



Fragility

Residents gather at the site of a bomb attack in Kirkuk

Reuters



Exodus of educated, skilled Iraqis

Destruction of infrastructure

41% GDP drop in 2003

Dependent on oil and vulnerable to price fluctuations

20% population in the agricultural sector and small farming


Private sector mostly SMEs

Iraq amongst last in MENA region on Doing Business

Weak institutional capacity of state institutions



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



Typhoon Haiyan,
Philippines, 2013

WE NEED
FOOD
HELP US...

At least 3,974 people are dead and 1,186 missing
An estimated 4 million displaced
The cost of rebuilding the Philippines devastated by
typhoon Haiyan could reach \$5.8bn
Homes, businesses, public facilities and infrastructure
were shattered



Japan's car production fell 60.1% after the March 2011 earthquake, a reduction of 439,828 (Source: Japan Car Manufacturers Association)

Hurricane Sandy,
2012

PUGLIA BY THE SEA



Deadliest hurricane to hit Northeastern U.S. in 40 years
Second-costliest in the nation's history: \$50 billion
Second after Hurricane Katrina (\$108 billion)
More than 8 million customers lost power
More than 650,000 U.S. homes damaged or destroyed
Global natural disasters in 2012 combined to cause economic losses of \$200 billion

Natural disasters *damage or destroy* productive physical assets like factories, stores, housing, and public infrastructure (the capital stock) and they *interrupt* economic activity

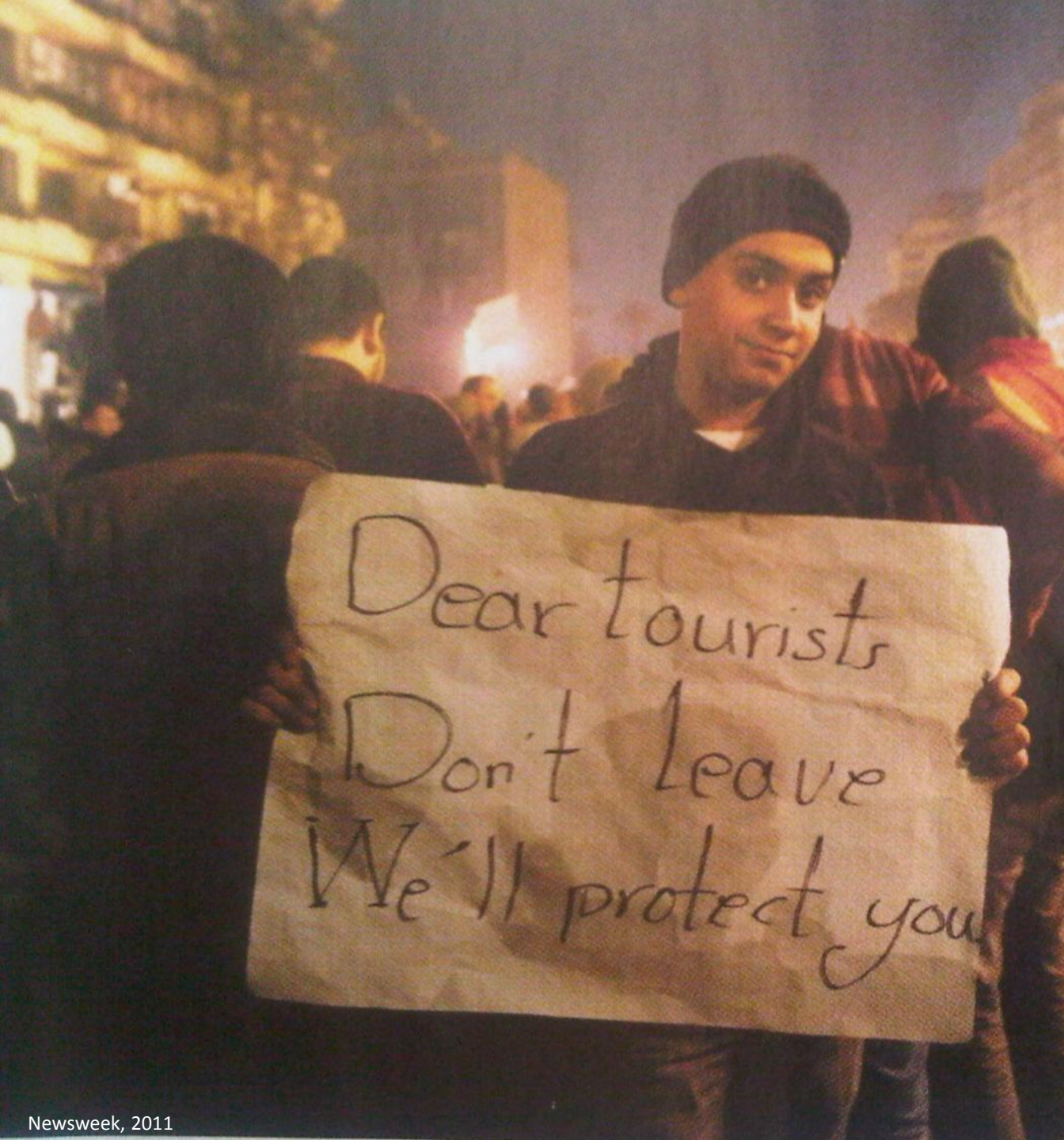
Syrian War

75 percent of the production facilities in Aleppo, Syria's commercial capital, are no longer operating
Transport difficulties have hit the agricultural sector - farmers have been unable to till their fields or sell their crops. Food is becoming scarce and increasingly expensive

More than 50 percent of the Syrian healthcare system's infrastructure has been destroyed
Of the 75 state-run hospitals, just 30 remain in operation.

- In the embattled city of Homs, just one of 20 hospitals remains open.
- The Al-Kindi Hospital in Aleppo, once the largest and most modern medical facility in the country, is now a pile of ash.





Egypt's GDP was growing at 5%, but it declined from four percent in the fiscal year 2010/2011 to 2.2 % in 2011/2012

Foreign investment in the country was also hit hard by the unrest, with investments down to just \$375m in 2011 from \$6bn in 2010

Unemployment rate rose to 12.4 % in the last quarter of last 2011, from 8.9 % in the same period a year earlier

(The Peninsula, 2012)

Egypt incurred an estimated \$1.7 billion in economic losses when crowds thronged Tahrir Square.

THE EURO CRISIS

Eurozone Crisis, 2009

Nine Knocked Down

How the sovereign credit ratings of the 17 euro-zone countries stood after Standard & Poor's downgraded the ratings of nine of them.



Source: Standard & Poor's

Downgrade Hurts Euro Rescue Fund

Loss of France's Triple-A Rating Could Reduce the Amount the Bailout Vehicle Can Deploy to Aid Countries in Distress

By CHARLES FORELLE

BRUSSELS—France's ratings downgrade weakens the ability of the euro zone's bailout fund to help the bloc at a moment when Greece is needy for its support.

The fund, called the European Financial Stability Facility, has no capital of its own. Instead, it relies on borrowing against the credit of stronger countries to help the weak. That is a problem when the formerly strong move into the realm of the weak.

Standard & Poor's Ratings Services stripped France of its prized triple-A credit rating Friday and also cut the ratings of eight other euro-zone nations.

France's downgrade, along with that of Austria, removes the triple-A rating from S&P France's guaran-

tor, after Germany.

The downgrades—particularly if other ratings firms follow—could substantially reduce the amount that the bailout fund can deploy to help countries in crisis. At the least, it will make the fund's role tougher.

For now, France and Austria are still rated triple-A by two firms—Moody's and Fitch, which on Thursday opted not to downgrade France.

Given the split verdict, it wasn't clear on Friday how the rescue fund's backers—euro-zone governments—will decide to proceed.

S&P had said in December it would lower the rescue fund's grade to the lowest rating of the six countries that were then triple-A, absent other steps. A top S&P official on Friday said the firm would complete its review

of the rescue fund next week.

Jean-Claude Juncker, president of the council of euro-zone finance ministers, said the euro-zone countries would "explore options for maintaining" the rescue fund's rating.

The euro zone's crisis has been marked by a sharp divide: Money has poured into triple-A havens like Germany and the Netherlands, and fled from nations viewed as weaker. If the rescue fund is viewed as weaker, it could lose its purpose as a vehicle to rapidly access emergency financing.

Olli Rehn, the European Union's economy commissioner, urged countries to speed up the creation of the rescue fund's successor, a new fund that would have its own capital and would rely less on nations' ratings.

In the coming weeks and

months, the existing rescue fund will be called upon to provide billions of euros in aid to Greece, which is furiously negotiating a debt restructuring with its creditors. Talks in Athens broke down Friday, but officials held out hope they could be resuscitated.

Greece needs substantial help regardless of whether the restructuring talks are successful. Euro-zone countries have offered to provide €30 billion (\$38 billion) in sweeteners to persuade reluctant creditors to accept restructuring voluntarily; they have also pledged tens of billions more to recapitalize Greek banks that suffer losses. Those sums are supposed to come from the rescue fund.

Even if the talks collapse completely, Greece will need €14.5 billion in March to repay a bond that's coming due and billions

more in the following months.

As it is currently structured, the fund is backed by guarantees from the 14 euro-zone countries not being rescued themselves. When it needs to lend cash, the fund goes to market to borrow it. But in order to preserve the fund's own triple-A rating, it pledges that all of its borrowings will be covered by guarantees of only the triple-A countries.

Without France and Austria, the sum of triple-A guarantees falls from €451 billion to €145 billion, more than three-quarters of which comes from Germany. (The balance is from the Netherlands, Finland and Luxembourg.)

The rescue fund is committed to providing about €200 billion in funds to help rescue Portugal, Ireland and Greece, depend on how much Greece needs.

to fund any aid to other countries that might need help.

The fund has a few options.

It could change its policy and accept a lower rating for itself. But that implies higher borrowing costs and narrows the universe of potential investors. The fund sells itself to big central banks and other reserve managers as a high-quality borrower.

Second, it could try to brush off the downgrades. The fund

Only 4 EU countries left with AAA rating in 2009

In 2013, there are 8 EU countries with AAA rating (The Huffington Post, 2011)



Source: OECD 2011	Cumulative GDP decline from 2007/8 ceiling to 2009/10 floor
Ireland	-14.6%
Finland	-10.2%
Greece	-8.9%
Italy	-7.0%
Germany	-6.6%
Austria	-5.4%
Netherlands	-5.3%
Spain	-4.9%
Belgium	-4.2%
Portugal	-3.9%
France	-3.9%

Public-Private Dialogue

PROMOTING ECONOMIC DEVELOPMENT AND GOOD GOVERNANCE THROUGH PUBLIC-PRIVATE DIALOGUE

Benjamin Herzberg
World Bank Institute

Program Lead
Private Sector Engagement for
Good Governance
(PSGG)



THE WORLD BANK

WHAT IS IT, WHAT DOES IT LOOK LIKE?

DEFINITION

PPDs are **structured mechanisms**, anchored at the **highest practical level**, coordinated by a **light secretariat**, and aimed at facilitating the **discovery process** by involving a **balanced range** of public and private sector actors in identifying, filtering, accelerating, implementing, and measuring **actions and reforms** that tend to improve issues of matter to the stakeholders.

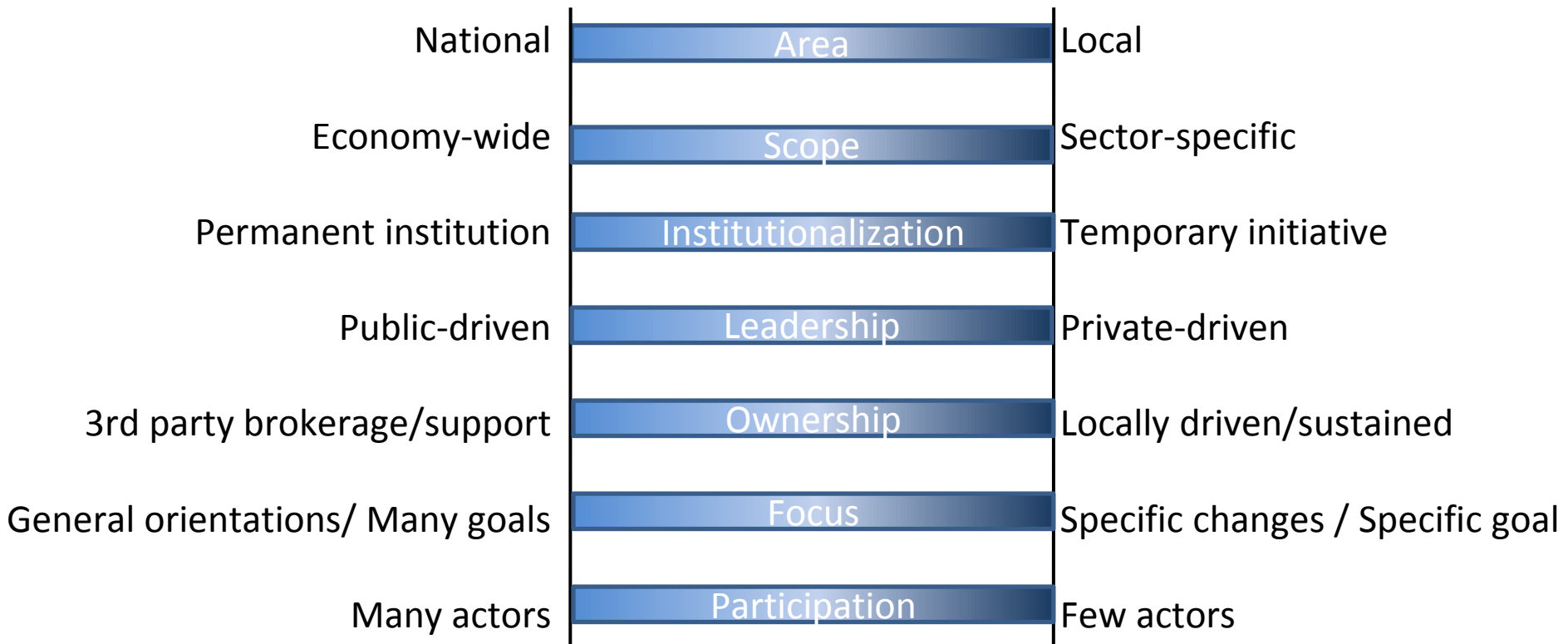
WHEN TO USE IT

- 1- As a growth **discovery** mechanism (whether at economy wide or industry level, whether at national or local level)
- 2- As a crisis **detection** mechanism (to capture early warning signals and take defensive actions)
- 3- As a post-crisis **resolution** platform (to quickly set up and implement mitigation strategies)
- 4- As a **governance** mechanism to ensure inclusion, fairness, transparency and accountability

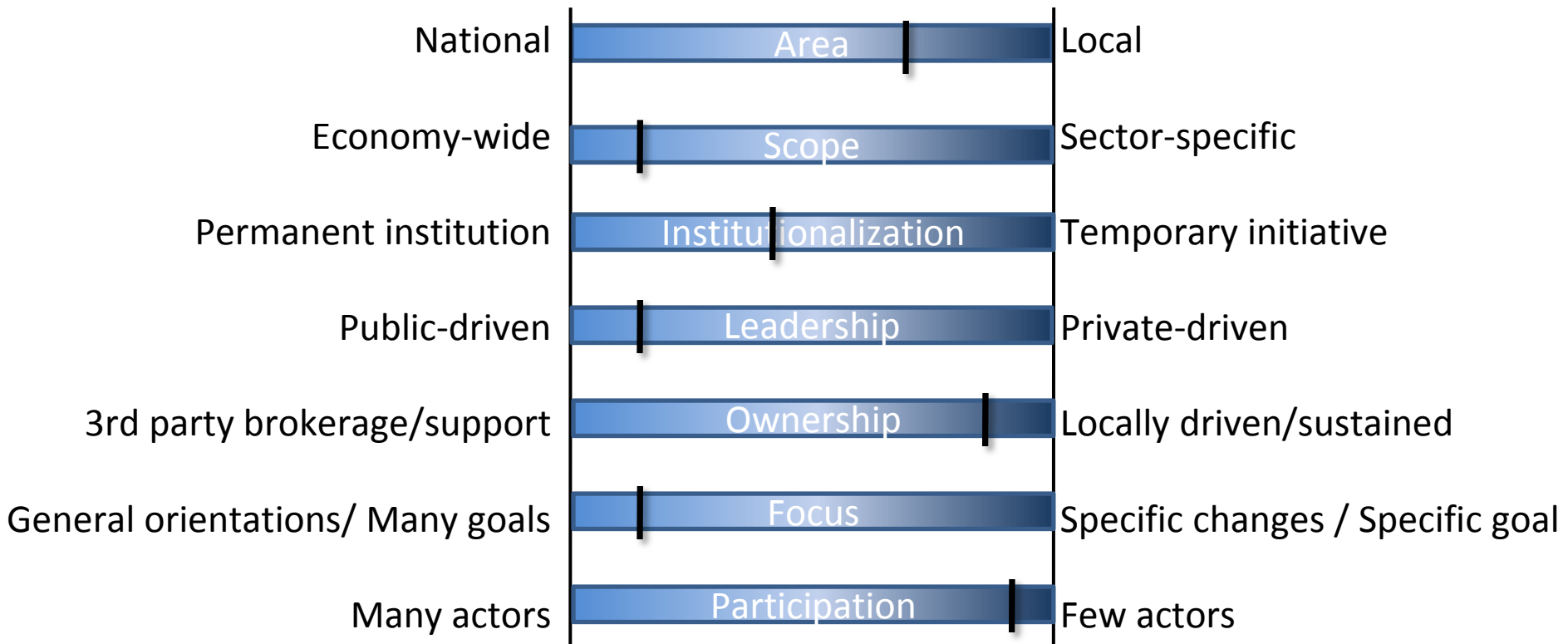
WHAT DOES IT LOOK LIKE



PPD TYPOLOGY

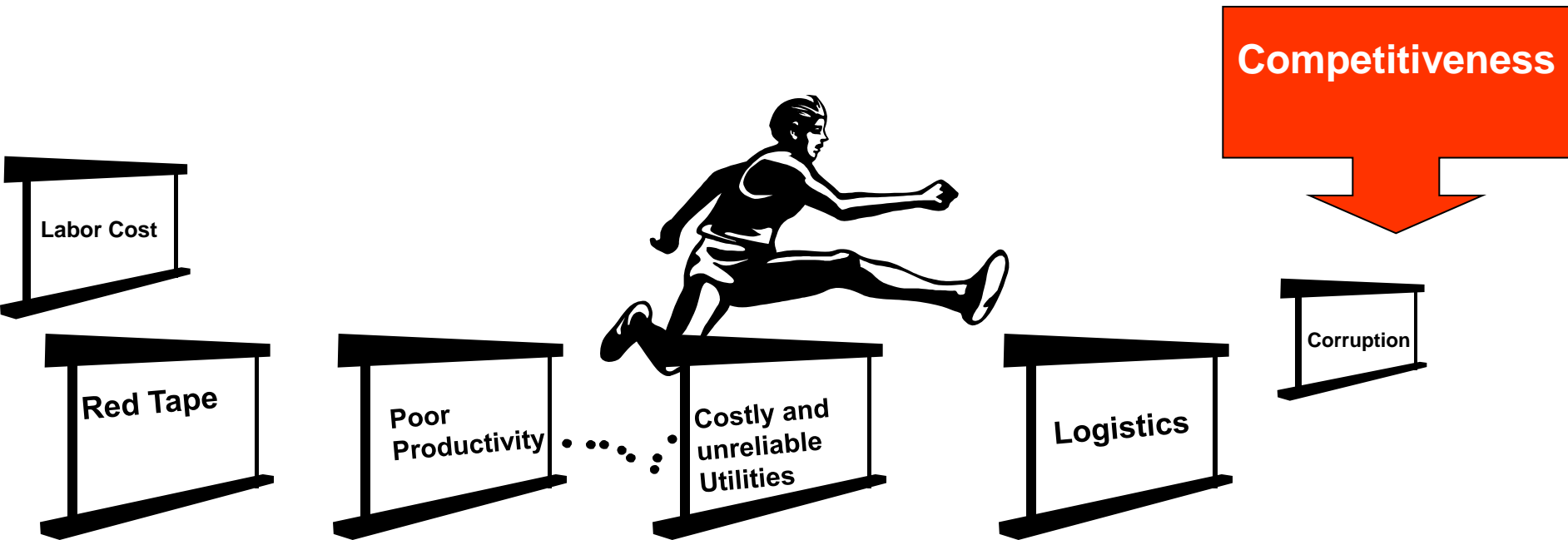


PPD TYPOLOGY

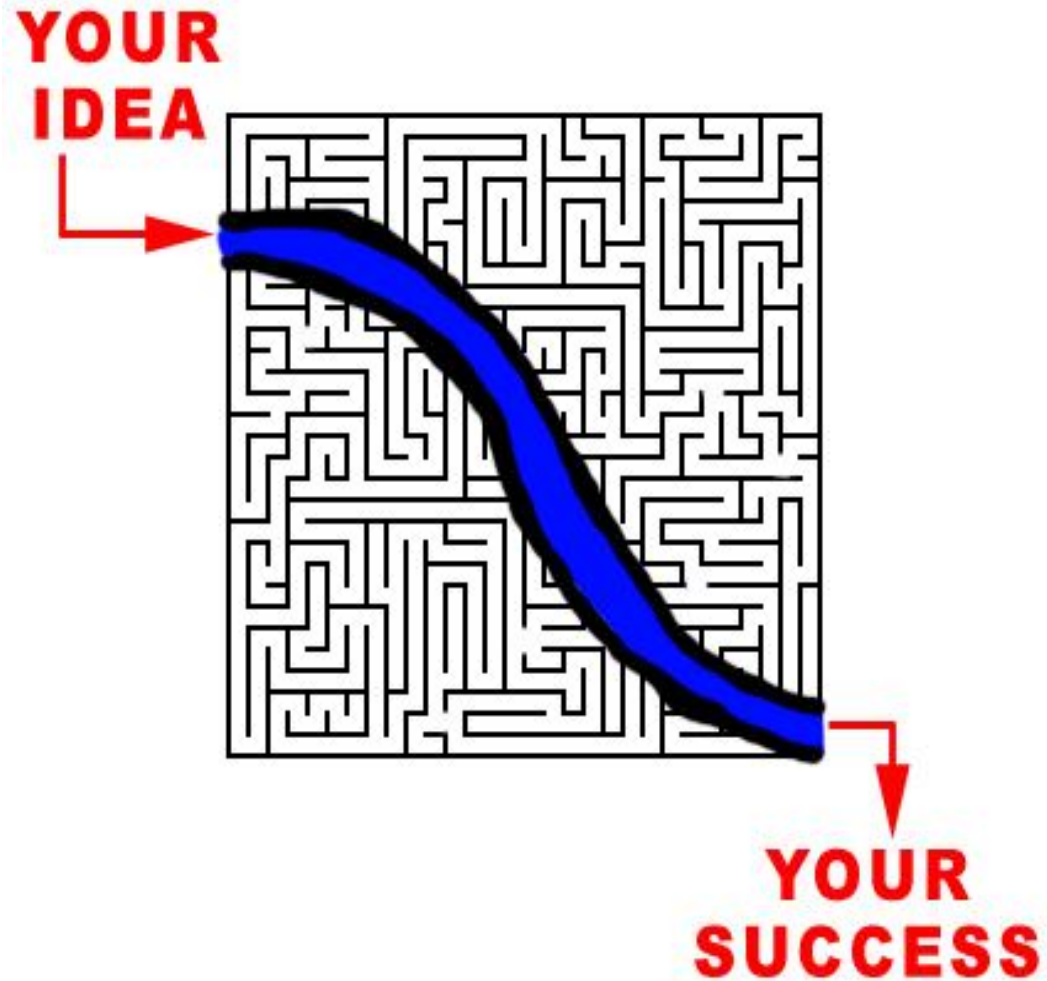


WHAT'S IN IT FOR ME?

1- GOVERNMENT CAN PRIORITIZE

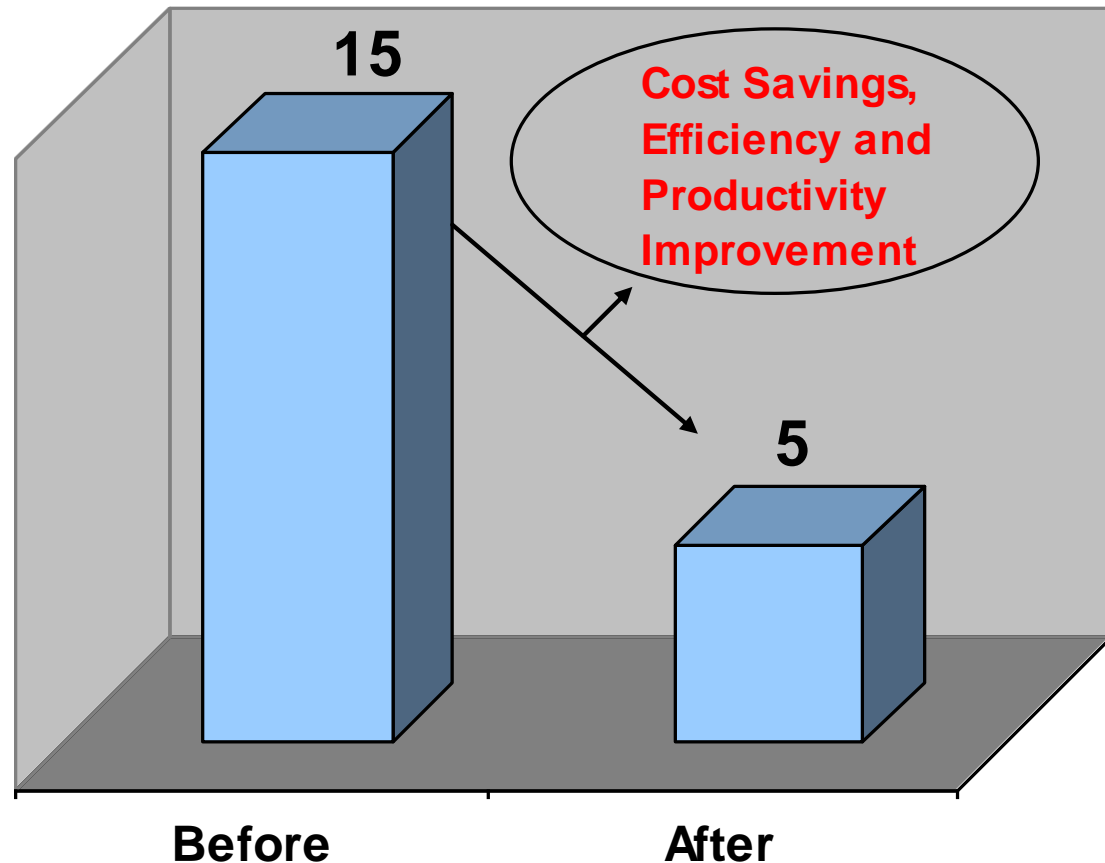


2- ENTREPRENEURS INCREASE COMPETITIVENESS



3- REGULATORY PAYOFFS

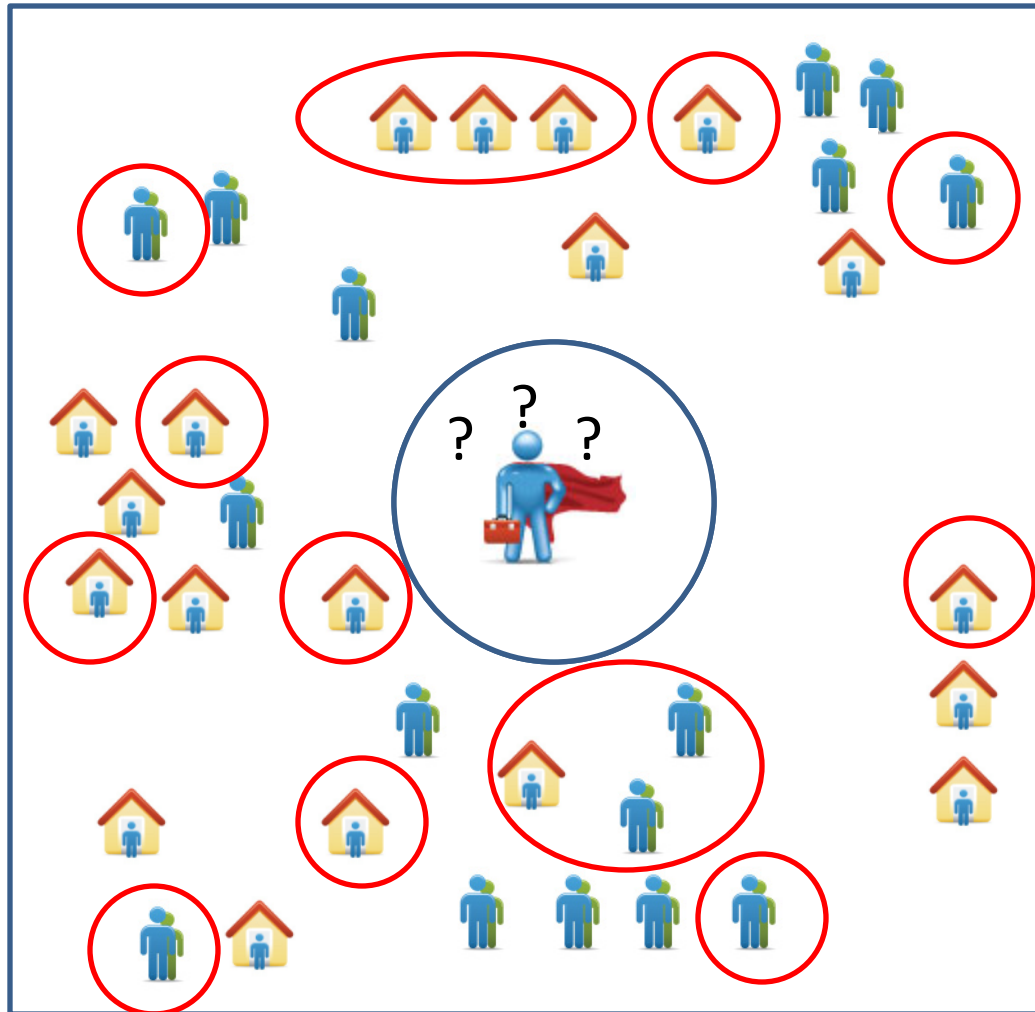
Drop in Customs Clearance length as a result of the Advisory Council in Ghana (Nb of days)



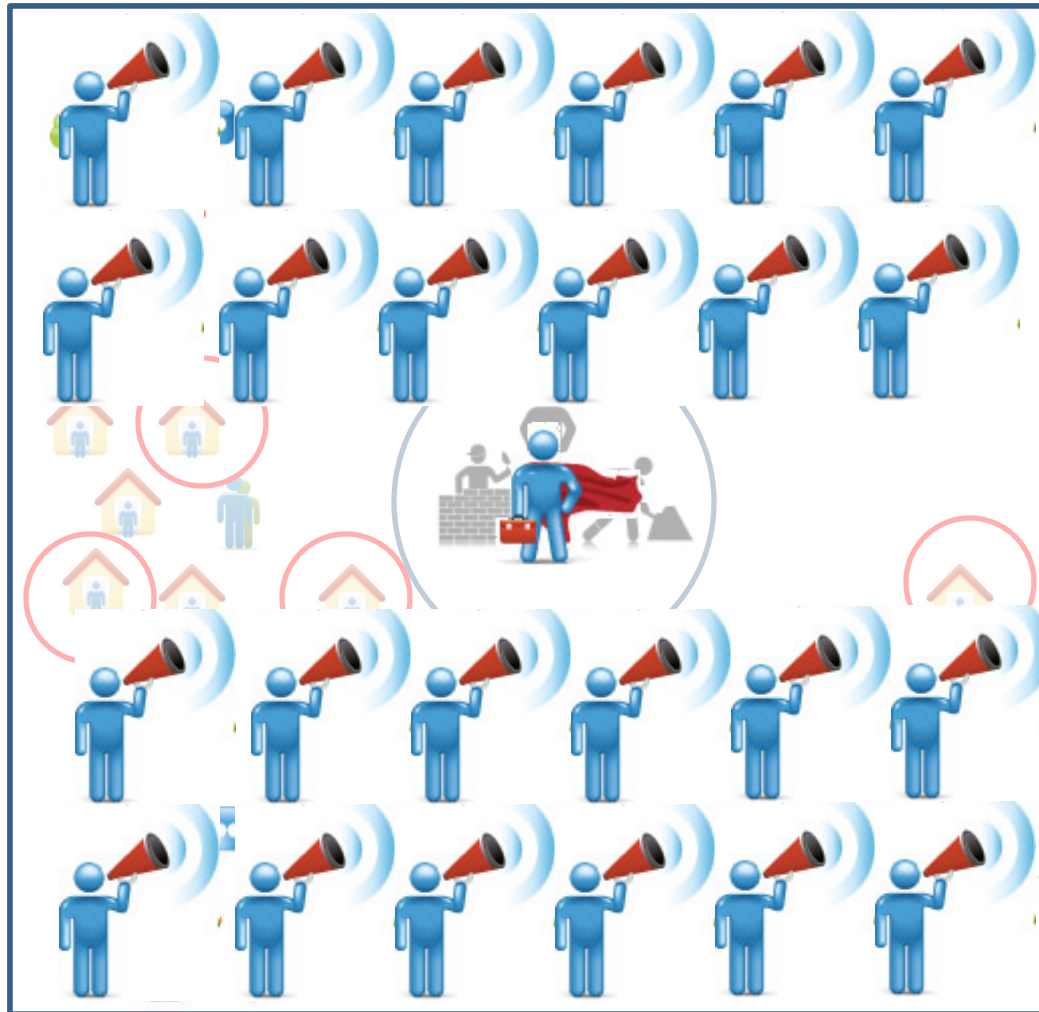
3- REGULATORY PAYOFFS

Country	Benefit	Before	After
Bosnia (Bulldozer)	Slashed statutory capital requirements when registering a LLC	\$ 6. 500	\$ 1. 300 Increased number of registered companies (doubled in some areas)
Vietnam (VBF)	Ease labor restrictions for expatriate employees	Decree 105 limited the number of foreign employees to 3% of the total staff, with cap at 50.	Circular 04 excluded management from limitation, and removed cap under special permissions.
Turkey (YOIİK)	Amend law on company registration process	19 steps to register 2 and half month	1 step, 8 procedures to register 1 day process, 9 days total
Botswana (NACEE)	Setting institutional means for economic empowerment	Public grant program with high corruption, not investment guarantee agency, poor VC access.	Citizen Entrepreneur Dev. Agency (CEDA). Direct link to Ministries of Finance + Planning Subsidized loans, VC, JV 50 applications/week

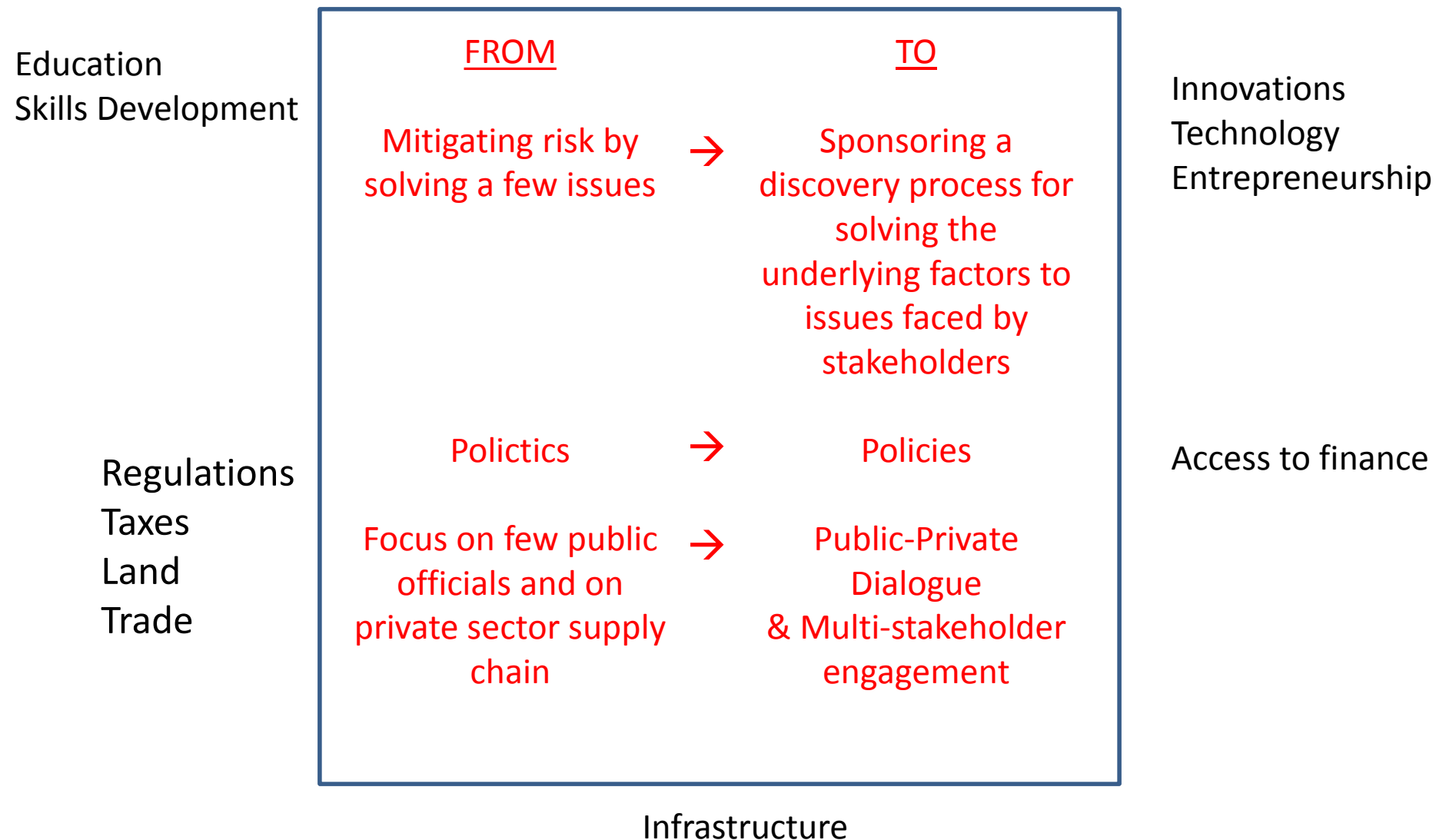
4- FOR MAJOR PLAYERS, A WAY TO MANAGE RISK



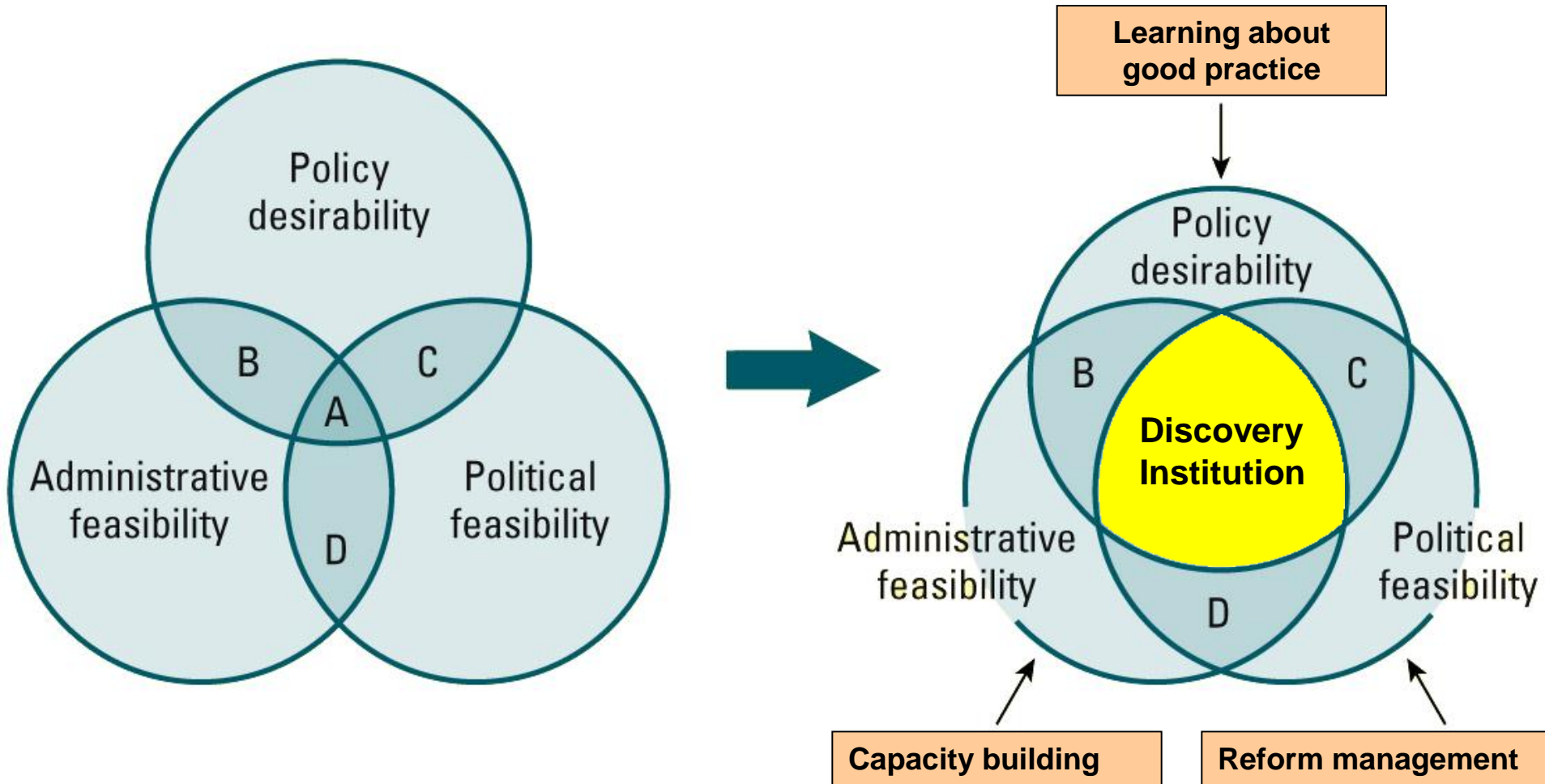
4- FOR MAJOR PLAYERS, A WAY TO MANAGE RISK



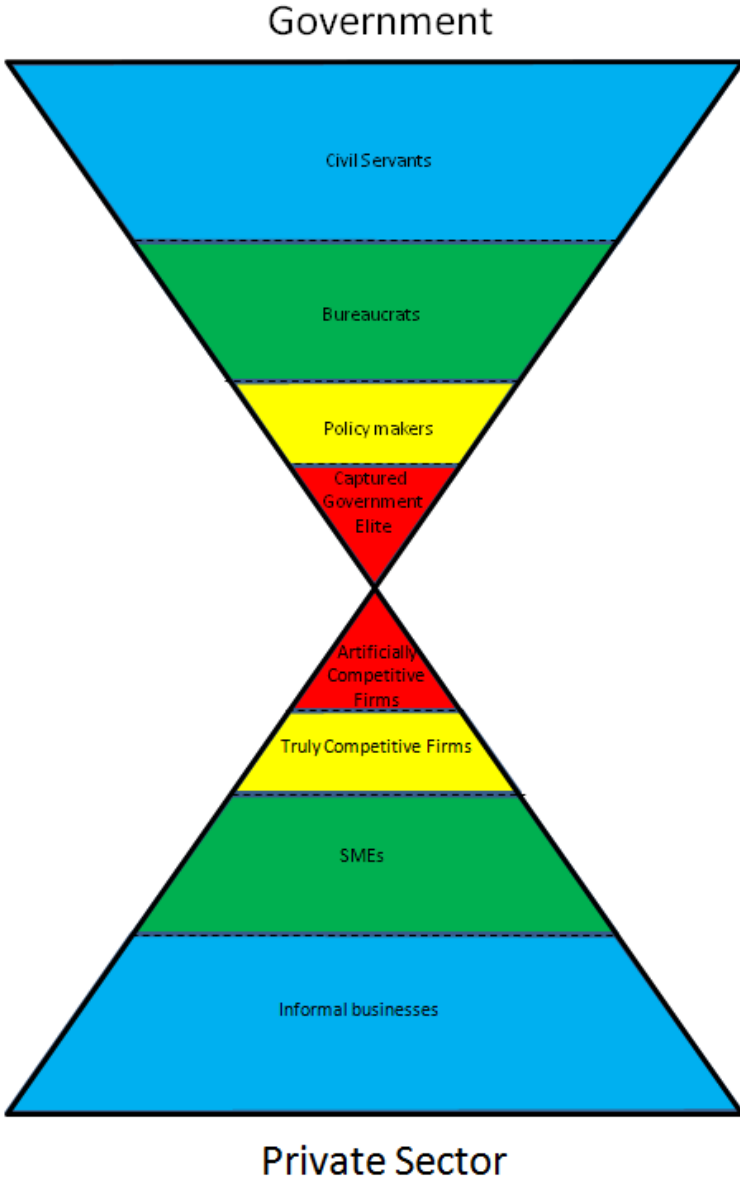
4- FOR MAJOR PLAYERS, A WAY TO MANAGE RISK



5- EXPAND THE SPACE FOR VIABLE REFORMS

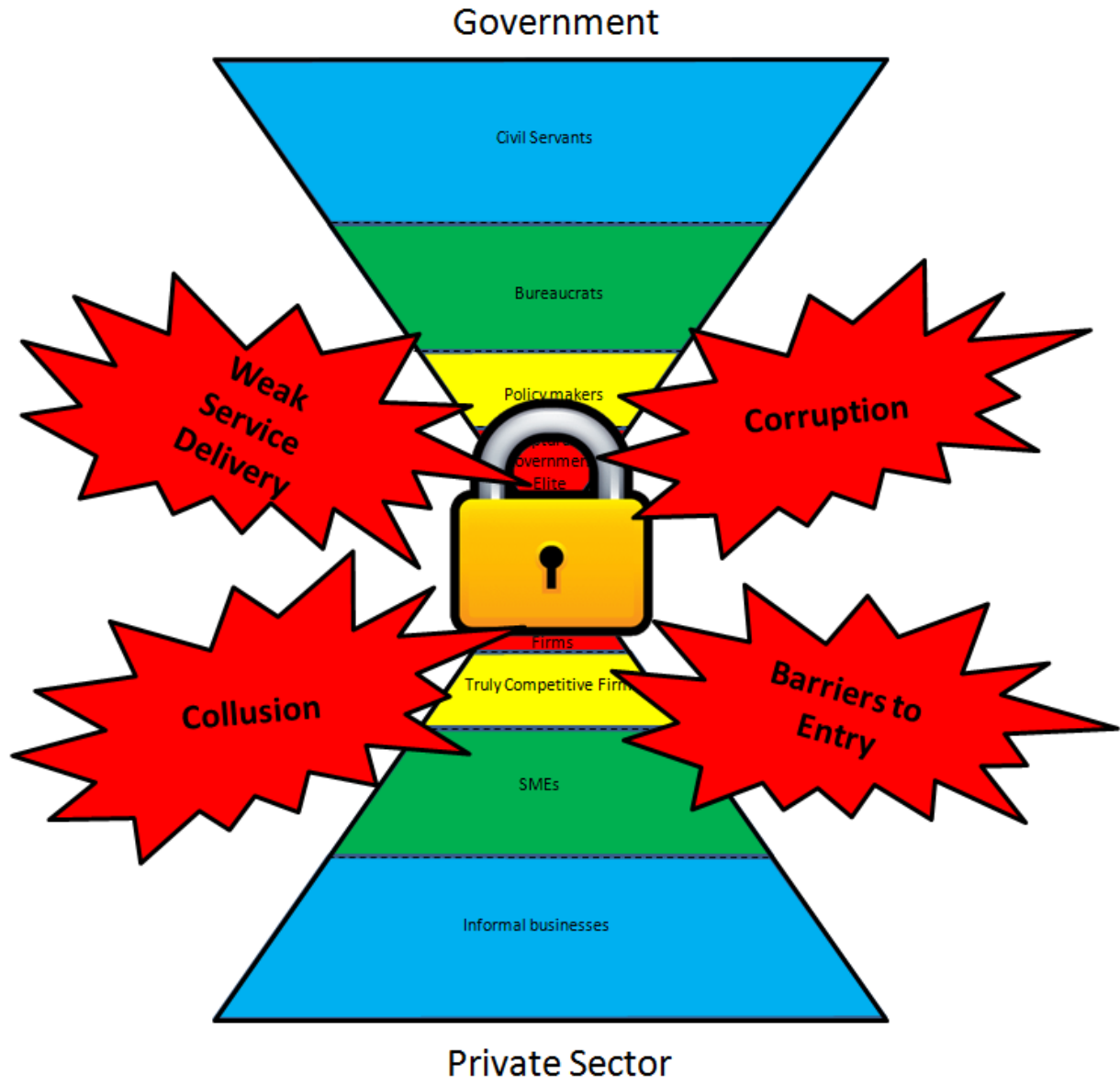


6- FIGHT COLLUSION THROUGH AN INCLUSIVE PROCESS



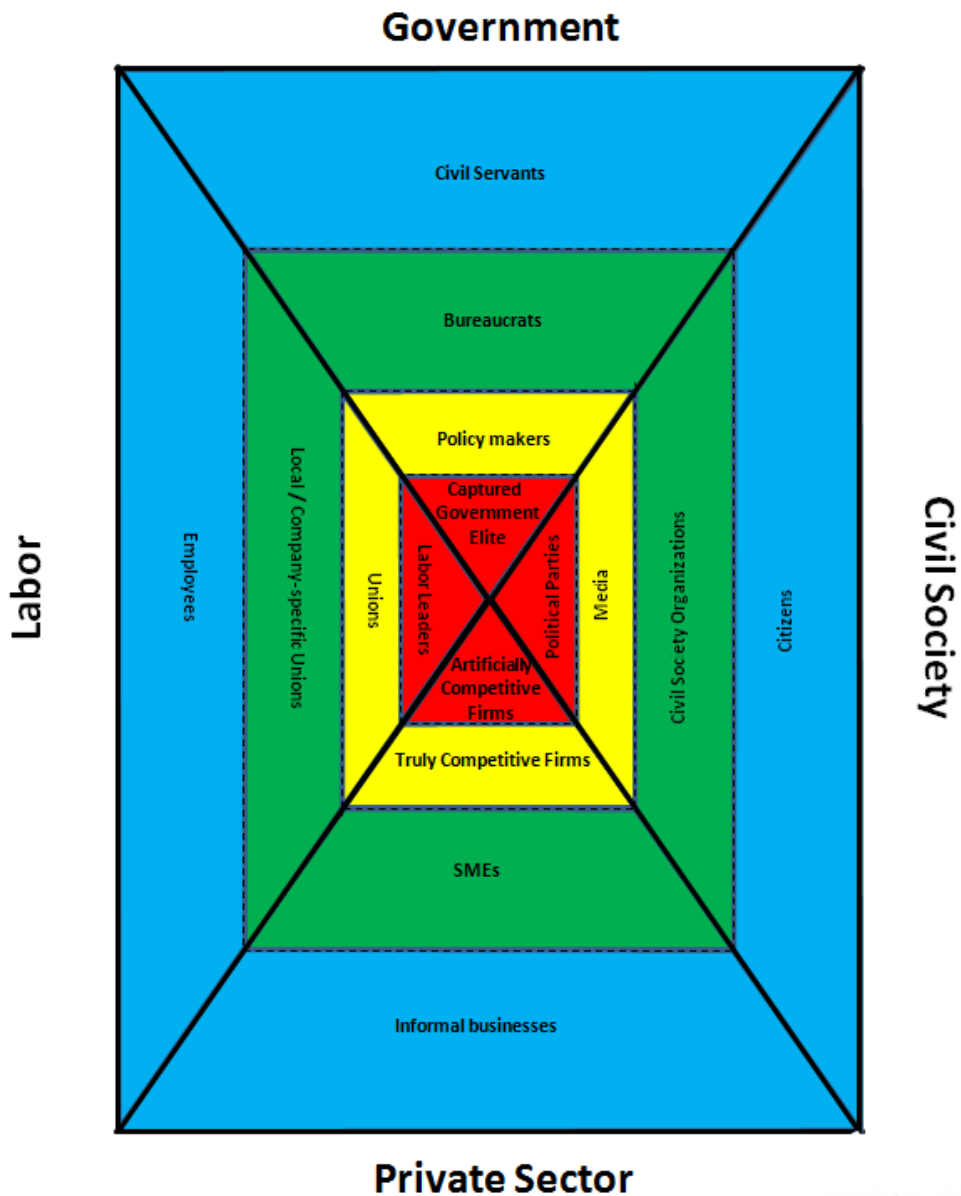
Source: Herzberg & Howard, World Bank Group, 2011

6- FIGHT COLLUSION THROUGH AN INCLUSIVE PROCESS



Source: Herzberg & Howard, World Bank Group, 2011

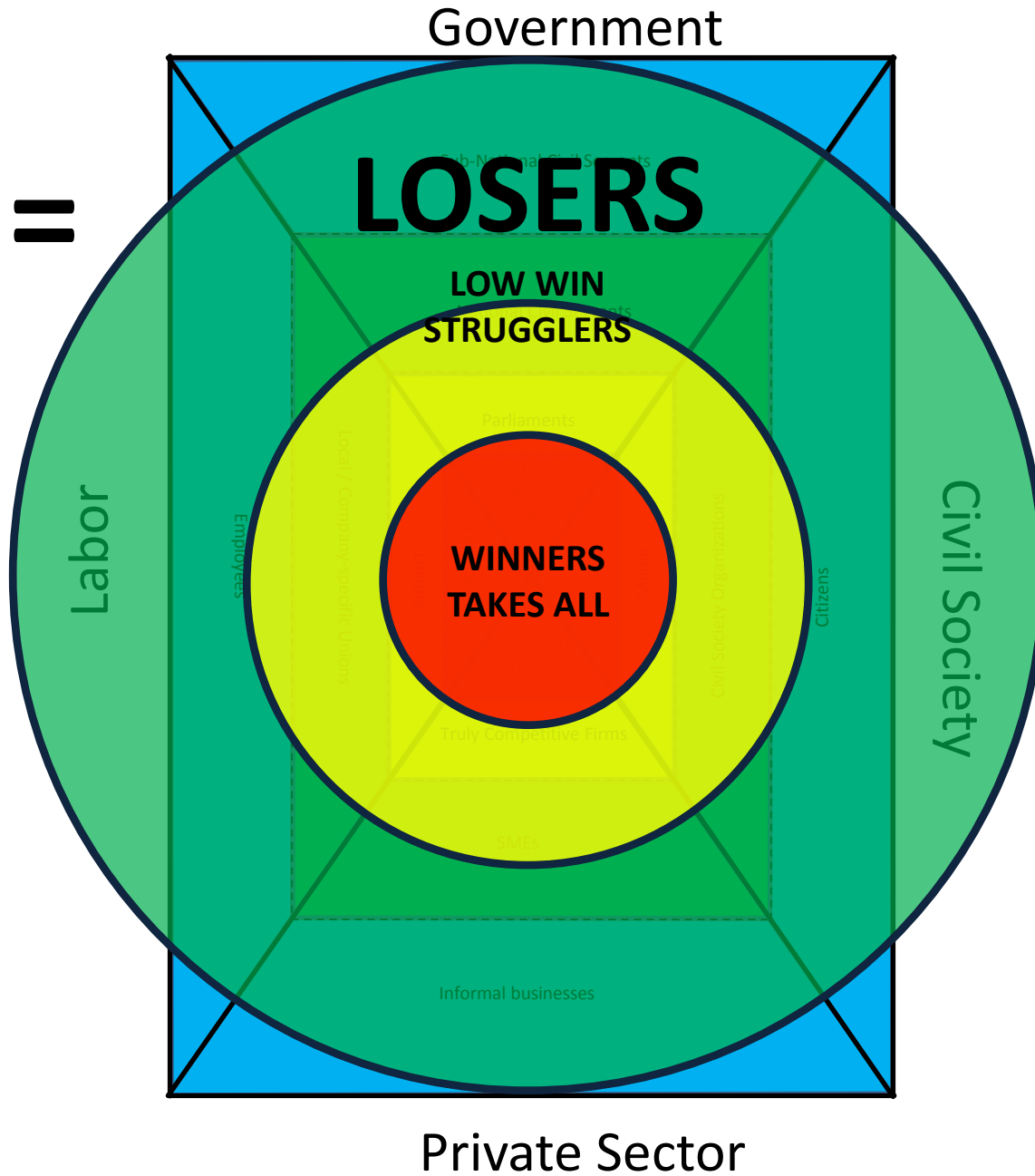
6- FIGHT COLLUSION THROUGH AN INCLUSIVE PROCESS

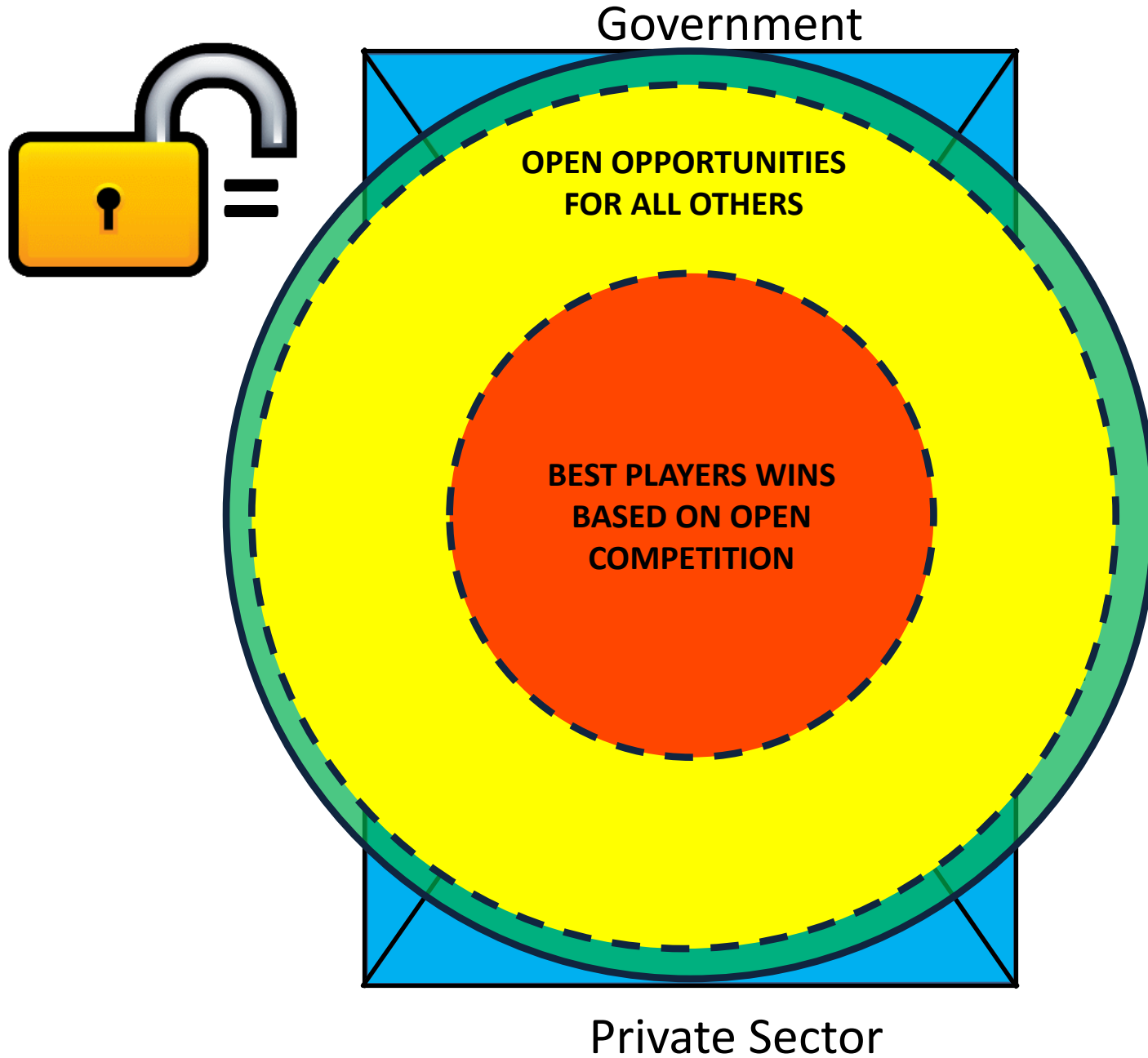


Source: Herzberg & Howard, World Bank Group, 2011

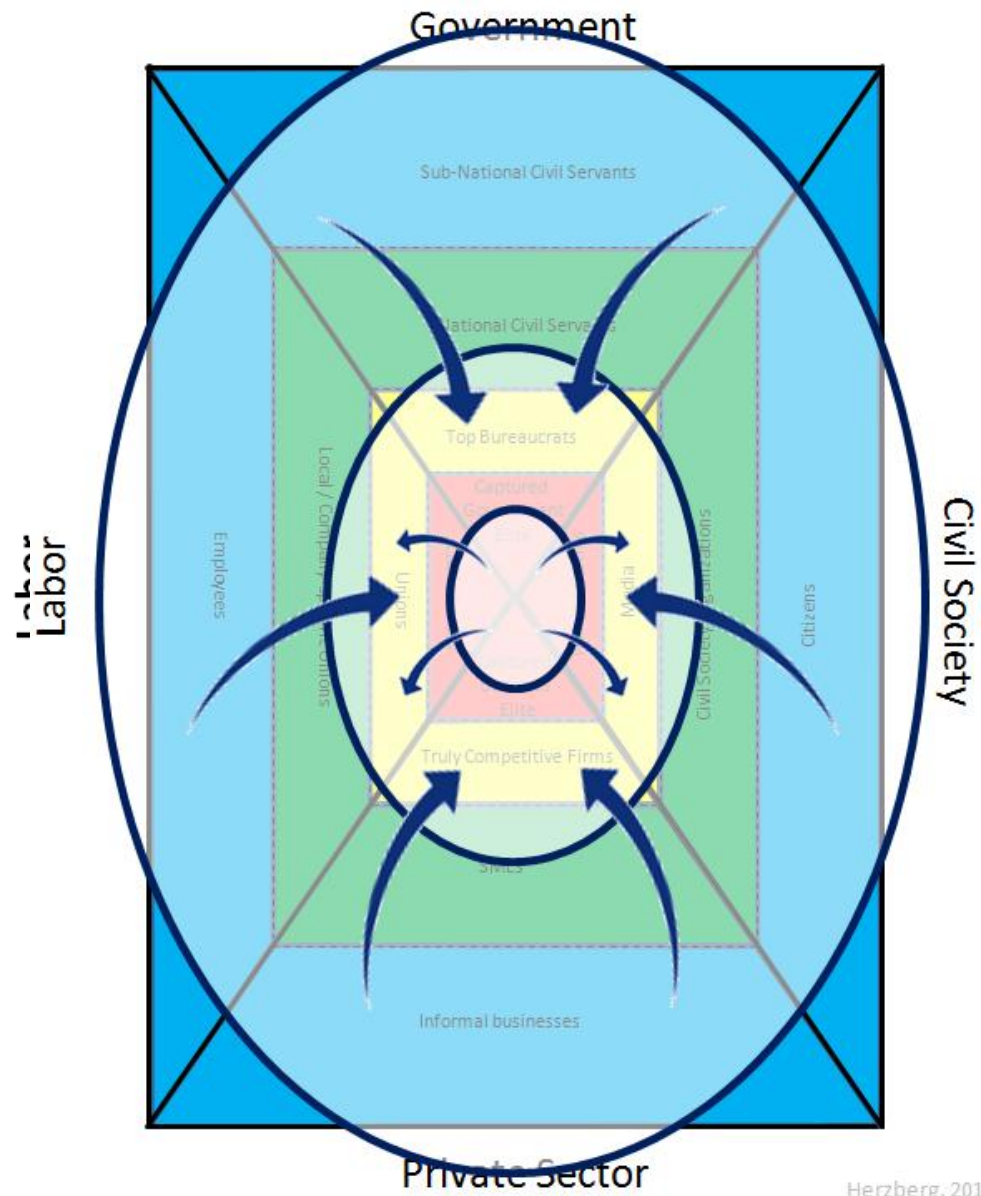


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6- FIGHT COLLUSION THROUGH AN INCLUSIVE PROCESS



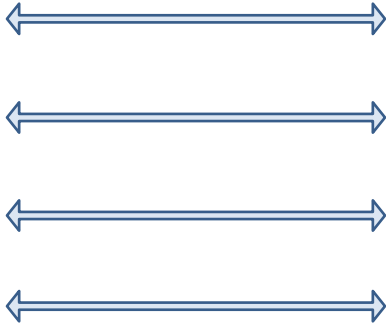
Herzberg, 2011

Source: Herzberg & Howard, World Bank Group, 2011

7- LEVERAGE SECTOR IMPROVEMENTS FOR GOVERNANCE GAINS

Sector fundamentals:

Coordination
Regulations
Transactions
Information



Governance fundamentals:

Inclusiveness
Fairness
Accountability
Transparency



**Sector
Growth/Sustainability**

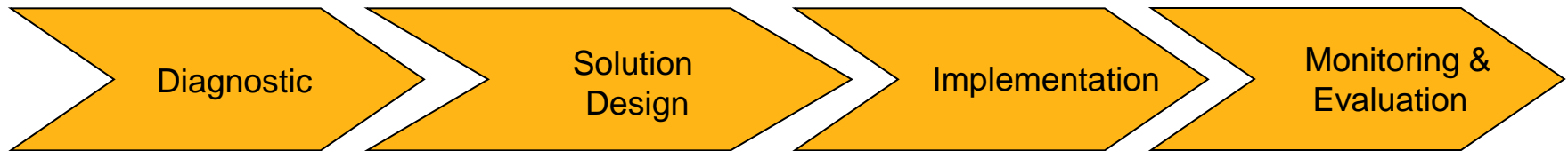
**Open
governanc
e**



**Inclusive and
Sustainable Growth**

7- LEVERAGE SECTOR IMPROVEMENTS FOR GOVERNANCE GAINS

Structured dialogue → Workable reforms → Reforms that work



- Engagement
- Definition
- Empowerment

- Consensus building
- Filtering

- Ongoing support
- Watchdog
- Resources

- Watchdog
- Feedback loop

PPD contributes to all steps of reform process

WHAT IS THE IMPACT OF PPDs?

EVIDENCE OF DEVELOPMENT EFFECTIVENESS

2005:

Independent evaluation of 5 Investors Advisory Councils in Africa

2007:

Independent evaluation of 3 Business Forums in Mekong

2009:

Independent evaluation of 30 WBG-sponsored PPD

2011:

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

2012:

IFC internal evaluation of IC programs and their development effectiveness

2012:

impact of IC programs in Fragile and Conflict Affected States



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

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

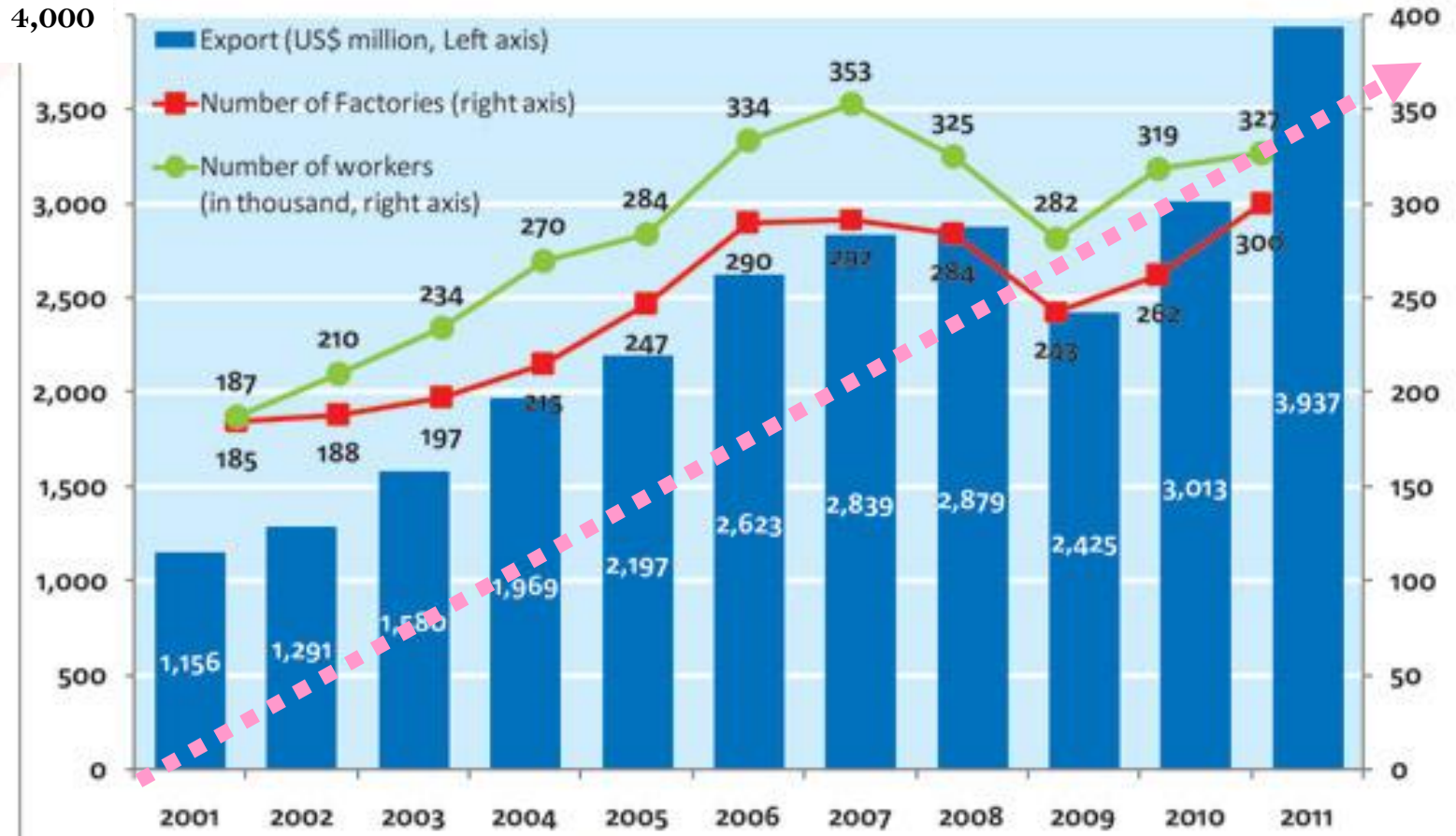
COMPETITIVENESS PAYOFFS - CAMBODIA GARMENT



- Two reductions of Export Management Fee has saved GMAC members USD 2,2 millions (2008)
- Reduction of bureaucracy and documentation required for import-export procedures;
- Certificate of Origin now issued within 48 hrs, with reduced cost and documentation (2 GMAC staff are positioned at MoC to assist factories in C/O applications);
- Introduction of the ASYCUDA system which has automated export documentation, saving time and money;
- Export procedures made transparent and communicated
- Reduced the employers' contribution to the National Social Security Fund from 1.8% to 0.8%
- New Union Law established
- Decade-long Night Shift dispute resolved (night rate from 200% to 130%)

CAMBODIA'S GARMENT EXPORTS RESULTS

4,000



Source: Data compiled from Ministry of Economy and Finance for export and Ministry of Commerce for number of factories and workers, Graphic by Economics Today

GROWTH IMPACT IN MADAGASCAR

- Local economic development analysis and sector selection through PPD in 3 sub-regions
- Mining, tourism, ICT, agribusiness, garments
- Collaborative actions on cross-cutting issues (investment climate, finance, promotion, MSME) and location-specific issues (infrastructure, utilities)
- New Investment Law adopted
- > 1200 new loans to MSMEs (>\$30 mn)
- > 9000 new direct jobs
- > 3600 new firms registered
- > 2000 workers trained



PPD IMPACT ON ROAD REPAIR IN NOSY BE & FORT DAUPHIN



Nosy Be Pont cassé



*RIP 118 : Soanierana –
Ranomafana*

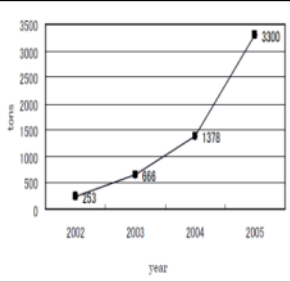


*Rue Camille Valentin
Nosy Be*

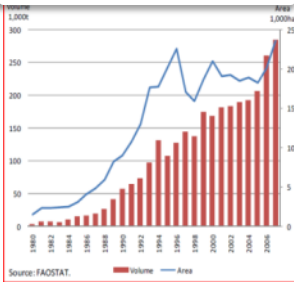
Source: Uy, 2011 (Madagascar Growth Pole project, FPD Africa, World Bank Group)

SECTOR GROWTH THROUGH PPD

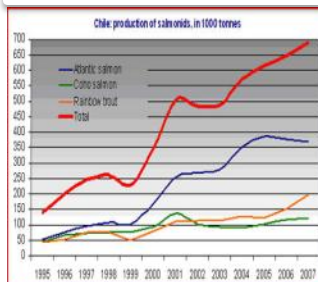
Ethiopia Cut Flowers



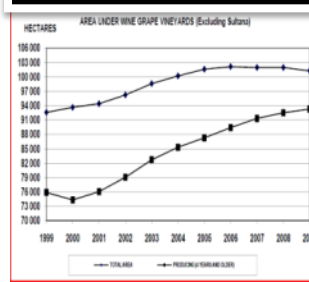
Peru Asparagus



Chile Salmon



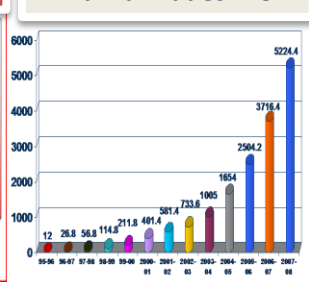
South Africa Wine



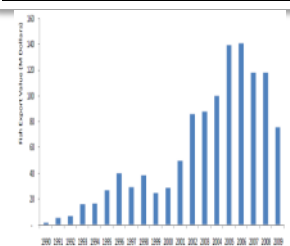
Morocco Auto Parts



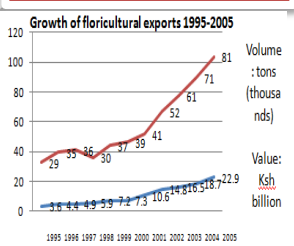
Andhra Pradesh ICT



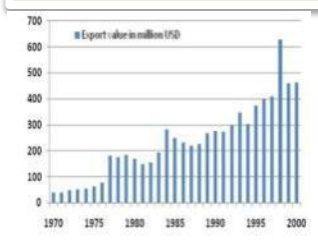
Uganda Fishing



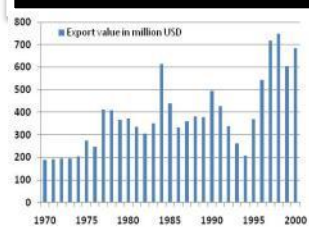
Kenya Cut Flowers



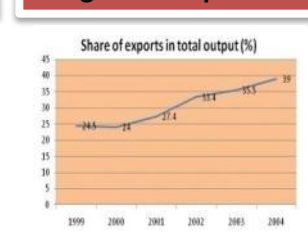
Kenya Tea



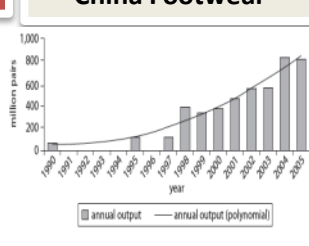
Sri Lanka Tea



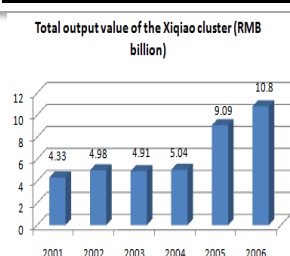
Nigeria Computers



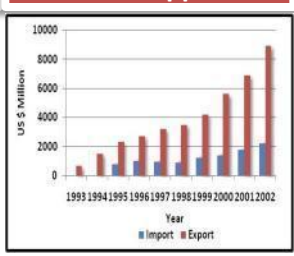
China Footwear



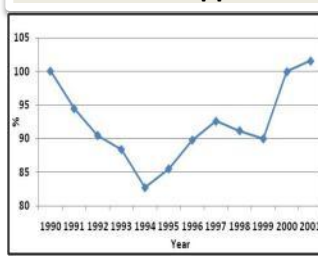
China Textile



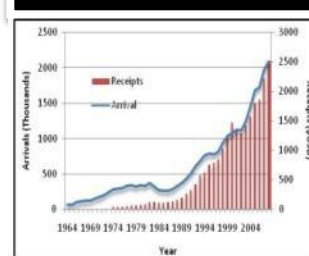
China HH Appliance



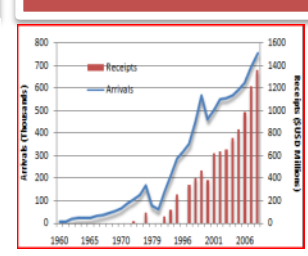
S. Africa HH Appliance



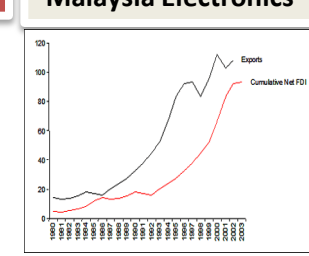
Costa Rica Ecotourism



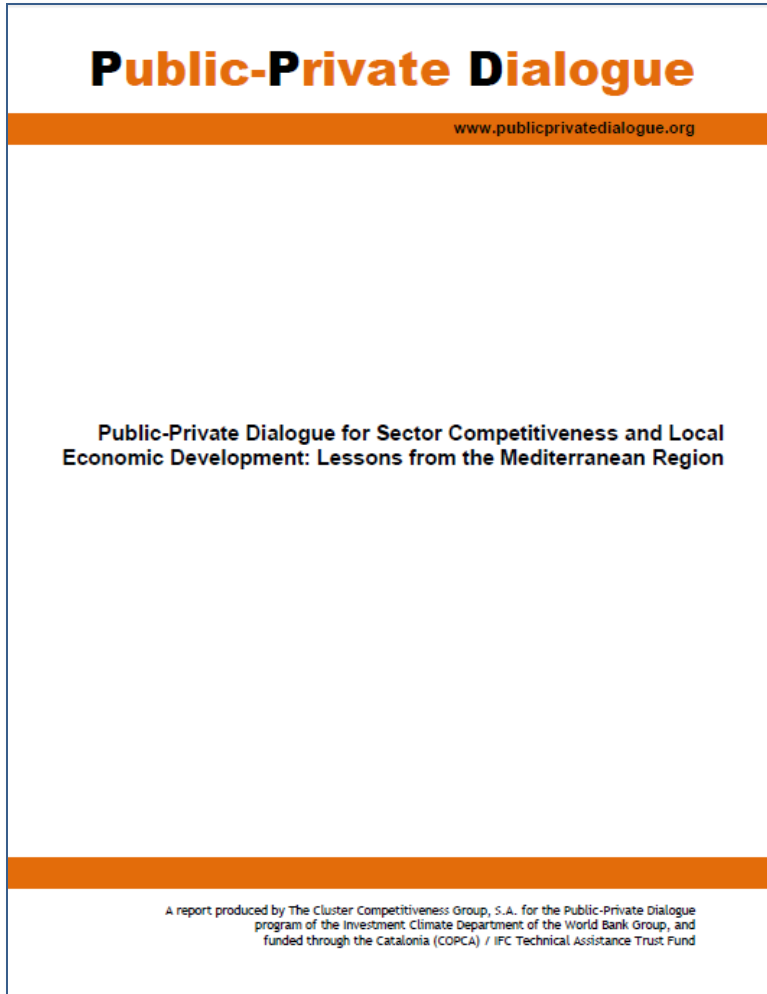
Tanzania Ecotourism



Malaysia Electronics

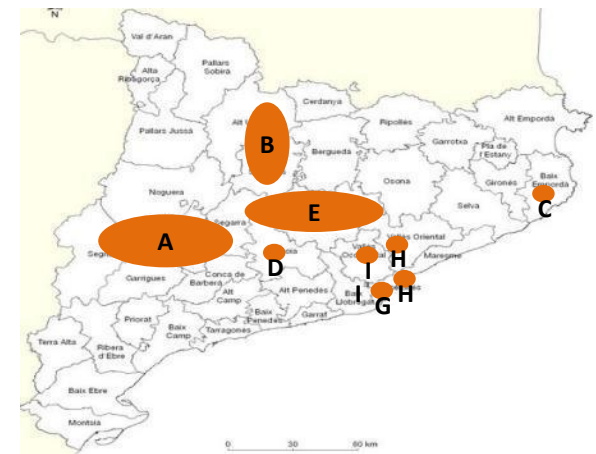


SECTOR GROWTH THROUGH PPD



Comparison of 2 sectors in 5 countries
(Egypt, Lebanon, Malta, Spain and Turkey)

Comparison of 10 different PPD case studies in one region of Spain - Catalonia



HOW TO IMPLEMENT PPDs?

PREREQUISITES

Consider 4 dimensions to start it

Public Authorities:

Engagement means sufficient capacity, political will and leadership.

Business community:

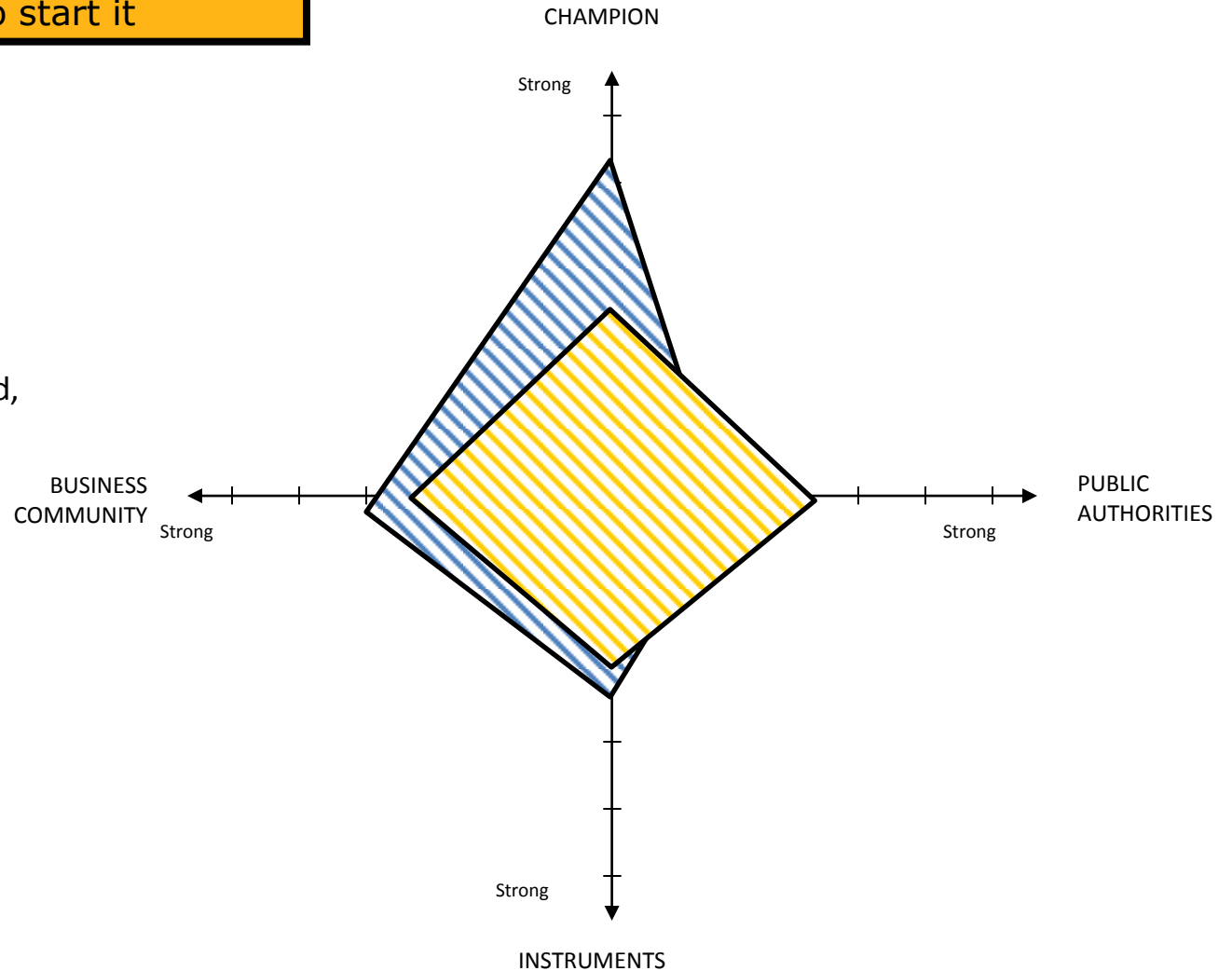
Needs to be somehow organized, led and feel a basic sense of security.

Champion:

Needs credibility, expertise and the ability to get media attention

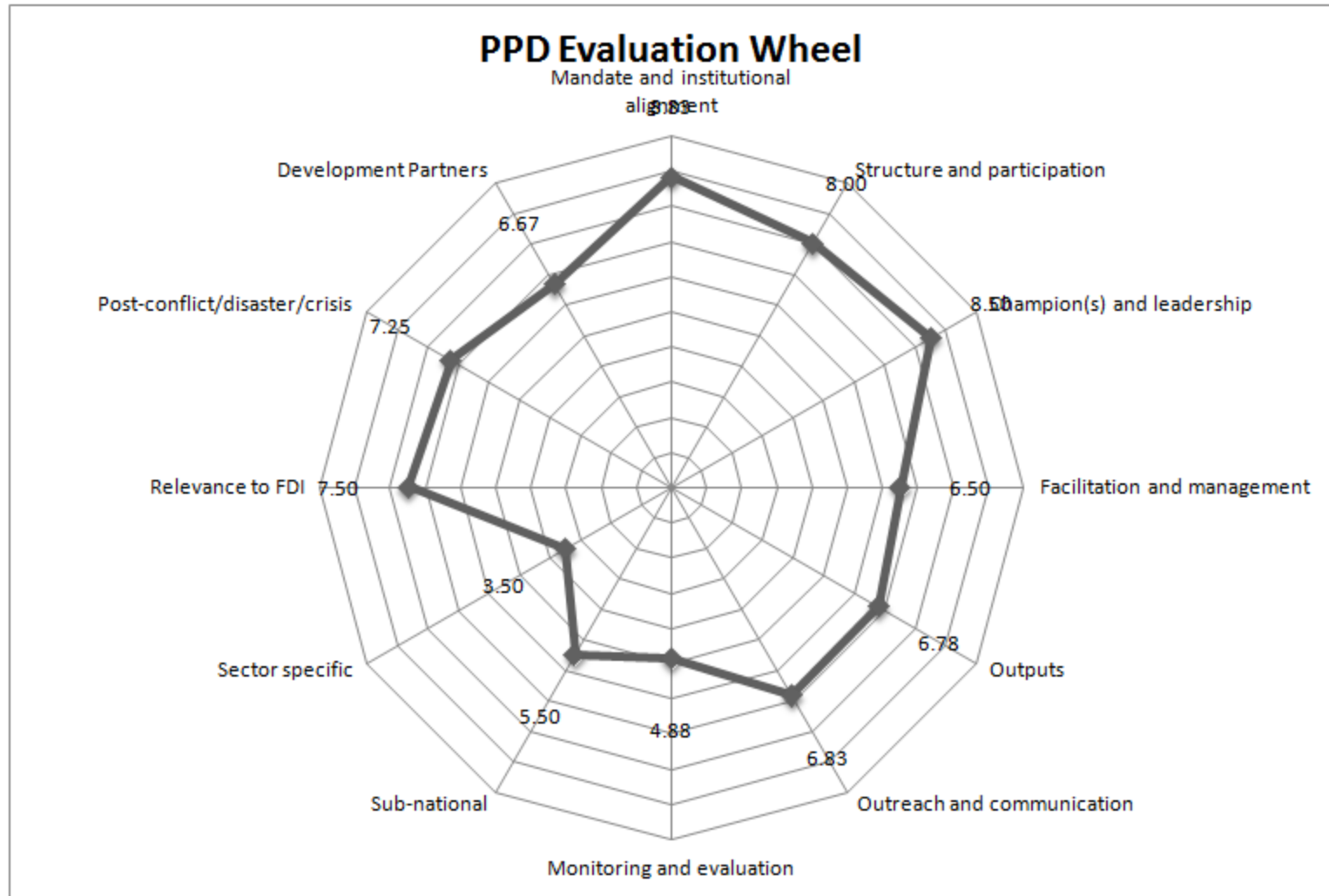
Instruments:

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



IMPLEMENTATION

Consider 12 dimensions to sustain it over the long run



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

**TEN PRACTICAL IMPLEMENTATION
TIPS
TO GET RESULTS**

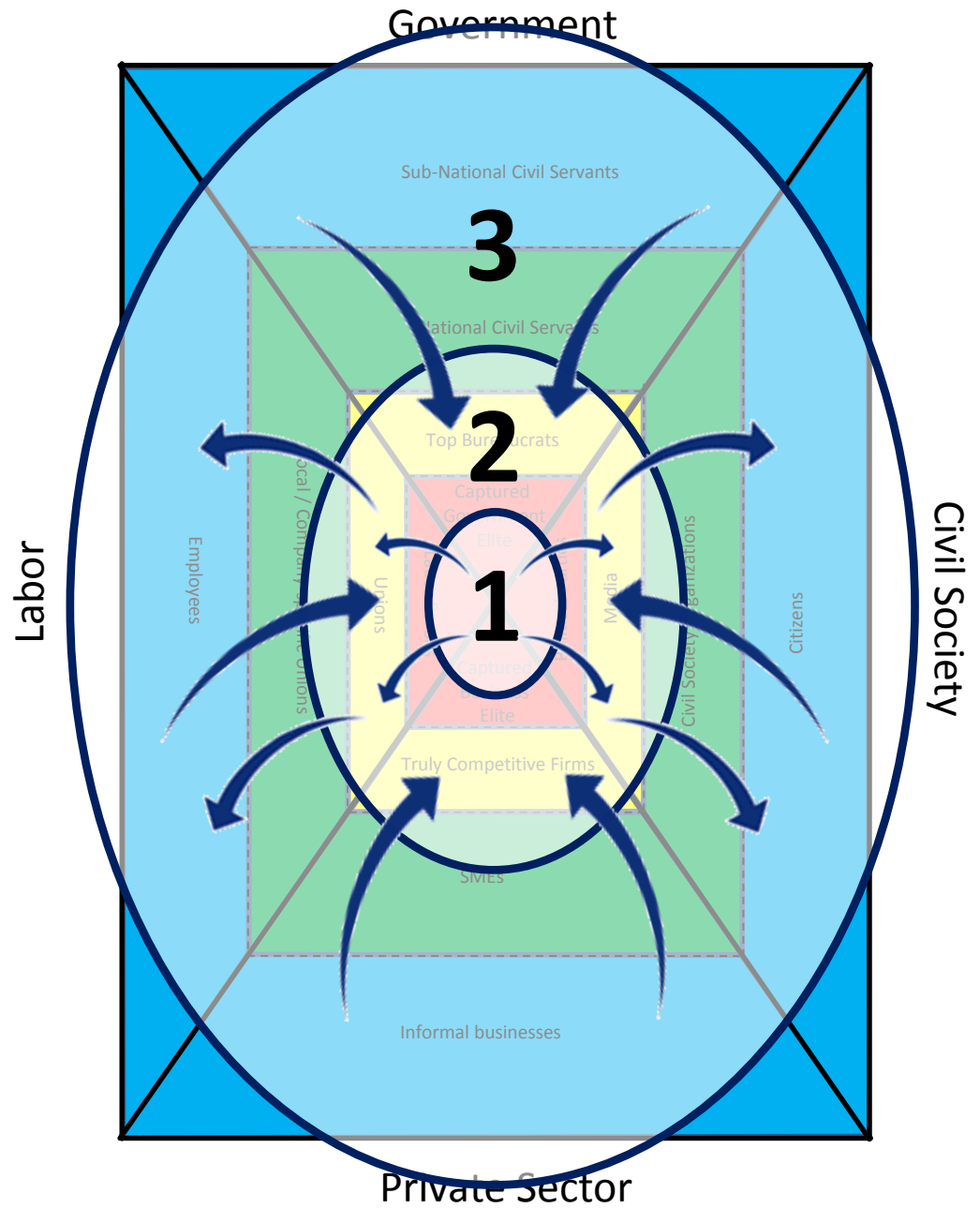
-1-

A LOT OF WORK

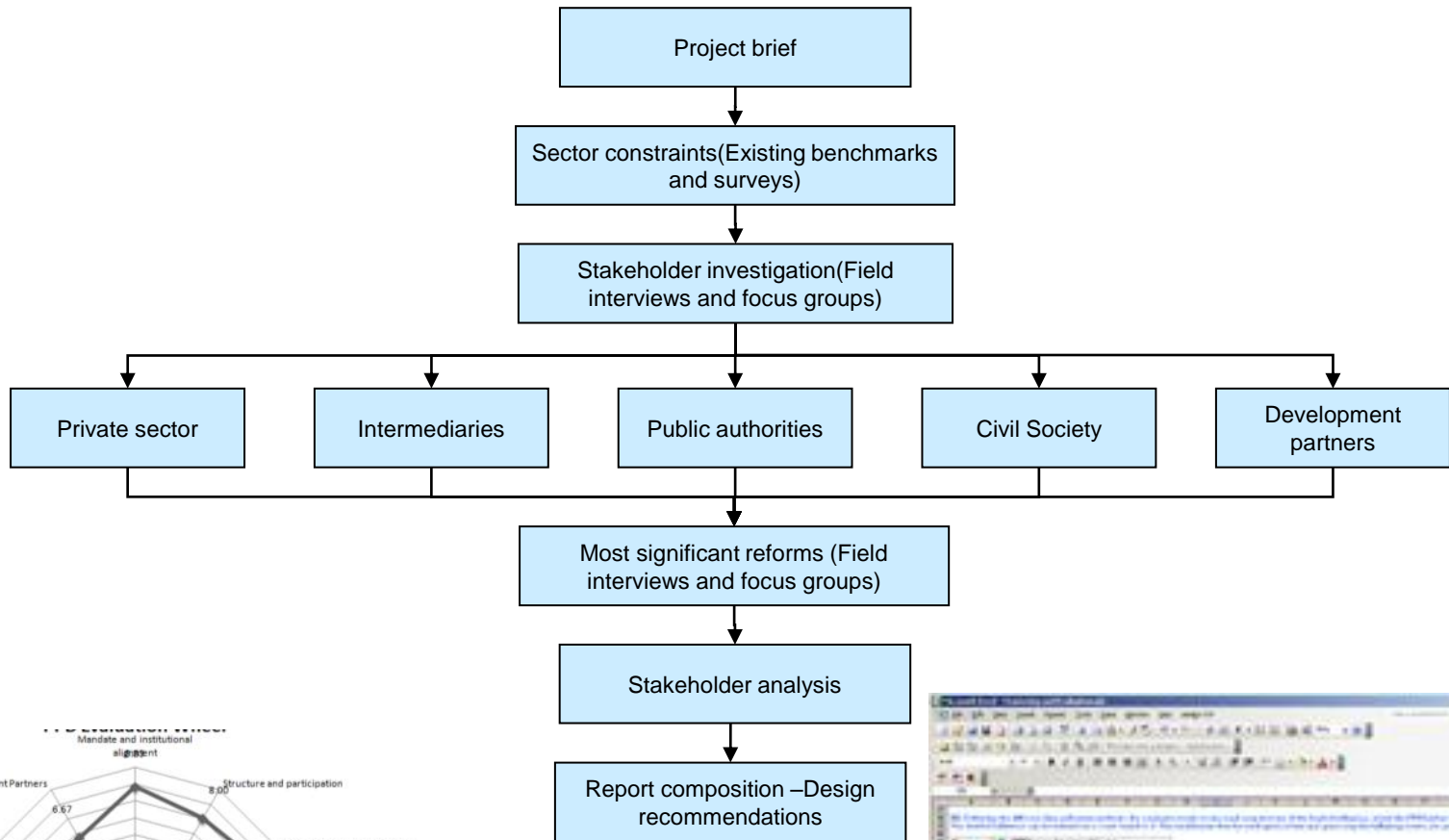
Huge coordination and mediation business



**-2-
PLAN A
PHASED AND
INCLUSIVE
APPROACH**



ASESSEMENT



CONSULTATIONS



REACHING OUT TO CONSTITUENTS

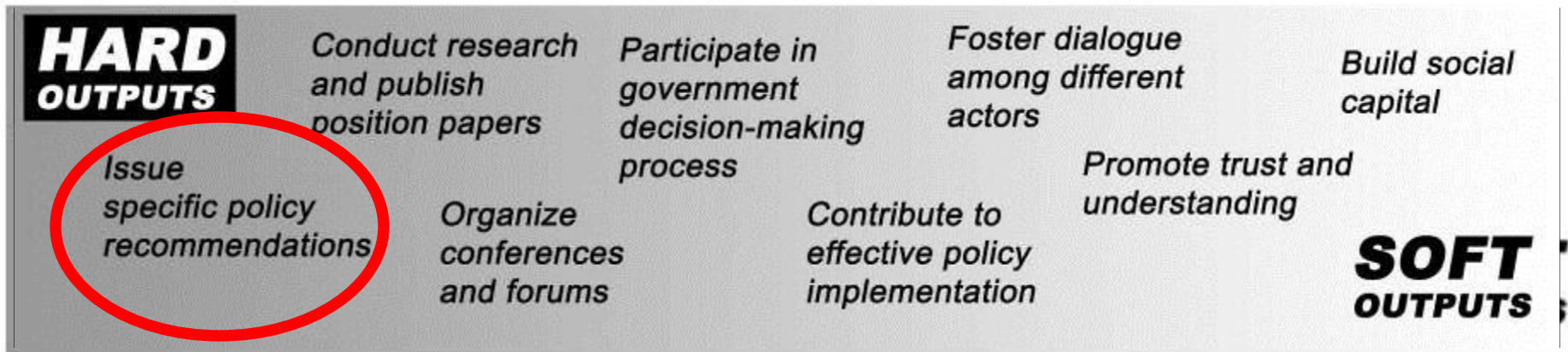
- Ensure all constituents are represented
- Reduce Information Asymmetries
- Engagement Process:
 - **Entry**: surveys and polling to better prioritize themes, give voice and feed in process
 - **During**: information disclosure, dissemination campaigns and feedback loop on process and content of dialogue process, while reforms are designed, discussed and reviewed, and eventually implemented through the dialogue process, 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



-3-

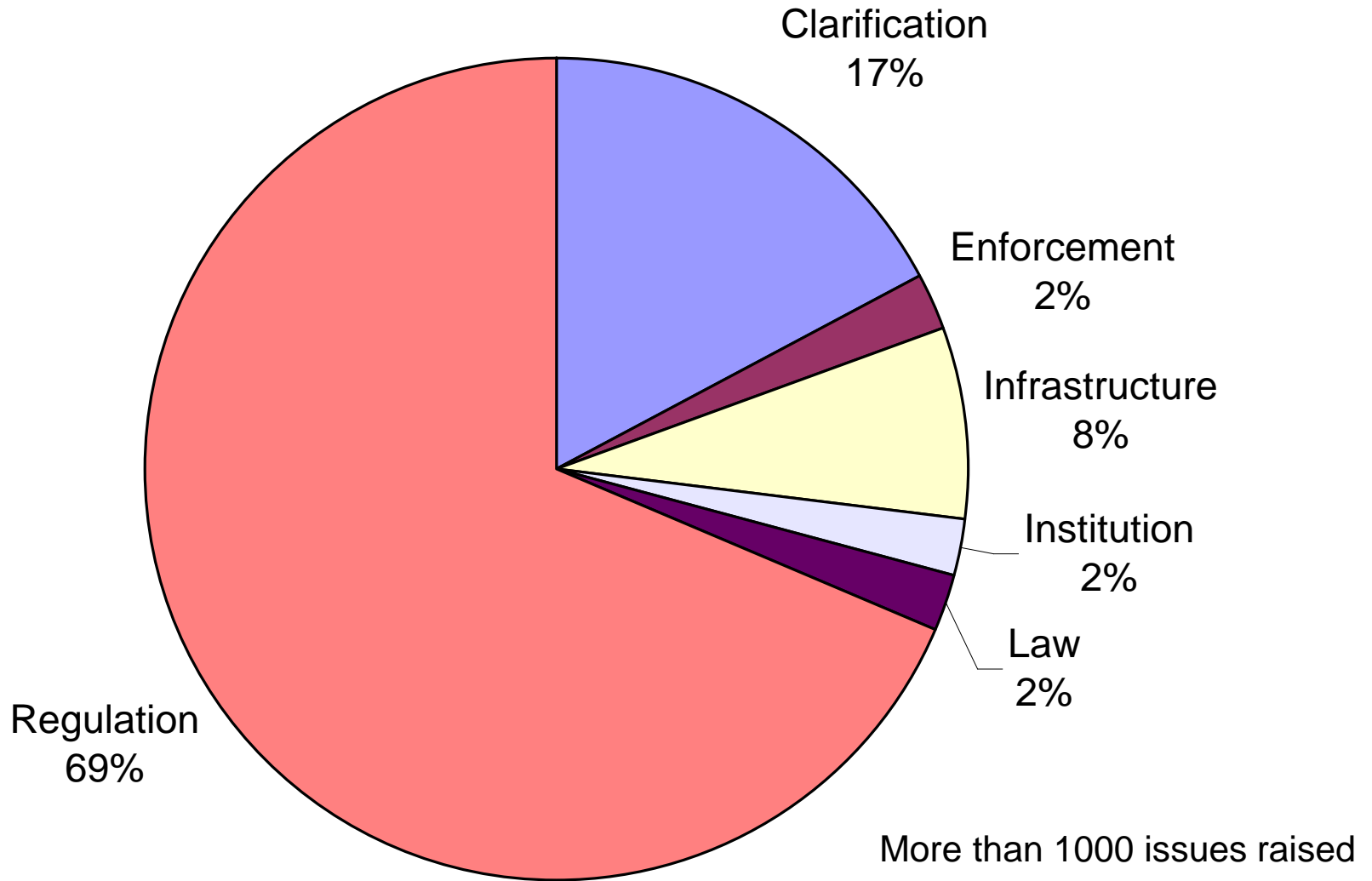
**STRONG FOCUS ON
TARGETED,
MEASURABLE
REFORMS**

SEVERAL TYPES OF OUTPUTS



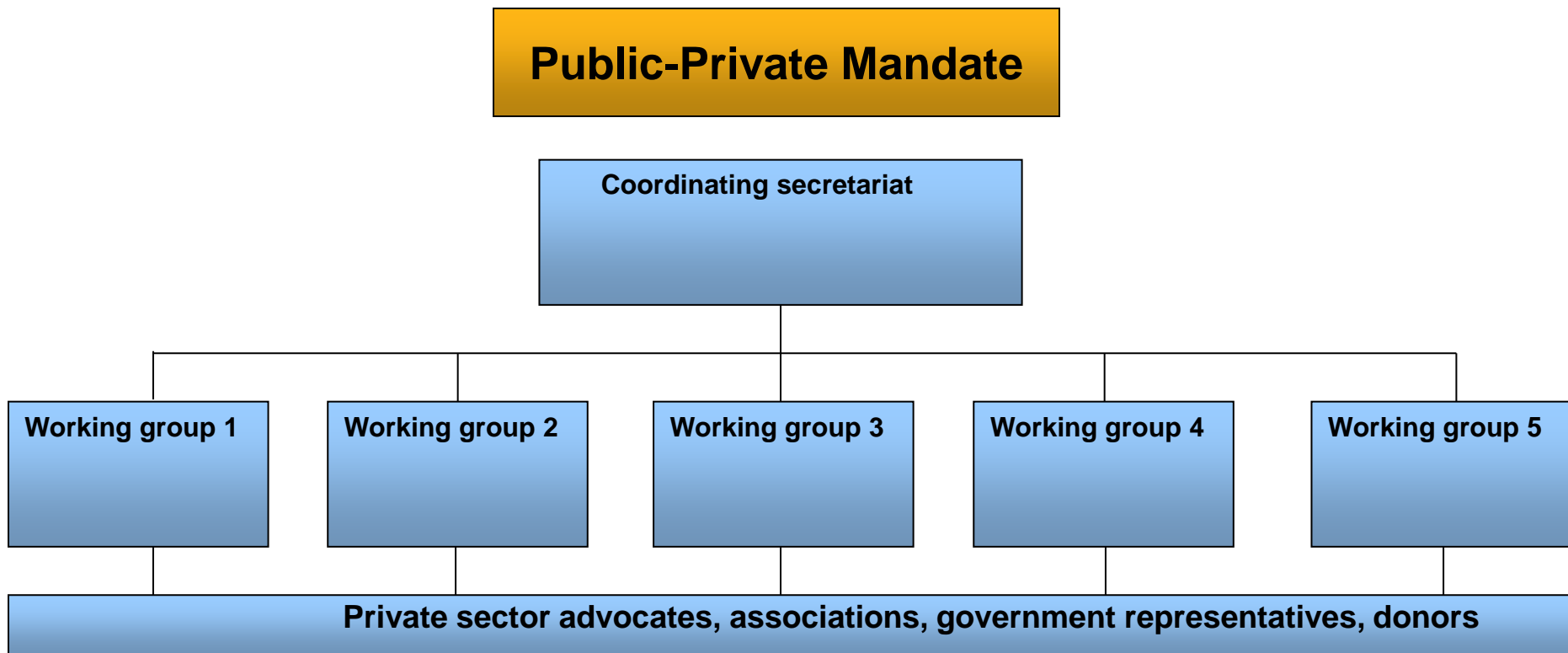
Focusing on this will bring the others

BREAKDOWN PER TYPE OF REFORMS, MEKONG 2006



-4-

SIMPLE, **EXPLICIT** ORGANIZATION

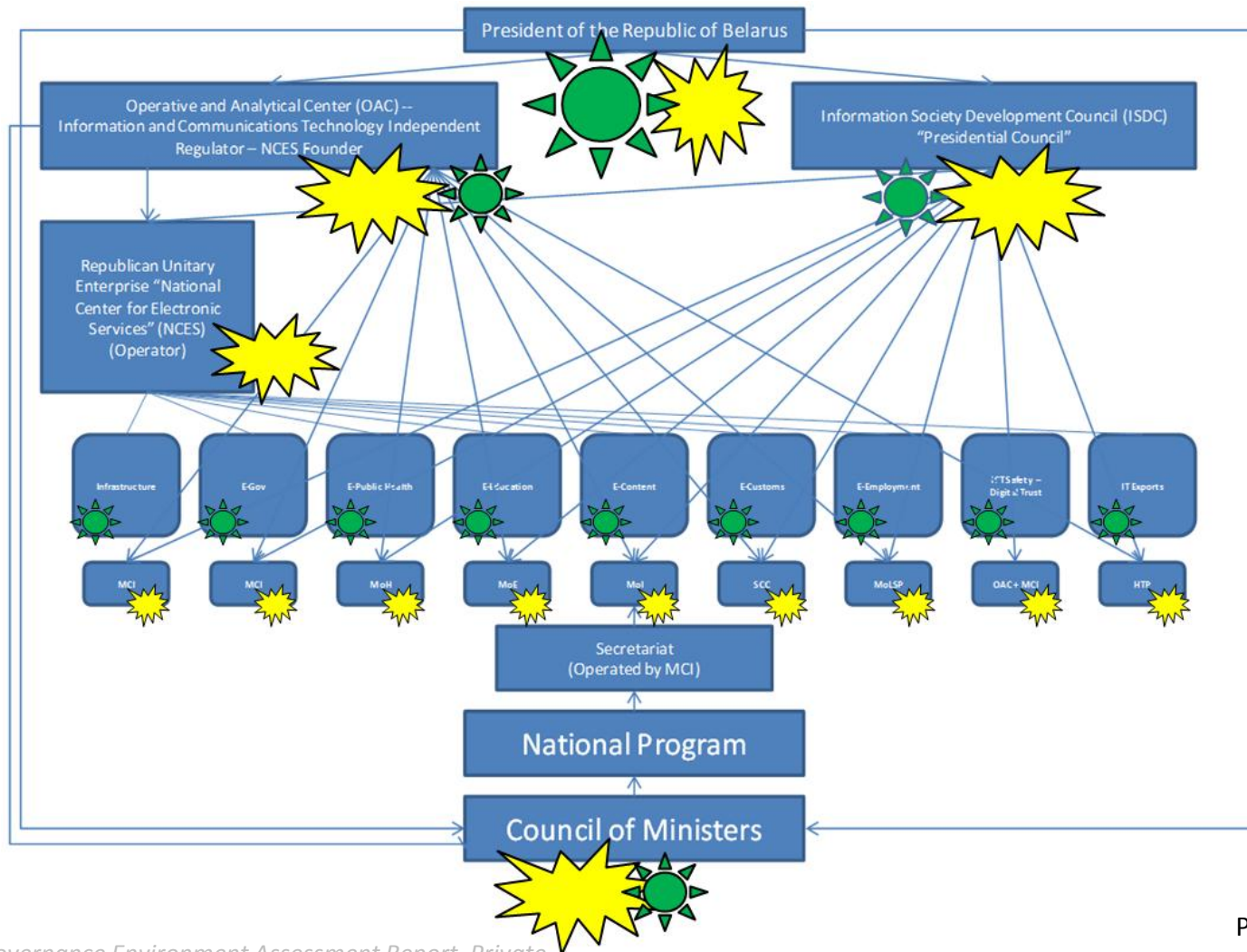


INSTITUTIONAL ALIGNMENT

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

BELARUS INSTITUTIONAL SUPPORT FOR ICT SECTOR DEVELOPMENT

Overlap in coordination and abundance of bodies with policy-making decision power can scare investors away, as it creates lack of predictability and uncertainty

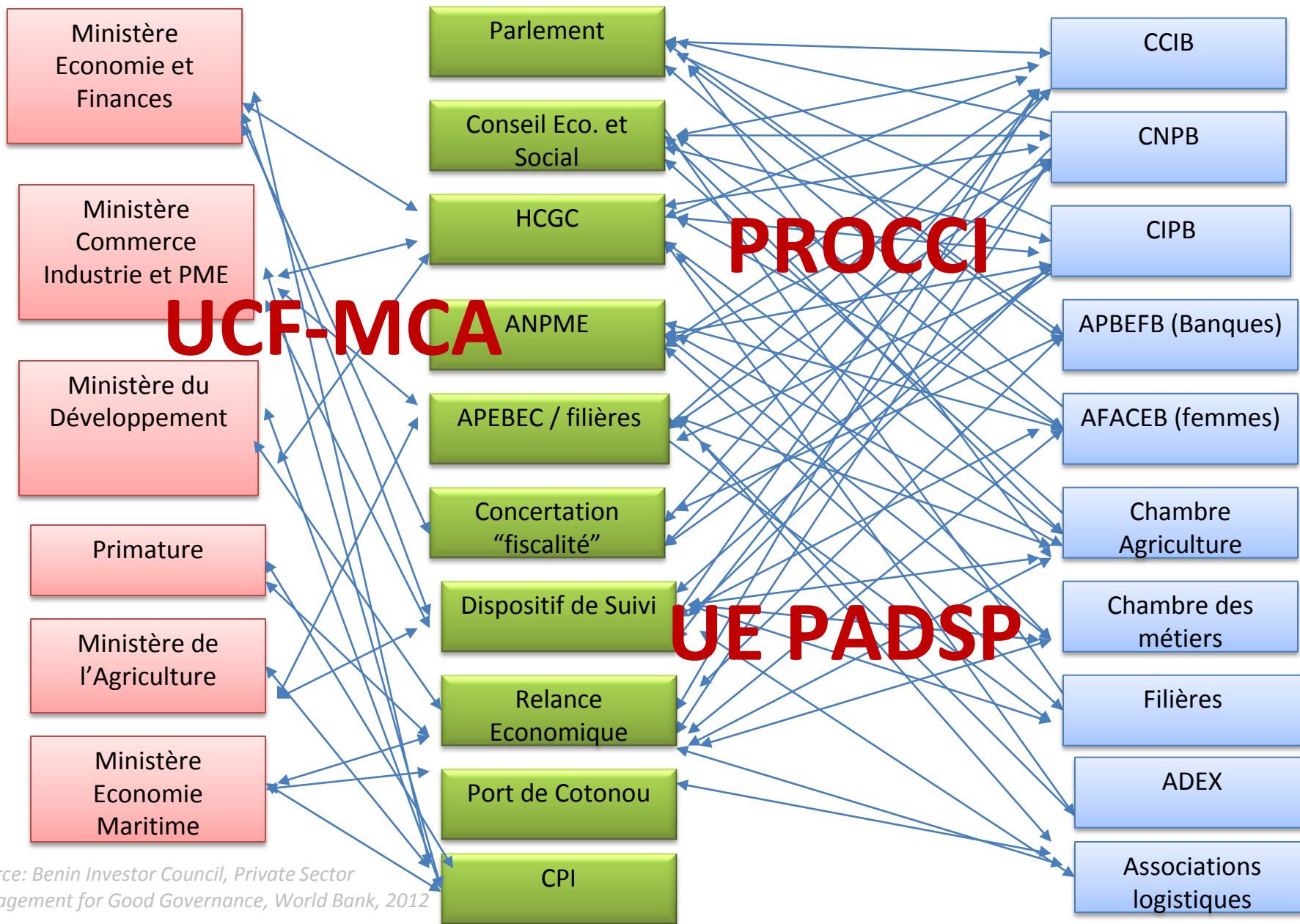



Regulatory power

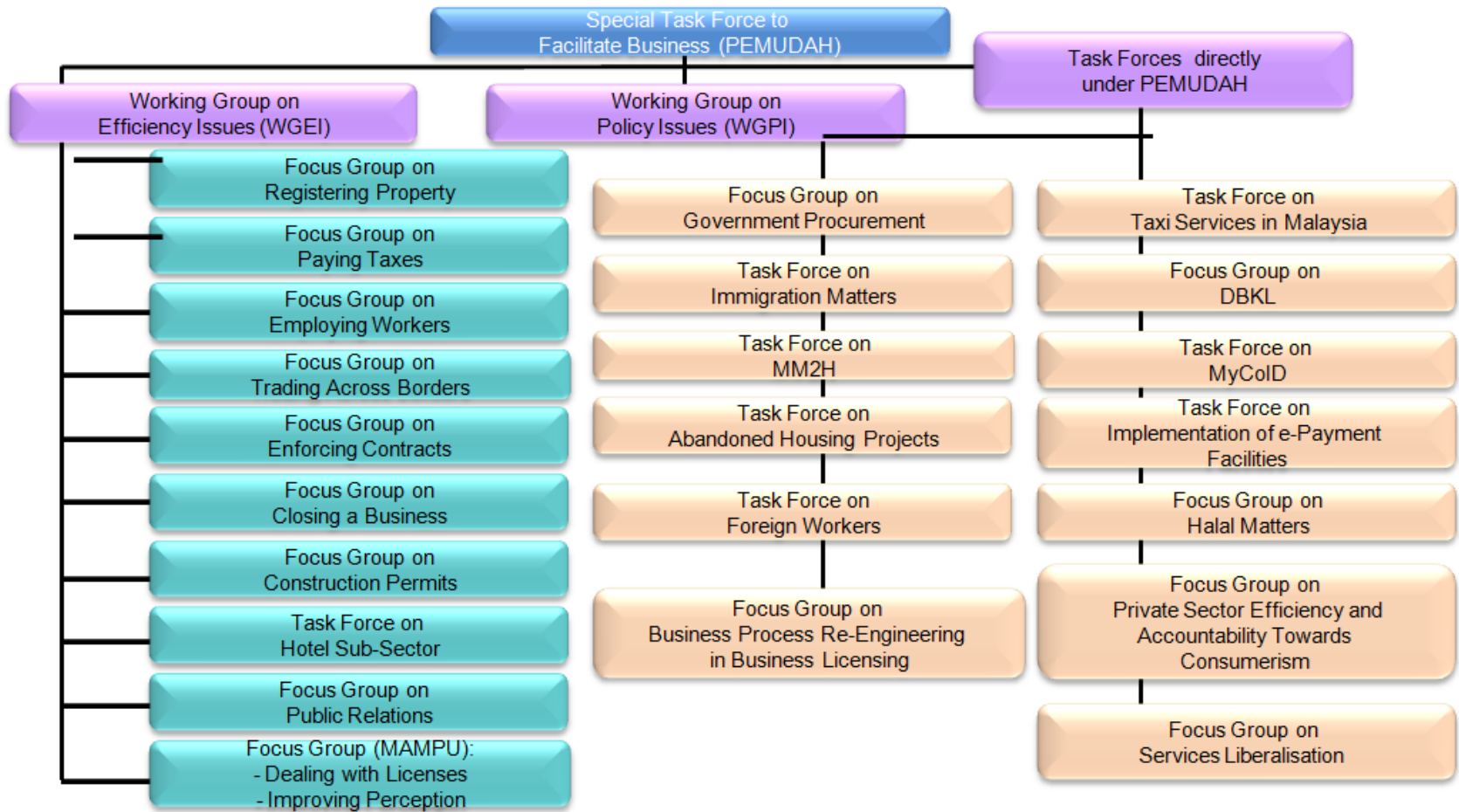

Policy making

Source: Belarus ICT Governance Environment Assessment Report, Private Sector Engagement for Good Governance, World Bank, 2012

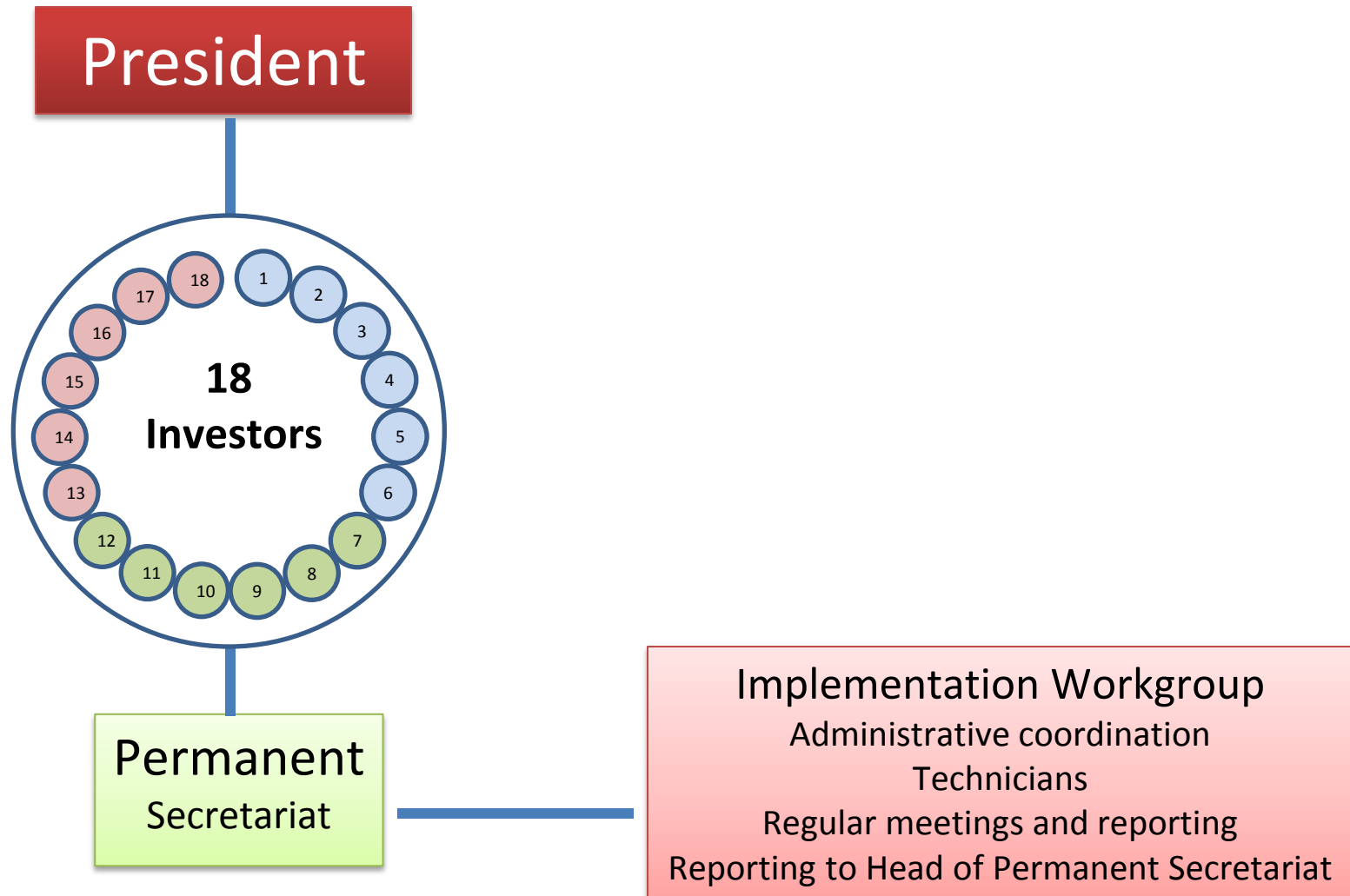
INSTITUTIONAL COORDINATION (OR NOT)



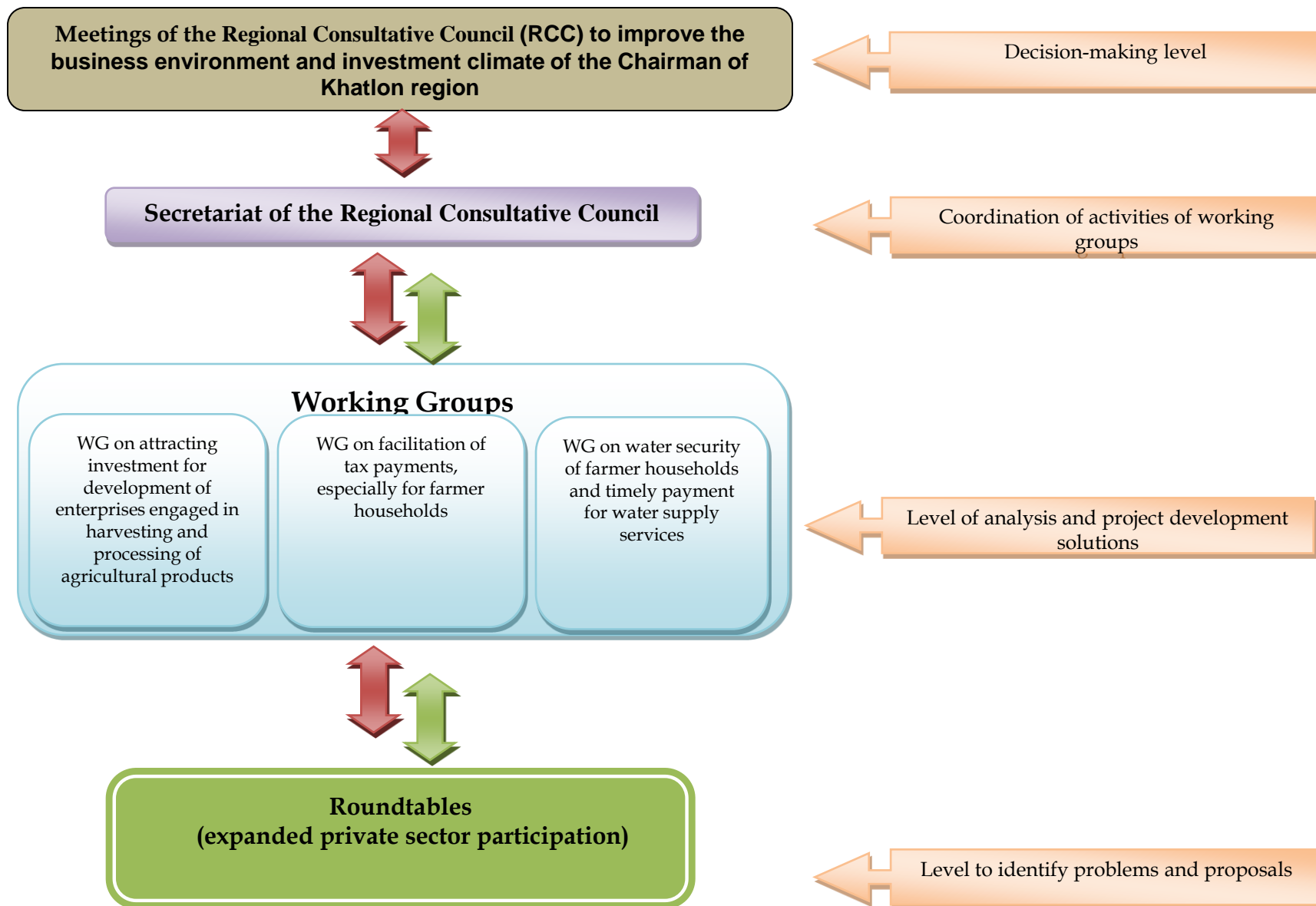
MALAYSIA

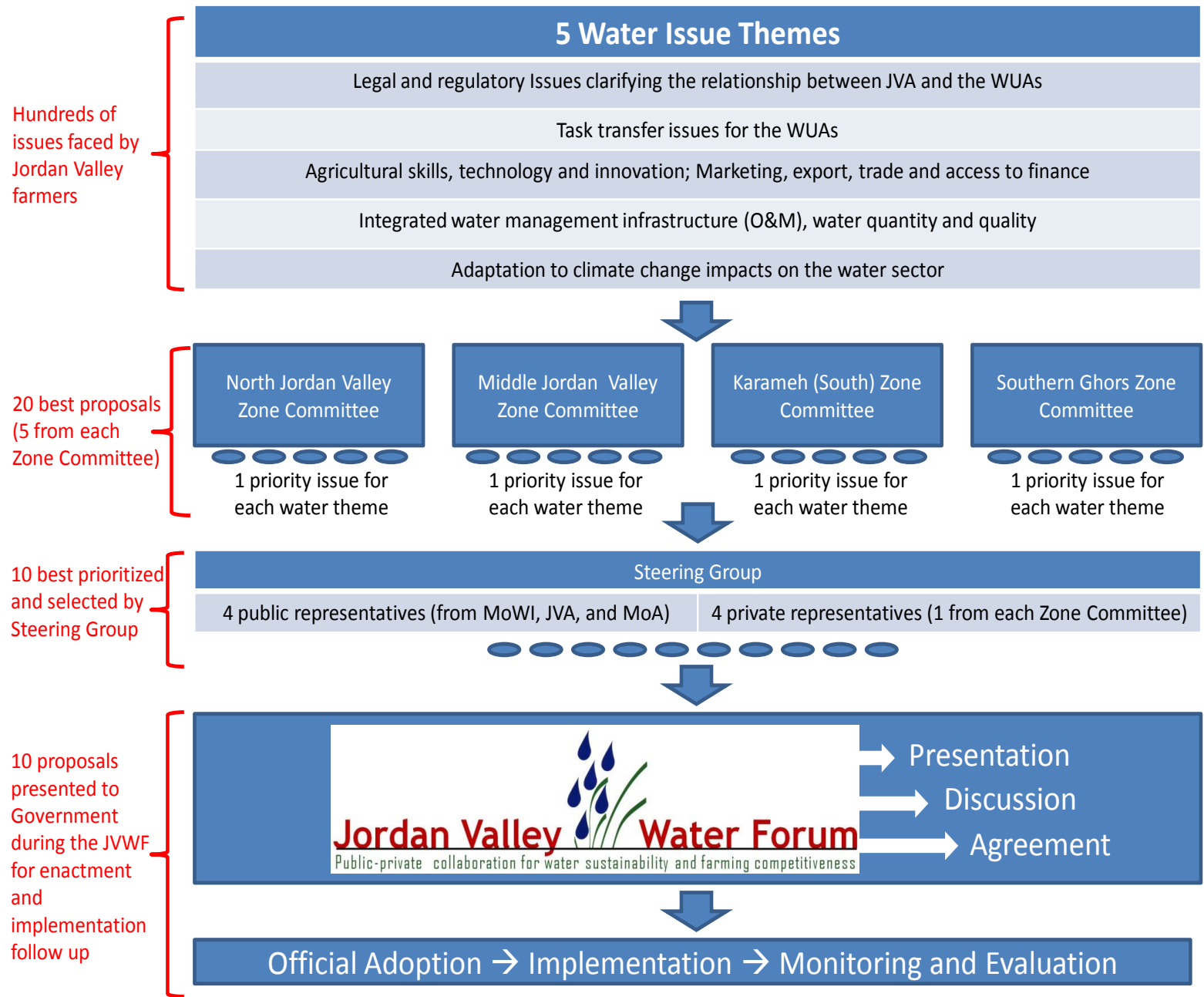


PRESIDENTIAL INVESTOR COUNCIL



TAJIKISTAN KHATLON REGIONAL CONSULTATIVE COUNCIL (RCC)





-5-

A **TEMPLATED**, OPEN AND DISCIPLINED WAY TO COLLECT AND VET REFORM PROPOSALS

— Forum des Affaires —
République Centrafricaine
Amblierer le climat des affaires par le dialogue public-privé

Formulaire de proposition de réforme ou d'action

Idee proposée par :

Entreprise Privée	Etat	ONG	Agence Internationale
<input type="checkbox"/> > 100 salariés	<input type="checkbox"/> Gouvernement	<input type="checkbox"/> Chambre de commerce	<input type="checkbox"/> SFI
<input type="checkbox"/> 50-100 salariés	<input type="checkbox"/> Parlement	<input type="checkbox"/> Association	<input type="checkbox"/> Autre
<input type="checkbox"/> 20-50 salariés	<input type="checkbox"/> Autorité locale	<input type="checkbox"/> Autre	
<input type="checkbox"/> 5-20 salariés	<input type="checkbox"/> Agence indépendante		
<input type="checkbox"/> < 5 salariés	<input type="checkbox"/> Autre		

Proposant (optionnel) : _____

Proposition filtrée et validée par (nom du groupe de travail) : _____

Proposition numéro:	Titre de la proposition:
---------------------	--------------------------

La situation actuelle méritant l'attention :

Raison pour lesquelles cette situation représente un frein au développement économique :

Solution(s) préconisée(s) :

Actions à mettre en œuvre dans le cadre des solutions préconisées:

HARVESTING PROPOSALS IN A DISCIPLINED MANNER

Submitter:

NBF Working Group	Public Sector Authority	Private Business	Interest Group	Dev. Partner
<input type="checkbox"/> Business Environment, Labor Relations and Industrial Security	<input type="checkbox"/> Ministry	<input type="checkbox"/> >100	<input type="checkbox"/> FNCO	<input type="checkbox"/> IFC
<input type="checkbox"/> Export Promotion and Trade Facilitation	<input type="checkbox"/> Parliament	<input type="checkbox"/> 50-100	<input type="checkbox"/> ONI	<input type="checkbox"/> World Bank
<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Regional	<input type="checkbox"/> 20-50	<input type="checkbox"/> NDC	<input type="checkbox"/> SIFD
<input type="checkbox"/> Financial Markets and Insurance Affairs	<input type="checkbox"/> Local	<input type="checkbox"/> 5-20	<input type="checkbox"/> FWEAN	<input type="checkbox"/> USAID
<input type="checkbox"/> Industrial Investment Promotion	<input type="checkbox"/> Commission	<input type="checkbox"/> <5	<input type="checkbox"/> Other	<input type="checkbox"/> GTZ
<input type="checkbox"/> Women Entrepreneurs	<input type="checkbox"/> Other	<input type="checkbox"/> Foreign		<input type="checkbox"/> Norad
<input type="checkbox"/> Tourism		<input type="checkbox"/> Local		<input type="checkbox"/> UNCDF

Issue Number/Title	Issue No.: Title of Issue		
Contact information of submitter (optional):			
Specific target of the proposal			
Indicator which the reform will improve (current, projected)	Projected impact that the reform will have (investment generation / infrastructure development / skills development / access to financing / job creation / etc.)		
Projected cost of the proposal			
Cost to private sector (current, projected)	Cost to public sector (current, projected)		
Projected benefit of the proposal			
Benefit to private sector (private sector savings, other)	Benefit to public sector (fiscal revenues, other)		
Cost/Benefit ratio the proposal			
Does the proposal meet the 1:4 cost benefit ratio (yes/no) (if no, explain why)			
Implementation feasibility			
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 plans?			
What is the current situation which this proposal aims to solve? Why is the current situation a problem? (Quantify problems as much as possible)			
What is the proposed solution?			
What steps would be required for this solution to happen?			
#	Action Item	Responsible body	Designated person
If the solution requires new or modified procedure/law/text, include current and proposed text below			
Current text(s):			
Proposed text(s):			

RATIONAL, EVIDENCE-BASED, PARTICIPATORY, TRANSPARENT

Submitter:

Working Group	Public Sector Authority	Private Business	Interest Group	Academia
<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Ministry	# Employees	<input type="checkbox"/> HTP	
<input type="checkbox"/> Access to Finance	<input type="checkbox"/> Parliament	<input type="checkbox"/> > 1000	<input type="checkbox"/> InfoPark	<input type="checkbox"/> BNTU
<input type="checkbox"/> Innovation and R&D	<input type="checkbox"/> Regional	<input type="checkbox"/> 100 - 1000	<input type="checkbox"/> BUEE-BSPN	<input type="checkbox"/> BSUIR
<input type="checkbox"/> Regulatory Environment and Taxes	<input type="checkbox"/> Local	<input type="checkbox"/> 50 - 100	<input type="checkbox"/> RCE	<input type="checkbox"/> Private
<input type="checkbox"/> Skills Development	<input type="checkbox"/> Agency	<input type="checkbox"/> 20 - 50	<input type="checkbox"/> MCAEE	<input type="checkbox"/> Other
<input type="checkbox"/> Branding and Communication	<input type="checkbox"/> Other	<input type="checkbox"/> 5 - 20	<input type="checkbox"/> BCCI	<input type="checkbox"/>
<input type="checkbox"/> Other		<input type="checkbox"/> < 5	<input type="checkbox"/> UEBR	
			<input type="checkbox"/> RSU-BSIA	
		<input type="checkbox"/> Foreign	<input type="checkbox"/> Other	
		<input type="checkbox"/> Local		

RATIONAL, EVIDENCE-BASED, PARTICIPATORY, TRANSPARENT

Issue Number/Title	Issue No.: Title of Issue
Contact information of submitter (optional):	
Specific target of the proposal	
Indicator which the reform will improve (current, projected)	Projected impact that the reform will have (<u>investment generation</u> / infrastructure development / skills development / access to financing / job creation / etc.;)
Projected cost of the proposal	
Cost to private sector (current, projected)	Cost to public sector (current, projected)
Projected benefit of the proposal	
Benefit to private sector (private sector savings, investment, other)	Benefit to public sector (fiscal revenues, employment creation, other)
Cost/Benefit ratio the proposal	
Does the proposal meet the 1:4 cost benefit ratio (yes/no)	
(If no, explain why)	

RATIONAL, EVIDENCE-BASED, PARTICIPATORY, TRANSPARENT

Issue Number/Title	Issue No.: Title of Issue	
Contact information of submitter (optional):		
Implementation feasibility		
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 plans?		

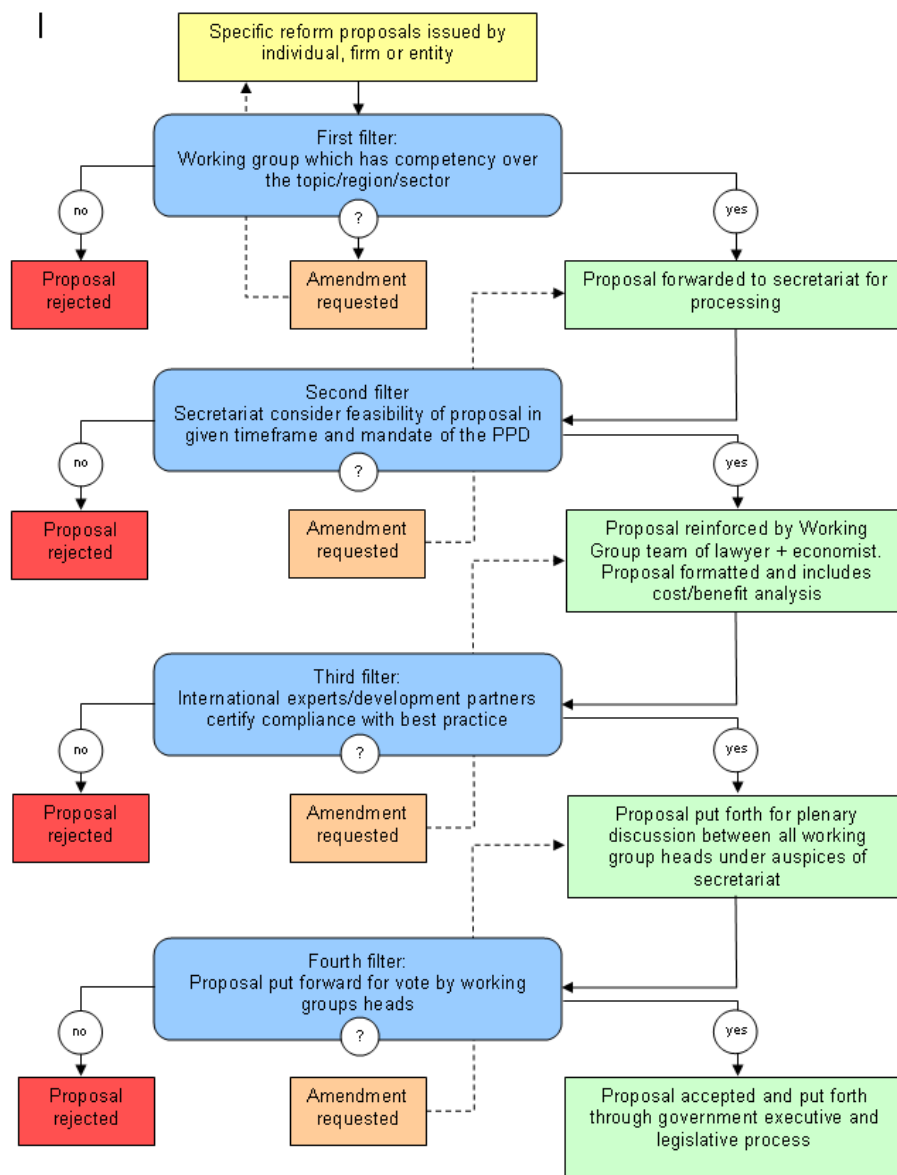
RATIONAL, EVIDENCE-BASED, PARTICIPATORY, TRANSPARENT

Issue Number/Title	Issue No.: Title of Issue		
Contact information of submitter (optional):			
What is the current situation which this proposal aims to solve? Why is the current situation a problem?			
(Quantify problems as much as possible)			
What is the proposed solution?			
What steps would be required for this solution to happen?			
#	Action Item	Responsible body	Designated person
If the solution requires new or modified procedure/law/text, include current and proposed text below			
Current text(s):			
Proposed text(s):			

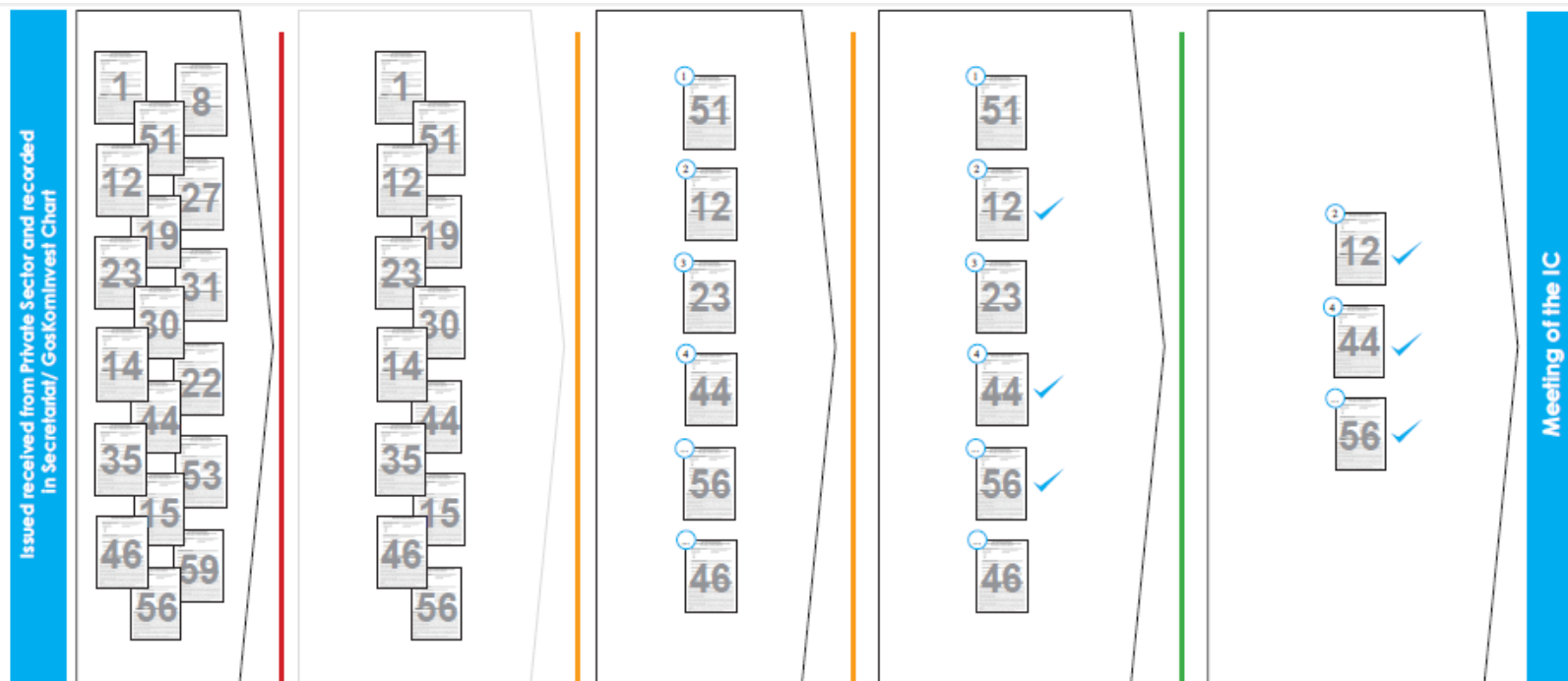
TRACKING SYSTEM FOR ACCOUNTABILITY

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

FILTERING PROCESS TO ENSURE TRANSPARENCY AND FAIRNESS



FILTERING PROCESS TO ENSURE TRANSPARENCY AND FAIRNESS



First Filter

IC Secretarial staff evaluates issues based on:

- Is it clear what the problem is and the harm it is causing?
- Is the proposal consistent with the Government policy and reform agenda?
- Will the proposal improve the environment for doing business and generate meaningful net benefits for the economy?
- Will the proposal positively affect competition in the market?
- Is the proposal clear in what it is recommending?
- Can the proposal be implemented within a reasonable period of time?

Secretariat scores the remaining issues based on feasibility and cost

- All issues scoring above a certain threshold are passed to second filter
- Issues scoring below this threshold are removed and the sponsors notified with a standard letter

Third Filter

- The coordinator returns the list to the Secretariat at which point it is submitted to donors
- Donors review the list (potentially to discuss in DCC meeting) and indicate which items they would have resources to support analytical work and/or help support a working group
- Donors review all issues and do not cut any

Second Filter

- The issues having passed the first filter are sent electronically to a list-serve of business associations and other private sector representatives (List TBD)
- This group is given 10 days to (i) prioritize their top 5 issues from those on the list (ii) submit any comments or proposed revisions on the issues
- The prioritization and comments are submitted to participating private sector representative bodies and compiled.
- Secretariat meets with participating private sector representative bodies and agrees on a final draft agenda through consensus.
- Any issue which doesn't appear on the top 5 prioritization list of at least 2 associations is cut and the sponsor is notified
- Issues that are cut from the second filter will be stored in the database for review in subsequent rounds

Fourth Filter

- Final list goes to Secretariat and GosKominvest showing prioritization of each issue by the private sector and availability of donor support.
- Based on this information, Secretariat/GKI make final selection of issues to be put on the agenda of the Investment Council
- Working groups for these issues are established as needed
- For issues not included on the agenda, sponsors receive notification
- Issues cut in this fourth filter are put into database for consideration in subsequent rounds of consideration



BULLDOZER EFFORT
ROADBLOCK SUBMISSION FORM

Submitted by:

Private Business	Government Agency	Local Independent Agency	International Agency	Bulldozer committee
<input type="checkbox"/> > 100 employees*	<input type="checkbox"/> PRSP	<input type="checkbox"/> FIPA	<input type="checkbox"/> SEED	<input type="checkbox"/> W.B.
<input type="checkbox"/> 50-100 employees*	<input type="checkbox"/> Entity*	<input type="checkbox"/> ROW*	<input type="checkbox"/> QIF	<input type="checkbox"/> E.C.
<input type="checkbox"/> 20-50 employees*	<input type="checkbox"/> Canton*	<input checked="" type="checkbox"/> Business Association*	<input type="checkbox"/> CHF	<input type="checkbox"/> US AID
<input type="checkbox"/> 5-20 employees*	<input type="checkbox"/> Municipality*	<input type="checkbox"/> Association*	<input type="checkbox"/> UNDP	<input type="checkbox"/> M.F.
<input type="checkbox"/> < 5 employees*	<input type="checkbox"/> Other*	<input type="checkbox"/> Other*	<input type="checkbox"/> Other*	<input type="checkbox"/> O.H.R.

Submitter: TALDI (Tuzla Agency for Local Development Initiatives)
Dr. Mervida Kurusko-Majic, Direktor

Reviewed and revised by: Bulldozer Committee Working Group

Roadblock title	R 01 Harmonization of LLC Minimum Capital Requirement
-----------------	---

Issue at stake:

Limited Liability Company (LLC) is the most popular form of business in Bosnia. One or more physical or legal persons can form a limited liability company by a founding act.

- In the Federation, the minimum statutory capital requirement is 2000 KM for a single proprietor and 10,000 KM if for an establishment with multiple partners.
- In R.S., the minimum statutory capital requirement is 5000 KM for all LLCs.
- In the Brčko District, the minimum statutory capital requirement is 5000 KM for all LLCs.

The statutory capital is divided between the founders, who each have a minimum share. This minimum share defines the maximum number of people that can start a company.

- In the Federation, the minimum share is 2000 KM (meaning that founders of a company are limited to 5 persons).
- In R.S., the minimum share is 500 KM (meaning that founders of a company are limited to 10 persons).
- In the Brčko District, the minimum share is 100 KM (meaning that founders of a company are limited to 50 persons).

Why is this a roadblock?

Unfair advantage in FBiH for single proprietors, unfair advantage in RS/Brčko for multiple partners.

It may entice entrepreneurs to locate in the entity that presents the most advantage to them.

Harmonized fees are one step further towards a single economic space. Foreign investors generally refuse to deal with 3 different regulations for the same country.

Single capital for both entities will facilitate the registration of a company in multiple entities.

It is too expensive. Lowering the investment will result in more people starting businesses. Additionally, lowering the cost of the minimum stake (share amount or price) will result in enabling small business to start with more partners (e.g. a small group could reach the proposed threshold of 2000 KM by having some individuals bring contributions as small as 100 KM to start the business).

Bulldozing solution:

Make the minimal statutory capital requirement 2000 KM in all cases (single proprietor or multiple partners) and in all instances, and lower the minimum share price to 100 KM.

Action item:

Modify Art. 314 in the Law on Business Companies (Federation); Art. 331 in the Law on Enterprises (R.S.); and Art. 343 in the Law on Enterprises (Brčko), (see Annex)

FEDERATION OF BOSNIA AND HERZEGOVINA

Law on Business Companies
(Official Gazette of the Federation of Bosnia and Herzegovina, No. 23/99, 45/00 and 20/2)

Current Text:

- Article 314**
- 1) Statutory capital of limited liability company with several founders shall be no less than 10,000 (ten thousand) KM, and if there is only one founder 2,000 (two thousand) KM, unless otherwise provided by other laws.
 - 2) Value of an individual share may not be less than 2,000 (two thousand) KM.
 - 3) Contributions in money may not in total be less than the amount provided by paragraph 1 of this article.
 - 4) Contributions in terms and rights shall be in total be invested in company until the day of submission of application for entry of company establishment into the court register, so that the company may permanently and freely dispose of them.
 - 5) Until the day of submission of application for entry of company establishment into the court registry at least half of the contribution in money shall be paid in, and it shall be no less than the amount provided by paragraph 1 of this article.

Suggested Text:

- Article 314**
- 1) Statutory capital of a limited liability company with one or several founders shall be no less than 2,000 (two thousand) KM, unless otherwise provided by other laws.
 - 2) Value of an individual share may not be less than 100 (one hundred) KM.
 - 3) Contributions in money may not in total be less than the amount provided by paragraph 1 of this article.
 - 4) Contributions in terms and rights shall be in total be invested in company until the day of submission of application for entry of company establishment into the court register, so that the company may permanently and freely dispose of them.

1) Until the day of submission or otherwise the entry of company establishment into the court registry at least half of the contribution in money shall be paid in, and it shall be no less than the amount provided by paragraph 1 of this article.

BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 34/98, 15/02)

Current Text:

- Article 41**
- 1) Statutory capital of a limited liability company may not be less than 5,000 convertible dinars.
 - 2) A minimum number of shares of a particular member may not be less than 200 convertible dinars or 100 convertible dinars according to the exchange rate on the day of issuance.

Additionally, from provisions of paragraph 2 of this article, if members of a limited liability company are entities who purchase preferred shares in accordance with certain regulations, a share issued to such a particular member may be less than 200 convertible dinars.

Suggested Text:

- Article 41**
- 1) Statutory capital of a limited liability company may not be less than 2,000 convertible dinars.
 - 2) A minimum number of shares of a particular member may not be less than 100 convertible dinars.

Additionally, from provisions of paragraph 2 of this article, if members of a limited liability company are entities who purchase preferred shares in accordance with certain regulations, a share issued to such a particular member may be less than 200 convertible dinars.

BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 11/93, 15/02)

Current Text:

- Article 311**
- 1) The capital shall consist of at least 100,000 KM and each founder shall own at least 10% of the shares and the total amount of shares shall be paid prior to the entry of the register.

Suggested Text:

- Article 311**
- 1) The capital shall consist of at least 2,000 KM and each founder shall own at least 10% of the shares and the total amount of shares shall be paid prior to the entry of the register.

BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 11/93, 15/02)

Current Text:

- Article 314**
- 1) The statutory capital of a limited liability company with several founders shall be no less than 10,000 (ten thousand) KM, and if there is only one founder 2,000 (two thousand) KM, unless otherwise provided by other laws.
 - 2) Value of an individual share may not be less than 2,000 (two thousand) KM.
 - 3) Contributions in money may not in total be less than the amount provided by paragraph 1 of this article.
 - 4) Contributions in terms and rights shall be in total be invested in company until the day of submission of application for entry of company establishment into the court register, so that the company may permanently and freely dispose of them.
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Suggested Text:

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 - 3) Additionally, from provisions of paragraph 2 of this article, if members of a limited liability company are entities who purchase preferred shares in accordance with certain regulations, a share issued to such a particular member may be less than 200 convertible dinars.

Suggested Text:

- Article 41**
- 1) The statutory capital of a limited liability company may not be less than 2,000 convertible dinars.
 - 2) A minimum number of shares of a particular member may not be less than 100 convertible dinars.
 - 3) Additionally, from provisions of paragraph 2 of this article, if members of a limited liability company are entities who purchase preferred shares in accordance with certain regulations, a share issued to such a particular member may be less than 200 convertible dinars.

BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 11/93, 15/02)

Current Text:

- Article 311**
- 1) The capital shall consist of at least 100,000 KM and each founder shall own at least 10% of the shares and the total amount of shares shall be paid prior to the entry of the register.

Suggested Text:

- Article 311**
- 1) The capital shall consist of at least 2,000 KM and each founder shall own at least 10% of the shares and the total amount of shares shall be paid prior to the entry of the register.

BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 11/93, 15/02)

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Suggested Text:


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 - 2) Value of an individual share may not be less than 100 (one hundred) KM.
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BOSNIA AND HERZEGOVINA
Law on Enterprises
(Official Gazette of the Republic of Bosnia and Herzegovina, No. 11/93, 15/02)

CLEAR SELECTION CRITERIAS

Forum	Propositions collectees par les GT	Propositions pre-selectionees par les GT	Propositions finalisees par les GT et presentees au secretariat	Propositions correspondant aux criteres de fesabilite	Propositions correspondant aux standards internationnau x	Propositions votees en séance pleniere	Propositions retenues pour plus tard
Groupe de travail 1	40	16	6	4	3	2	1
Groupe de travail 2	40	16	6	4	3	2	1
Groupe de travail 3	40	16	6	4	3	2	1
Groupe de travail 4	40	16	6	4	3	2	1
Total	160	64	24	16	12	8	4
Ratio	→ 100%	40%	15%	10%	7.5%	5%	

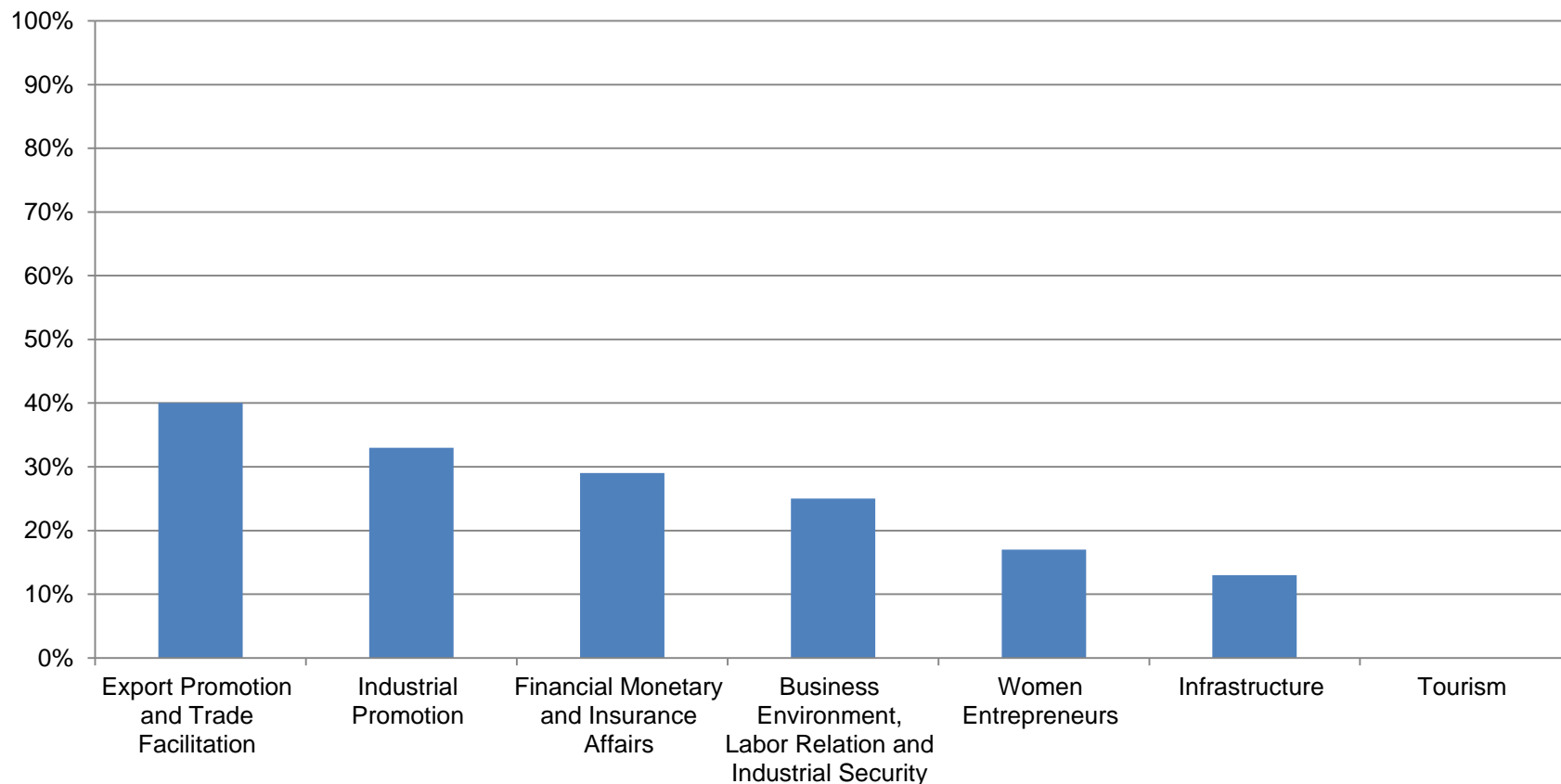
NBF ADVOCACY EFFECTIVENESS

	Total Issues	Achieved	Pending Issues
Export Promotion and Trade Facilitation	10	4	6
	100%	40%	60%
Infrastructure	8	1	7
	100%	13%	88%
Financial Monetary and Insurance Affairs	14	4	10
	100%	29%	71%
Business Environment, Labor Relation and Industrial Security	12	3	9
	100%	25%	75%
Industrial Promotion	18	6	12
	100%	33%	67%
Women Entrepreneurs	12	2	10
	100%	17%	83%
Tourism	?	?	?

NBF ADVOCACY EFFECTIVENESS = 22%

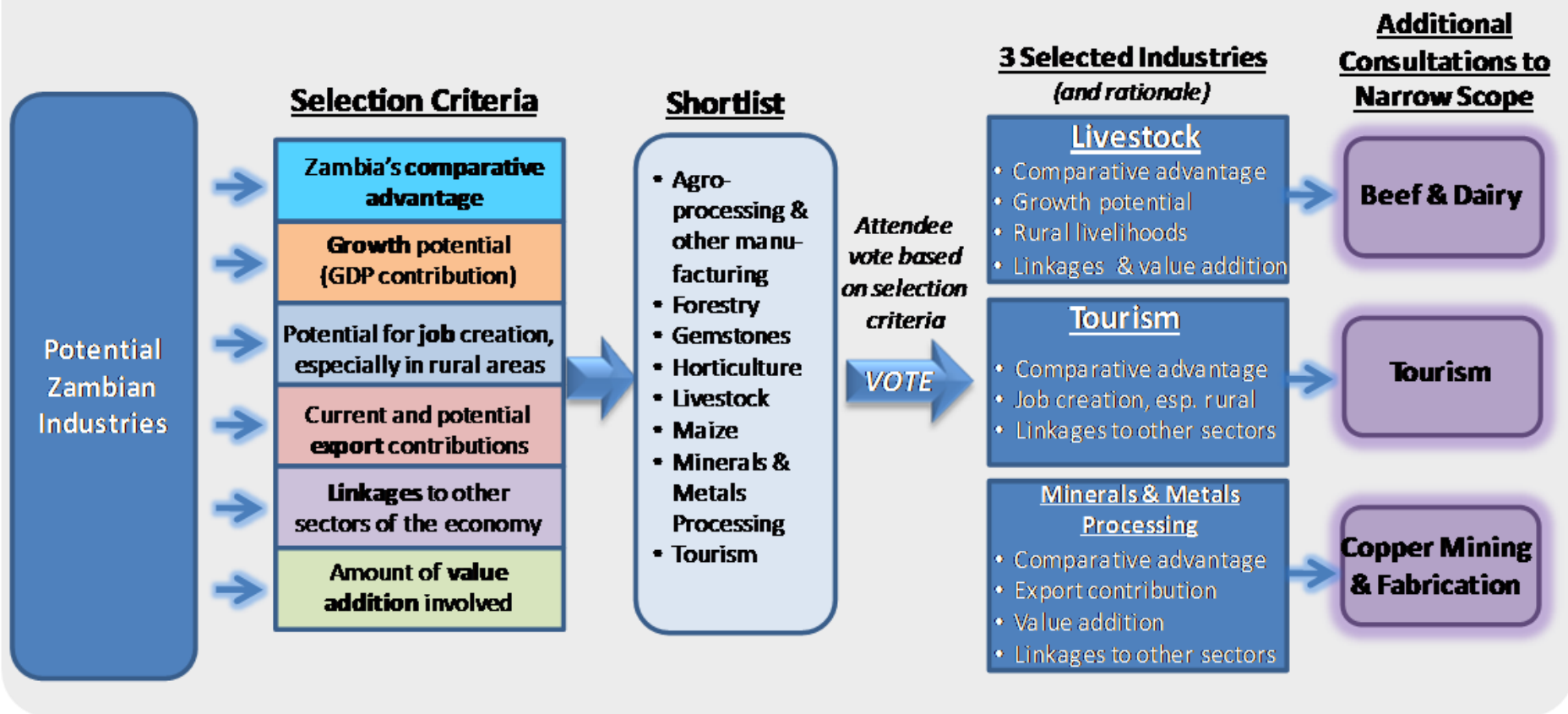


Ratio of Implemented to Recommended Reforms by WG



ZAMBIA PROCESS FOR INDUSTRIAL POLICIES

Stakeholder Attendance: Private Sector, Government, Organised Labour, Civil Society, Donors



-6-

STRONG CONVINCING POWER



Bosnia Bulldozer initiative, "50 reforms in 150 days"

Reform n° 1
Harmonization of LLC minimum capital requirement

REFORM SUMMARY
Before the Bulldozer reform there was a marked discrepancy between the minimum statutory capital requirements in the 2014 Law on the Single-Country Limited Liability Company (SLLC), the most popular form of business in BiH, in the Republic, the minimum statutory capital requirement was 200,000 KM for single proprietor and 10,000 KM for company with multiple members. In 2015, the Government decided to harmonize the minimum statutory capital requirement with 10,000 KM for all SLLCs. The minimum statutory capital requirement was reduced to 10,000 KM for all SLLCs. The minimum statutory capital requirement was reduced to 10,000 KM for all SLLCs. The minimum statutory capital requirement was reduced to 10,000 KM for all SLLCs.

HOW WAS IT USED?
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WHY DID THE REFORM HELP YOU EXPAND YOUR BUSINESS?
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Better Business Initiative
Partnering to improve the economic environment

Nigeria PPD



Georgia legal and judicial reform

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



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

Accountability gets specific in Bosnia (corporate governance reform)

0000 - bbbf.org.bd - Microsoft Internet Explorer

Home Refresh Home Search Favorites History Mail Print F5 Desktop Research Messenger

GSP Federal Google HOME - Board Advisory Services - FEE at Local times PSD Elec Public-Private Dialogue Cardina Thesaur

BANGLADESH BETTER BUSINESS FORUM

For a Better Business Environment in Bangladesh

Home Members Meetings Media Room Publications Working Groups Links Contact Us

Latest News & Events

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

Working Group

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

Bangladesh Better Business Forum (BBBF)

Recommendation Implementation Status

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

About the BBBF

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

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



Key BBBF activities include

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

Chief Adviser

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

Cambodia G-PSF Government-Private Sector Forum

A Participatory Approach to Private Sector Development

Home G-PSF Provincial Dialogue About News/Events Participants Partners Links Troub Contact

Please install Khmer Unicode to view the Khmer site. [Click here to install.](#)

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

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



G-PSF is sponsored by:



Working Groups

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

Latest News/Events

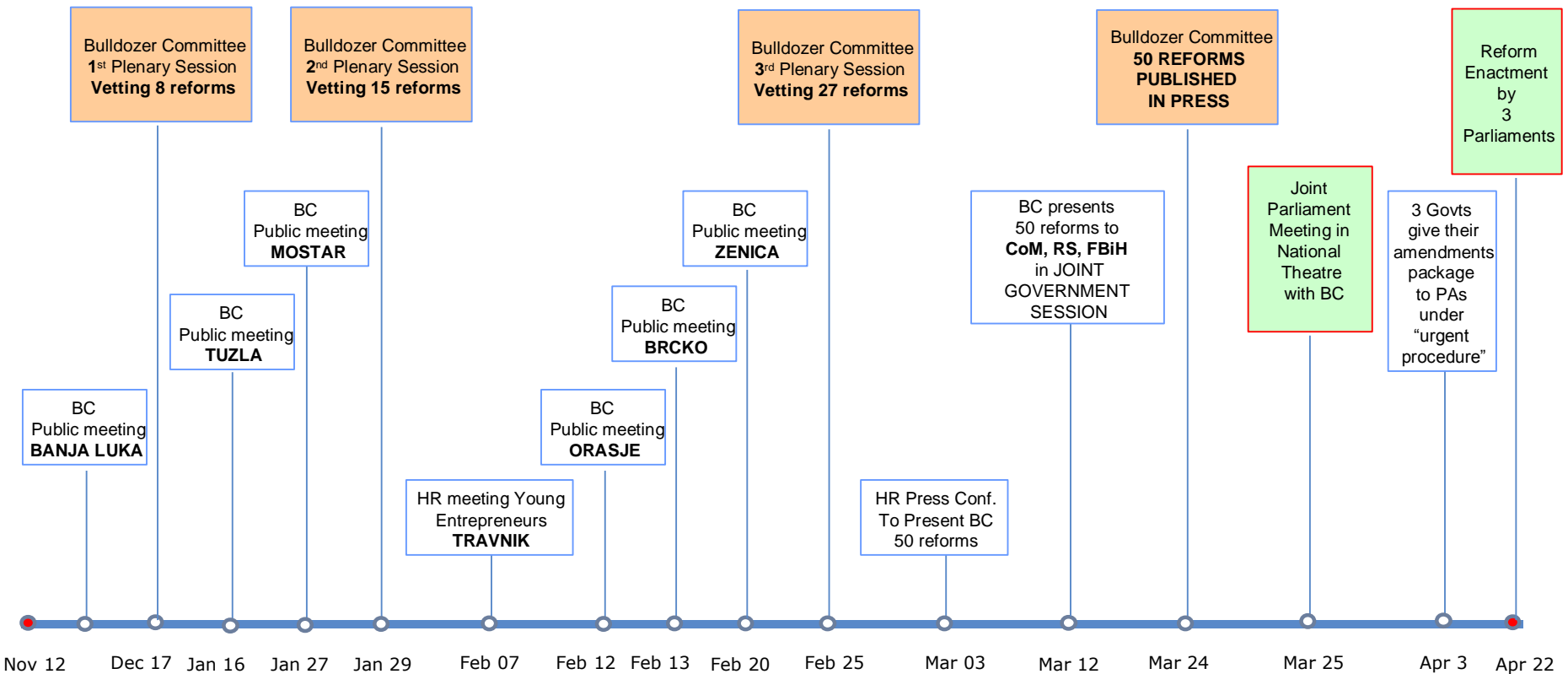
- The Industrial Relations Working Group Meeting, 31st March 2008**
The Industrial Relations Working Group Meeting will be held at the office of the Ministry of Social Affairs, Veterans and Youth Rehabilitation on Monday 31st March 2008 at 9:30am.
- Law, Tax and Good Governance Working Group meeting,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

Business Associations & Chambers of Commerce

- Cambodian Law & Regulation
- Public-Private Dialogue
- Research Institute
- Royal Government of Cambodia
- Trade

-7-

GOOD PLANNING



PPD Action Matrix								
Process Point	Activity	Action	Action Number	Start	Finish	People	Budget	Indicator
Mandate	Decree	Rewrite decree #312 to reflect fair representation of PS	1	April	1-Jun-08	WB + Council of Ministers	0	New Decree Issued
	legal Mandate	Have a legal mandate written by competent legal entity	2	1-May	1-Jun-08	Legal consultant	\$2,000	Finalized legal mandate
Structure & Participation		Already in place						
Champions	Identify	Identify champions	3	Apr	Jun-08	Coordinator	0	Champions Identified
	TOR	Develop TOR						
	Contact Assignment	Contact Champions Assign 2 Champions for e						
Facilator	secretariat	Assign duties as needed Follow up on MOFNE staff assignment to the PPD						
	Forms	Establish a single compen of web based guidelines f production of quality secre output						
		Monitor output						
	PS	Maintain a pool of key bus figures who have expertis needs of the PS to allow t of good practice and futur						

Country:	Armenia							
Name of initiative:	Council							
Action Plan timeframe	July 2012 - December 2013							
PPD Action Matrix								
Process Point	Activity	Action	Action Number	Start	Finish	People	Budget	Indicator
Output								
Outreach & Communication								
Monitoring & Evaluation								
Subnational								
Sector Specific								
Relationship to FDI								
Crisis-mitigation								
Development Partners								

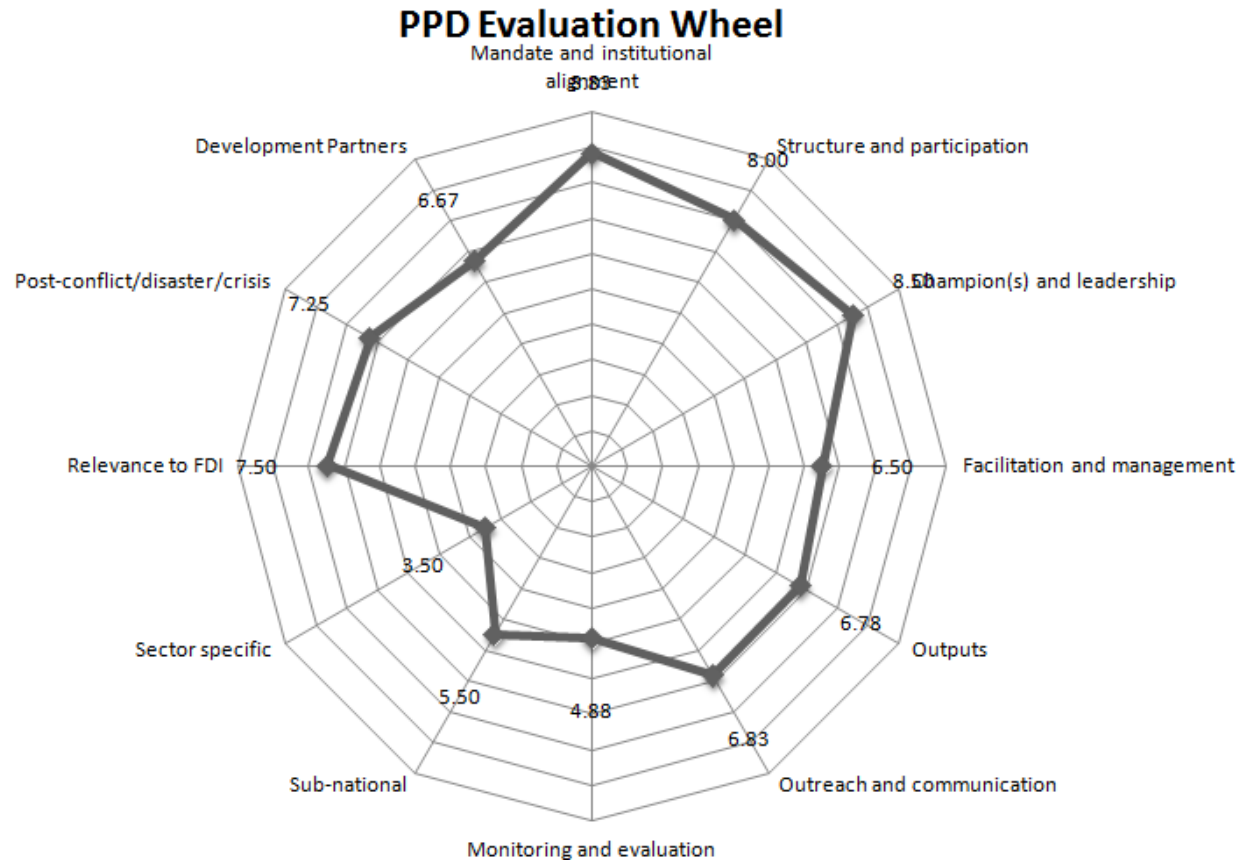
PPD: BUDGET PREVISIONNEL ANNUEL

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

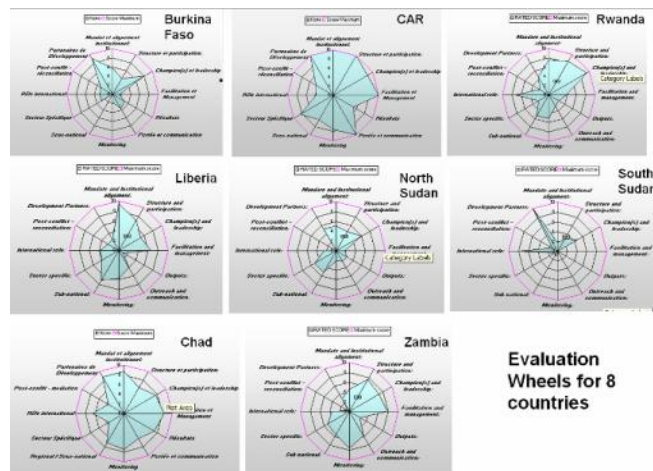
Charges du Personnel (Mensuel)	Secrétaire Permanent	Economiste	Analyse	Operations / M&E	Asst. Admin	Resp. Com.	Coursier Chauffeur	Total
Salaires	2,000,000	1,500,000	1,000,000	800,000	500,000	800,000	100,000	6,700,000
Frais Transport/Carburant	100,000	80,000	80,000	80,000	25,000	50,000	15,000	430,000
Frais Tel. Cel.		50,000	30,000	30,000	10,000	20,000	5,000	175,000
Sécurité sociale	15.4%	308,000	231,000	154,000	123,200	77,000	123,200	1,031,800
Total Mensuel/Staff	2,458,000	1,841,000	1,264,000	1,033,200	612,000	993,200	135,400	8,336,800
Total Mensuel Tout Staff	XOF 8,336,800	\$16,674						

Dépenses de Fonctionnement (Mensuel)	Unite	Prix unitaire	Subtotal	Total	Total \$
Administratif					
Audit (est. 2.5 million CFA/an)	1	200,000	200,000		\$ 400
Bureautique				200,000	
Esurlibres de bureau, printing	1	250,000	250,000		
Connection internet	1	50,000	50,000		
Frais telephone fixe, fax	1	50,000	50,000		
				350,000	\$ 700
Marketing/Communication					
Publications, website, etc	1	200,000	200,000		
Evénements/RS, rencontres	1	100,000	100,000		
				300,000	\$ 600
Entretien équipements					
Batiments	1	100,000	100,000		
Divers	1	50,000	50,000		
				150,000	\$ 300
Etudes et Recherches					
	1	1,250,000	1,250,000		
				1,250,000	\$ 2,500
Réunions Forum					
Groupes Techniques	1	200,000	200,000		
Bureau (100000000)	0.25	300,000	75,000		
Forum Annuel+ lancement (est. 2.5 millions/an)	0.17	2,500,000	416,667		
				691,667	\$ 1,383
Frais déplacement					
Transport, courier	0.08	2,000,000	166,667		
Frais de mission (hotel/restaurant)	0.08	1,500,000	125,000		
				291,667	\$ 583
Subtotal				3,233,333	\$ 6,467
5% Imprévus		5%		161,667	\$ 323
TOTAL des opérations par mois				3,395,000	\$ 6,790

-8-
**MONITORING
 PROCESS AND
 EVALUATING
 IMPACTS**



TOOLS AND TECHNIQUES FOR MONITORING + EVALUATION



Evaluation Wheels for 8 countries



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

-9-

**UNDERSTAND THE
RISKS**

PPDS ARE RISKY BUSINESS

1- Political Economy, Institutional misalignments (e.g. Uganda NF, Benin)



Political economy analysis, embrace institutions, use/train technical staff

2 - Reinforcing vested interest (e.g. Mongolia, Belarus)



Be open and transparent – Publicize quality control – Broad based

3 - Over and under representation (e.g. Tanzania, 18%, Benin 6/6/6)



Strengthening BMOS – Equal representation – Periodic review

4 - One man shows (e.g. Botswana)



Foster bottom-up support – Secure written commitment – Prepare transition

5 - Sustainability issues (e.g. Bolivia, Cameroon, Liberia)



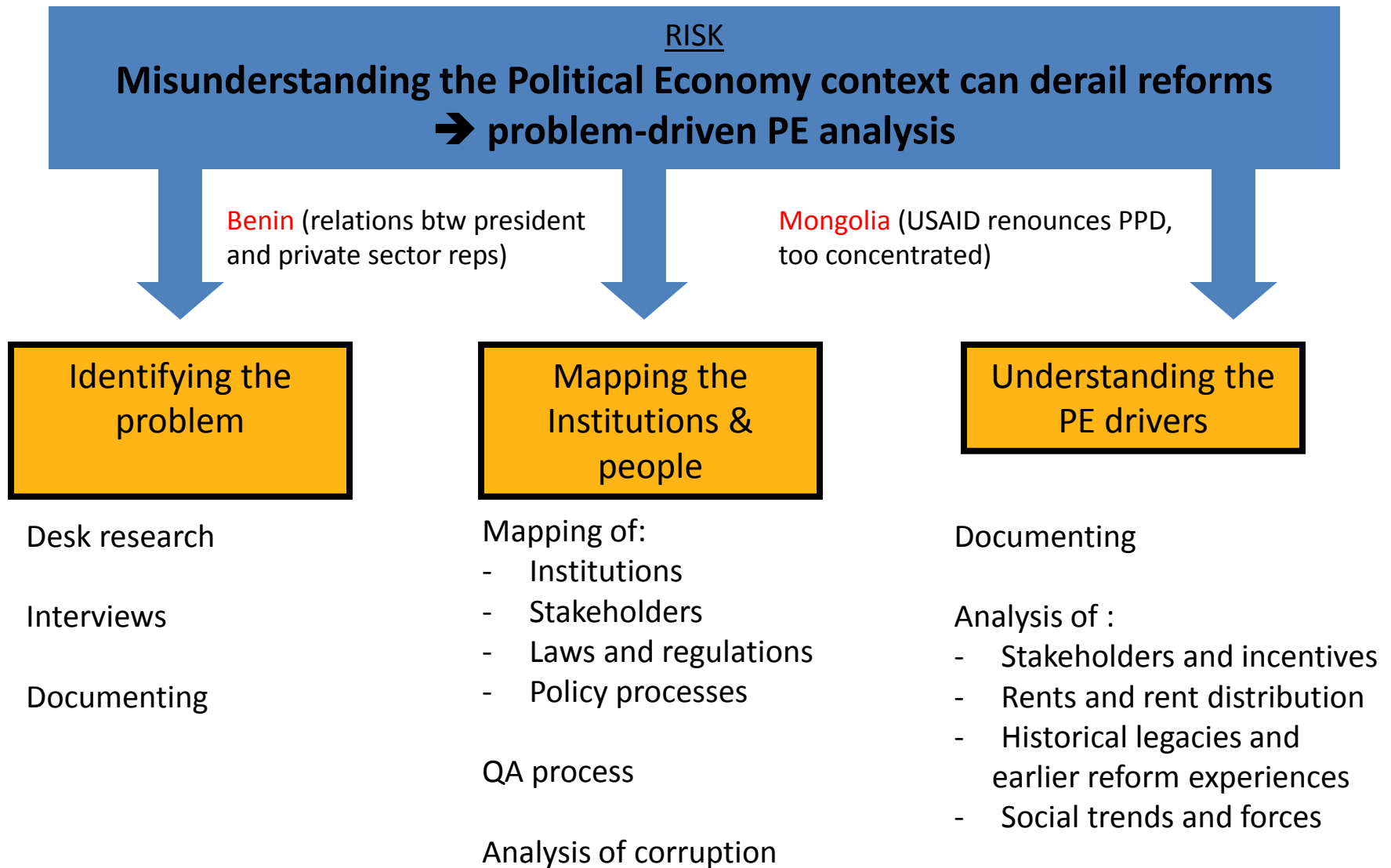
Clear agenda and proposals – Manage expectations – Live and let die

6 - Political risks (e.g. Bosnia, Bangladesh)



Depoliticize through outreach – Woo parliamentarians – Go local

1A - RISKS AND STRATEGIES: POLITICAL ECONOMY CONTEXT



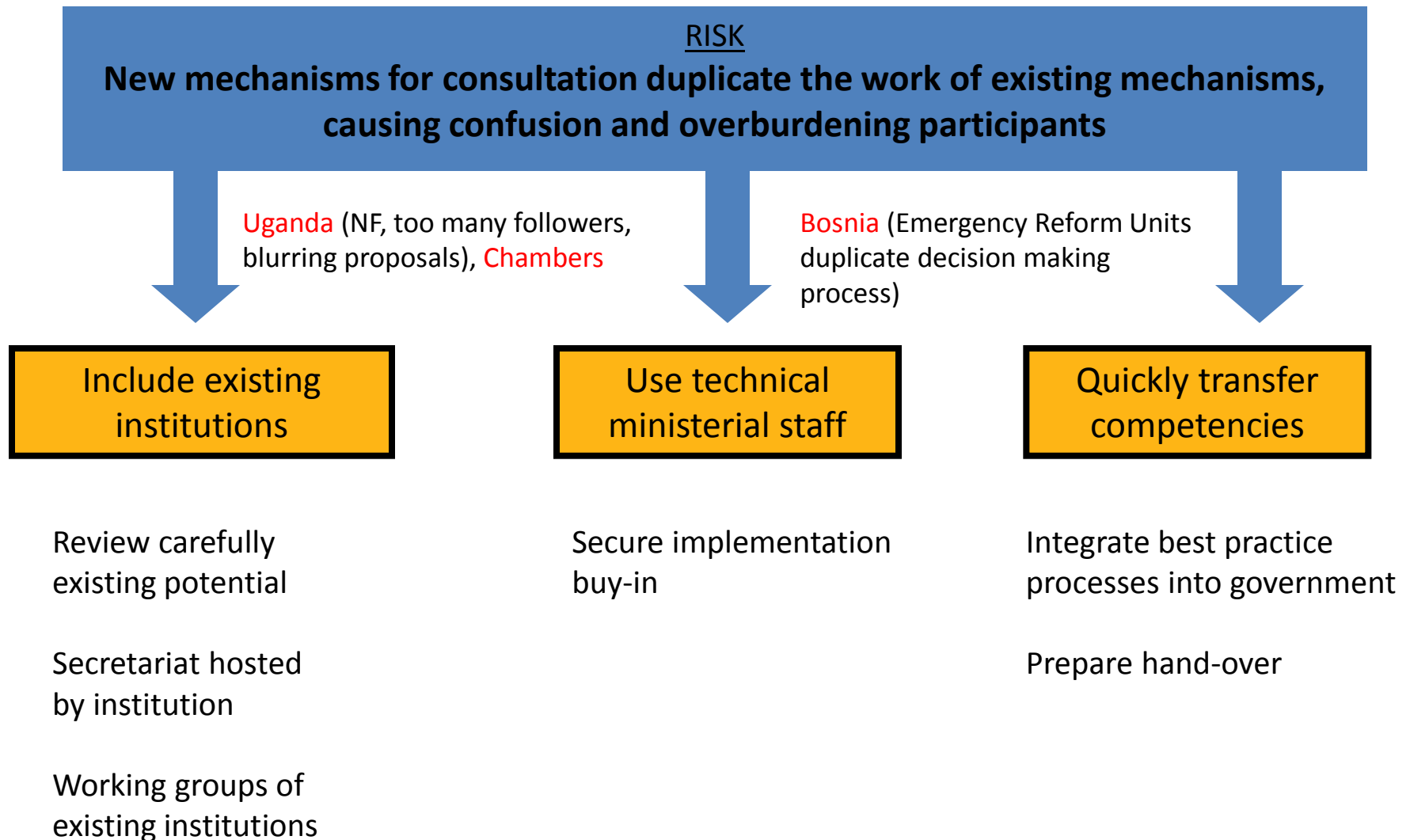
1A - RISKS AND STRATEGIES: POLITICAL ECONOMY CONTEXT

TOOLS FOR POLITICAL ECONOMY ANALYSIS

- Macro-level analysis:
 - Country level social analysis, power analysis, drivers of change, stakeholder analysis matrices, political mapping, network analysis, etc
- Meso-level
 - Micro-political mapping, force-field analysis, organizational mapping
- Micro-level
 - Informal interviews, observations, focus groups, questionnaires, household economy approach, consumer assessment

(Tools for institutional, political and social analysis of policy reform, a sourcebook for practitioners. World Bank, 2007)

1B - RISKS AND STRATEGIES: INSTITUTIONAL MISALIGNMENT

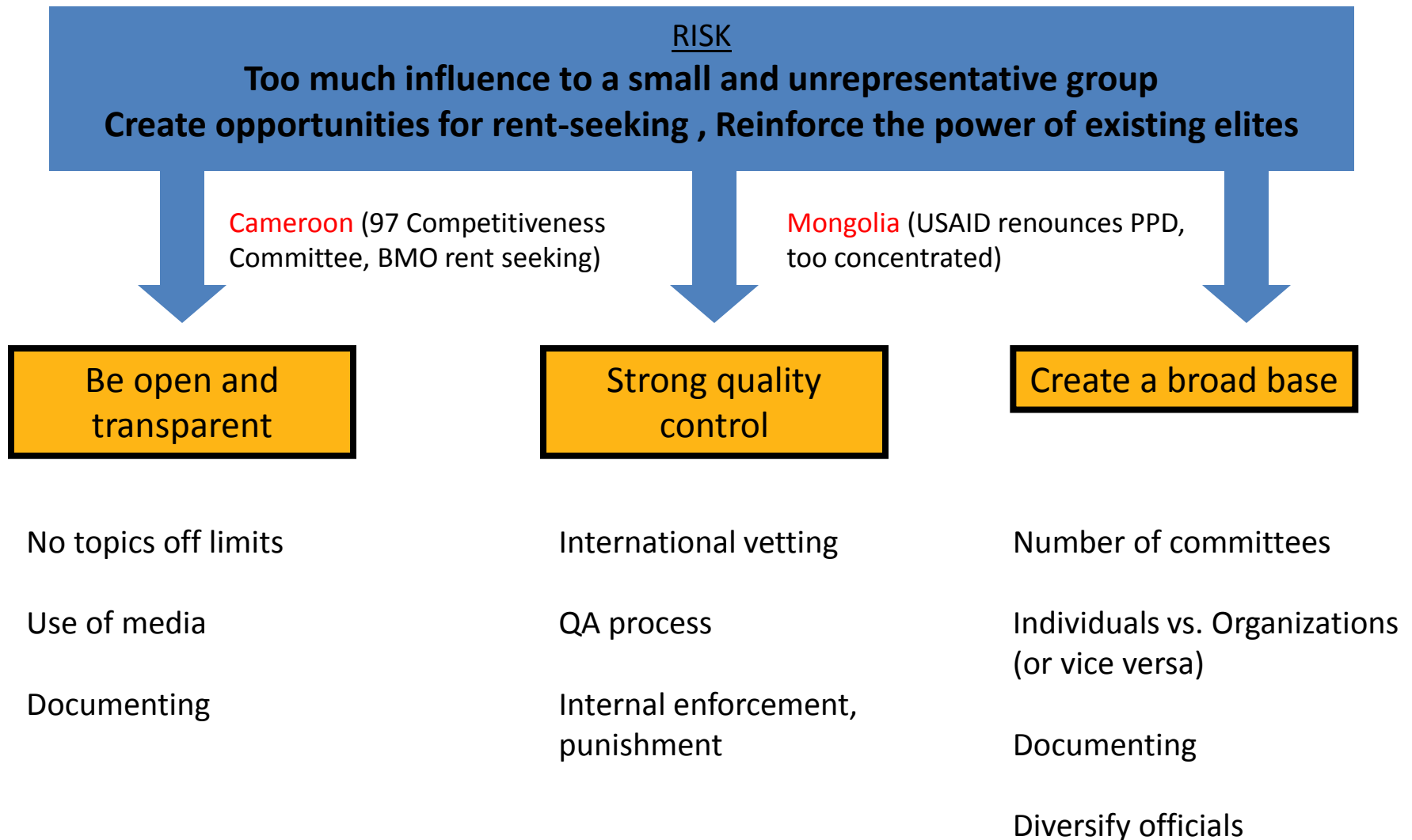


1B - RISKS AND STRATEGIES: INSTITUTIONAL MISALIGNMENT

MANDATE OF THE PPD: LEGAL STATUS

- Little effect if written into law or not BUT NEED transparent structure, rules and agendas
- Government decrees, ministerial orders, MoU's and the like can work equally well.
- When the council members or its support appendages involve temporary government employment and/or resource management legal statutes become necessary.

2 - RISKS AND STRATEGIES: REINFORCING VESTED INTERESTS



2 - RISKS AND STRATEGIES: REINFORCING VESTED INTERESTS

TYPES OF PRIVATE REPRESENTATION

– Delegation by a stakeholder group

- **Pros:** Legitimacy of representation
- **Cons:** Difficult to remove “T-Shirt” for the “greater national good” unless there is a culture (inherent or instilled) of compromise and consensus seeking

– Personal capacity

- **Pros:** can at least take T-shirt partially or entirely off
- **Cons:** political legitimacy of recommendations; potential personal conflicts of interest.

– Quality required, mitigation:

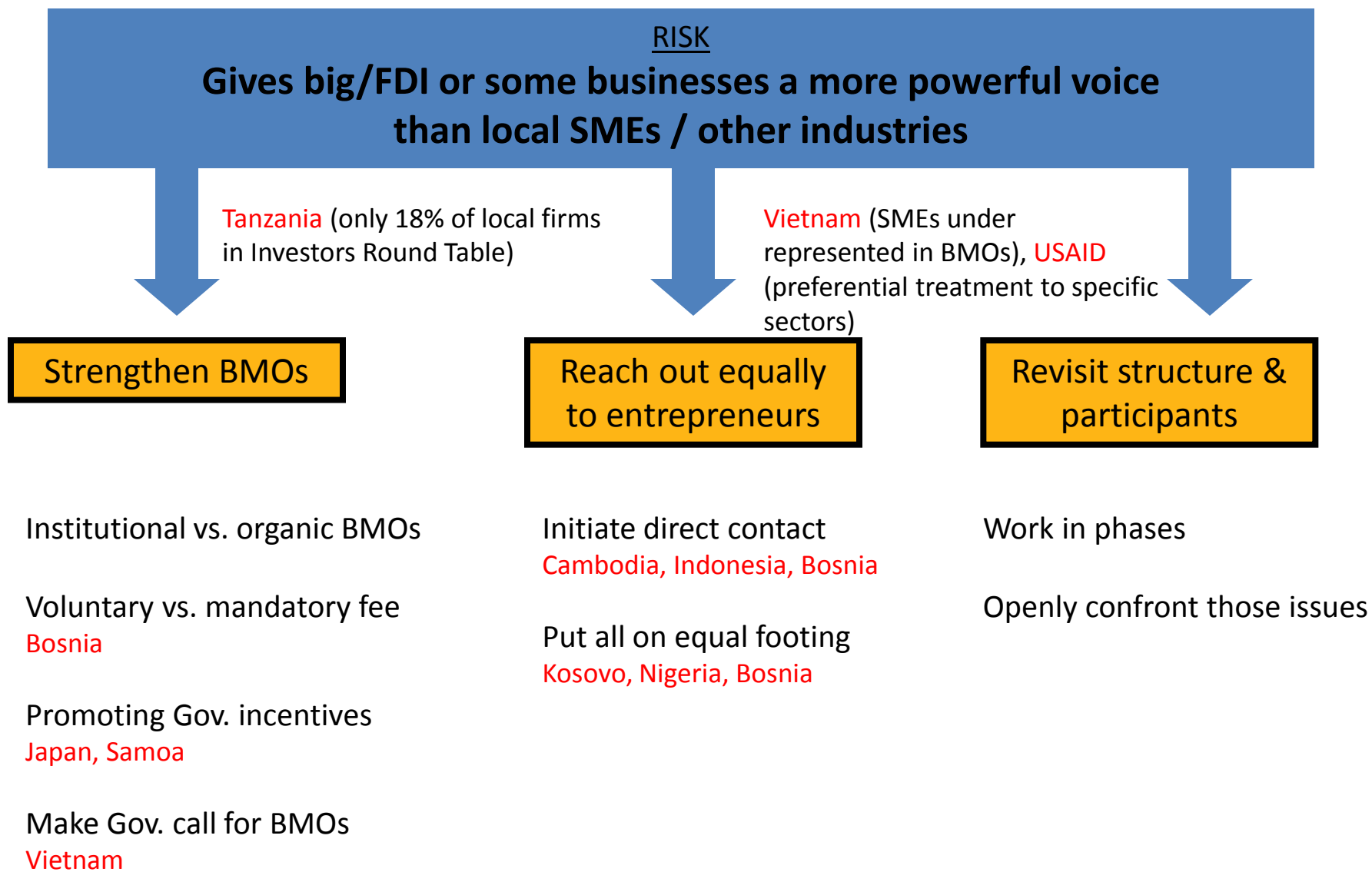
- Recognized for their wisdom and expertise in the agenda areas of the PPD
- Presence of one or more “champions” of the cause of the PPD’s mandate
- Codes of Conduct for participants
- Disclosure of interests in councils where representatives operate in a personal capacity

2 - RISKS AND STRATEGIES: REINFORCING VESTED INTERESTS

PARTICIPATION: WHO NOMINATES PS PLAYERS?

- **Appointed by stakeholder groups**
 - Pros: political legitimacy
 - Cons: risk of highly politicized or incompetent nomination.
- **Nominated by stakeholder groups and approved/appointed by government**
 - Pros: some wiggle room for government to suggest an alternative if nominee is a disruptive character.
 - Cons: changing a nomination is politically tricky
- **Selected and appointed by government**
 - Pros: allows exercise of political leadership and statesmanship.
 - Cons: risk of political gamesmanship

3 - RISKS AND STRATEGIES: OVER AND UNDER REPRESENTATION



3 - RISKS AND STRATEGIES: OVER AND UNDER REPRESENTATION

WORKING WITH ASSOCIATIONS

- **National Associations**

- Pros: dense membership and resources for informed technical work.
- Cons: Can be “captured” by large firm(s) and/or prone to act as lobby:
 - Council is bypassed for bilateral lobbying (Colombia solution);
 - Self-interested bargaining in council overtakes national interest
- Mitigation strategy:
 - Culture of problem solving in the context of mutual interdependence and national interest
 - Political leadership, facts and methodologies of dialogue
 - Weighting voting in association can make positions more representative.

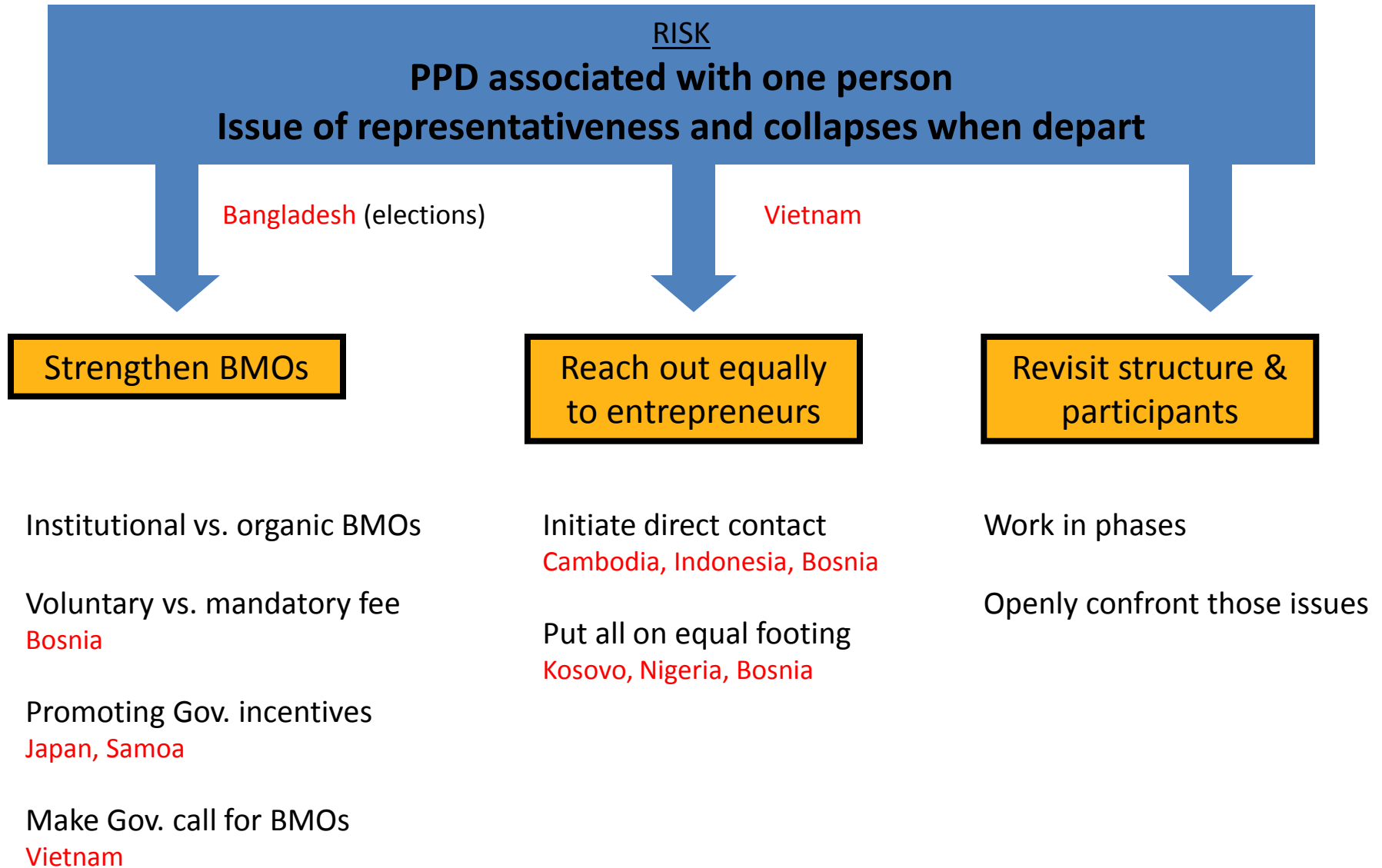
- **Individuals that are representative of a constituency**

- Advantage of less mediated opinions
- Disadvantage is difficulties in communication with constituents and access to technical support for problem solving

- **weak technical capacities**

- Public programs of capacity building of associations (e.g., Spain)

4 - RISKS AND STRATEGIES: ONE MAN SHOW



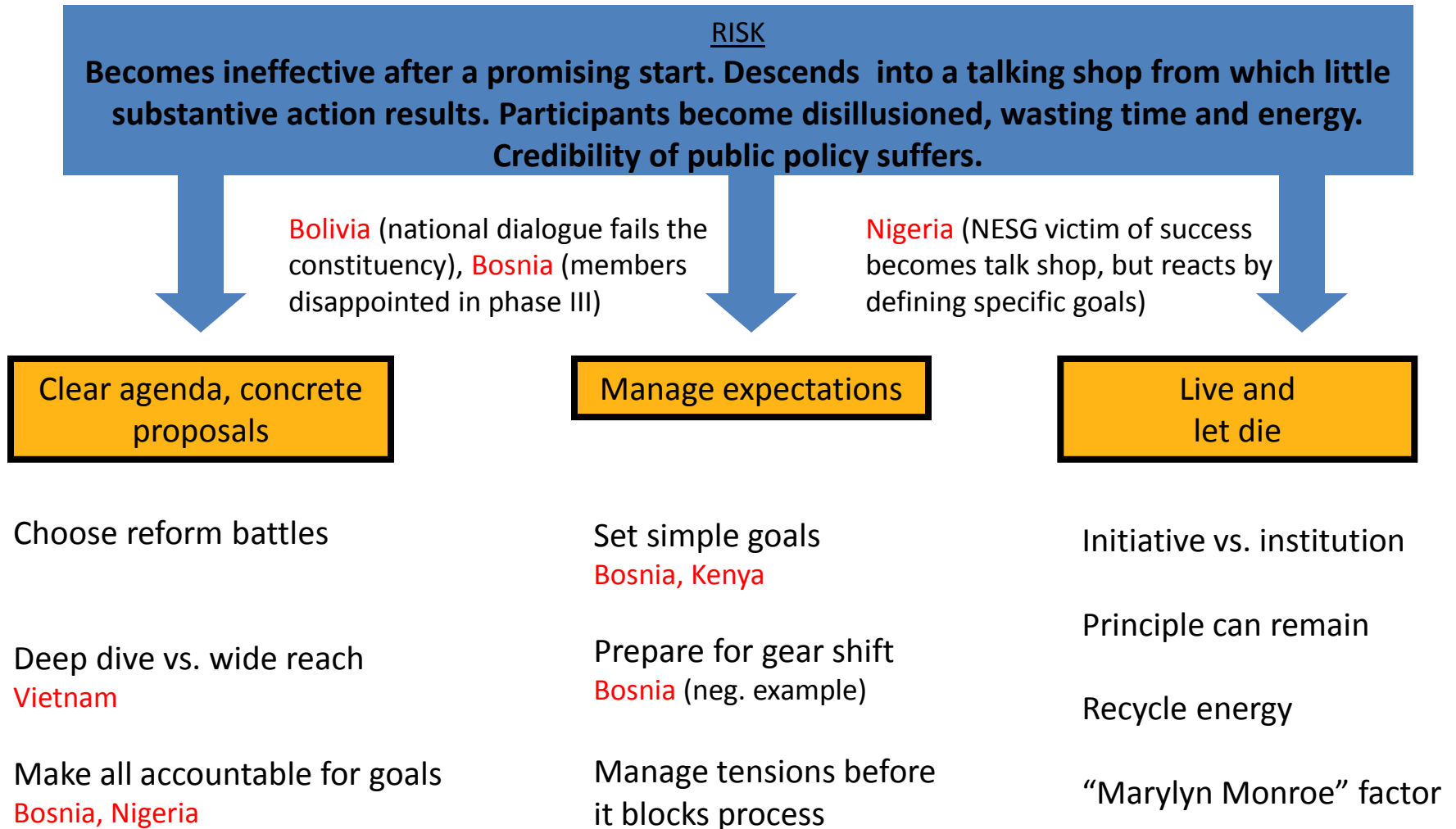
4 - RISKS AND STRATEGIES: ONE MAN SHOW

SIZE OF THE PPD

- **Number of participants in plenary**
 - **Larger number** favors representation, information gathering and reduces risk of rent seeking by any one party.
 - **Smaller number** permits dialogue and joined up problem solving but could become captured by a group interest.
 - **Balanced representation** promotes checks and balances, but if more the 20 should flash “red lights” due to functional implications.
- **Remuneration**
 - Cover travel and administrative costs
 - Honorarium/salaries not recommended

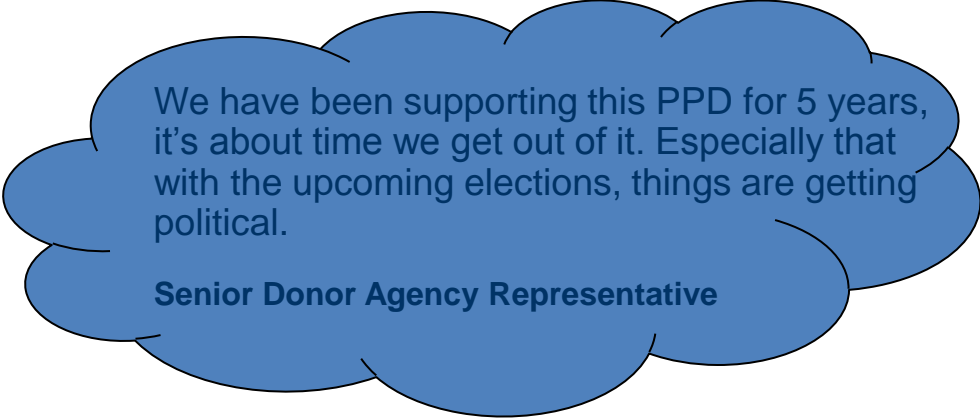


5 - RISKS AND STRATEGIES: SUSTAINABILITY ISSUES



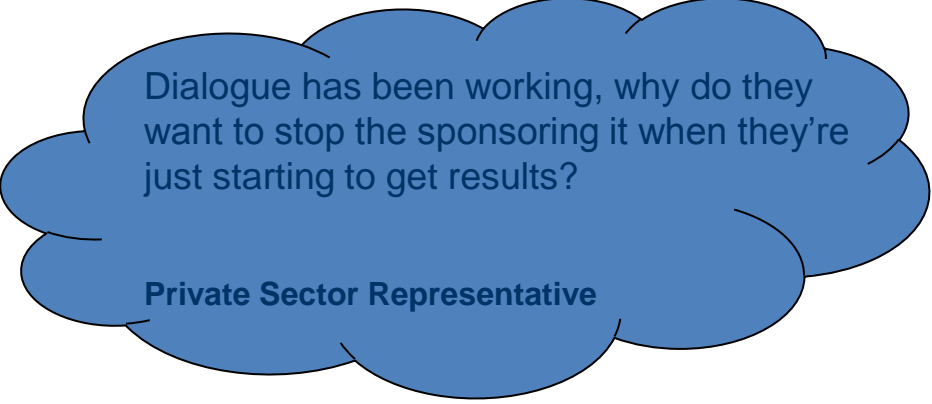
-10-
AS YOU ENTER,
THINK ABOUT EXIT

PERCEPTIONS



We have been supporting this PPD for 5 years, it's about time we get out of it. Especially that with the upcoming elections, things are getting political.

Senior Donor Agency Representative



Dialogue has been working, why do they want to stop the sponsoring it when they're just starting to get results?

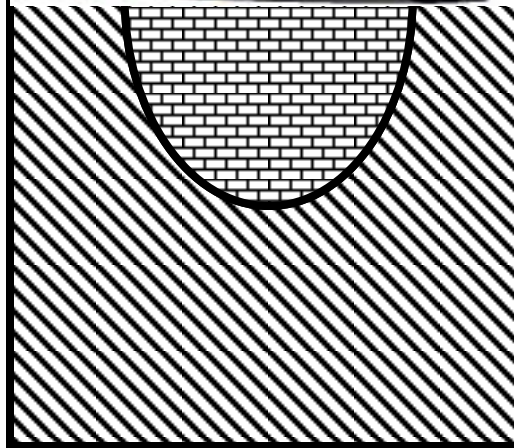
Private Sector Representative

INITIATIVE OR INSTITUTION?

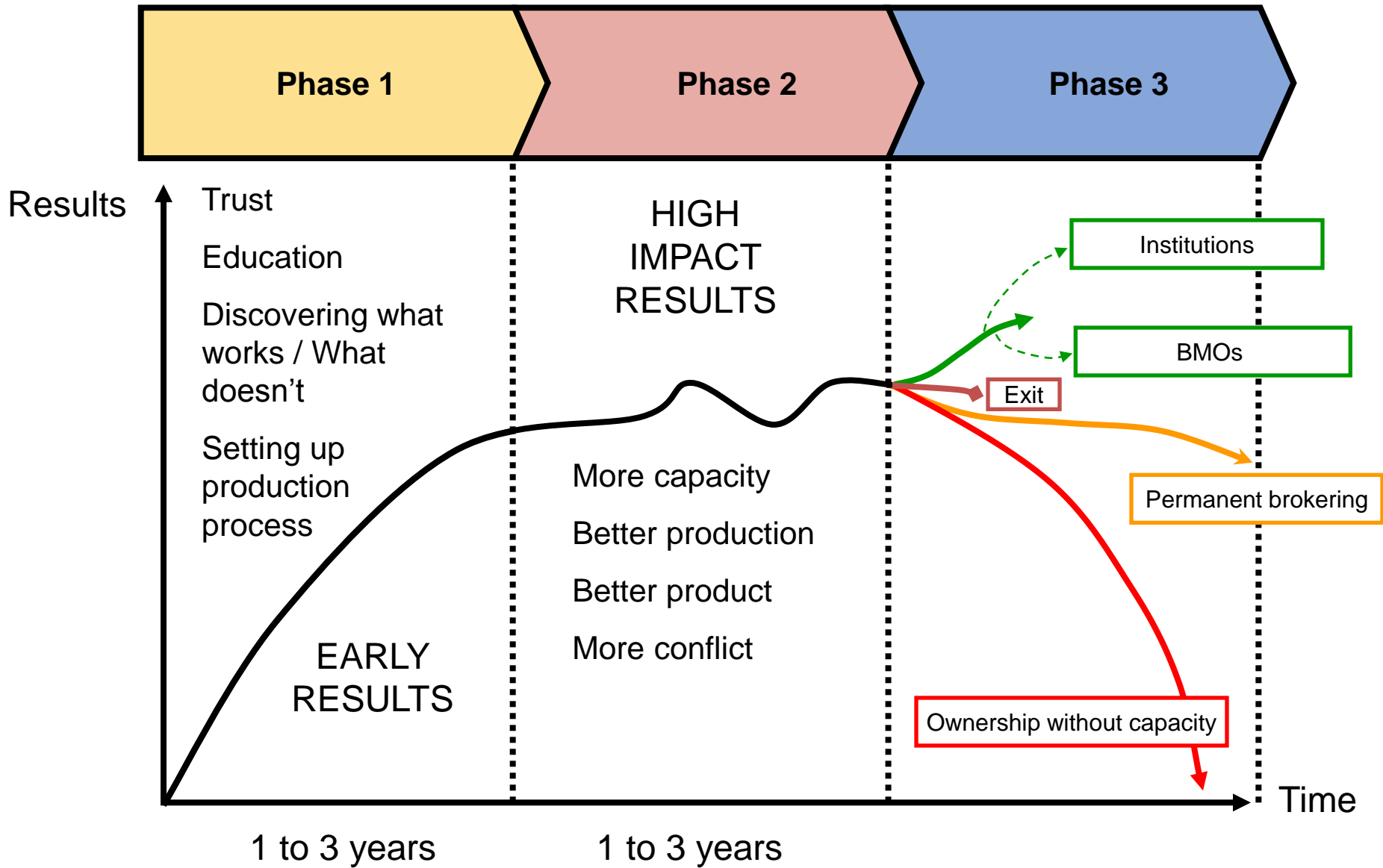


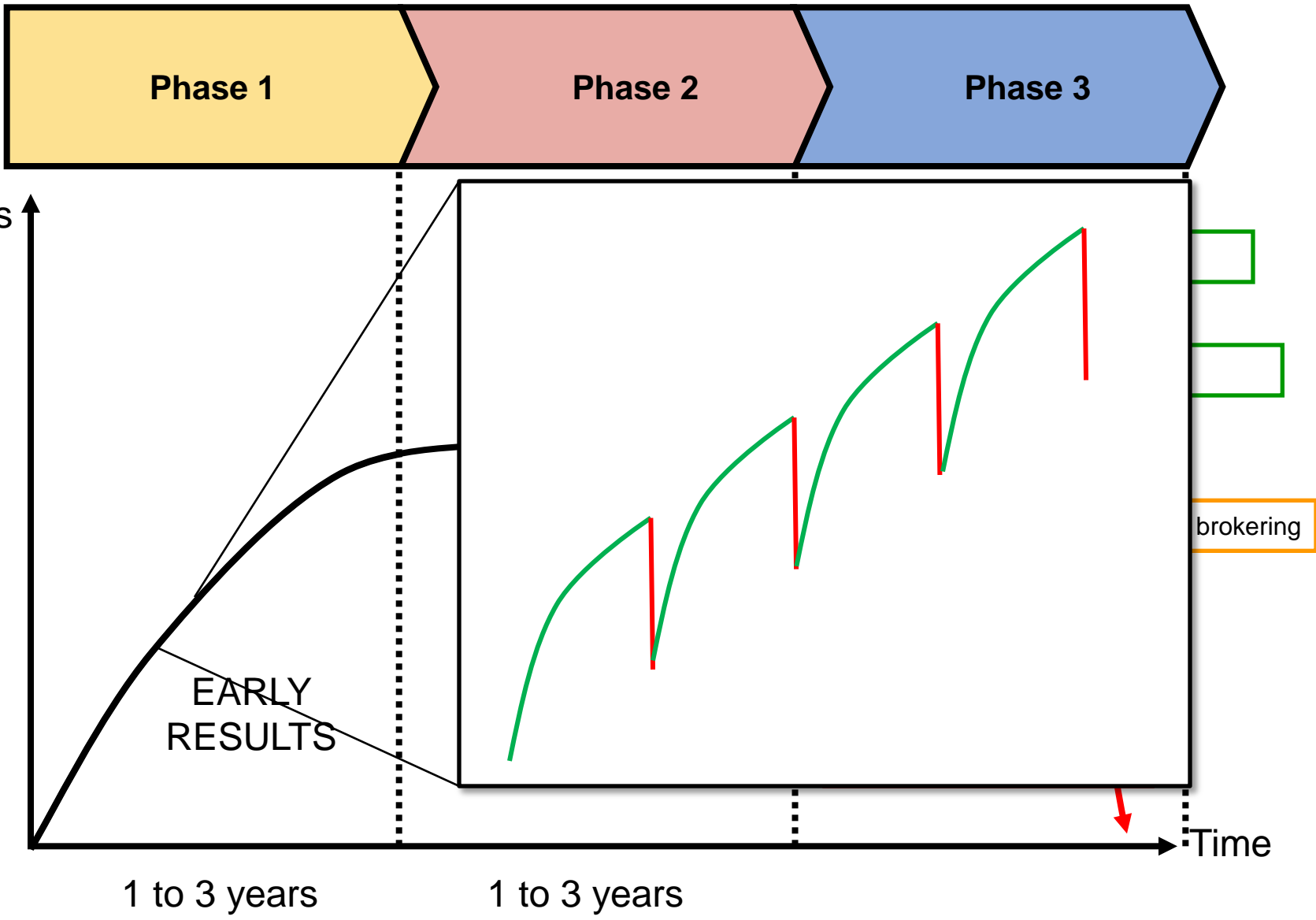
Public authorities

Private sector



LIFE AND DEATH OF A PPD MECHANISM





AVOIDING THE EXPLOITATION PHASE

Mould makers in Vallès



ASCAMM Technology Center
(Mould Makers Association)

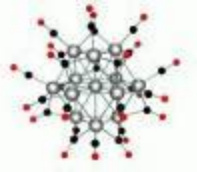


The Public and Private Ownership in the Evolution of the Local PPD

LINKING THE PPD TO OTHER REFORMS PROCESSES



SEZ



Clusters



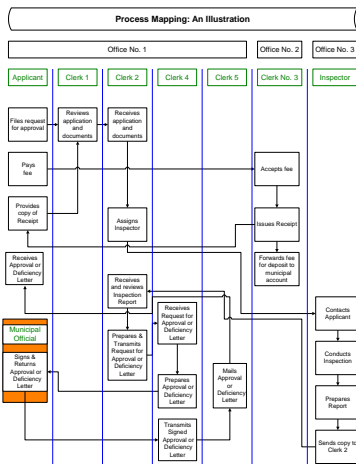
Value chain



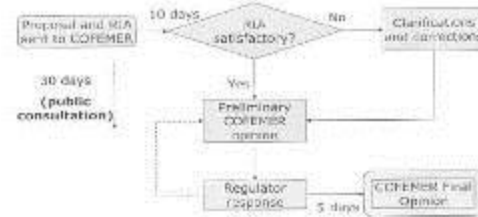
Reform Unit

Regulatory simplification

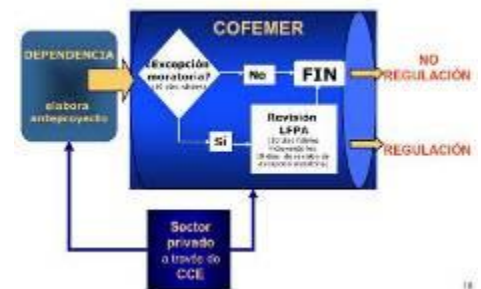
\$ Open governance initiatives (e.g. open budgets)



RIA and regulation review process



Moratoria Regulatoria



**HOW TO SHARE EXPERIENCES,
GET GOOD PRACTICE MATERIAL,
TOOLS?**

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

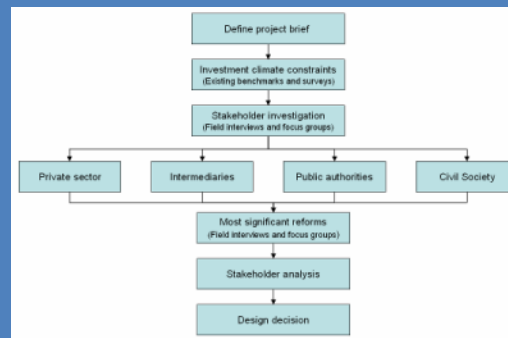
- OECD** (on implementation guidelines)
- DFID** (co-funding of KM and projects)
- GTZ** (co-implementation of PPD projects)
- EBRD** (co-implementation of PPD projects)
- USAID** (our PPD training to their PSD staff)
- Catalonia ACC10** (research partnership)

TOOLS

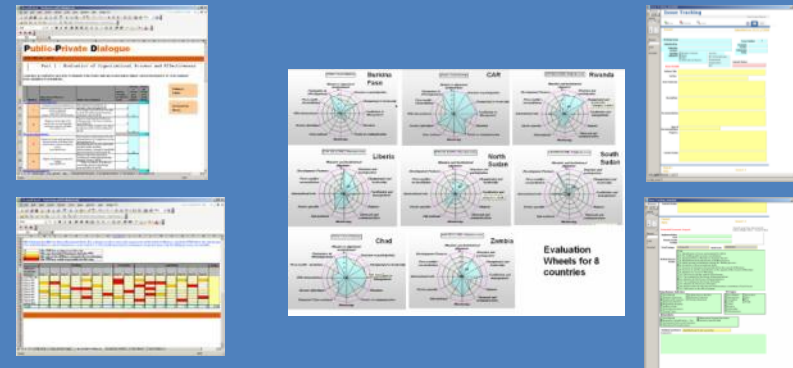
Implementation guidelines



Diagnostic tool



M&E Tools for PPD secretariats





Public-Private Dialogue
Join the club and contribute

Public-Private Dialogue
470 likes · 3 talking about this

Update Page Info Follow

Club
The World Bank - 1818 H St., NW, Washington, District...
www.publicprivatedialogue.org

Sparking a movement in government

470

Events

Videos

Highlights

Status Photo / Video Offer, Event +

What have you been up to?

Public-Private Dialogue shared a link.
February 11

There are many ways a public private dialogue is happening. It can happen through an institutionalized platform, a series of consultation, a culture of dialogue embedded in the way a government is operating. Look also at this innovative app... See More

About Fuse Corps - Fuse Corps

Recent Posts by Others on Public-Private Dialogue See All

Kim Bettcher
http://business.viitorul.org/img/files/1390899442_6rm21z3...
February 3 at 1:45pm

James Brew
Definitely looking forward to Frankfurt. So much has change...
1 · January 29 at 4:59pm

Kim Bettcher
Afghanistan – On January 19, CIPE and the National Center...
January 29 at 1:48pm

Kim Bettcher
Iraq – On January 21, CIPE partner the Iraqi Businessmen U...
January 29 at 1:47pm

THANK YOU!

Benjamin Herzberg
World Bank Institute
bherzberg@worldbank.org

Fragility

agility

