Training Session: Business organizations as dialogue partners

Creating a legitimate and sustainable business voice in PPDs
Who is who?

- Private sector
- Public sector
- Civil society (and others)
Private Sector

Public sector

Civil Society

Sense making
Today’s journey

DI

One voice
HR
Services
Outreach

PPD in Denmark

DI
Partners

Global PPDs with partners
Partnerships & knowledge sharing

Coalitions
Building coalitions
Session 1: DI as a Voice of Business

Legitimacy and sustainability
DI’s History in Short

- In 1990-92, merger of four organisations into the Confederation of Danish Industry (DI)
- Purpose: Industries in global competition speaks with “one voice”
- In 2008, another merger of transport, trade, and service industries into DI.
- More than 150 years as an employers association
- Grown out of labour fights and workers starting to organise themselves
- Our oldest member association is 500+ years
DI Deliveries over time

- We make the largest collective agreements on the Danish labour market together with the unions. This created our most important services related to HR.

- A member organisation bases activities on relations between enterprises and people. Out of this our many network activities have been grown.

- We have a long history in promoting products and services made by Danish enterprises. Our international services grew out of this.

- DI work in the interest of our members. Out of this our lobby activities in Denmark, EU and global grew.
Sustainable BMO’s: Key Challenges

**Governance**
- Clear and approved purpose and organisational structure
- Long-term strategy and an ambitious vision
- Clear division of responsibilities

**Dialog partner**
- Role in the society
- Legitimacy – whom are you representing?
- Deliveries – the right solution at the right time

**Create income**
- Product mix: Lobby, advisory and network activities
- Recruitment and retention of members
- Collecting fees

**Quality**
- People and research
Creating a Positive Circle

A competent welfare society creates competent employees for the companies

Companies with competent employees create workplaces and earnings

Earnings are taxed and are used for welfare and education etc.
"A business organization is a good dialogue partner when......"
Session 2: DI as a Dialogue Partner
Circular Economy: An Example
Stakeholders in the Process

Production

Service sector

Consultancy

Public owned supply

Members of DI

Civil servants

Politicians

BMO’s & NGO’s

All parties
Setting the Agenda

1. **Context for the issue**
2. **The issue as problem definition**
3. **Finding solutions to the problem**

Room for influence:
- Open for business organisations

Time:
- The issue is taken up by politicians and the medias
- Law making process
How to Do It

Fact finding
- Identification of possibilities and challenges
- Figures
- Dialogues with members
  Dialogue with politicians and civil servant

Building trust and credibility
- Explorative contacts
- Searching for common ground
- Providing assistance

Policy formulation
- A picture for the future
- Answer to members challenges
- Answer to politicians visions

Dialogue
- With all stakeholders
- Be there
- Offer your assistance
Key Factors

Facts
- Separate facts from opinions
- We aim to be a source of knowledge and insight

Trust and credibility
- Sense making
- Be straight also when you don’t have the answer

Be present
- Timing: no use giving the answer tomorrow if needed today
- Sparring and dialogue
Session 3: DI as a BMO Partner
DI in the World
Public Private Dialogue

Selected Issues
BMO development

Capacity

- Club
- Informal secretariat
- Professional organization
- Knowledge provider

Time
DI APPROACH IN PRACTICE

Three pillars of BMO capacity building

ADVOCACY
- Evidence based policy and advocacy strategies
- Stakeholder mapping
- Media Training

DEVELOPMENT & MANAGEMENT OF SERVICES
- Services to Member Companies

BMO MANAGEMENT
- Strategic Planning
- International Organisation
- Communication
- HR and finance
- Recruitment and retention
Our approach

“We use our own staff, we share our own tools, we share are daily dilemmas, we share our lessons learned.”

“Man in the mirror”
KAM in Kenya

KAM in 2001
- 300 local member companies in manufacturing
- Staff of 3 in one office
- Few services and sporadic policy advocacy

KAM i 2012
- 600+ member companies in different sectors
- Staff of 35 in three offices
- Strong in services and policy advocacy
Morocco has for several years experienced conflicts on the labour market and the social dialogue has been weak. These factors have caused a decrease in the economic growth.

Social dialogue in Morocco

Results

- A collaboration agreement (MOU) has been signed
- CGEM has signed a social pact with three labour unions
- Workshops focusing on conflict resolution and a post-education system have been held
Sharing challenges and tools
What does our members want – and how are we effectively their voice?

Members want to …

• Get the **right service - at the right time**
• Experience **one** DI being the voice of the private sector
• **Feel accepted** by likeminded and think of DI as a **community that shares values and knowledge**
External Dialogue Starts With Member Dialogue

"It has great value for a single company, when DI speaks on behalf of its 10,000 members. For us, for example, it has been of great importance that DI took care of our case on environment legislation and the privatization of water supply."

Senior Manager Corporate Social Responsibility
Henriette Oelgaard
Chr. Hansen A/S
Building a Common Voice

To sustain, we have to deliver added value?
It is you who make the connection
Same dilemmas in most partner country...

“You should act as bridge between the private and public sector”

The main issue is the lack of one voice the private sector
- ”It is embarrassing when the private sector meets the government. All the private sector organizations fight with each other. There is a pertinent need for coordination and unity.”
Policy Dialogue

One member mentioned taxation as a concrete example for policy dialogue:

“The government criticizes the private sector for not paying taxes - which is often true. You should educate the private sector (that is, its members) to pay taxes. Only then can we ask the government to stop imposing unnecessary taxes. At the same time, you should help reduce bureaucratic procedures in relation to paying taxes.”
From Listening to Strategy

**Step 1**
- We Listen
- We Share
- We Create Coherence

**Step 2**
- We Listen
- We Share
- We Create Coherence
DI as a Coalition Partner
BoP Learning Lab

access²innovation
Improved nutrition in developing countries: coalition for action

**SEED**
- **Farm input**
  - Introduction of quinoa as a nutritious crop
  - Nutrition for smallholder farmers
  - QA/QC optimization along the dairy value chain

**Village Collection Centers**
- Dairy Hub connecting smallholder farmers to processors to become professional farmers
  - Affordable nutritious milk and yoghurt

**Central Collection Hub**
- Healthy biscuit for adolescent girls and young women
  - Multi nutrient supplement powder for infant and PLW porridge

**Processor (packaging)**
- Affordable nutritious milk and yoghurt

**Distribution**
- RTD – F100/F75 Milk-based emergency products

**BoP Outlets**
- Integrated nutrition intervention for factory workers

**STOMACH**

- Arla Foods Ingredients
- Tetra Pak
- gain Global Alliance for Improved Nutrition
- Confederation of Danish Industries
- Danida

- Civil-samfund
- Offentlig sektor
- Privat sektor
- FN og andre IOer

- Den akademiske verden
- Copenhagen University
- Hilina
- Ethiopian government
- Unicef
- Unicef Supply
- Addis Ababa Chamber of Commerce and Sectoral Association

- Arla
- Tetra Pak
- gain
- Danida

- FAO
- World Health Organization
- International Trade Organization

- Arla Foods Ingredients
- Copenhagen University
- Unicef
- Addis Ababa Chamber of Commerce and Sectoral Association
• Identifying areas where to improve EU/MENA business environment
• Advocate for changes and business reforms
• Improve organisational cooperation and enhance trade relations
• Increase B2B
• Build network and alliances
• Capacity building
Current Situation
Partners

Bahrain Chamber of Commerce and Industry (BCCI), Bahrain

Confederation of Danish Industry (DI), Denmark

Federation of Egyptian Industries (FEI), Egypt

Jordan Chamber of Industry (JCI), Jordan

Kuwait Chamber of Commerce & Industry (KCCI), Kuwait

Association of Lebanese Industrialists (ALI), Lebanon

Libyan Businessmen Council (LBC), Libya

Confédération Générale des Entreprises du Maroc (CGEM), Morocco

Oman Chamber of Commerce and Industry (OCCI), Oman

Qatar Chamber of Commerce and Industry, Qatar

Council of Saudi Chambers (CSC), Saudi Arabia

Damascus Chamber of Industry (DCI), Syria

Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat (UTICA), Tunisia

Sharjah Chamber of Commerce and Industry, United Arab Emirates

Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), West Bank and Gaza

Federation of GCC Chambers (FGCCC)
Setting the Agenda

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2. **The issue as problem definition**
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4. **Law making process**

- **Room for influence**: Open for business organisations
- **The issue is taken up by politicians and the medias**
# Fact Based Dialogue

## MENA Benchmarking Report 2014

### Institutions
- A.1. Property rights
- A.2. Intellectual property rights
- A.3. Corruption
- A.4. Hiring and firing
- A.5. Efficiency of legal system
- A.6. Ease of doing business
- A.7. Stability
- A.8. Corporate governance

### Infrastructure
- B.1. Overall infrastructure
- B.2. ICT Infrastructure
- B.3. Electricity

### Access to finance
- C.1. Ease of access to finance
- C.2. Venture capital
- C.3. Depth of capital market

### Innovation, entrepreneurship and human capital
- D.1. Human capital
- D.2. Innovation
- D.3. Entrepreneurship
- D.4. Patents

### Market sophistication
- E.1. Buyer sophistication
- E.2. Production sophistication
- E.3. Globalisation
- E.4. Business ownership rate
- E.5. Creativity
Preparing for & conducting the roundtable...

How to:

• Select one or more of the three priority topics of the SME chapter of the MENA Benchmark Report: High Youth Unemployment, Low Female Labour Participation, or Low Access to Finance.

• Map your organization’s existing policy advocacy efforts within the selected area.

• Based on your organization’s capacity, make a list of new and/or improved actions which target the mentioned conclusions of the report within the selected area.

• Invite 10-15 member companies for a 1-2 hour meeting

• Discuss the issues that you have thought to be relevant and get their comments & suggestions
Evidence Based Policy Position Paper

- Executive Summary
- Introduction
  - Key challenges
  - Missed opportunities
- Relevance and Importance of the Issue
- Recommendations
Thanks
“A business organization is a good dialogue partner when......”