impact of IC programs in Fragile and Conflict Affected States



Aceh	2008
Albania	2008
Bangladesh	2007
Belarus	2007
Cambodia	1999
Chad	2008
Cameroun	2008
CAR	2007
Ethiopia	2008
Jordan	2012
Laos	2005
Liberia	2007
Iraq	2013
Nepal	2008
Pakistan	2008
Sierra Leone	2007
Romania	2006
Senegal	2002
North Sudan	2007
South Sudan	2007
Tanzania	2002
Timor Leste	2008
Tonga	2005
Uganda	2004
Vanuatu	2008
Vietnam	1997
Zambia	2007
Benin	N/A
Ghana	2002
Mali	2004

**Over 400 reforms achieved in over 50 distinct areas**

**Economic impact (private sector savings)**

**Conservative estimate: \$500 millions**

**Cost effectiveness**

**Start-up investment of \$100k-\$200k**

# Sector growth through PPD

## Public-Private Dialogue

www.publicprivatedialogue.org

Public-Private Dialogue for Sector Competitiveness and Local Economic Development: Lessons from the Mediterranean Region

A report produced by The Cluster Competitiveness Group, S.A. for the Public-Private Dialogue program of the Investment Climate Department of the World Bank Group, and funded through the Catalonia (COPCA) / IFC Technical Assistance Trust Fund

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



# SBRs are about people coming together



# Consultations



# PPDs are risky business

- ❖ Reinforcing vested interest
- ❖ Over and under representation
- ❖ Marginalizing the disfranchised (Informal sector, Women)
- ❖ Sustainability issues
- ❖ One man shows
- ❖ Political risks
- ❖ Institutional misalignments- Corruption

# Sequencing our intervention – 4 phases





# Prerequisites

Consider 4 dimensions to start it

## Public Authorities:

Engagement means sufficient capacity, political will and leadership.

## Business community:

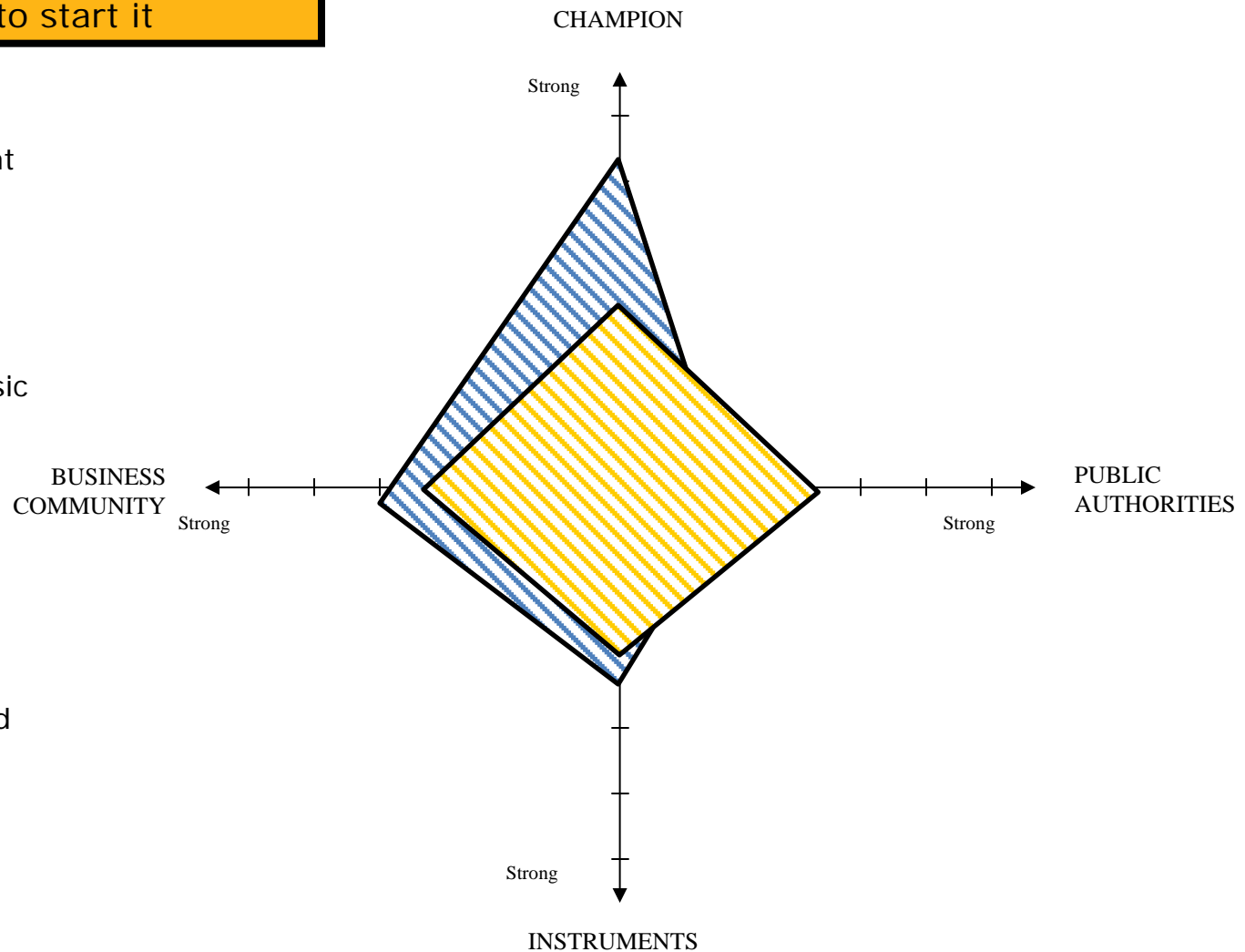
Needs to be somehow organized, led and feel a basic sense of security.

## Champion:

Needs credibility, expertise and the ability to get media attention

## Instruments:

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



# Implementation framework: 12 key processes

1. Mandate and Institutional Alignment
2. Structure and participation
3. Champions
4. Facilitator
5. Outputs
6. Outreach and communications
7. Monitoring and evaluation
8. Sub national relevance
9. Sector-specificity
10. Relevance to FDI
11. Post-conflict/disaster, crisis response
12. Development partners

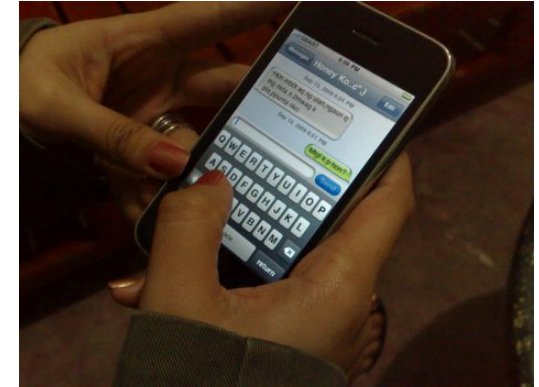
A number of **options** to choose from

A number of good and bad **practice** to learn from

A number of **decisions** to implement

# VOICE: Ensuring inclusiveness

- Ensure all constituents are represented
- Reduce Information Asymmetries
- Engagement Process:
  - **Entry**: surveys and polling to better prioritize themes, give voice and feed in PPDs
  - **During**: information disclosure, dissemination campaigns and feedback loop on process and content of PPDs, while reforms are designed, discussed and reviewed, and eventually implemented through the PPD, using offline and online media
  - **Exit**: feedback campaigns to assist stakeholders in monitoring implementation and hold accountable those who are intended to substantively contribute to the reform



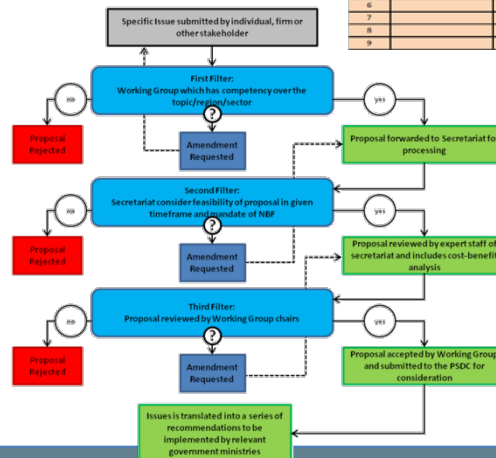
# Tools and processes for managing PPDs

1. Mandate and Institutional Alignment
2. Structure and participation
3. Champions
4. Facilitator
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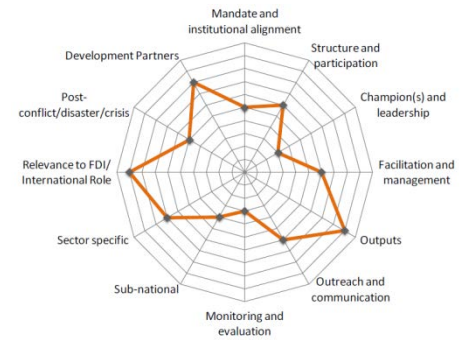
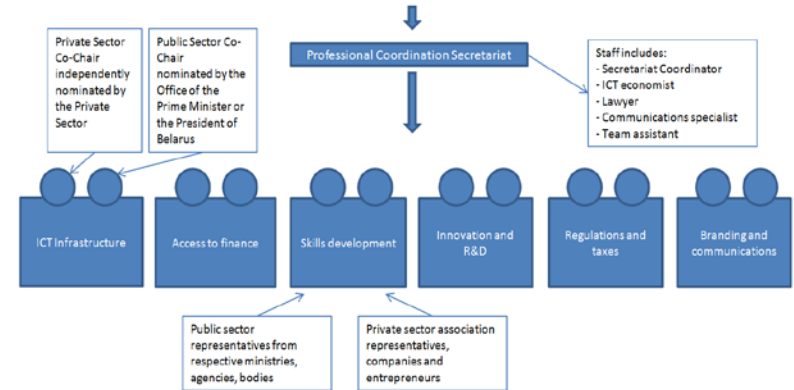
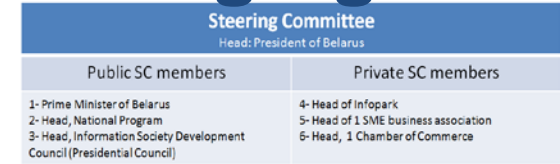


Submitter	NBF Working Group	Public Sector Authority	Private Business	Interest Group
1	Business Development and Trade Affairs	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
2	Coordination and Policy Support	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
3	Infrastructure and Investment	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
4	Financial Services and Insurance Affairs	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
5	Human Resource Development	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
6	Market Intelligence	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association
7	Other	Ministry of Industry, Commerce and Labour Affairs	Ministry of Industry, Commerce and Labour Affairs	Trade Association

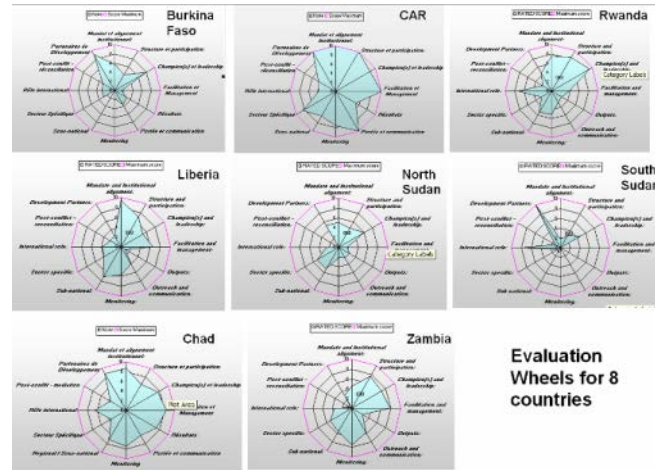
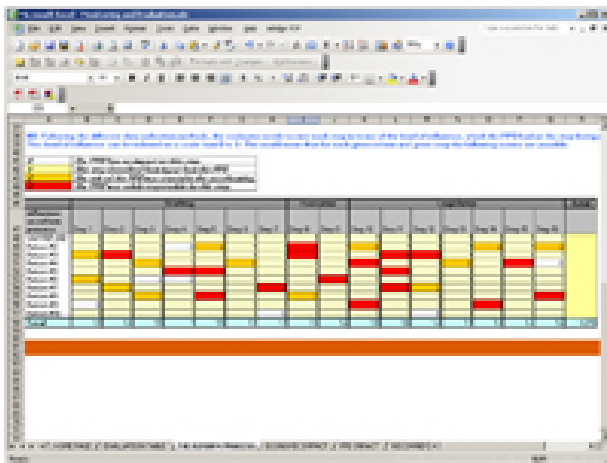
Issue Number/Title	Issue No.	Title of Issue	
Contact information of submitter (optional):			
<b>Specific target of the proposal</b>			
Indicator which the reform will improve (sum of projects)	Projected impact that the reform will have (investment generated / infrastructure development / skills development / access to financing / job creation / etc.)		
<b>Projected cost of the proposal</b>			
Cost to private sector (sum of projects)	Cost to public sector (sum of projects)		
<b>Projected benefit of the proposal</b>			
Benefit to private sector (sum of savings, etc.)	Benefit to public sector (sum of revenues, etc.)		
<b>Cost/benefit ratio of the proposal</b>			
Does the proposal meet the 1:1 cost/benefit ratio (yes/no) (If no, explain why)			
<b>Implementation feasibility</b>			
Projected enactment date of the proposal	Projected date at which implementation of the proposal will be fully completed		
Does the proposal meet the 6 month implementation criteria (yes/no) (If no, explain why)			
How does the proposal align with development objectives as spelled out in national plan?			
What is the current situation which this proposal aims to solve? Why is the current situation a problem? (Specify problems as much as possible)			
What is the proposed solution?			
What legal changes would be required for this solution to be implemented?			
#	Action team	Responsible body	Designated person
If the solution requires new or modified procedures/laws/etc., include current and proposed text below (Current text)			
Proposed text:			



Issue No.	Name of working group	Issue name	Primary institution responsible for follow-up	Primary person responsible	Date of Issue Raised	IMPLEMENTATION STATUS														
						Presented to the working group for consideration	Proposal accepted by working group for design and preparation	Final proposal endorsed by working group and presented to the secretariat	Proposal review presented to the minister	Minister's decision	Ministry or government agency introduces the problem and prepares implementation plan	Action implemented as warranted by constituents	Date of Issue Closed	Benefits realized to private sector	Benefits realized to public sector	Comments on progress				
1																				
2																				
3																				
4																				
5																				
6																				
7																				
8																				
9																				



# Tools and techniques for M&E



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>	

# Public-Private Dialogue

DFID | WB | IFC | OECD

## Part 1 : Evaluation of Organizational Process and Effectiveness

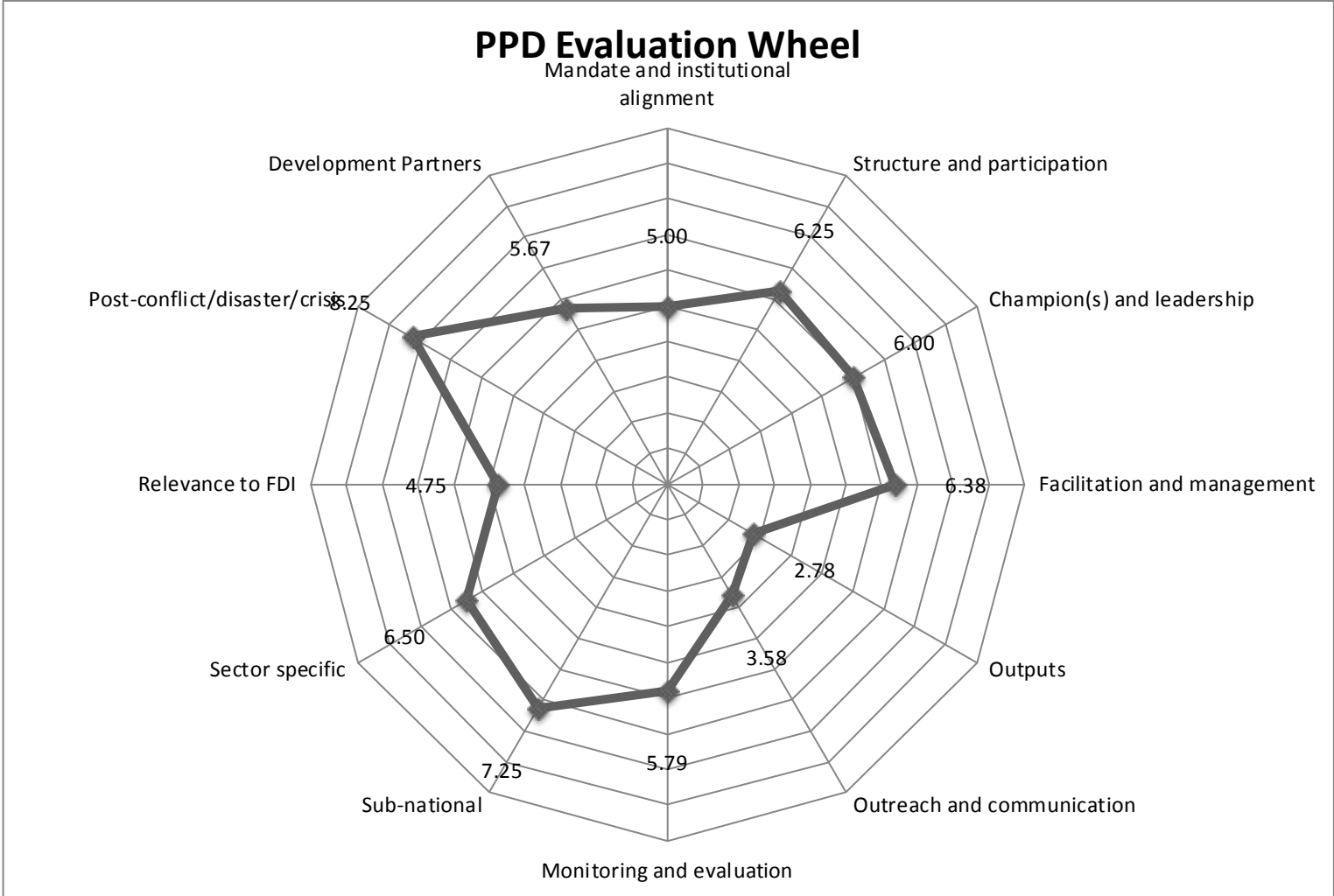
2 or 3 indicators are derived for each of the 12 elements of the Charter; with one or more indices defined -each scores from 0 to 10 - to be combined in the calculation of each indicator.

SUMMARY TABLE	Evaluation Wheel Score (over 10)	Weight
<i>Mandate and institutional alignment</i>	5.00	1
<i>Structure and participation</i>	6.25	1
<i>Champion(s) and leadership</i>	6.00	1
<i>Facilitation and management</i>	6.38	1
<i>Outputs</i>	2.78	2
<i>Outreach and communication</i>	3.58	1
<i>Monitoring and evaluation</i>	5.79	2
<i>Sub-national</i>	7.25	1
<i>Sector specific</i>	6.50	1
<i>Relevance to FDI</i>	4.75	1
<i>Post-conflict/disaster/crisis</i>	8.25	2
<i>Development Partners</i>	5.67	1

**PPD SCORE**

**5.58**

# Benin CPI - Evaluation Wheel 2013



# Impact on the reform process

0	The PPD has no impact on this step.
1	This step benefited from input from the PPD
2	The role of the PPD was crucial in the accelerating this step.
3	The PPD was solely responsible for this step.

PPD Evaluation Wheel Score (over 3)

	1. Diagnostic	2. Solution Design	3. Advocacy and Handover to Public	4. Legislative / Executive Process	5. Implementation, M&E, Follow-up	
REFORM 1:	2.0	1.8	2.0	0.8	2.2	1.8
REFORM 2:	0.8	2.2	0.8	2.0	2.0	1.6
REFORM 3:	2.0	0.8	0.8	2.2	0.8	1.3
REFORM 4:	2.2	0.8	2.0	0.0	2.0	1.4
1.5	1.75	1.42	1.42	1.25	1.75	



# Outcomes and contribution to sector impact

Impacts are to be tracked by specific improvement in the sector of application of the PPD e.g.

- Number of regulations/laws proposed
- Number of regulations / laws modified or enacted
- Number of people from disfranchised groups (women, informal, youth, etc) benefitting from reforms proposed
- Number of new jobs
- Private sector savings
- New investment
- Increased agricultural productivity through management of water resources
- Reduction of Co2 emissions
- Increased health services and benefits



# New directions

- **A global indicator measuring private sector engagement in public policies** is under development by the Global Partnership on Aid Effectiveness (“Busan Process”).
- **Citizen’s voice** an important matter (e.g. Arab Spring) in dialogue with state and private sector for inclusive growth.
- **Open Private Sector:** demand for transparency also valid for private sector in disclosing their company registration data, contracting in public private partnerships (investment), ensuring sustainable supply chain. Concept recently launched by WBG at the G8 in London.

# Community of practice

## KM Website

- Charter of good practice
- Lessons learned papers
- Interactive PPD handbook
- 50 case studies
- Operational documents
- Templates
- M&e Tools
- Workshop materials



## Workshops

- 2006 PPD Workshop**  
(Paris, 30 countries represented)
- 2007 PPD Workshop**  
(Douala, 7 countries represented)
- 2008 PPD Workshop**  
(Dakar, 8 countries represented)
- 2009 PPD Workshop**  
(Vienna, 20 countries represented)
- 2010 PPD Workshop**  
(Vienna, 23 countries represented)
- 2011 PPD Workshop**  
(Vienna, 20 countries represented)

## Donor partnerships

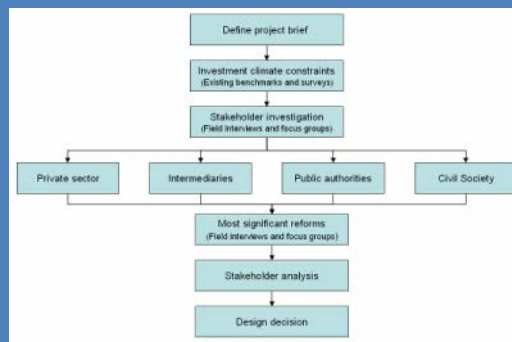
- OECD**  
(on implementation guidelines)
- DFID**  
(co-funding of KM and projects)
- GTZ**  
(co-implementation of PPD projects)
- EBRD**  
(co-implementation of PPD projects)
- USAID**  
(our PPD training to their PSD staff)
- Catalonia ACC10**  
(research partnership)

## Tools

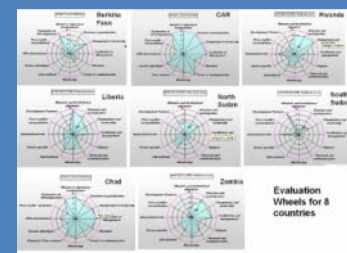
### Implementation guidelines



### Diagnostic tool



### M&E Tools for PPD secretariats



# http://www.facebook.com/publicprivatedialogue



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Email  Password  [Login](#)

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### Public-Private Dialogue

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Filters



The Public-Private Dialogue club on Facebook is where those interested in building or maintaining PPD mechanisms to improve the business climate (e.g. business forums) meet and hang-out for discussing new trends and exchanging questions and ideas.

**121 People Like This**

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**Photos**

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**April 2009 4th International PPD Workshop**  
Created about 8 months ago

1 fan photo    [See All](#)



**Public-Private Dialogue** Sixteen contributions have already been uploaded to the 2010 PPD Workshop page (<http://www.publicprivatedialogue.org/workshop%202010/>). We are looking forward to engaging on PPD hot topics with the 80 participants in Vienna this week.

**Workshop Papers and Presentations - Public Private Dialogue**  
[www.publicprivatedialogue.org](http://www.publicprivatedialogue.org)  
The fifth international Workshop on Public-Private Dialogue will be held on the 1st, 2nd and 3rd of June 2010, in Vienna, Austria. The 2010 workshop intends to take stock of recent developments in PPD ...

13 hours ago · Comment · Like

Anela Duman likes this.

**Public-Private Dialogue** PPD in the Media - "Viet Nam is doing its utmost to overcome deficiencies in human resources, infrastructure and cumbersome administrative procedures to create a more favourable environment for investors" said Minister of Planning and Investment Vo Hong Phuc when addressing the Vietnam Business Forum, a World Bank Group...

See More

[vietnamnews.vnagency.com.vn](http://vietnamnews.vnagency.com.vn)  
[vietnamnews.vnagency.com.vn](http://vietnamnews.vnagency.com.vn)

13 hours ago · Comment · Like

**Public-Private Dialogue** Want to hear about Vietnam, Sierra Leone, Malawi or other interesting public-private dialogue initiatives? Just check <http://www.publicprivatedialogue.org/workshop%202010/> where we started to post case studies that will be discussed at the PPD Workshop in Vienna in... 6 days from now.

**Workshop Papers and Presentations - Public Private Dialogue**  
[www.publicprivatedialogue.org](http://www.publicprivatedialogue.org)  
The fifth international Workshop on Public-Private Dialogue will be held on the 1st, 2nd and 3rd of June 2010, in Vienna, Austria. The 2010 workshop intends to take stock of recent developments in PPD ...

Thursday at 8:03am · Comment · Like

**Public-Private Dialogue** 8 days to the 2010 PPD Workshop.

The 2010 PPD Workshop page has been uploaded on <http://www.publicprivatedialogue.org/> where you can see the concept note and detailed program for the workshop. The following 25 countries will be represented: Austria, Bangladesh, Bosnia and Herzegovina, Burkina Faso, Cameroon, Croatia, E...

See More



**Public Private Dialogue: a resource for stakeholders interested in using PPD for private sector deve**  
[www.publicprivatedialogue.org](http://www.publicprivatedialogue.org)  
This website is about how governments, businesses and donors can use public private dialogue (PPD) to promote private sector development and poverty reduction. New! PPD is now on Facebook. Join the Facebook ...

May 21 at 3:58pm · Comment · Like

Cecile Fruman likes this.

Tabu Olulo Hey, we asked how we could be part of this and no one responded. is it to late?