

# Public-Private Dialogue

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## 7th PPD Global Workshop

March 3-6, 2014  
Frankfurt, Germany

## Public Private Dialogue for Sustainable Business

### Program

#### Location

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
Frankfurt, Germany

#### Organized by

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and  
World Bank Institute (WBI)

#### Funded by

The German Federal Ministry for Economic Cooperation and Development (BMZ)

#### Partners

International Finance Corporation (IFC)  
Global Partnership for Effective Development and Cooperation (GPEDC)



**THE WORLD BANK**



**Workshops dates**

**3- day PPD workshop:** Monday, March 3<sup>rd</sup>, Tuesday, March 4<sup>th</sup> and Wednesday, March 5<sup>th</sup>, 2014  
**One half-day open clinic** with 12 time slots for PPD: Wednesday, March 5<sup>th</sup>, 2014 (afternoon)  
**1 train-the-trainers day** for PPD trainers / consultants: Thursday, March 6<sup>th</sup>, 2014

**Venue**

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
 Dag-Hammarskjöld-Weg 1-5  
 65760 Eschborn, Deutschland  
 Tel: + 49 619679 0

**Program overview**

PPD Workshop			Training of Trainers
MONDAY MARCH 3 DAY 1	TUESDAY MARCH 4 DAY 2	WED MARCH 5 DAY 3	THURS MARCH 6 DAY 4
PPD Lessons Learned and PPDs in Practice	The How To's of PPD	The PPD Global Knowledge Agenda + PPD Clinic	Training to PPD consultants and practitioners
PPD for Sustainable Business Lessons from the Field Stock taking of experiences in implementing PPDs	The How-To's of running a sector-based dialogue: Lessons from The Renewable Energy German Cluster  The How To's of PPD program management	The How-To's of avoiding capture and engaging citizens  Global Benchmarking of Private Sector Participation in Public Policies - Self Evaluation  Revising the PPD Handbook: discussion  Building a Community of Practice: the PPD Collaborative Platform	Methodology in the Design of PPD  Stakeholder analysis  Sharing knowledge Quality Control
Lunch	Lunch	Lunch	Lunch
Responding to crisis, designing PPD in times of change  PPD Initiatives in Practice: 10 case studies discussing their three top successes and three top failures  PPDs in Fragile and Conflict-Affected States	The How To's of PPD sustainability  The How To's of Monitoring & Evaluation in PPDs  The How To's of Building Reform Teams	PPD Clinic: Series of personalized country consultations on PPD	Walk-through of training materials for a 3-day workshop on managing a PPD secretariat

## Background

Public-Private Dialogue (PPD) 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 conducted in 2005, 2006, and 2009, 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.

Concurrently, acknowledging the role that the private sector can play in development, governments and more than 40 representatives from both the public and the private sector endorsed the Joint Statement on “Expanding and Enhancing Public Private Partnership for Broad-based, Inclusive and Sustainable Growth” at the Fourth High Level Forum on Aid Effectiveness (HLF-4) held in Busan (Korea).

The statement recognizes that the for-profit private sector is a central driver of development and emphasizes the importance of inclusive dialogue for building a policy environment conducive to sustainable development, where consultation with the private sector in the elaboration of national and sector plans is seen as a prerequisite to broadening country ownership of the development process and ensuring inclusive growth, and expanding economic opportunity for all segments of the population.

Government 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.

With the objective of developing knowledge and better supporting PPD practitioners on the ground, the World Bank Group has organized 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).

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. About one hundred representatives from business forums, investors’ councils, and competitiveness partnerships from both the public and private sectors, and from sponsoring donors (such as IFC, the World Bank, or others) have participated in these workshops.

## Participants

This workshop is an action-learning workshop designed to facilitate knowledge exchange between practitioners so that each participant can improve the performance of the public private dialogue platform he/she is engaged in.

- Government officials participating in PPD
- Private sector representatives participating in PPD
- Coordinators of PPDs
- Program managers, task team leaders using/planning to use PPD in their development programs

## Learning Outcomes

The 7th PPD Global Workshop “PPD for Sustainable Business” will take stock of recent developments in PPD knowledge, explore how it is used to foster inclusive development, discussing specific PPD cases, exploring critical PPD related topics, and helping build capacity to effectively manage and monitor a PPD process during the PPD life cycle, from entry to exit.

The workshop lasts 3 days: specific themes that will be explored during the workshop are as follows:

- Designing and managing PPDs, including in post- crisis environments
- Ensuring effectiveness of PPD secretariats (practical steps and processes)
- Achieving shared prosperity through PPD
- Improving inclusion and governance in PPD platforms
- Measuring PPD results and Transitioning out of PPD
- Using ICT for feedback (citizens, informal sector, women, rural firms, etc.)

At the end of the workshop, participants will be able to:

- Understand good practices in setting up, managing and ensuring the sustainability of a PPD initiative.
- Use new approaches to improve the effectiveness of their dialogue platform such as conducting political economy analysis, establishing reform teams to facilitate implementation or using mobile phone technology to broaden participation.
- Measure the effectiveness of a dialogue program.

In addition to the knowledge exchanged and gained through the workshop, the following outputs will result from participation to the workshop:

- During the workshop, participants will work towards a revised version of The Charter of Good Practice in using Public Private Dialogue for Private Sector Development.
- Participants will conduct self-evaluation and also provide feedback for the development of a global PPD benchmarking indicator.

### **A “Clinic” session (Afternoon of 3rd day)**

This session is offered during the last afternoon of the workshop for participants who desire to get detailed questions answered about their particular PPD initiatives by international PPD practitioners in an open clinic format. Participants are encouraged to register during the first two days, on a first-come, first-serve basis by writing their names into the one hour time slot of their choice. During that time, participants will have the full attention of PPD specialists, who will address their particular issues. Altogether, and through three breakout rooms, 12 one hour slots will be provided. While the clinic sessions will focus on specific cases, all attendees are welcome to join and participate to the discussions.

### **Train-the-Trainer day (4th day)**

This 4<sup>th</sup> day is designed for PPD specialists who wish to hone their diagnostic skills. PPD specialists are often deployed in country to provide guidance to PPD teams and stakeholders on the design, management and sustainability of a public private dialogue platform. This Train the Trainer program will explain them how to conduct a PPD diagnostic, assess the environment and stakeholders, and support the establishment of a PPD. The program will also go through material and techniques used for conducting a “PPD Training” at the initiative level, and provide capacity building exercises to strengthen the PPD secretariats and guide the teams on how to measure the impact of PPDs.

### **Organizers**

This 7th PPD Workshop is organized by the World Bank Institute’s Private Sector Engagement for Good Governance (PSGG) program and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the International Finance Corporation and the Global Partnership for Effective Development Cooperation. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

#### **The World Bank Institute**

The WBI is a global connector of knowledge, learning and innovation for poverty reduction. It is part of the World Bank Group. It connects practitioners, networks and institutions to help them find solutions to their development challenges. With a focus on the ‘how’ of reform, it links knowledge from around the world and scales up innovations. Within the WBI, the Private Sector Engagement for Good Governance (PSGG) program aims to support open governance practices by encouraging greater private sector participation for more efficient, effective and sustainable development across core sectors.

#### **The German Federal Ministry for Economic Cooperation and Development (BMZ)**

BMZ develops the guidelines and the fundamental concepts on which German development policy is based. It devises long-term strategies for cooperation with the various players concerned and defines the rules for implementing that cooperation. In the area of private sector development, German development-policy measures aim at creating an enabling environment for investment and sustainable private-sector engagement as well as at enhancing the competitiveness and innovative capacities of businesses in partner countries. Also, BMZ intends to harness the potential of the private sector in the interests of achieving sustainable development. Public-Private Dialogue plays a key role in German development cooperation for identifying opportunities for public-private cooperation and for ensuring that partner country reforms of the business environment are demand-led.

#### **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

The GIZ is a federal enterprise supporting the German Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ operates in many fields, one of them being economic development and employment promotion; In the area of economic development, GIZ assists partner countries in improving their economic framework conditions, removing bureaucratic obstacles and establishing suitable promotional structures. Public private dialogue between public and private actors is an essential tool of GIZ’s support for policy reforms as well as to identify possibilities for public-private cooperation.

Monday, March 3: PPD Lessons Learned and PPDs in Practice	
8:30 – 9:00	Registration – Coffee
09:00 – 9:15	<p><b>Welcome Address</b>  <i>Susanne Dorasil, Head of Division, Economic policy; Financial sector, German Federal Ministry for Economic Cooperation and Development (BMZ)</i></p>
9:15 – 9:30	<p><b>What to Expect from the Workshop</b>  <i>Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance (PSGG), World Bank Group (WBG)</i></p>
9:30 – 10:00	<p><b>Keynote Address: Public Private Dialogue for Sustainable Business</b>  <i>Andreas Bluethner, Director - Food Fortification &amp; Partnerships, BASF - The Chemical Company.</i></p> <p>The keynote will discuss BASF experience in leveraging public-private dialogue and shared value practices to help improve competitiveness and solve environmental, social and governance-related development problems.</p>
10:00 – 10:15	Coffee Break
10:15 – 12:00	<p><b>Lessons from the field</b>  <i>Benjamin Herzberg, Program Lead, PSGG, WBG</i></p> <p>How are PPDs implemented in the field: what, when, and for what benefits? What are the risks and how can they be mitigated? How can dialogue be sustained and how to build an advocacy platform? A stock taking exercise will take place before the workshop. A series of short videos will be presented. This synthesis presentation will share lessons learned from the field, including where the obstacles are and how the teams have addressed these for higher impact.</p>
12:00 – 13:00	<p>[GROUP PHOTO SESSION]                      Lunch</p>
13:00 – 14:30	<p><b>Interactive exercise: Responding to crisis, designing PPD in times of change</b>  <i>Facilitation by Ben Saypol, Delta Theater Consulting</i></p> <p>Private sector, business associations, sector chambers, municipal authorities, ministries, top-level government officials, donors... Can all these different interest groups agree on designing a new PPD mechanism as a solution to times of change? When crisis hits, differences are exacerbated and inequalities become more emphasized. Resources are scarce. An initial meeting is planned, but will the local stakeholders, despite their differences, be able to agree on the priorities for private sector development, rebuilding the economy, and on how the PPD should work?</p>

**Speed Dating session 1: Six PPD Initiatives in Practice**

A series of 20-minute table discussions around country case studies focused on 3 top successes and 3 top failures (5 minutes of case presentation and 15 minutes of free table discussion on the case). Every 20 minutes, a bell will ring and attendees will switch to a different table of their choice. During the hour, attendees will have the opportunity to discuss three different cases of their choice, out of the six available. Presenters will thus remain at their table during the entire hour and present and discuss their cases three times in a row. PowerPoint presentations are strongly discouraged for this session (in case the presenters want to present a PowerPoint, they will have to either bring their own laptop, or print copies in advance).

**Table 1: Afghanistan** (Construction Permit Roundtables)

- Sarfaraz Tariq Ahmad, Director of Business Registration and Licensing, Ministry of Commerce;
- Nusrat Attiquallah, Deputy Chairman, Afghanistan Chamber of Commerce and Industries (ACCI);
- Mohamed Abdulkader, Operations Officer, IFC Advisory Service in MENA.

**Table 2: Burkina Faso** (Burkinabe Public Private Dialogue)

- Franck Tapsoba, General Director, Burkina Faso Chamber of Commerce and Industry;
- Pagnagni Ouarma, Director of companies' promotion, Department of Services to Enterprises and Cooperation.

**Table 3: Ethiopia** (Ethiopia Public Private Consultative Forum)

- H.E. Kebede Chane Gebru, Minister of Trade and Industry;
- Mamo Esmelealem Mihretu, Operations Officer, WBG;
- Eyob Tekalign Tolina, Manager, EPPCF;
- Solomon Bezuneh Mulu, President, Chamber of Commerce and Industry;

**Table 4: Kyrgyz Republic** (Business Development and Investment Council)

- Azamat Akaneev, Adviser to the First-Prime-Minister of the Kyrgyz Republic;
- Kanykey Brimkulova, Government of the Kyrgyz Republic;
- Talaipek Koichumanov, Government of the Kyrgyz Republic;
- Askat Seitbekov, Government of the Kyrgyz Republic;
- Tolkun Shakeev, Government of the Kyrgyz Republic.

**Table 5: Morocco** (National Committee for Business Environment)

- Thami El Maaroufi, Advisor to Head of Government;
- Hamid Khail, Ministry Of General Affairs and Governance;
- Khalid Benabdellah, Head of Government Office;
- Lhoussaine Wahib, Ministry Of General Affairs and Governance.

**Table 6: Nepal** (Nepal Business Forum)

- Krishna Gyawali, Ministry of Industry, Government of Nepal;
- Narendra Kumar Basnyat, Confederation of Nepalese Industries;
- Parbati Sharma, Ministry of Industry, Government of Nepal;
- Yam Kumari Khatuwada, Ministry of Industry, Government of Nepal;
- Kumar Pradhan Kishor, Eastern Regional Chamber of Commerce and Industries, Biratnagar;
- Ingrid Dahl-Madsen, First Secretary, Danish Embassy in Nepal;
- Laura Ann Watson, Senior PSD specialist, WBG.

14:30 – 15:30

15:30 – 15:45

Coffee Break

<p>15:45 – 17:00</p>	<p><b>Panel discussion : PPDs in Fragile and Conflict-Affected States</b></p> <p>15:45 – 16:00 <i>Introduction by Steve Utterwugle, Global Lead, Public Private Dialogue, WBG. Presentation of the study “PPDs in Conflict-Affected States”.</i></p> <p>16:00 – 16:10 <b>Liberia:</b> <i>H.E. Axel Addy, Minister of Commerce &amp; Industry, Government of Liberia and Co-chair of the Liberia Business Forum;</i></p> <p>16:10 – 16:20 <b>Iraq:</b> <i>Stephen Rimmer, Sr. Private Sector Development Specialist, WBG;</i></p> <p>16:20 – 16:30 <b>West Bank Gaza:</b> <i>Lyad Joudeh, board member, Palestine Trade Center;</i></p> <p>16:30 – 16:40 <i>James Brew, Director, Stakeholder &amp; Field LLC;</i></p> <p>16:40 – 17:00 <i>Q&amp;A.</i></p> <p>Public private dialogue is highly relevant in Fragile and Conflict-affected States to address the lack of legitimate institutions, create transparency and trust between stakeholders, and identify the need for reforms and interventions that can improve the business environment and attract investment. Stakeholders will share their experience. This session will also be informed by the results from an IFC study on emerging lessons and best practices from existing IFC-supported PPD projects in FCS.</p>
<p>17:00 – 18:00</p>	<p><b>Speed Dating session 2: Five PPD Initiatives in Practice</b></p> <p>Table 1: <b>Bosnia</b> (Competitive Regional Economic Development)</p> <ul style="list-style-type: none"> <li>- <i>Zdravko Miovcic, EDA - Enterprise Development Agency, Banjaluka;</i></li> <li>- <i>Selma Karavdic-Gaab, GIZ;</i></li> <li>- <i>Karin Rau, GIZ.</i></li> </ul> <p>Table 2: <b>Jordan</b> (Jordan Valley Water Forum)</p> <ul style="list-style-type: none"> <li>- <i>Amal Hijazi, General Manager, Sustainable Environmental and Energy Solution;</i></li> <li>- <i>Malcolm Toland, PPD expert.</i></li> </ul> <p>Table 3: <b>Kenya</b> (Health in Kenya Initiative)</p> <ul style="list-style-type: none"> <li>- <i>Rachel Njeri Mwaura MD, Msc.PH, Operations Officer, Health in Africa Initiative.</i></li> </ul> <p>Table 4: <b>Macedonia</b> (National Entrepreneurship and Competitiveness Council)</p> <ul style="list-style-type: none"> <li>- <i>Goran Lazarevski, Senior Advisor, Booz Allen Hamilton Skopje;</i></li> <li>- <i>Meri Cuculoska, Project Management Specialist, Economic Growth Office USAID;</i></li> <li>- <i>Jana Stojkova Trajkovska, Adviser, Cabinet of the Vice Prime – Minister for Economic Affairs;</i></li> <li>- <i>Tatjana Veljkovikj, Government of the Republic of Macedonia, General Secretariat.</i></li> </ul> <p>Table 5: <b>Papua New Guinea</b> (Business Coalition for Women)</p> <ul style="list-style-type: none"> <li>- <i>Serah Sipani, Operations Officer, WBG;</i></li> <li>- <i>Lili Sisombat, Program Specialist PSGG, WBG.</i></li> </ul> <p>Table 6: <b>Tajikistan</b> (Regional Consultative Council on Improvement of the Investment Climate)</p> <ul style="list-style-type: none"> <li>- <i>Zarina Kosymova, Deputy Team Leader, GIZ / FFPSD Program;</i></li> <li>- <i>Latofat Azizbekova, Secretary, Consultative Council in GBAO;</i></li> <li>- <i>Fotehhon Masumov, Secretary, Consultative Council in Sughd Region;</i></li> <li>- <i>Gulos Rahmatshoev, Association of women entrepreneurs of Badakhshan;</i></li> <li>- <i>Reinhard Woytek, Program Director, GIZ/FFPSD;</i></li> <li>- <i>Odiljon Yakubov, GIZ/FFPSD Program.</i></li> </ul>
<p>18:00</p>	<p>Adjourn</p>
<p>19:30 – 21:00</p>	<p><b>WELCOME DINNER AT THE NOVOTEL HOTEL</b></p>



Tuesday, March 4: The How-To's of PPD	
09:00 – 09:15	<p><b>Introduction to day 2</b>  <i>Benjamin Herzberg, Program Lead, PSGG, WBG</i>                      Debriefing on Day 1 and on the Top 3 Successes and 3 Top Failures of PPDs discussed during the Speed Dating sessions.</p>
09:15 – 10:45	<p><b>The How-To's of running a sector-based dialogue: Lessons from Germany's best practice for innovation cluster, DEEnet</b></p> <p>09:15 – 09:20     <i>Cecilia Sager, Manager, Investment Climate for Industry, World Bank Group</i></p> <p>09:15 – 09:45     <i>Clemens Mostert, Network Manager, DEEnet Competence Network, Distributed Energy Technologies, Germany.</i>                      Presentation of DEEnet, structure, role and achievements.</p> <p>09:45 – 10:00     <i>Stefan Franke, Master Plan Manager, Office of Land Management. Service of Climate Protection, County of Marburg-Biedenkopf, Germany.</i>                      Why and how the public sector engage in the DEEnet cluster.</p> <p>10:00 – 10:15     <i>Jan Kallok, Program Manager, IdE Institute distributed Energy Technologies.</i>                      Why the private sector is supporting the cluster and with what results so far.</p> <p>10:15 – 10:45     Q&amp;A</p> <p>More than 100 companies, research institutes and service providers have joined forces to develop under one roof system solutions for distributed energy and energy efficiency technologies, the DEEnet Competence Network decentralized Energy Technologies. DEEnet constitutes a unique concentration of university, institutes and innovative companies covering the complete supply chain – from research and development to planning, designing, production, and from operation to education and further training. The network members are active in solar energy, wind energy, bioenergy, water power and geothermal energy, efficiency concepts for residential buildings and for industry, CHP-construction and regional development. Some of the most important subjects nowadays are concepts for regional value creation through decentralized energy systems and strategic consulting for municipalities to develop integrated climate protection concepts. Stakeholders will give their tips and techniques on running sector-specific dialogue processes at the local, regional and national level. We will understand why the private sector, large companies and SMEs, as well as public agencies are supporting the cluster and how the different stakeholders are working together. This session will include a Q&amp;A session about challenges, resources needed in implementing PPD mechanisms along specific value chains, and what is the applicability of lessons to developing countries and other contexts.</p>
10:45 – 11:00	Coffee Break

<p>11:00 – 12:00</p>	<p><b>The How To's of PPD program management</b>  <i>Moderator: Laura Ann Watson, Sr. Private Sector Specialist, South Asia, WBG</i>  <i>Coffee Table discussion on Practical Steps and Processes for an Efficient PPD</i></p> <p>11:00 – 11:15     <b>“I am not a housekeeper”</b>: They think I am the housekeeper but I have other things to do as a PPD facilitator! Discussion on the organization, division of labor.</p> <p>11:15 – 11:30     <b>“Getting traction”</b>: All these CEOs, Excellencies, Ministers... how do I get them engaged? Discussion on relationship Management – Working Groups, Governing Board and External Actors.</p> <p>11:30 – 11:45     <b>“Quick wins vs deep impact”</b>: How to ensure the effectiveness of a dialogue? Prioritization of agendas, preparation, advocacy.</p> <p>11:45 – 12:00     <b>A 5-point checklist</b> for effective PPD secretariat (10 min)  <i>Malcolm Toland, PPD expert.</i></p> <p>The interactive session is dedicated to tools and techniques to help a PPD secretariat function well. It will provide opportunities for each PPD representative present to discuss their own challenges, and how to address these and understand the various aspects of running an efficient secretariat. A circle of PPD coordinators / program managers will discuss the issues faced by PPD secretariats and share implementation tips. A series of questions will be put forward to guide the discussion.</p>	
	<p>12:00 – 13:00     Lunch</p>	
	<p>13:00 – 14:15</p>	<p><b>The How To's of PPD sustainability: What role for Chamber of Commerce &amp; Business Associations?</b></p> <p>13:00 – 13:15     Introduction and experience to date  <i>Kim E. Bettcher, Sr. Knowledge Manager, Center for International Private Enterprise.</i></p> <p>13:15 – 13:30     <b>Burkina Faso</b> Public Private Dialogue round tables  <i>“How we did it all alone and asked the development partners to stay away”.</i>  <i>Franck Tapsoba, General Director, Burkina Faso CCI</i></p> <p>13:30 – 13:45     Sustainable PPD in a Volatile Political Environment- The Egyptian Experience  <i>“How we took over a donor-supported project and run it all by ourselves”</i>  <i>Eng El Sammak, Chairman of the <b>Alexandria (Egypt)</b> Business Association.</i></p> <p>13:45 – 14:00     Case studies from <b>Lao PDR, Cambodia, Vietnam</b>  <i>“How we handed over the PPDs to ensure their sustainability”</i>  <i>Lili Sisombat, Program Specialist, PSGG, WBG.</i></p> <p>14:00 – 14:15     Q&amp;A</p> <p>This session will look at successful and unsuccessful experiences in ensuring the sustainability of PPDs in the long run. When supported by donors, it will share methodologies in preparing a “donor exit”. It will discuss approaches to strengthening local ownership, and provide examples of agreements between institutions to support the PPD. Participants from successful platforms in Burkina Faso, Egypt and other countries will discuss their challenges and how they are addressing them.</p>

<p>14:15 – 15:45</p>	<p><b>The How To's of Monitoring &amp; Evaluation in PPDs</b>  <i>14:15 – 14:20 Moderation: Shihab Ansari Azhar, Strategy and Portfolio, South Asia, WBG</i></p> <p><i>14:20 – 14:40 Overview of the PPD monitoring and evaluation framework  How to measure a time-bound / reform specific bound PPD  Malcolm Toland, PPD expert</i></p> <p><i>14:45 – 14:50 Application of the PPD M&amp;E evaluation Tool – Results and Challenges  Ansgar Josef Cordier, Development Consultant, GIZ</i></p> <p><i>14:50 – 15:15 The Issue Tracking Tool  Veronique Salze-Lozac'h, Director, Economic Development, The Asia Foundation</i></p> <p><i>15:15 – 15:25 Newdea Project Center, a tool for M&amp;E and program management  Benjamin Herzberg, Program Lead, PSGG, WBG</i></p> <p><i>15:25 – 15:30 Wrap up: Are we measuring the right things? (Shihab Ansari Azhar)</i></p> <p><i>15:30 – 15:45 Q&amp;A</i></p> <p>This session will focus on the challenges when measuring PPD results. It will also look at various tools, including the "Issue Tracker" for PPD coordinators to monitor issues raised in the PPDs. This tool allows for easy monitoring and can be used to report back to the forum on progress made.</p>
<p>15:45 – 16:00</p>	<p>Coffee Break</p>
<p>16:00 – 17:30</p>	<p><b>The How To's of Building Reform Teams</b>  <i>Benamina Randrianarivelo, Governance Specialist, Leadership for Results, WBG</i>  <i>Facilitation: Ben Saypol, Delta Theater Consulting</i>  <i>Discussant: Krishna Gyawali, Secretary General, Ministry of Industry, Government of Nepal</i></p> <p>Interactive exercise: Private sector and government representatives get together to identify and prioritize reforms and then ... what? Government staff go back to their respective agency and nothing happens until the next meeting? Using a role play, the session will provide a methodology to set up reform teams so that solutions are designed and implemented in a "Rapid Results" manner.</p>
<p>17:30</p>	<p>Adjourn</p>
<p>18:00</p>	<p><b>City tours</b> (optional): Complimentary tours of Frankfurt city are offered to participants.</p> <p>Buses will depart directly from the GIZ Headquarters. One bus will return to the Novotel for those who do not join. Participants have to make their own arrangements for dinner.</p>

Wednesday, March 5: The PPD Global Knowledge Agenda + PPD Clinic	
08:30 – 10:00	<p><b>The How-To's of avoiding capture of the PPD agenda and cronyism: ICT Tools for Citizens' Voice and Use of Social Media for PPDs</b></p> <p>8:30 – 8:50 Political Economy: how it derails reform initiatives. Case studies from <b>Tunisia, Egypt.</b> <i>Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG</i></p> <p>8:50 – 10:00 Using ICT to reach out to a larger PDD constituency <i>Utpal Misra, coordinator, Open Development Technology Alliance, WBG</i></p> <p>8:50 – 8:55 Introduction 8:55 – 9:00 Real time polling (web-based) 9:00 – 9:20 Concepts and examples 9:20 – 9:25 Results discussion of web-based polling 9:25 – 9:35 SMS based polling - how it works - simulation 9:35 – 9:45 What does it take to run poll/survey/feedback campaign? 9:45 – 10:00 Q&amp;A</p> <p>Public Private Dialogue platforms can be captured by larger companies represented in Business Associations and Chamber of Commerce. Instead of defending the industry and an inclusive development, the PPD faces then the risk of ignoring disfranchised groups (sub-national business groups, women entrepreneurs, informal sector, etc.) and the voices of citizens. The session will present the results of political economy case studies which show how cronyism impacts business regulations / industrial policy and firm dynamics. It will also present how mobile-phone based tools for PPD secretariat to use and obtain feedback from a wider constituency, ensuring larger engagement from citizens in the monitoring of reform implementation.</p>
Coffee break	
10:15 – 11:15	<p><b>From Local to Global: Global Benchmarking of Private Sector Participation in Public Policies</b></p> <p>10:15 – 10:30 The Global Partnership for Effective Development and Cooperation: a Public-Private Dialogue at a Global Level for sustainable economic growth. <i>Marjolaine Nicod, Senior Policy Adviser, Global Partnerships and Policy Division Development Directorate, OECD</i></p> <p>10:30 – 10:40 Partnership for Prosperity: the role of the private sector as a partner in development <i>Albena Melin, Principal Operations Officer, Partnerships for Prosperity, WBG</i></p> <p>10:40 – 10:50 Q&amp;A</p> <p>10:50 – 11:15 Discussion on the potential for a “global Indicator” <i>Benjamin Herzberg, Program Lead, Private Sector Engagement for Good Governance, WB and James Brew, director, Stakeholder &amp; Field LLC</i></p> <p>For the purpose of monitoring the implementation of Aid Effectiveness commitments, the Post-Busan Interim Group decided to include an indicator to assess private sector engagement. This global indicator is to measure specifically the implementation of paragraph (32b) of the Joint statement: “Enable the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction”. A concept note has been elaborated by the World Bank Institute’ PSGG team and a pilot in 10 countries will be conducted by the OECD. Participants will provide feedback on the concept note.</p>

<p>11:15 – 12:15</p>	<p><b>Revising the PPD Charter of Good Practice</b>  <i>Moderators: Alexandra Oppermann, Advisor, GIZ Sector Project "Innovative Approaches for Private Sector Development"– with the support of Malcolm Toland, PPD expert.</i></p> <p><i>Revision of the 12 principles of the PPD Charter of Good Practice:</i></p> <p>11:15 – 11:25 Introduction  11:25 – 11:35 Each table reviews one of the 12 principle of the PPD Charter of Good Practice  11:35 – 11:40 Each participant selects five key concepts to be included for this Principle  11:40 – 11:50 Groups agrees among themselves on a consensual list of five key concepts  11:50 – 12:10 Gallery Walk – 12 Flipcharts presenting each of the 12 principles with the list of five concept each are distributed throughout the room, for people to go look at each of them in a Gallery Walk style, and discuss freely around each station.  12:10 – 12:15 Next steps</p> <p>The PPD Charter for Business Environment Reformers has proven to be a useful tool for PPD practitioners. However, the document has been elaborated back in 2006 and the implementation of PPDs, as well as challenges, have evolved over time. It is the intention to revise this Charter based on the stock taking for this 7<sup>th</sup> PPD International Workshop and discussions among participants. Participants are invited throughout the workshop to review the 12 principles of the Charter of Good Practice in implementing PPD. During this session, participants will work in groups based on the inputs provided earlier and propose the revised text of the Charter of Good Practice in implementing PPD.</p>
<p>12:15 – 12:45</p>	<p><b>Building a Community of Practice: the PPD Collaborative Platform</b>  <i>Anna Nadgrodkiewicz, Director, Multiregional Programs, Center for International Private Enterprise; Benjamin Herzberg, Program Lead, PSGG, WBG.</i></p> <p>12:15 – 12:30 Presentation of the new PPD website  12:30 – 12:45 Q&amp;A on the structure and activities of the community of practice</p> <p>The World Bank Group and development partners have recognized the fundamental importance to development of access to information and knowledge in their mission to overcome poverty. As part of these efforts, the World Bank Group and the Center for International Private Enterprise are migrating the PPD website (<a href="http://www.publicprivatedialogue.org">www.publicprivatedialogue.org</a>) to an open and collaborative platform which adopts a “community of practice” approach. The platform will be an important vehicle for knowledge exchange, providing a space for practitioners to share and learn amongst each other. Feedback and ideas will be gathered during this session.</p>
<p>12:45 – 13:00</p>	<p>Concluding remarks on next steps  Attendance certificates</p>
<p>13:00 – 14:00</p>	<p>Lunch</p>

**Wednesday, March 5: The PPD Global Knowledge Agenda + PPD Clinic**

**PPD Clinic**

This session is targeted at participants interested in receiving one-on-one consultations with other PPD experts present at the workshop, so as to discuss ongoing challenges faced by their PPDs and next steps. A paper board with one hour time slots will be displayed during the first two days of the event, and the participants will register themselves for the time slots of their choice, on a first-come, first-serve basis. There will be two parallel PPD clinic sessions for which country delegations can register. Country delegations can register to both so as to get the most input related to their situation, or just to one if they are interested only in a particular topic. Use the board outside the conference room to book the time slots of your choice.

14:00 – 18:00	Topic	Political economy And design issues (Room 1)	Sector Coordination, consultation and implementation challenges (Room 2)	Monitoring & Evaluation issues Room 3)
	Team	<i>Benjamin Herzberg Albena Melin Alexandra Opperman (GIZ) Sumit Manchanda</i>	<i>Steve Utterwugle Laura Ann Watson James Brew Maha Hussein Lisa Peterskovsky (GIZ)</i>	<i>Lili Sisombat Anja Robakowski-Van Stralen Shihab Ansari Azhar Malcolm Toland</i>
	14:00 – 15:00	Clinic 1	Clinic 5	Clinic 9
	15:00 – 16:00	Clinic 2	Clinic 6	Clinic 10
	16:00 – 17:00	Clinic 3	Clinic 7	Clinic 11
	17:00 – 18:00	Clinic 4	Clinic 8	Clinic 12
	18:00	END OF WORKSHOP		

<b>Thursday March 6: Practice Day for PPD Experts</b> <i>This day is reserved for those who have pre-registered to this event and on invitation only</i>	
09:00 – 9:15	<b>Introduction – background</b>
09:15 – 9:45	<p><b>Roundtable Discussion: Addressing design and implementation of PPDs and Other Issues Faced by PPD Experts</b></p> <p>Objective: PPD experts face a range of issues to ensure a PPD reaches its objectives as their role is often limited to designing, advising and supporting teams but decisions are in the hands of stakeholders (private sector, government representatives, and program teams). This session enables the community of PPD experts to share experience and discuss options for how to manage implementation issues.</p>
	<p><b>Overview of the practice day (TTT)</b></p> <p>To guide practitioners in the design, management, implementation and evaluation of a multi-stakeholders platform for good governance, the World Bank's Private Sector for Good Governance Program has developed an approach based on a set of tools which will be reviewed during this practice day. These tools help 1) identify the collaborative governance gaps, 2) secure political will for reform, 3) set up a multi-stakeholder dialogue process around the issues at stake, and 4) ensure supportive buy-in and monitoring from constituents at large.</p>
9:45 – 10:30	<p><b>1 – Identifying the collaborative governance gaps</b> – how to diagnose the level of collaborative policy making and involvement of the relevant stakeholders;</p> <p>09:45 – 10:05 Review of the diagnostic framework            10:05 – 10:20 Discussion            10:20 – 10:30 Governance Environment Assessment Report (GEAR) structure</p>
10:30 – 13:00	<p><b>2 – Securing political will for reform</b> – how to organize a series of high-level engagement of country political leadership on key sectors where governance issues can impede growth, so as to identify challenges and foster political will. Implementing a reform is a political process as much as it is a technical process: reforms, change and capacity development generate winners and losers, and prevailing power and incentive structures determine what can be achieved and what cannot. This session will introduce an approach to political stakeholder analysis which will help PPD experts design a successful PPD.</p> <p>10:30 – 11:00 <b>Political Economy Analysis Application on the field: The Development Entrepreneurship Approach</b>  <i>Syed Al-Muti, Associate Director, Economic Development, The Asia Foundation</i></p> <p>11:00 – 13:00 <b>A Tool for stakeholders analysis: The Influence Map (NetMap)</b>  <i>Benjamina Randrianarivelo, Governance Specialist, Leadership for Results, WBG</i></p> <p>The net-map toolbox is a social network analysis tool that uses interviews and mapping to help people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. Net-Map helps players to determine what actors are involved in a given network, how they are linked, how influential they are, and what their goals are. The tool is particularly useful in determining who should be involved in a PPD, who is in favor or opposing a reform and develop a strategy to engage with powerful supporters and detractors, and develop strategies to mobilize various constituencies.</p>

13:00 – 14:00	Lunch
14:00 – 16:15	<p><b>3 – Building capacity for a multi-stakeholder dialogue process.</b> This session provides a set of training materials that can be used by PPD experts to build capacity among PPD stakeholders on secretariat effectiveness and PPD management, advocacy and communications, monitoring and evaluation and sector specific initiatives. This content has been put together by the World Bank Institute following a series of country engagements involving delivery of a 3-day capacity building workshop on private sector engagement for good governance and PPD. It is also based on the experience with IFC-Sponsored PPDs and the knowledge products put forward by the IFC. The session attendees will be given the corresponding training materials resulting from this collective experience.</p> <p>Training materials include:</p> <ul style="list-style-type: none"> <li>- Facilitator’s guide</li> <li>- Workshop sessions content (Powerpoint presentation, associated narratives, handouts, interactive exercises, video and reading resources and tools)</li> <li>- Checklists, templates and guidelines.</li> </ul> <p><b>Walk-Through of the training materials:</b></p> <p>14:00 – 14:15 Introduction and structure of the Manual for Trainers  14:15 – 14:30 Review of the objectives of the 3-day workshop (agenda), participants  14:30 – 14:45 Logistics of training / adult-learning methodology  14:45 – 15:15 Session 1: Good practice in PPDs, general frameworks and lessons learned  15:15 – 15:30 Coffee break  15:30 – 15:45 Session 2: Communicating about reforms  15:45 – 16:00 Session 3: M&amp;E for PPD  16:00 – 16:15 Session 4: PPD for competitiveness</p>
16:15 – 17:00	<p><b>General Discussion and next steps</b></p> <ul style="list-style-type: none"> <li>- Feedback on content and methodology</li> <li>- Training program for 2014-2015</li> <li>- Pilots</li> <li>- Use of external trainers / certification</li> <li>- Next steps</li> </ul>
17:00	CLOSING –END OF PRACTICE DAY FOR PPD EXPERTS.