

Public-Private Dialogue

PROMOTING ECONOMIC DEVELOPMENT AND GOOD GOVERNANCE THROUGH PUBLIC-PRIVATE DIALOGUE

Benjamin Herzberg
World Bank Institute

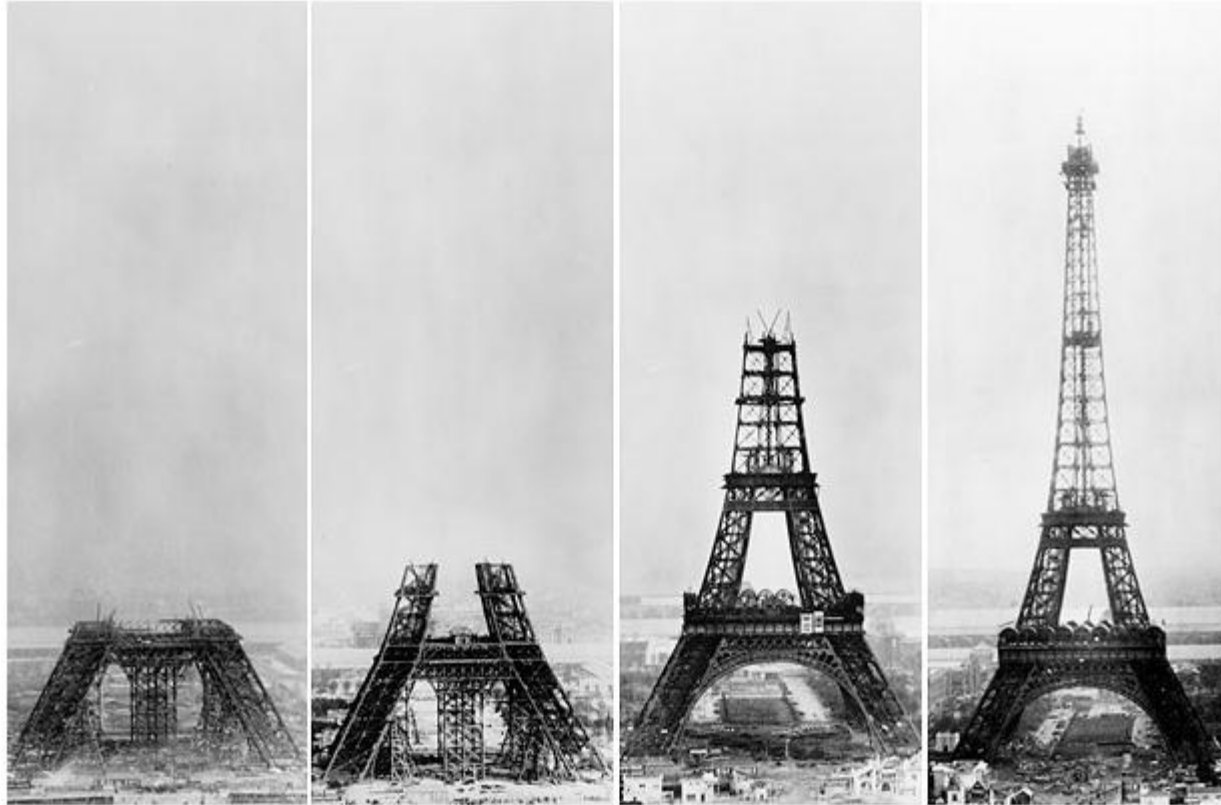
Program Lead,
Private Sector Engagement for
Good Governance
(PSGG)



THE WORLD BANK

A WIDE RANGE OF DIALOGUE PROCESSES

PPD HAS ALWAYS BEEN AROUND



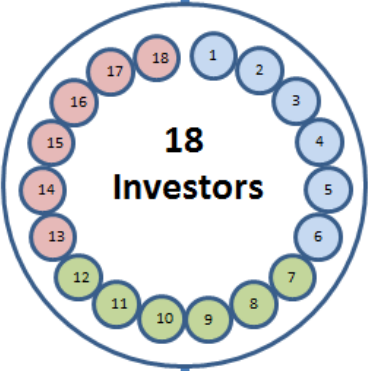
INTERNATIONAL



NATIONAL



President

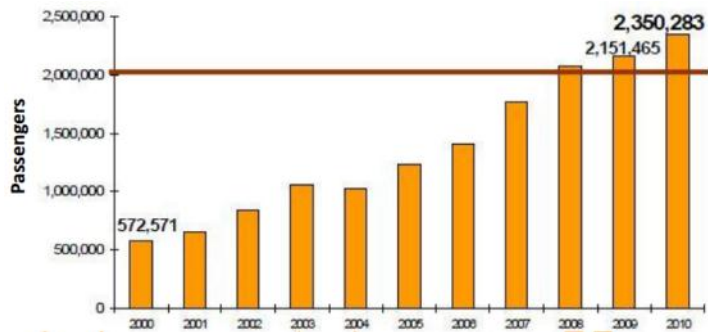


Permanent Secretariat

Implementation Workgroup
Administrative coordination
Technicians
Regular meetings and reporting
Reporting to Head of Permanent Secretariat



- Between 80,000 and 100,000 jobs
- €7,500 millions per year

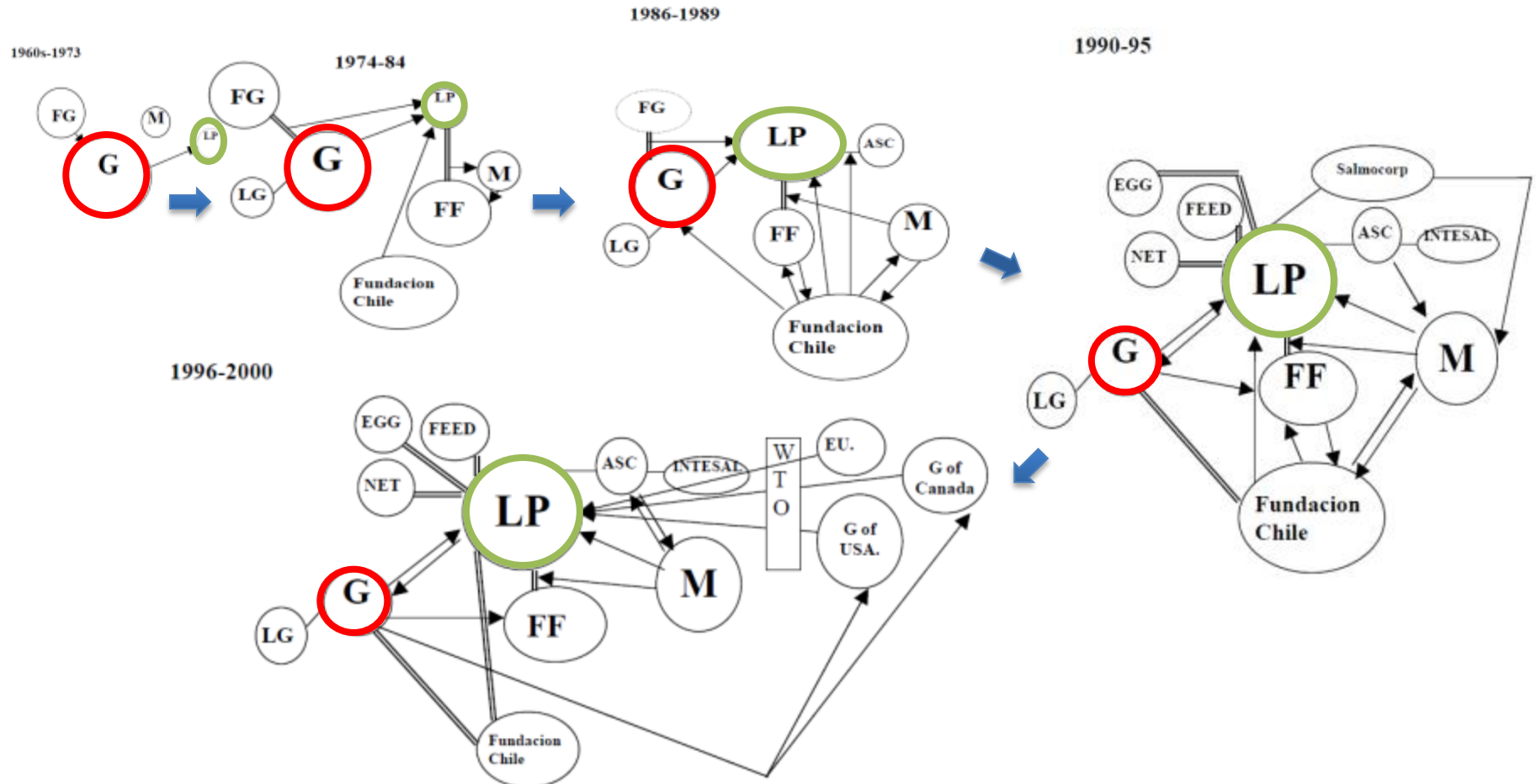


SECTOR-SPECIFIC



SALMON EXPORT FACILITY IN CHILE

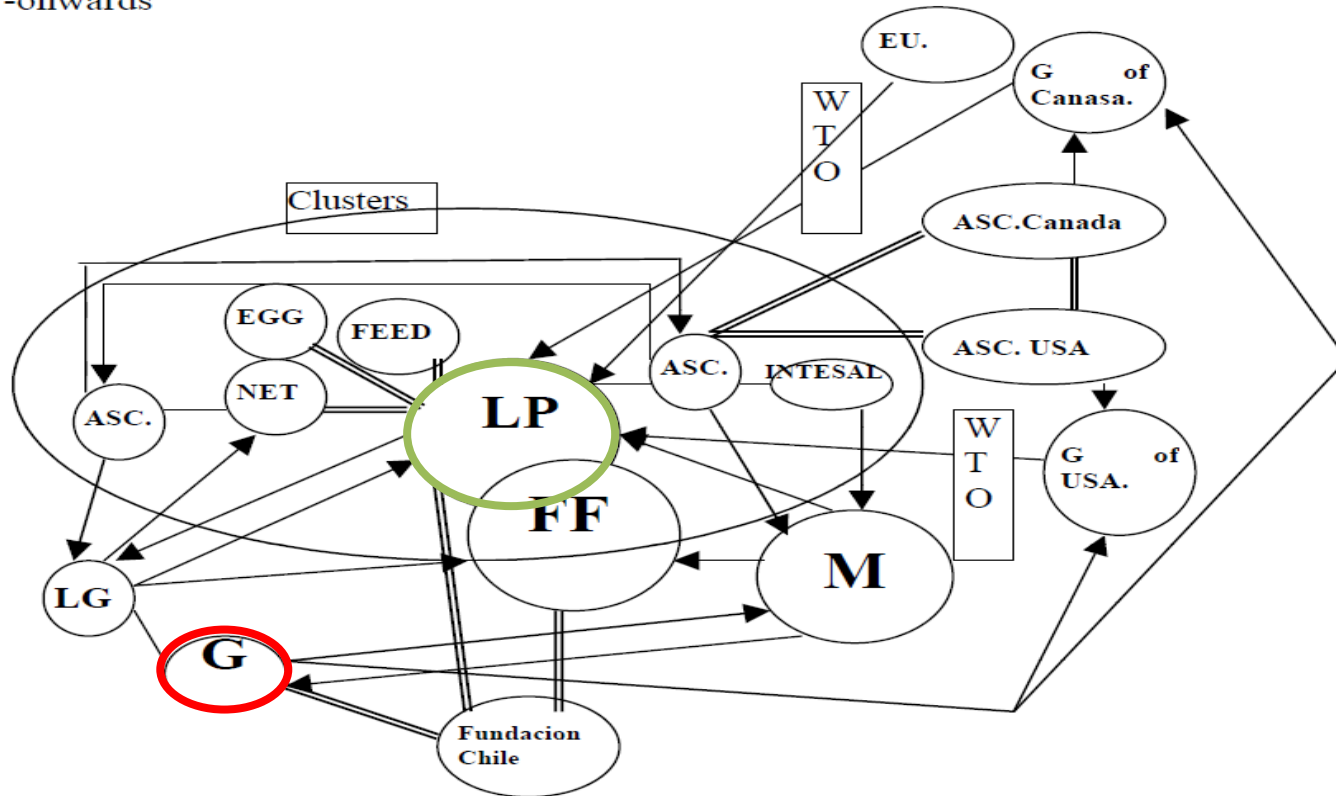
SECTOR-SPECIFIC



Note: LP: Local Producers, FF: Foreign Firms, FG: cooperation from Foreign Government, M: Market, G: government, LG: Local Government, ASC: Industrial Association.,
 Direction of influence are expressed in the following arrows:
Strong → Weak → Mutual collaboration

SECTOR-SPECIFIC

2001-onwards



Note: LP: Local Producers, FF: Foreign Firms, FG: cooperation from Foreign Government, M: Market, G: government, LG: Local Government, ASC: Industrial Association.,
 Direction of influence are expressed in the following arrows:
Strong → Weak → Mutual collaboration

COMMUNITY-SPECIFIC

Caraga is an administrative region of the Philippines, on the northeastern portion of the island of Mindanao. Rich in natural resources, it has great potential for development. It is characterised by a wood-based economy, extensive water resources and rich mineral deposits, such as iron, gold, silver, nickel, chromite, manganese and copper.



Multi-stakeholder dialogues, participatory land use planning, strengthening of community-based “wardens”, watershed protection in marginalized communities, reduction of violent conflicts on the use of these resources.

CITIZEN ENGAGEMENT



Liberia Papua New Guinea
Egypt Kenya Nigeria Nepal
Afghanistan Rwanda Uganda
Ethiopia
Austria Bangladesh Lao Pakistan Rwanda
Kyrgyz Republic Mozambique
Burkina Faso West Bank Gaza
Belarus Macedonia Ghana
Bosnia-Herzegovina Albania Yemen
Guinea Senegal
Cameroon Iraq Malawi Switzerland
Germany Kenya Namibia Tajikistan Denmark
Kenya Thailand Morocco



Public-Private Dialogue

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All activities

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Ethiopian Public Private Consultative Forum (EPPCF)

3 days ago • 25 views

The Ethiopian Public Private Consultative Forum (EPPCF) is mandated by a Memorandum of Understanding (MoU) signed in July 2010 between the then Ministry of Trade and Industry a...

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Private Sector Coordination Council (PSCC) - West Bank/Gaza

3 days ago • 19 views

The Private Sector Coordination Council (PSCC) includes within its membership the major institutions, which represent most of the Palestinian private sector. These institutions provid...

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Business Initiative Leading Development (BUILD) in Bangladesh

4 days ago • 14 views

The Business Initiative Leading Development (BUILD) was established in October 2011 motivated by a need for a common sustainable platform to coordinate, advocate and foster b...

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GUINEA - Public-Private Dialogue

4 days ago • 10 views

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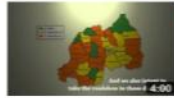


Business Development and Investments Council - Kyrgyz Republic

5 days ago • 15 views

Established in 2007 with the support of the European Bank for Reconstruction and Development and the Government of the Kyrgyz Republic, the Investment Council is an effec...

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Rwanda Public Private Dialogue (RPPD)

5 days ago • 18 views

The Rwanda Public Private Dialogue (RPPD) was initiated by the Government of Rwanda in October 2012. The initiative is designed to have an impact on economic development by enab...

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Liberia Better Business Forum - LBBF

Public-Private Dialogue uploaded a video



Liberia Better Business Forum - LBBF

5 days ago • 29 views

The Liberia Better Business Forum was launched in July 2007 and was officially endorsed by Liberia's government and the private sector as a new mechanism to facilitate dialogue on inv...

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National Entrepreneurship and Competitiveness Council - Macedonia

5 days ago • 7 views

The National Entrepreneurship and Competitiveness Council (NECC) was established in 2012 following a longer period of preparations and consultations of all stakeholders from the priva...

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Health in Kenya

5 days ago • 8 views

Health in Kenya is a national initiative, designed with the aim of improving patient safety standards in Kenya through a reformed inspections process. In January 2010, Health in Afric...

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Private Sector Development Center (PSDC) - Iraq

5 days ago • 6 views

The Private Sector Development Center (PSDC) is an umbrella NGO bringing in four business membership organizations and led by six prominent Iraqi business representatives, including...

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Private Sector Development Public Private Dialogue for SMEs - Senegal

5 days ago • 7 views

The Senegalese Government, with the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), has established a program whose main objective is to promote and st...

Public-Private Dialogue uploaded a video



National Committee for Business Environment (CNEA) - Morocco

5 days ago • 6 views

The National Committee for Business Environment (CNEA) was established in 2009 under the National Pact for Industrial Emergence signed in 2009 between the Moroccan government an...

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Government/Private Sector Meeting - Burkina Faso

8 days ago • 7 views

The goal of the annual meeting is to create a lasting climate of partnership and dialogue on major issues concerning the development of the private sector, with the participation of the p...

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Tajikistan Consultative Councils on Improvement of the Investment Climate and Business Environment

8 days ago • 6 views

In 2010, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) initiated technical support for the establishment of the Consultative Councils on Improvement of the Investment ...

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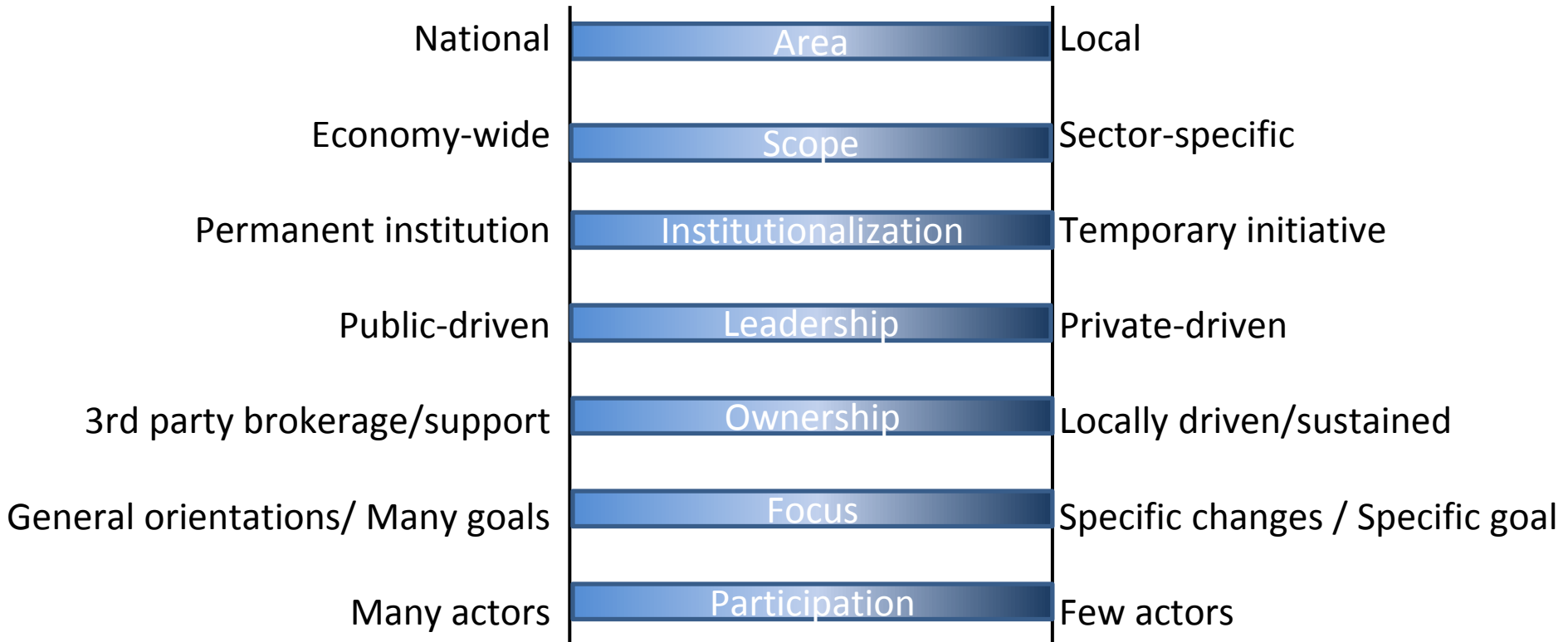
CREDO (Competitive Regional Economic Development) Boards - Bosnia and Herzegovina

6 days ago • 7 views

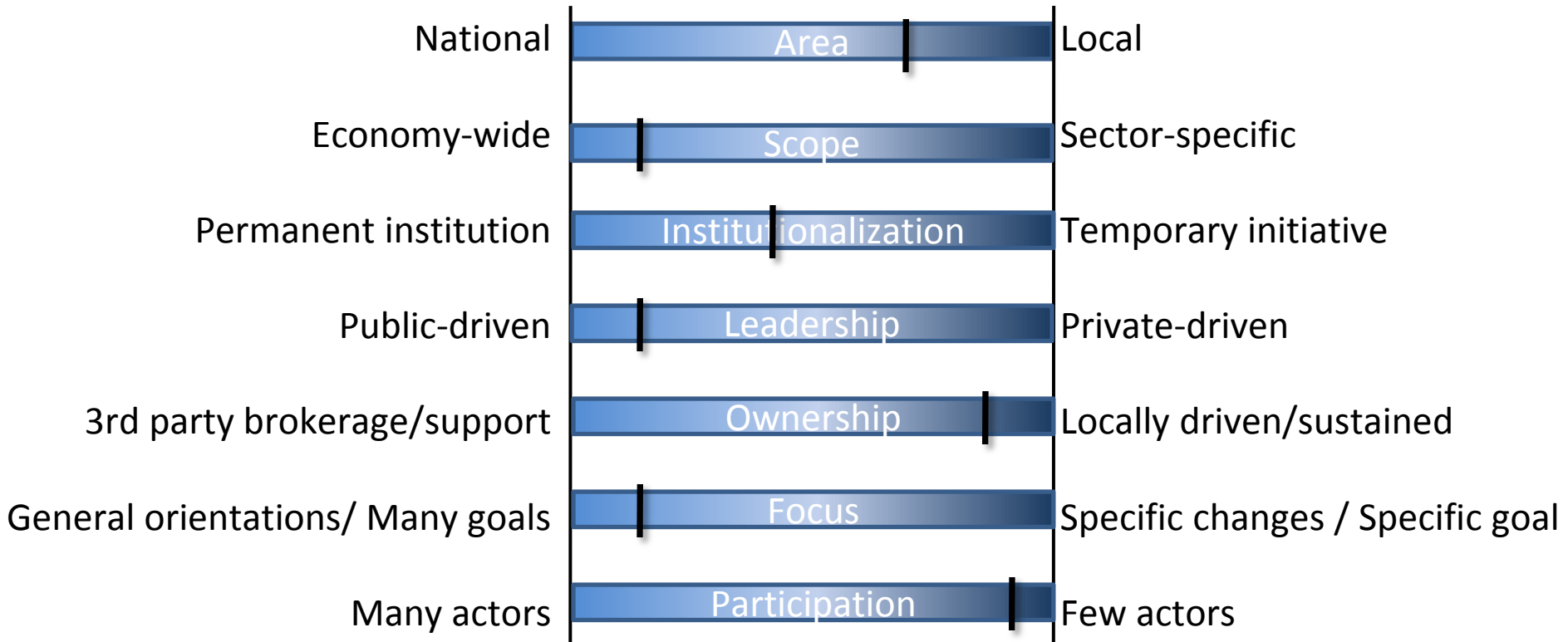
CREDO Boards are established in the framework of CREDO (Competitive Regional Economic Development) Krajina project, being implemented in the North-West area of Bosnia and Herz...

CLASSIFICATION

PPD TYPOLOGY



PPD TYPOLOGY



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

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

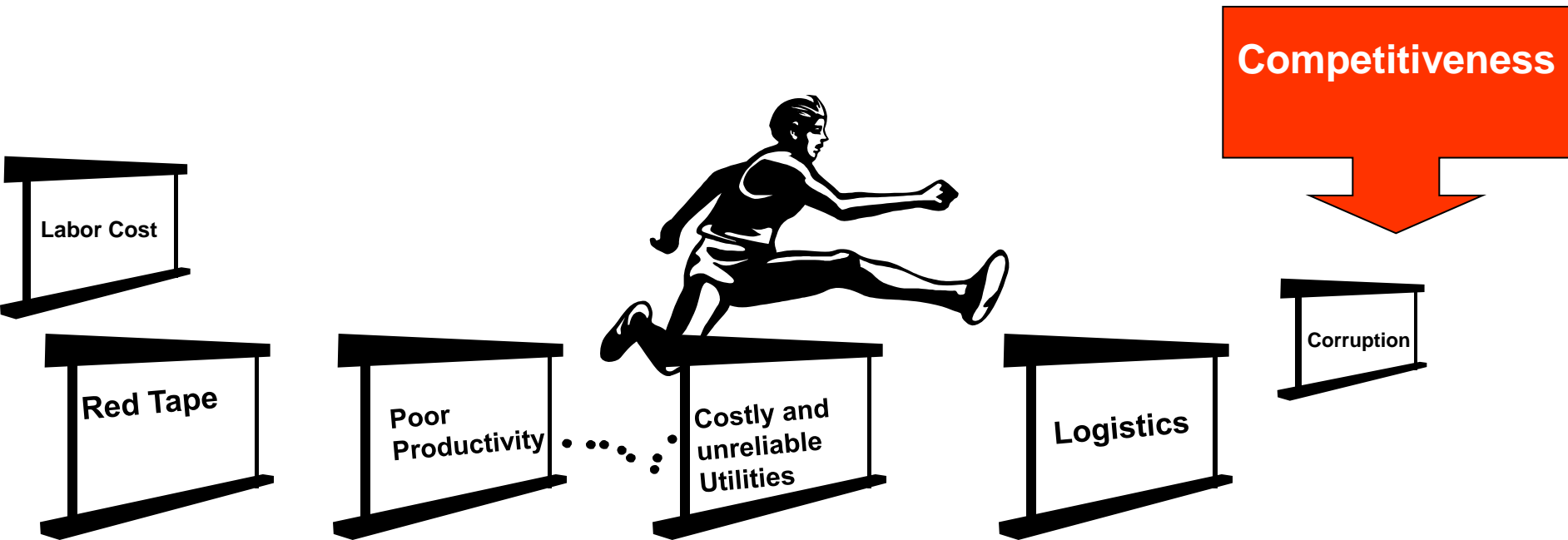
More than 50 percent of the Syrian healthcare system's infrastructure has been destroyed
Of the 75 state-run hospitals, just 30 remain in operation.

- 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.

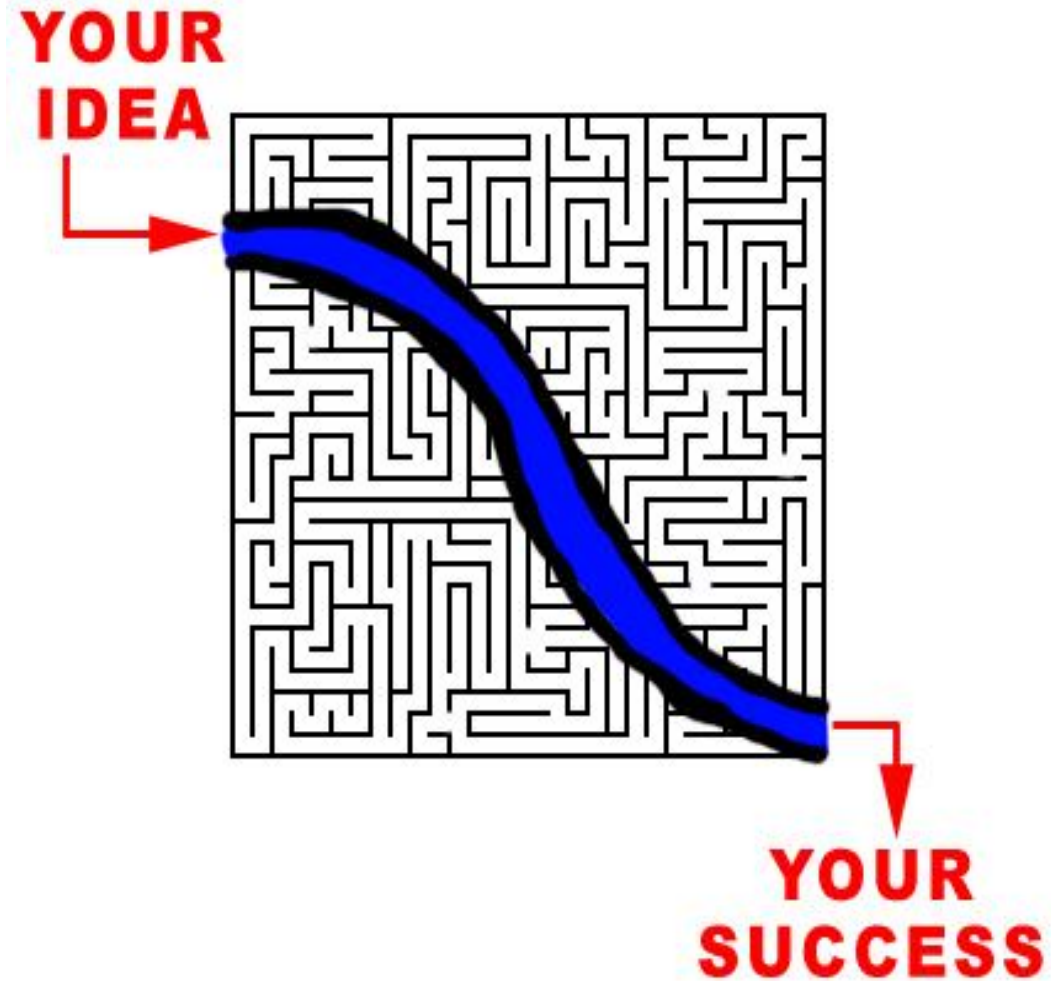


WHAT'S IN IT FOR ME?

1- GOVERNMENT CAN PRIORITIZE



2- ENTREPRENEURS INCREASE COMPETITIVENESS



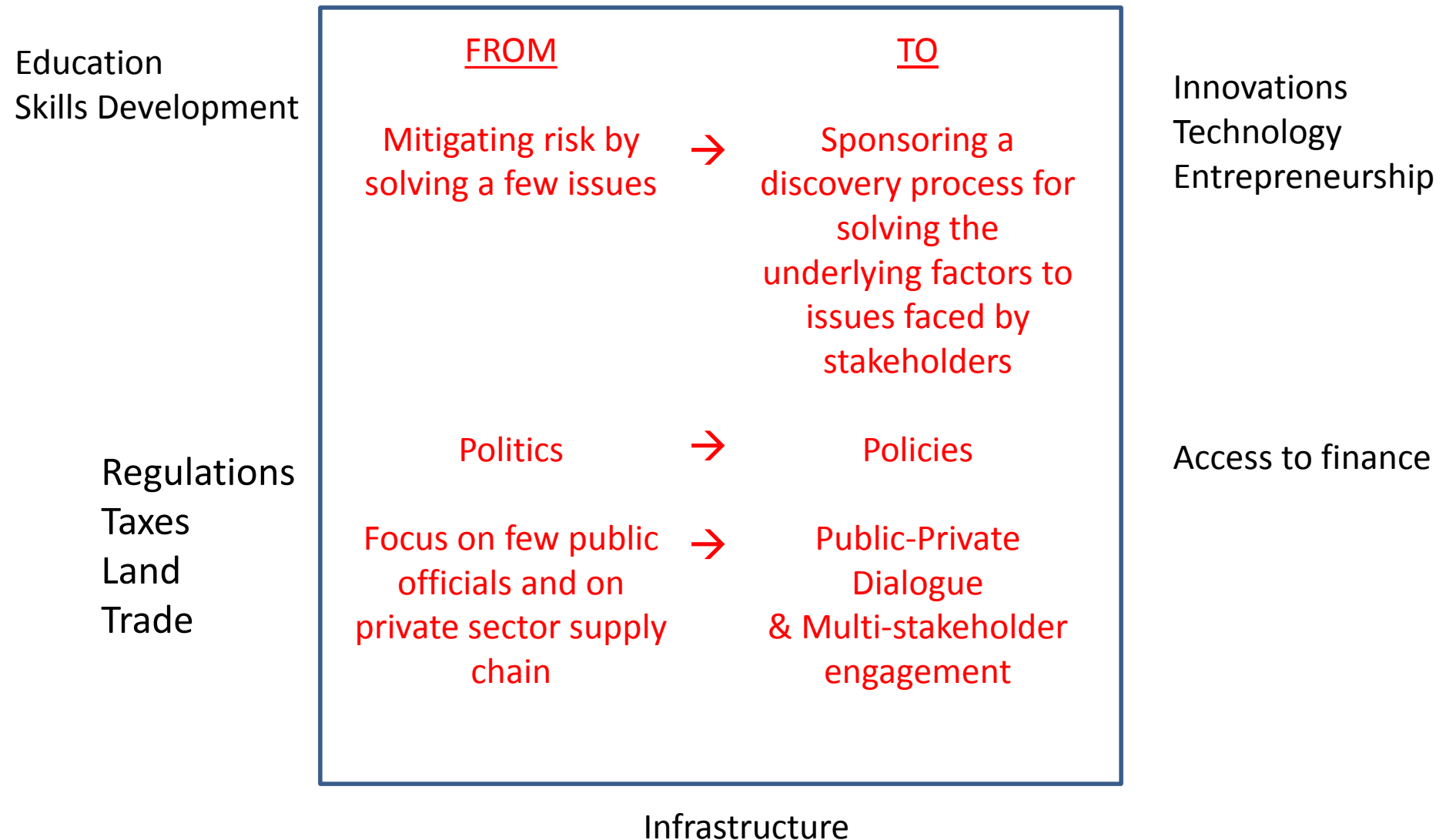
3- REGULATORY PAYOFFS

National Committee for Business Environment (CNEA) - Morocco

<http://www.youtube.com/watch?v=myupfhnxFNY#t=3m11s>



4- A WAY TO BE OPEN AND COLLABORATIVE



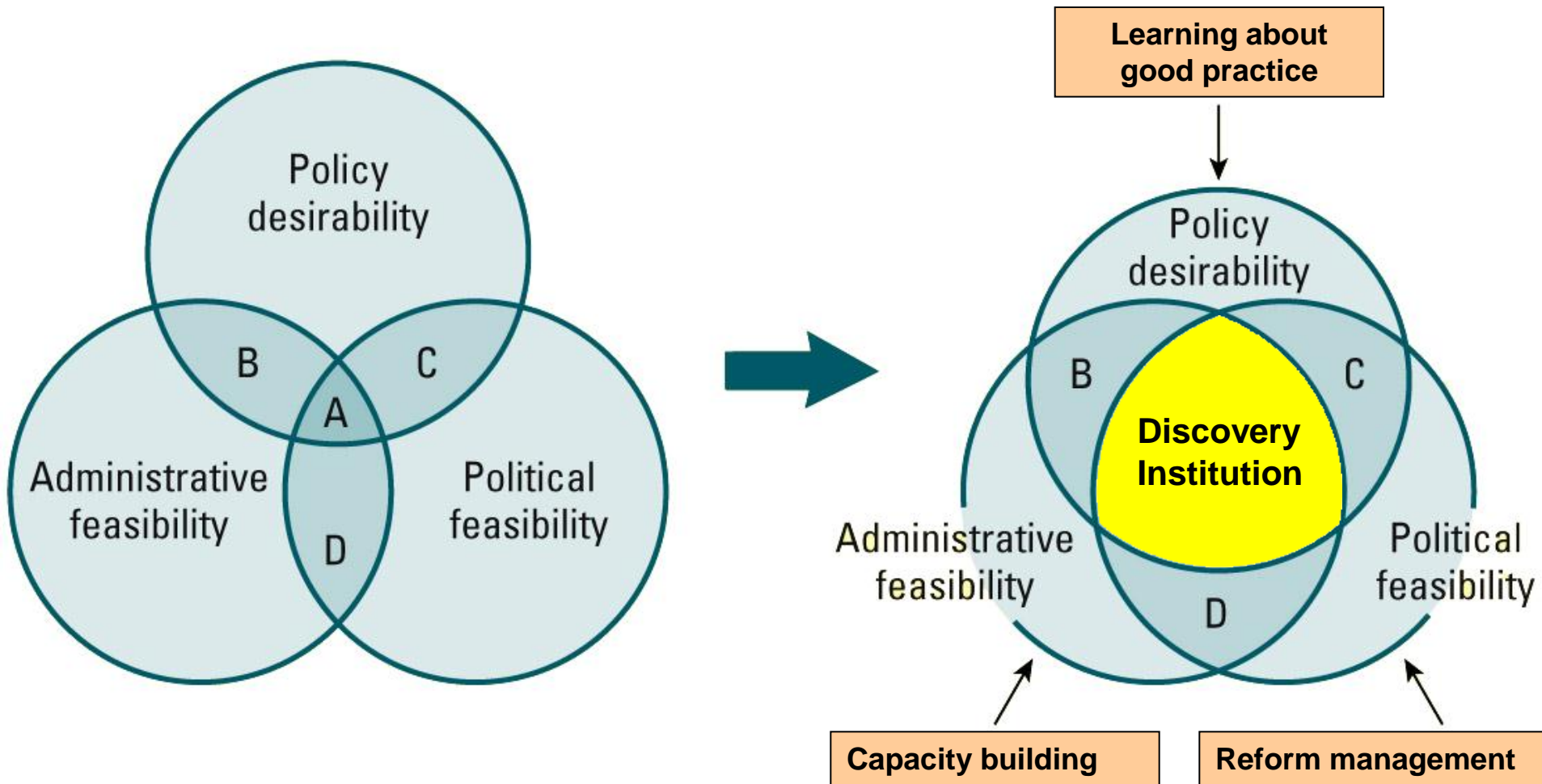
Rwanda Public Private Dialogue (RPPD)

<http://www.youtube.com/watch?v=Zxw0FhBlgqQ#t=35s>



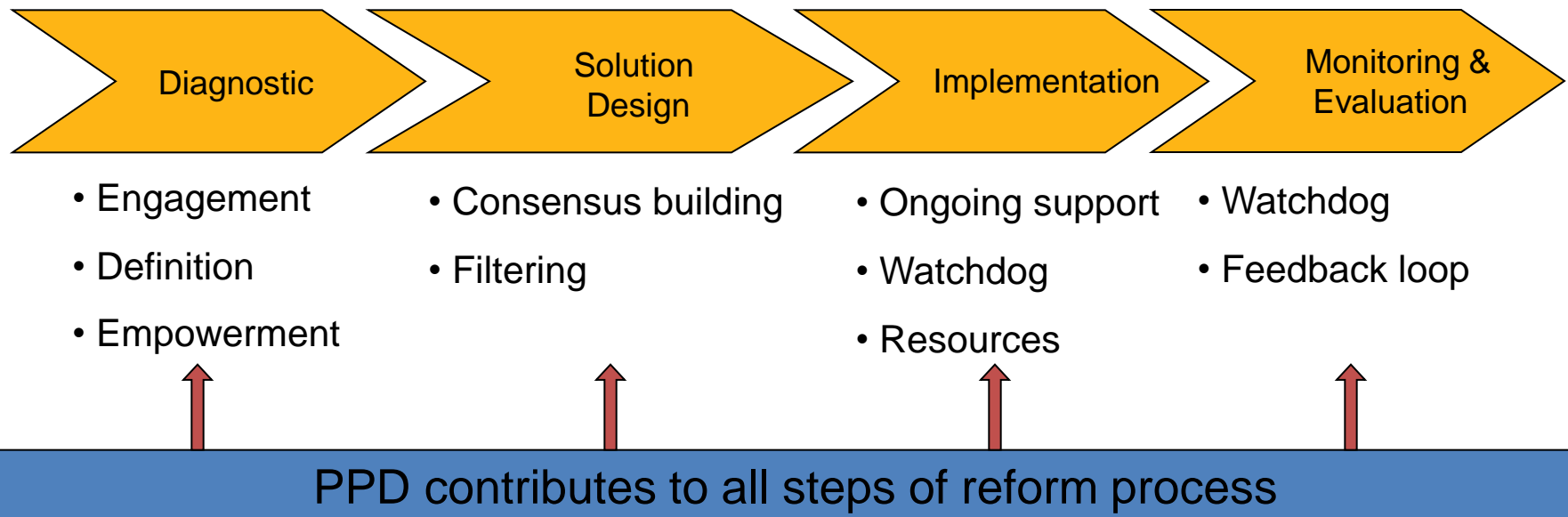
From Lobbying to Structured Advocacy

5- EXPAND THE SPACE FOR VIABLE REFORMS



5- EXPAND THE SPACE FOR VIABLE REFORMS

Structured dialogue → Workable reforms → Reforms that work



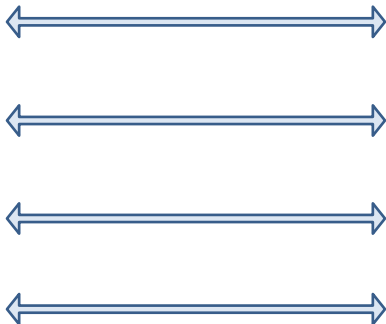
6- LEVERAGE SECTOR IMPROVEMENTS FOR GOVERNANCE GAINS

Sector fundamentals:

Coordination
Regulations
Transactions
Information

Governance fundamentals:

Inclusiveness
Fairness
Accountability
Transparency



**Sector
Growth/Sustainability**

**Open
governance**



**Inclusive and
Sustainable Growth**

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

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



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

PPD IMPACT ON ROAD REPAIR IN NOSY BE & FORT DAUPHIN



Nosy Be Pont cassé



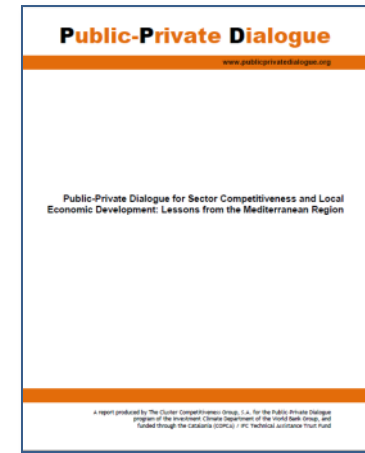
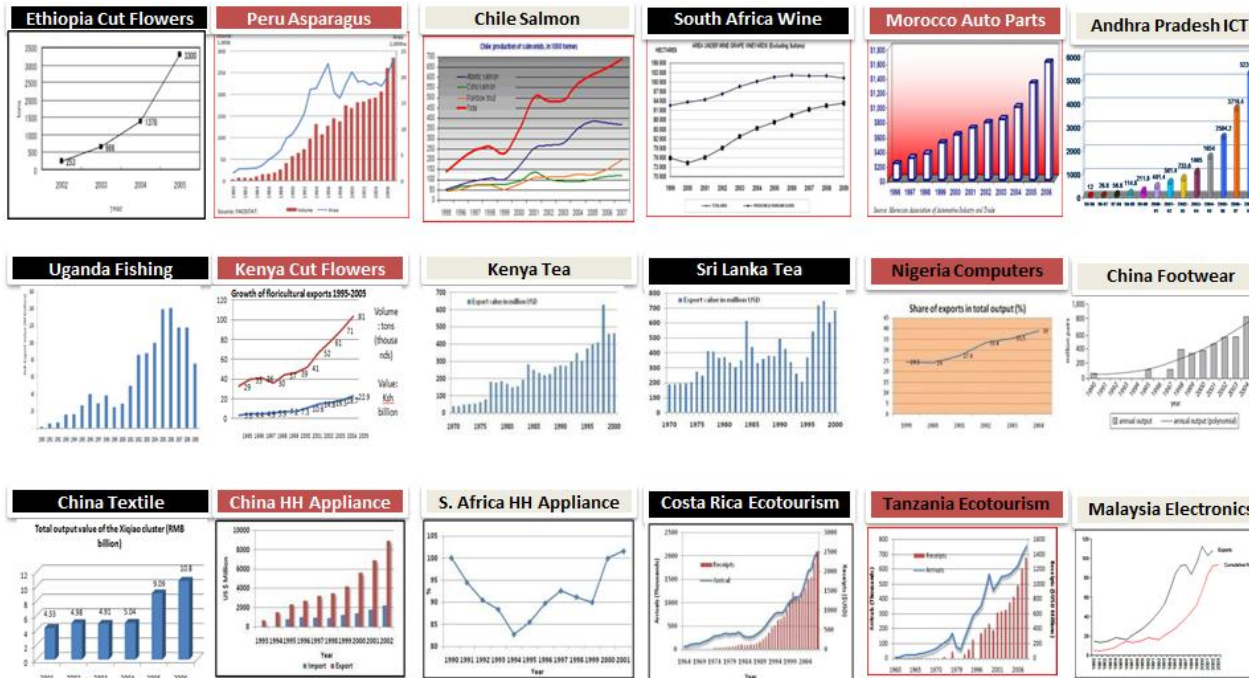
*RIP 118 : Soanierana –
Ranomafana*



*Rue Camille Valentin
Nosy Be*

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

SECTOR GROWTH THROUGH PPD



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

Health in Kenya Initiative

<http://www.youtube.com/watch?v=mMz-3auPhTA>



Sector Focus

HOW TO IMPLEMENT PPDs?

PREREQUISITES

Consider 4 dimensions to start it

Public Authorities:

Engagement means sufficient capacity, political will and leadership.

Business community:

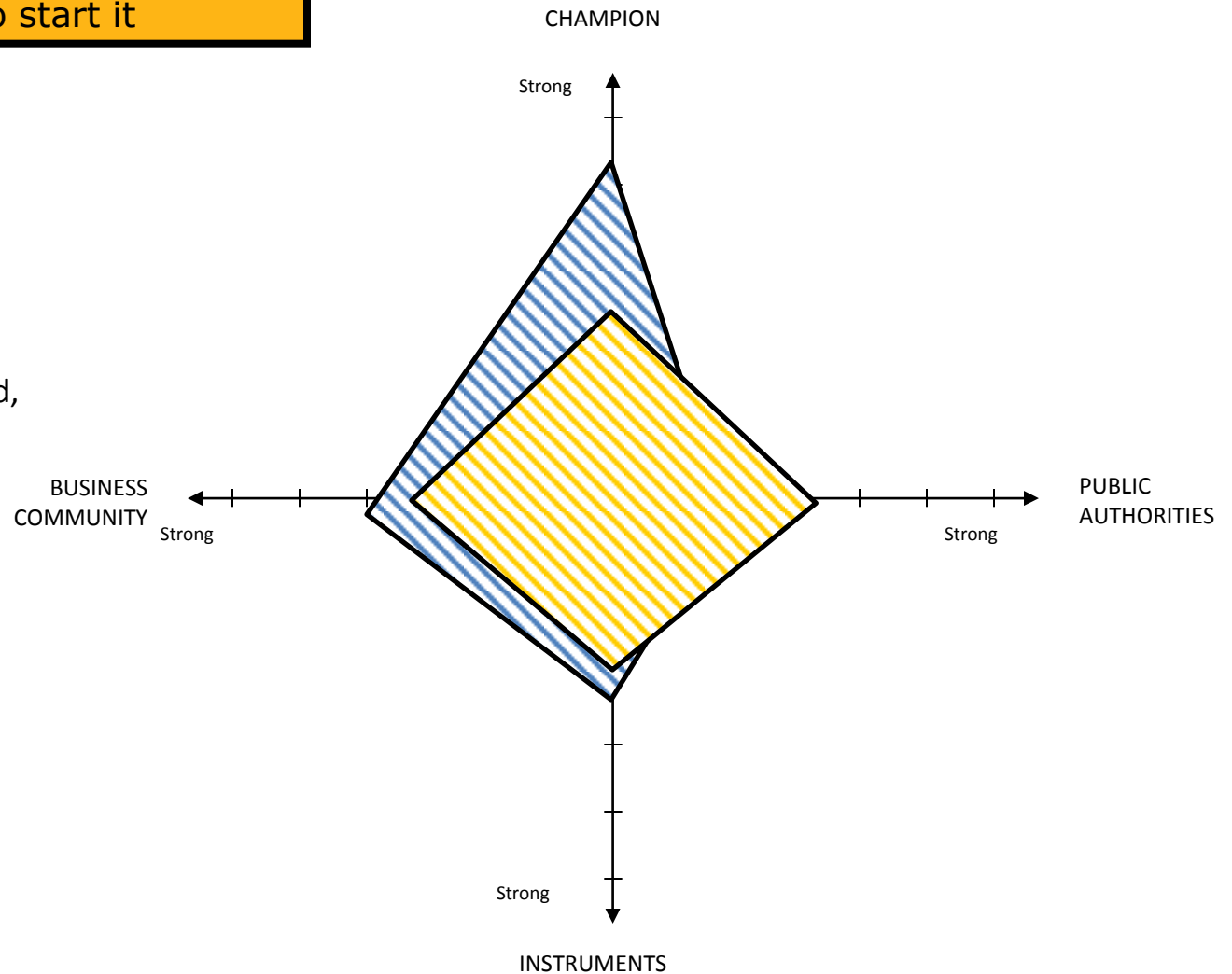
Needs to be somehow organized, led and feel a basic sense of security.

Champion:

Needs credibility, expertise and the ability to get media attention

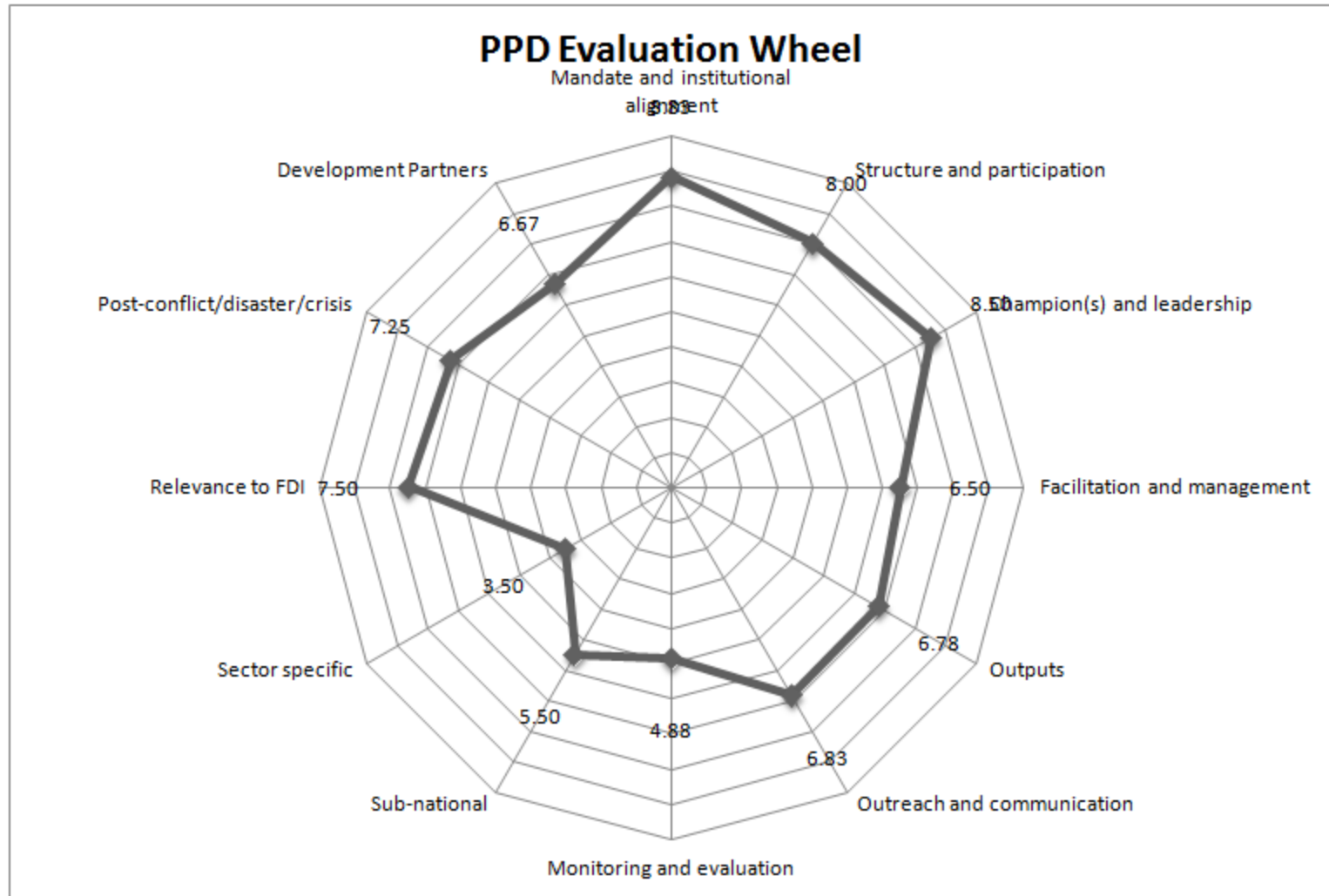
Instruments:

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

PRACTICAL IMPLEMENTATION TIPS TO GET RESULTS

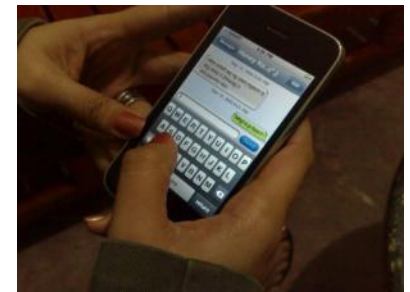
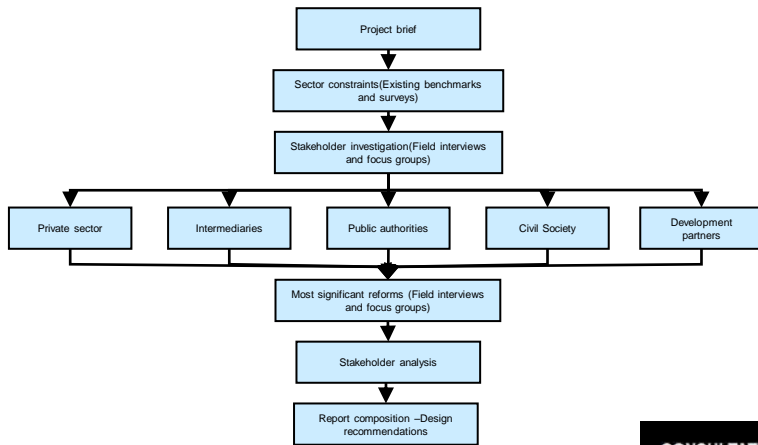
-1-

A LOT OF WORK

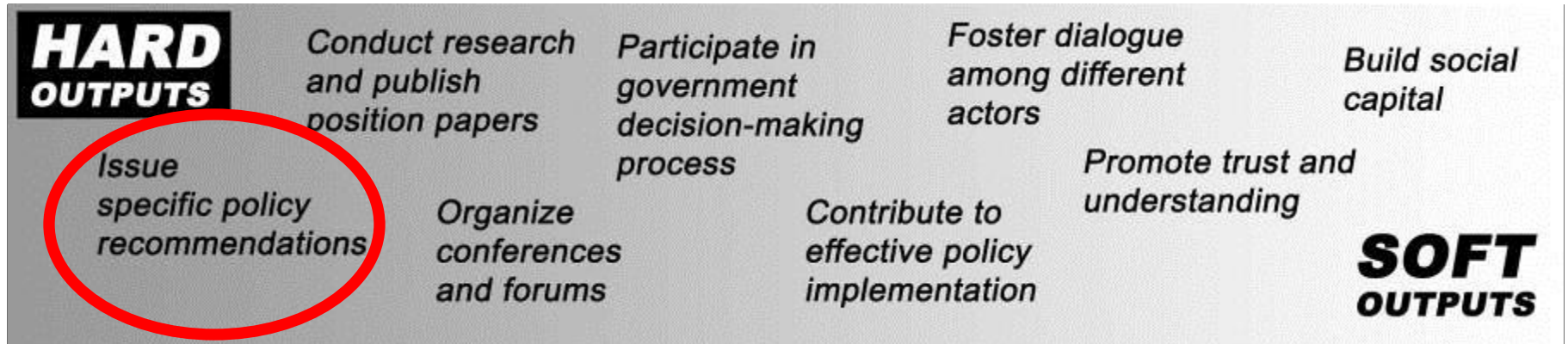
Huge coordination and mediation business



-2- PLAN A PHASED AND INCLUSIVE APPROACH



-3-
**STRONG FOCUS ON
TARGETED,
MEASURBLE REFORMS**



Focusing on this
will bring the others

The Ethiopian Public Private Consultative Forum (EPPCF)

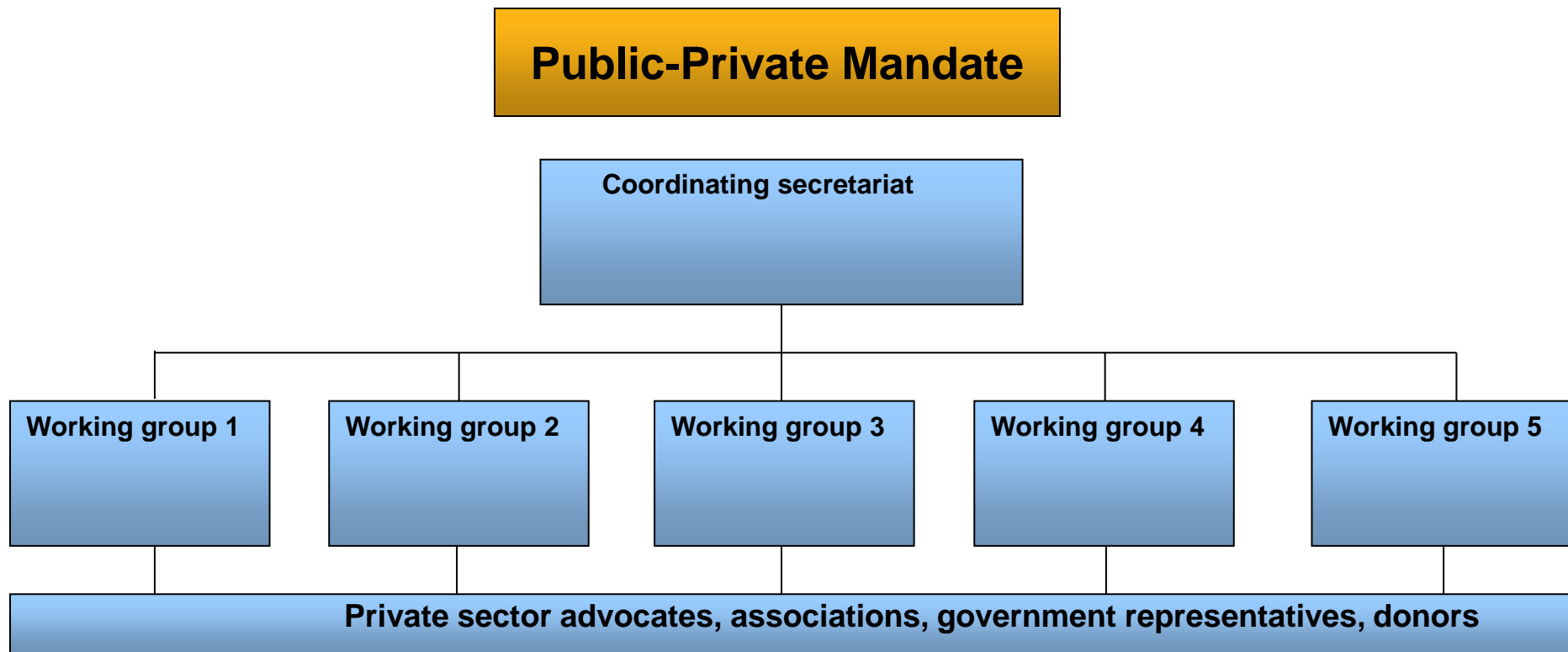
<http://www.youtube.com/watch?v=VRM1nQ8e4Eo#t=2m4s>



Objectives

-4-

SIMPLE, **EXPLICIT** ORGANIZATION



Business Initiative Leading Development (BUILD) in Bangladesh

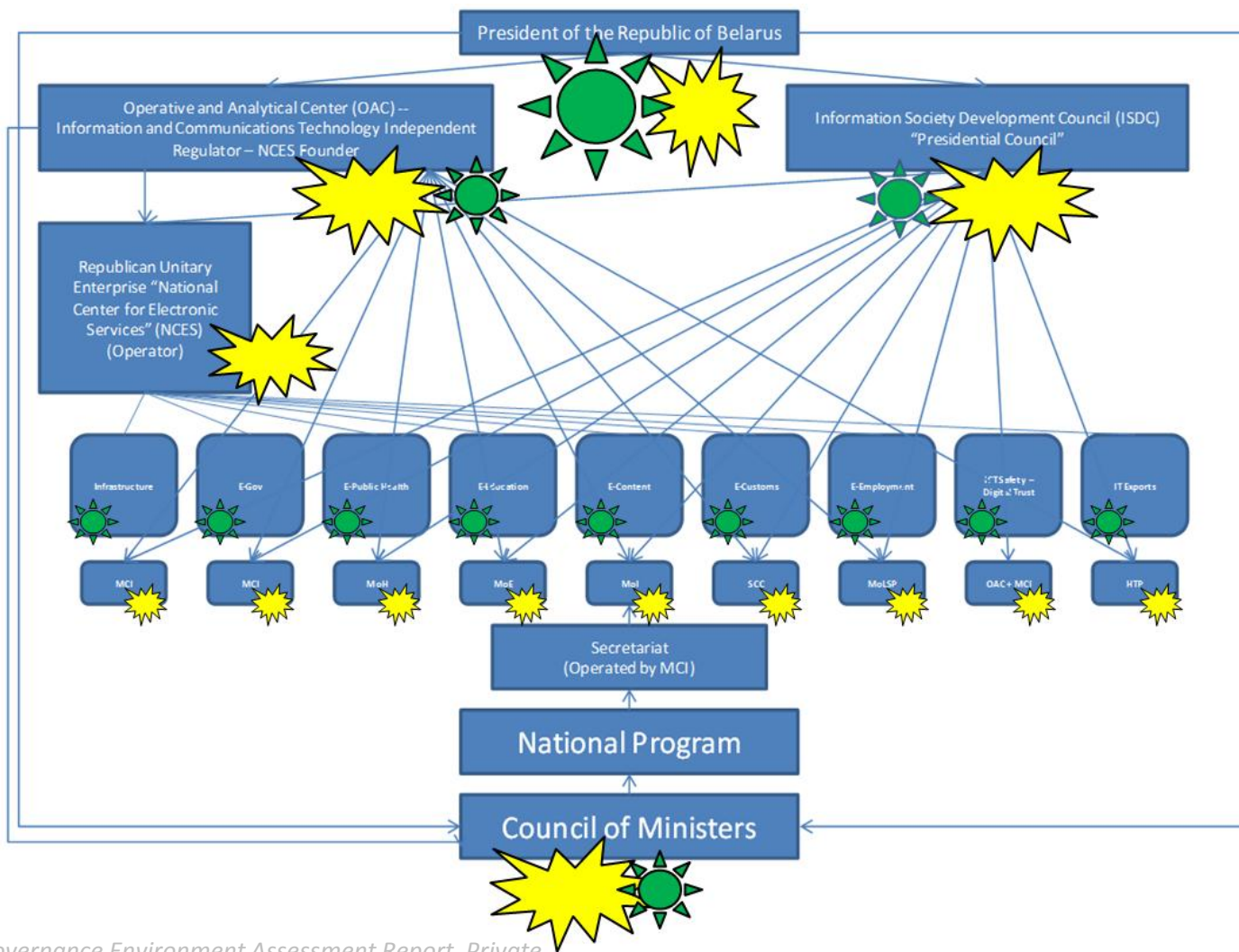
<http://www.youtube.com/watch?v=5frLIFPCZ2c#t=1m12s>



Structure

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



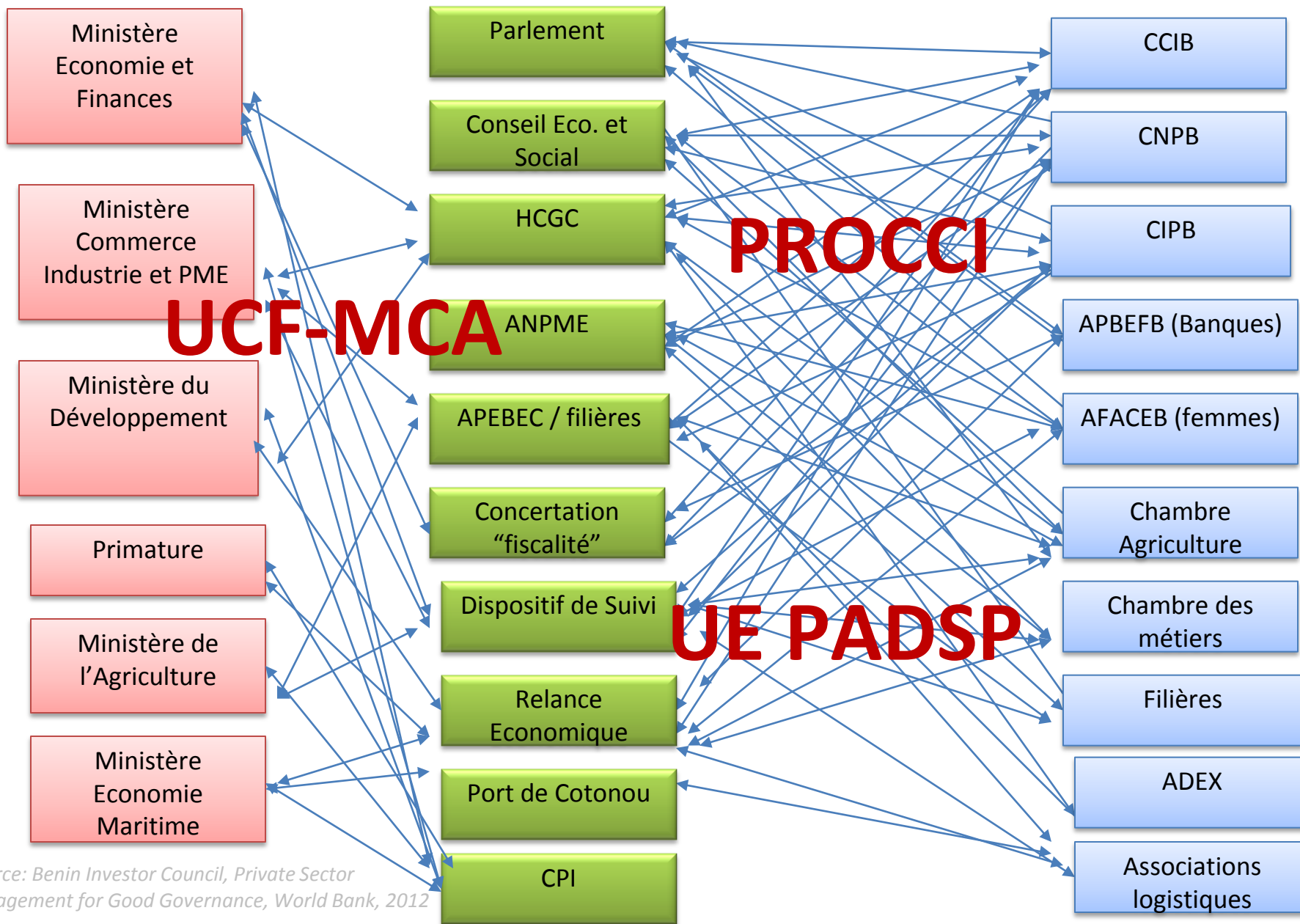
Regulatory power



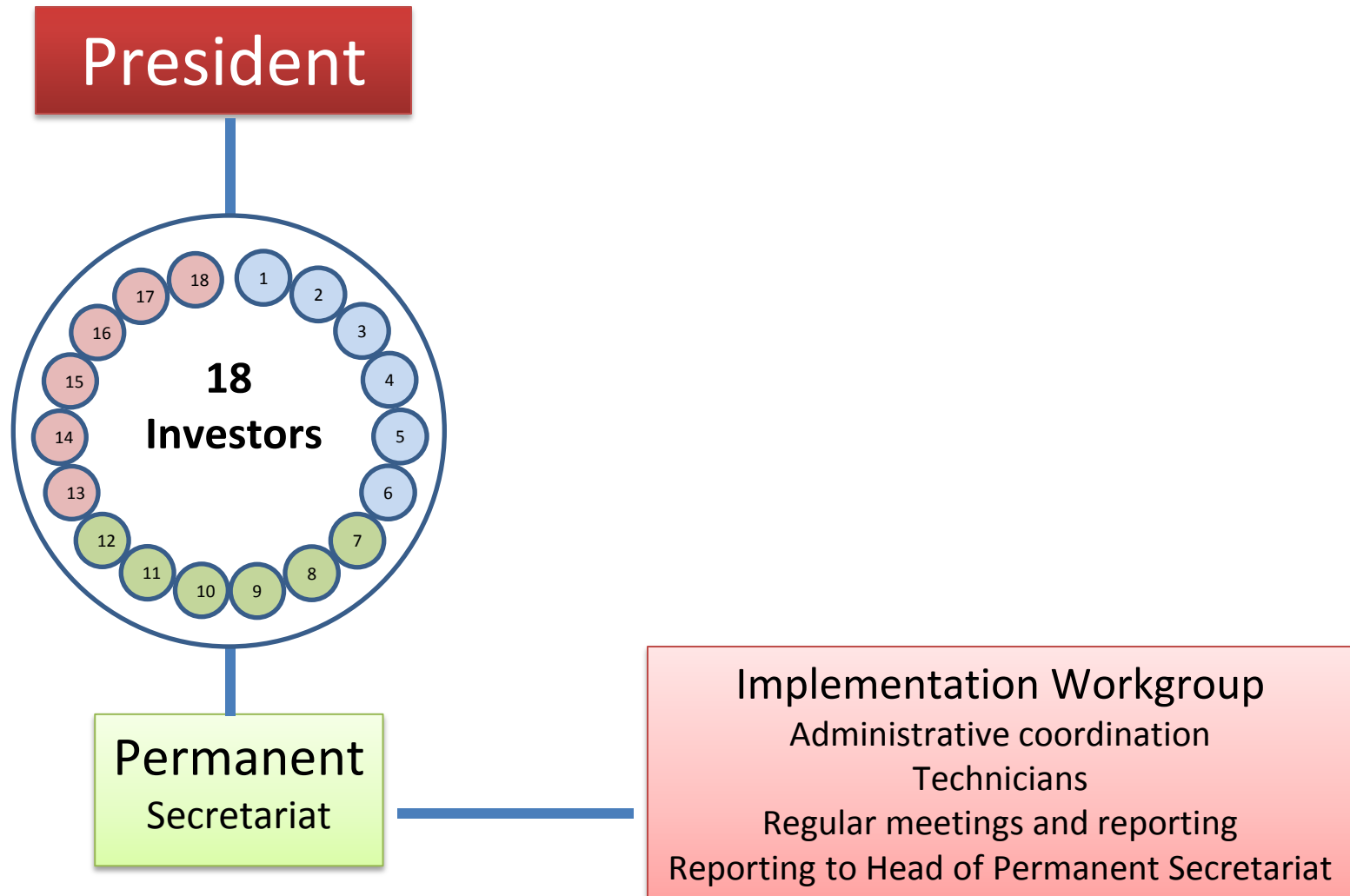
Policy making

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

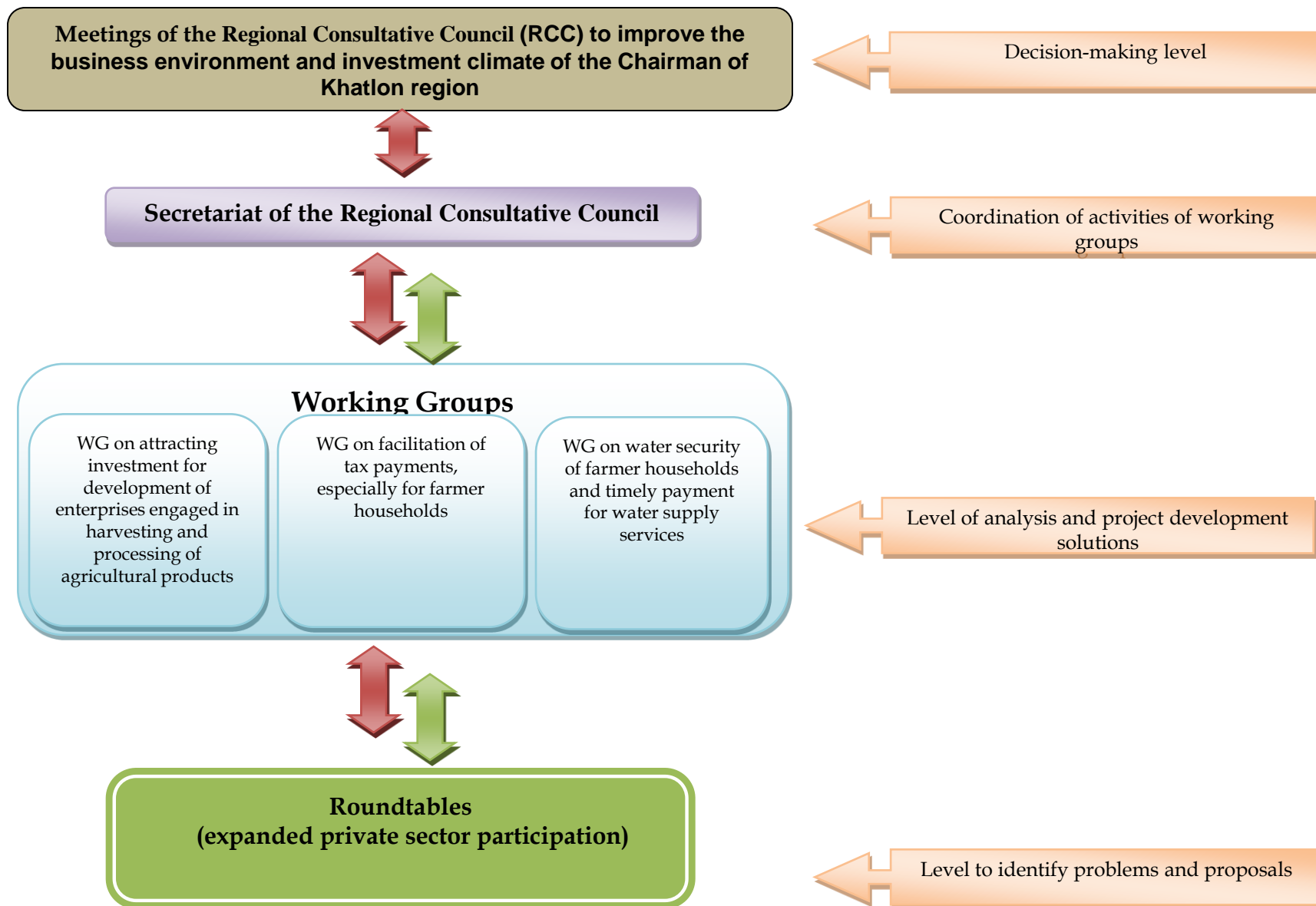
INSTITUTIONAL COORDINATION (OR NOT)

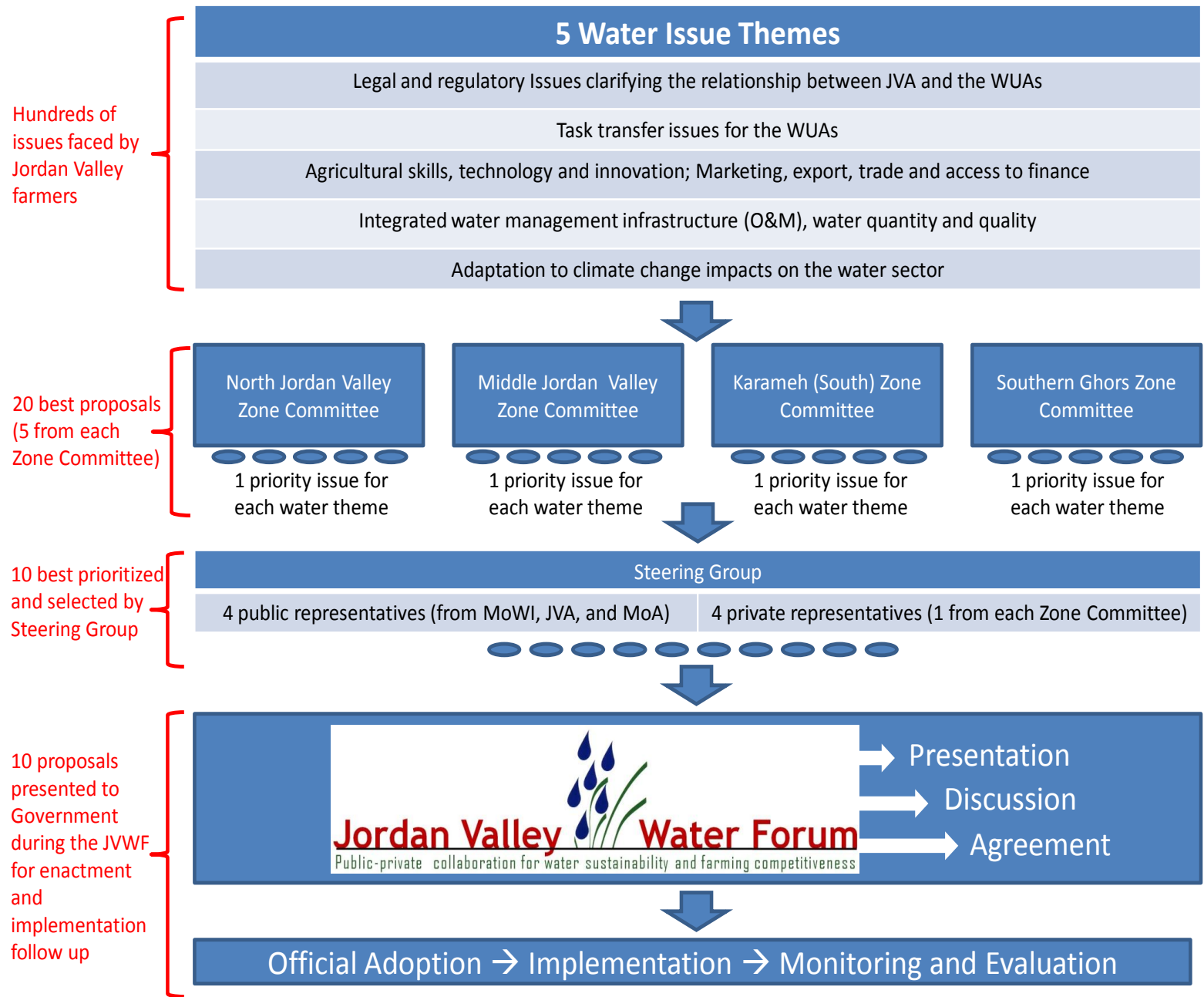


PRESIDENTIAL INVESTOR COUNCIL



TAJIKISTAN KHATLON REGIONAL CONSULTATIVE COUNCIL (RCC)





-5-

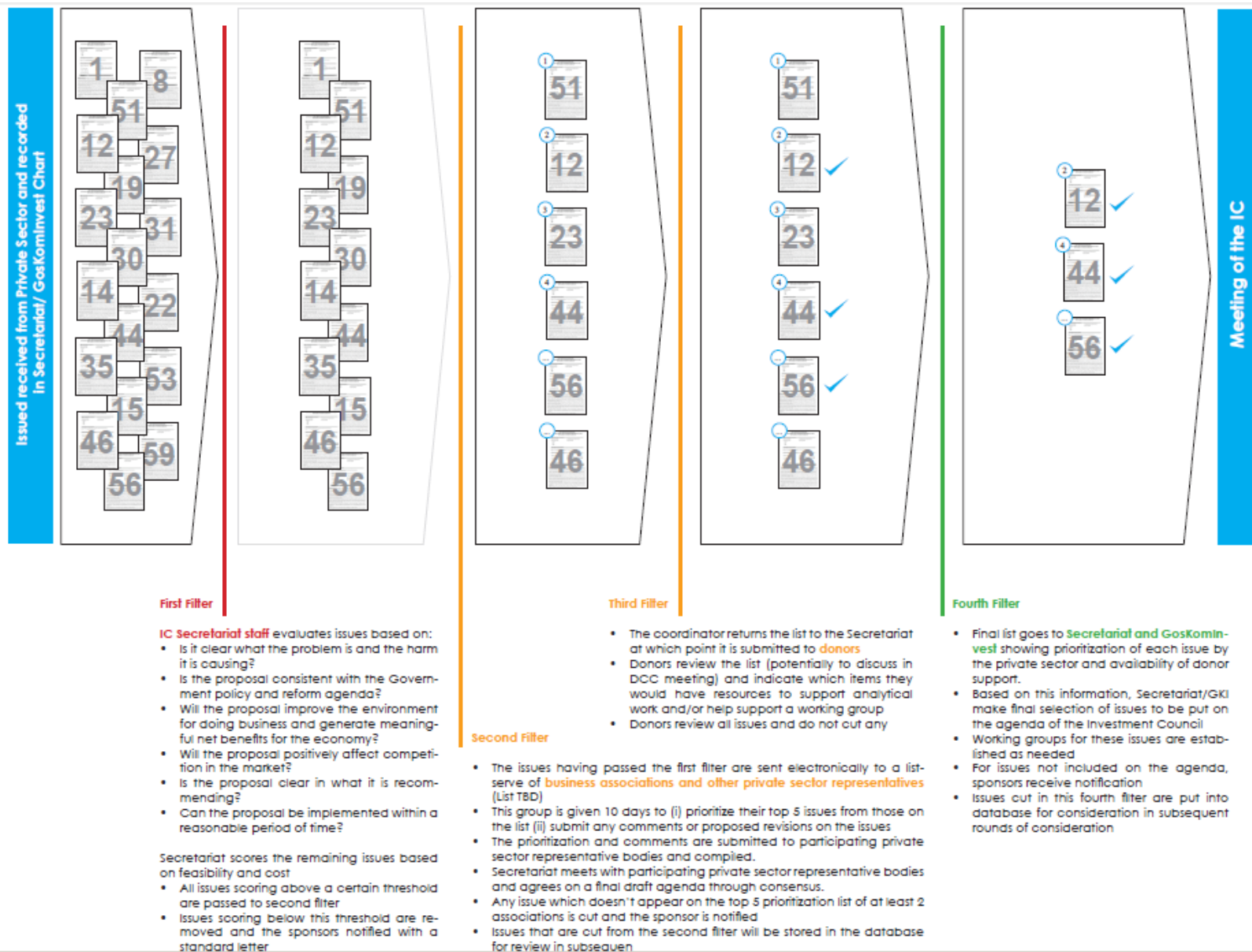
A **TEMPLATED**, OPEN AND DISCIPLINED WAY TO COLLECT AND VET REFORM PROPOSALS

Submitter:

NBF Working Group		Public Sector Authority	Private Business	Interest Group	Devt. Partner
<input type="checkbox"/> Business Environment, Labor Relations and Industrial Security	<input type="checkbox"/> Ministry	<input type="checkbox"/> >100	<input type="checkbox"/> FINCO	<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"/> INOC	<input type="checkbox"/> SFC	
<input type="checkbox"/> Financial Monetary and Insurance Affairs	<input type="checkbox"/> Local	<input type="checkbox"/> 5-20	<input type="checkbox"/> FINEAN	<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"/> Nared	
<input type="checkbox"/> Tourism		<input type="checkbox"/> Local		<input type="checkbox"/> UNDP	

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):			

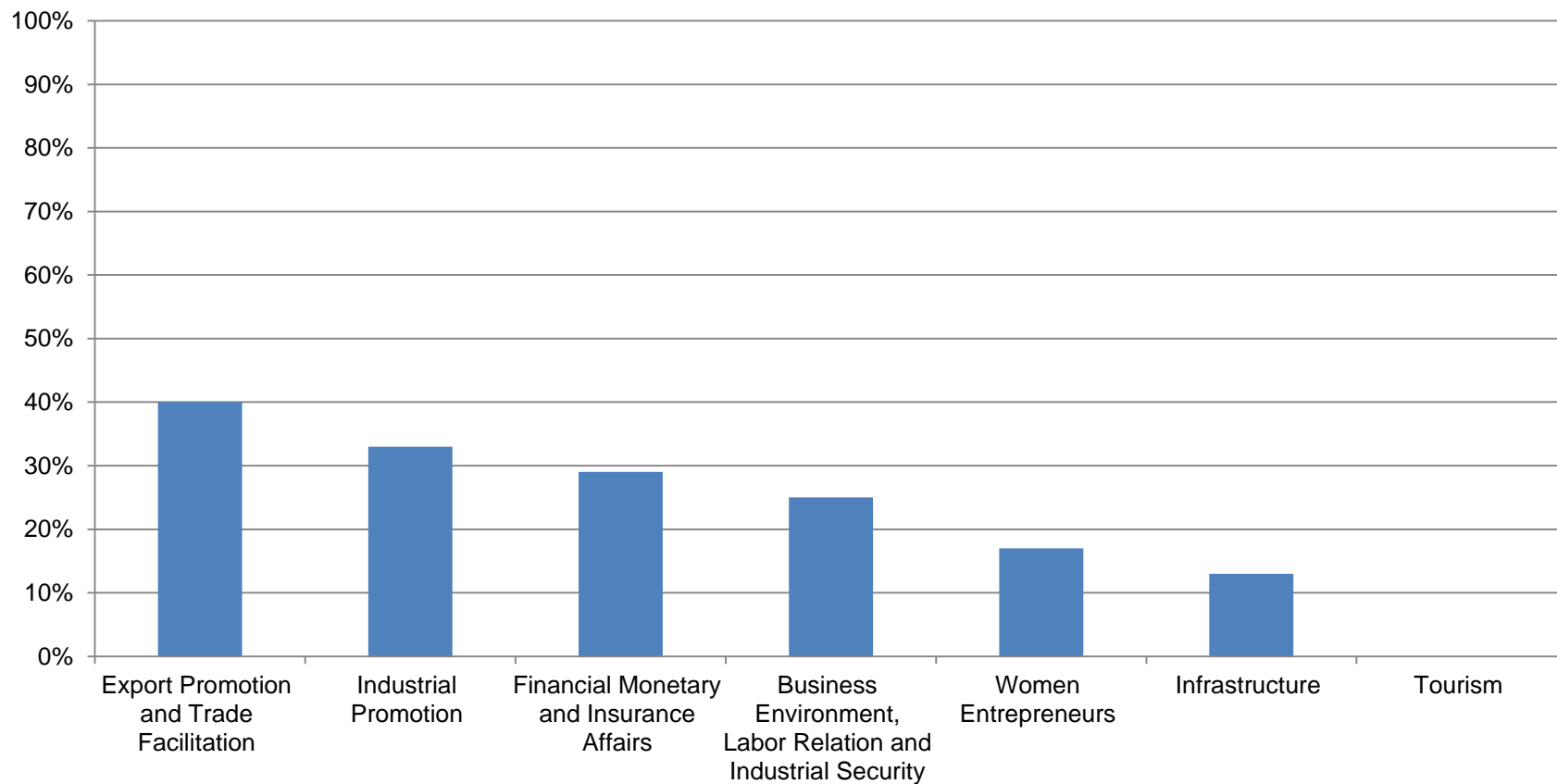
FILTERING PROCESS TO ENSURE TRANSPARENCY AND FAIRNESS



NBF ADVOCACY EFFECTIVENESS = 22%



Ratio of Implemented to Recommended Reforms by WG



-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 were a marked disparities between the minimum statutory capital requirements in the 2014 Law on the Single-City and when registering a Limited Liability Company (LLC), the most popular form of business in BiH. In the Federation, the minimum statutory capital requirement was 200,000 BAM for single proprietor and 100,000 BAM for company with multiple members. In the RS, under the Law on LLCs, the minimum statutory capital requirement was 100,000 BAM for LLCs. The minimum statutory capital required in the Republic of Srpska was also 200,000 BAM, which is the double of the company's fee payment, in the RS, with a maximum share of 200,000 BAM for each shareholder. 10 persons can be included in the constitution of a company. To constitute the single economic space and prevent multiple firms having to deal with three different jurisdictions in the same country, BiH harmonized the law and reduced the startup cost in order to attract more people to start new businesses.

HOW WAS IT USED?
The Federation before the Bulldozer reform (1) had wanted Nagovic and Amir Piskoric as a company paper producer business but before needed to invest 200,000 BAM. Their business was legally registered as "Galeri" a home-based cottage industry (artisanal industrial). As the weekly demand for their product grew and customers from outside the region increased, they had to register their business as an LLC. Registering an LLC at the time would have required them to register 100,000 BAM. That was very high threshold, but they could not reach that mark. When the Bulldozer reform number (1) was adopted in the RS, the Federation and the Republic of Srpska would have had to register their business as an LLC. 200,000 BAM was much more money to gather than 100,000 BAM, for each of the shareholders. In the RS, LLCs had to register, they would invest in expanding their premises and buying better machines. They would invest a lot for their additional partners.

WHAT WERE THE BENEFITS?
The reform has harmonized and reduced LLC registration expenses throughout the Federation, the RS, and the Capital, not only by doing this, but by reducing the consultation of the single economic space, by lowering the business cost, by reducing the complexity to start with one partner, and with less startup capital. Lowering the barrier of entry has allowed to create additional capital from small entrepreneurs, business can be included in production and job creation.

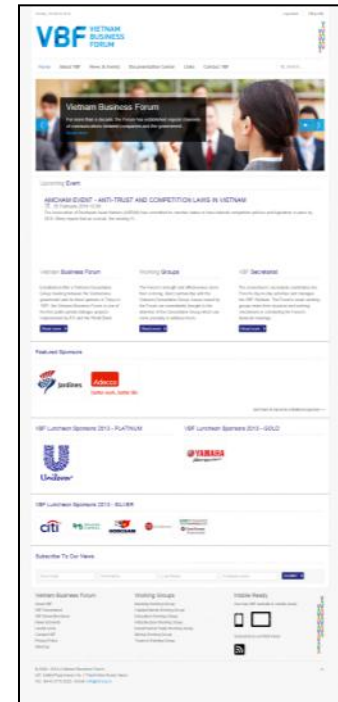
Business Climate Improvement Indicator:

- Created more jobs
- Brought more tax revenue to authorities
- Freed up capital for investment
- Boosted exports
- Reduced administrative burden
- Reduced gray economy

Government Implementation Performance:
1 2 3 4



Georgia legal and judicial reform

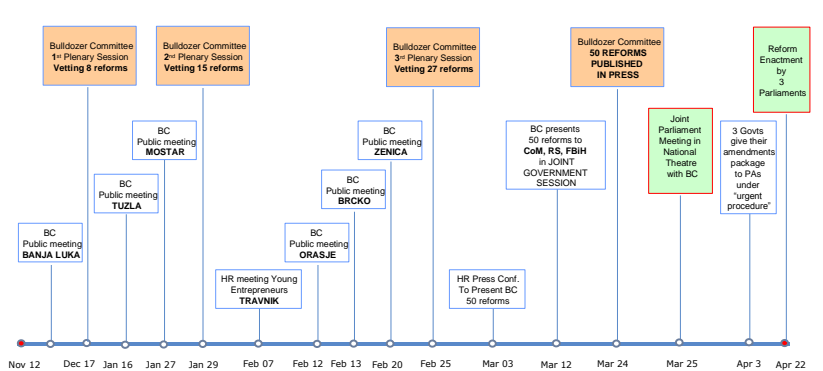


Cambodia SME credit reform – TV shows on location (SMEs) + Experts



Accountability gets specific in (corporate governance reform)

-7- GOOD PLANNING

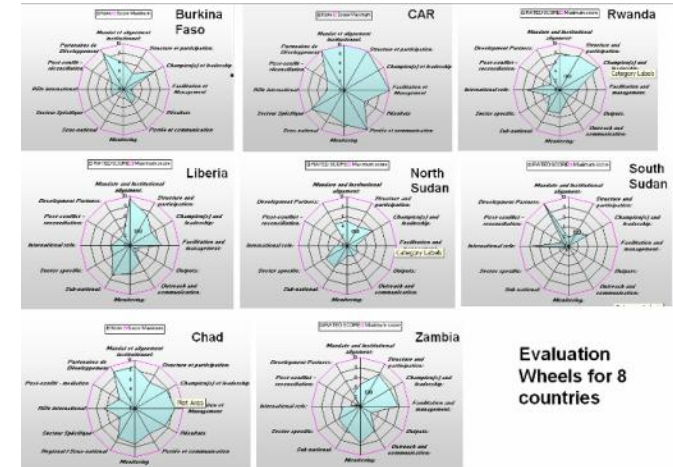


Process Point	Activity	Action	Action Number	Start	End	People	Budget	Indicator
Resolution	Decree	Parliamentary decision #112 to reflect term re-organization of PS	1	April	1-3 Jun 08	100 + Council of Ministers	0	New Decree issued
	Legal Measure	Vote a legal regulation on basis by parliament legal entity	2	1 May	1-3 Jun 08	Legal consultant	80,000	Finalized legal measure
Stakeholder & Participation								
Stakeholder	Identify	Identify stakeholders						
Stakeholder	Engage	Engage stakeholders						
Stakeholder	Monitor	Monitor stakeholders						
Stakeholder	Report	Report stakeholders						
Stakeholder	Review	Review stakeholders						
Stakeholder	Feedback	Feedback stakeholders						
Stakeholder	Follow-up	Follow-up stakeholders						
Stakeholder	Close	Close stakeholders						

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

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

-8- MONITORING PROCESS AND EVALUATING IMPACTS



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

-10-

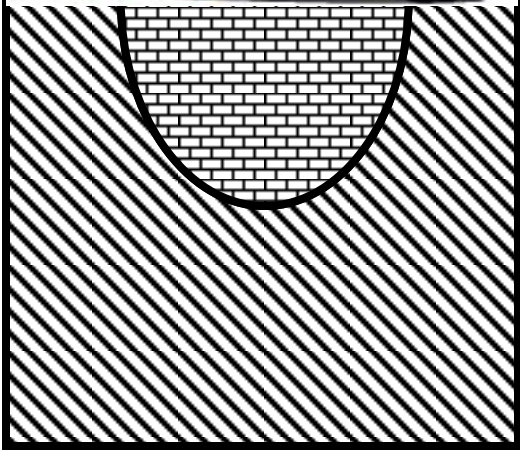
**AS YOU ENTER,
THINK ABOUT: WHAT'S NEXT?**

INITIATIVE OR INSTITUTION?

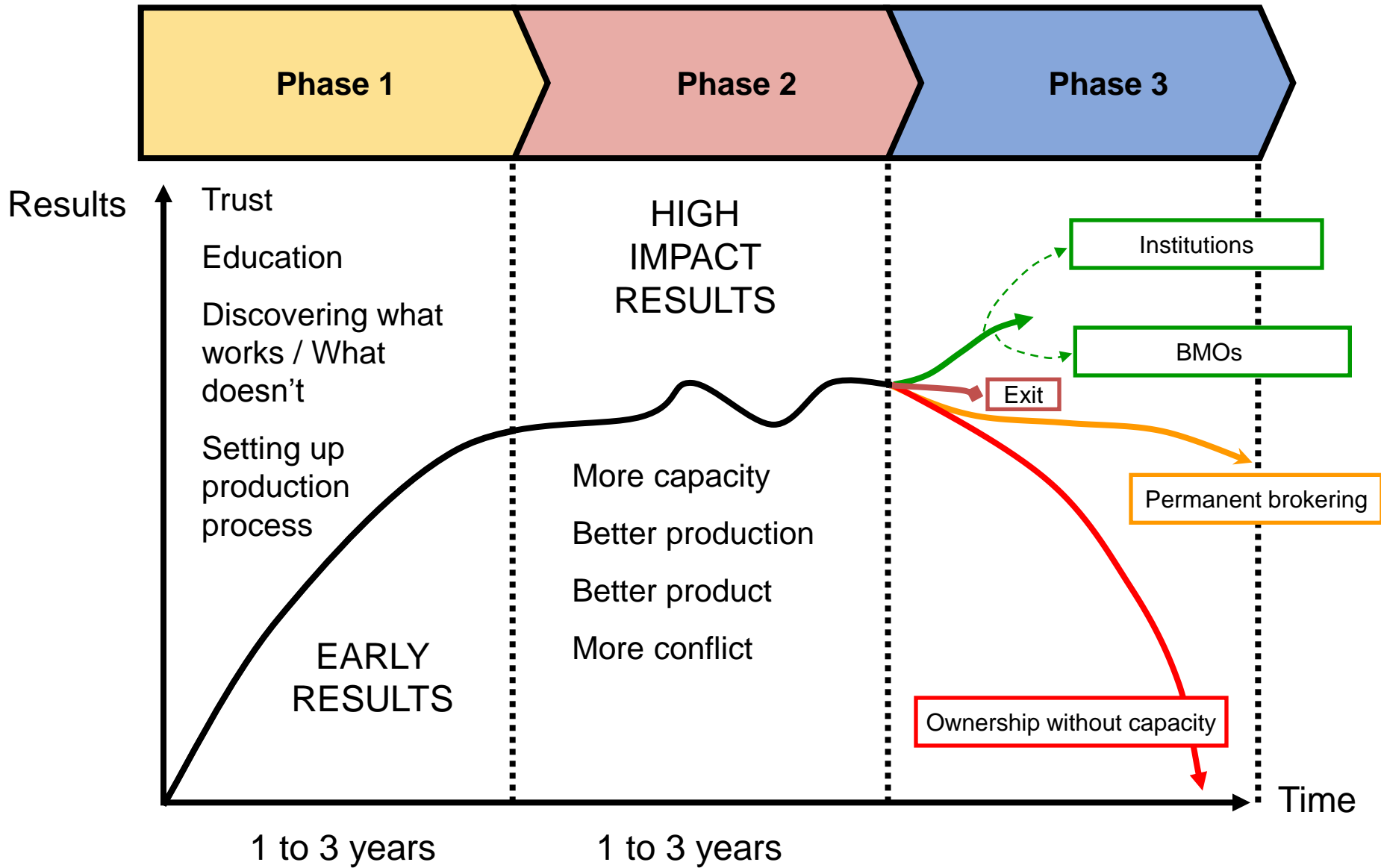


Public authorities

Private sector



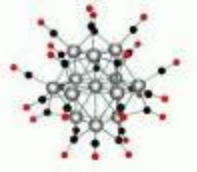
LIFE AND DEATH OF A PPD MECHANISM



LINKING THE PPD TO OTHER REFORMS PROCESSES



SEZ



Clusters



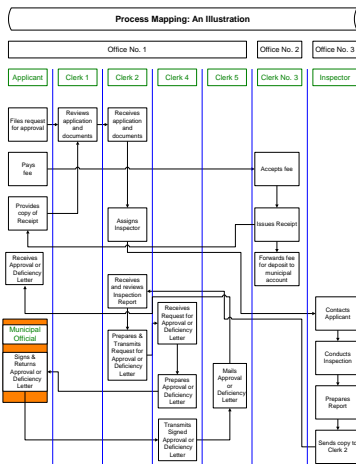
Value chain



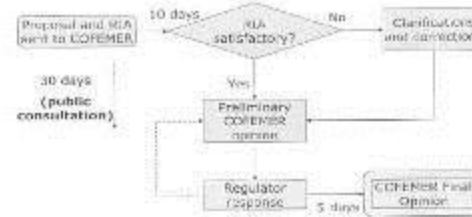
Reform Unit

Regulatory simplification

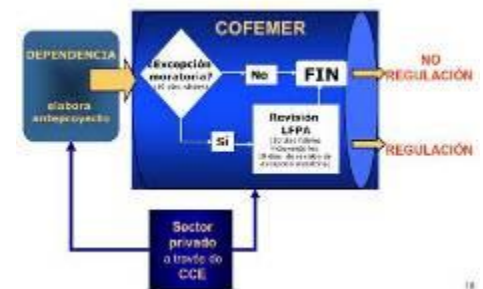
\$ Open governance initiatives (e.g. open budgets)



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

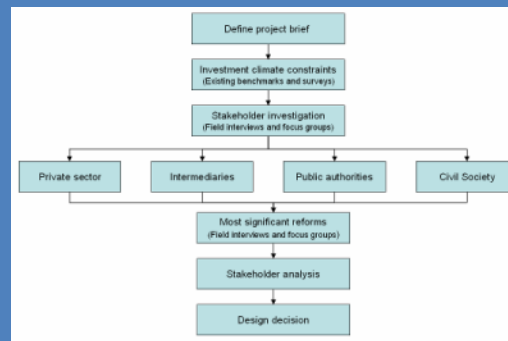
- OECD**
(on implementation guidelines)
- DFID**
(co-funding of KM and projects)
- GTZ**
(co-implementation of PPD projects)
- EBRD**
(co-implementation of PPD projects)
- USAID**
(our PPD training to their PSD staff)
- Catalonia ACC10**
(research partnership)

TOOLS

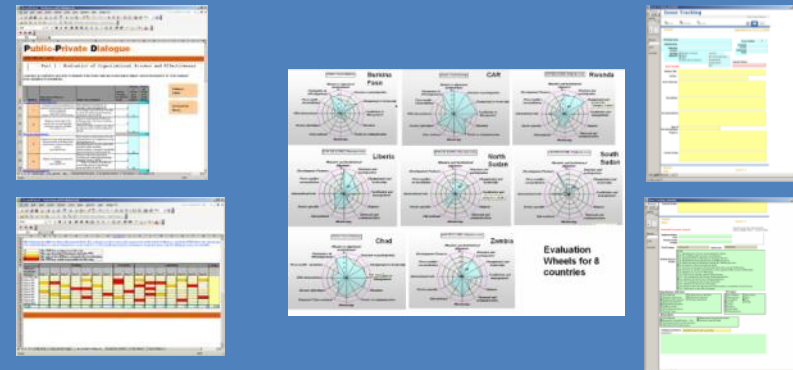
Implementation guidelines



Diagnostic tool



M&E Tools for PPD secretariats



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

Twitter: #PPDialogue @PPDialogue

**7th PPD Global Workshop
Frankfurt
March 3-6, 2014**

Public-Private Dialogue
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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

Recent Posts by Others on Public-Private Dialogue See All

- Kim Bettcher**
http://business.viitorul.org/img/files/1390899442_6m2i2z3...
February 3 at 1:45pm
- James Brew**
Definitely looking forward to Frankfurt. So much has change...
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

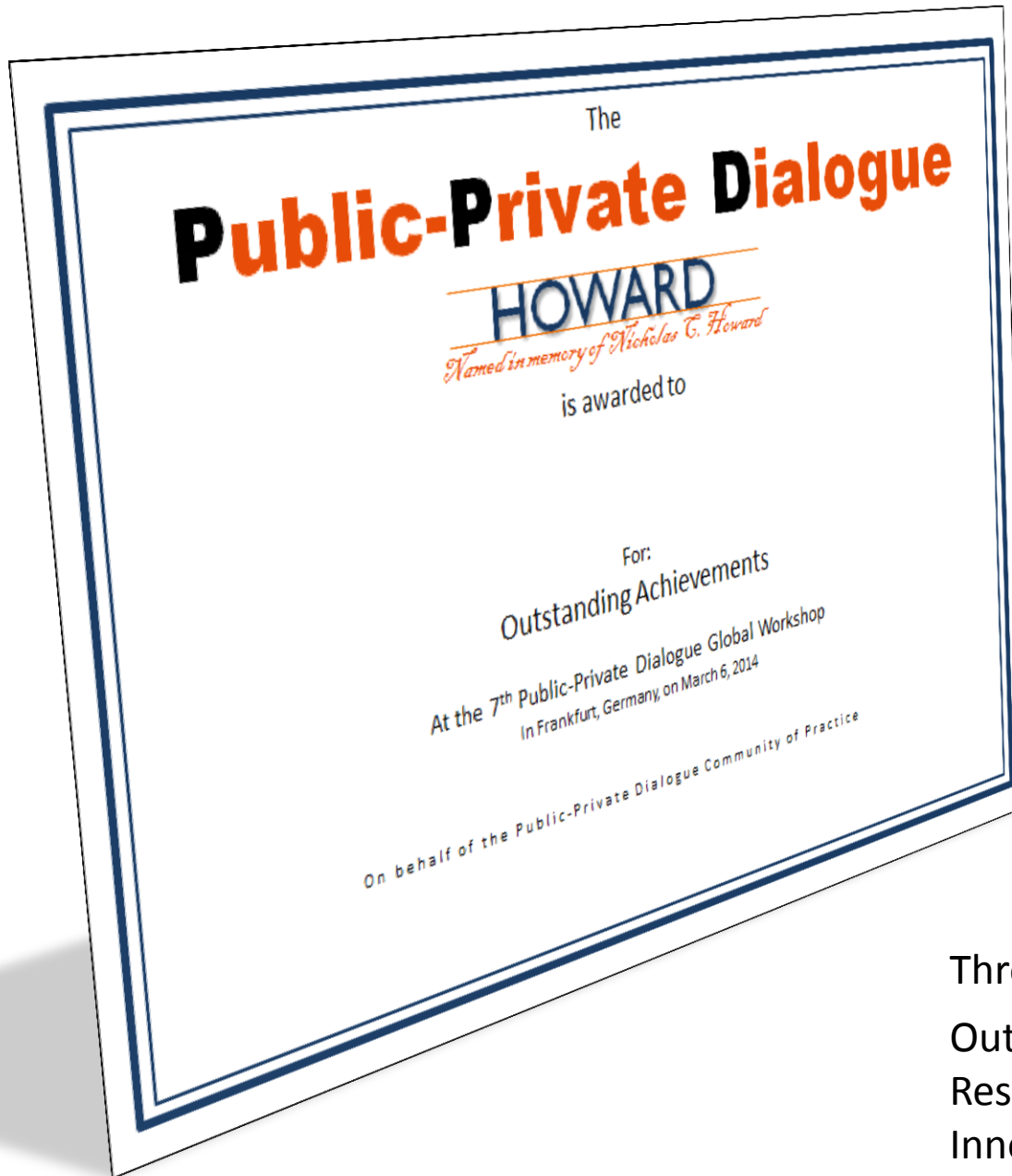
RECOGNIZING PPD EFFORTS

The
Public-Private Dialogue

HOWARD

Named in memory of Nicholas C. Howard





Three PPD Howards:
Outstanding Achievement
Resilience
Innovation

THANK YOU!

Benjamin Herzberg
World Bank Institute
bherzberg@worldbank.org