Sustainability of Public-Private Dialogue Initiatives

Practical Note to Ensure the Sustainability of Dialogue Partnerships

Benjamin Herzberg and Lili Sisombat
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PPD Sustainability

This Practical Note looks at the sustainability of Public-Private Dialogue (PPD) initiatives. PPDs are often supported by a development sponsor, such as the government, the private sector or a development partner (DP), which initially helps to establish or run activities but eventually ends its assistance at some point in time. This Note guides practitioners in the development of a PPD transition strategy—the process through which DPs move away from direct support to a PPD and toward a way that allows the partnership to function sustainably.

- If a PPD is government-driven, then the issues are concentrated around institutional alignment, political will and securing resources from the national budget.
- When a PPD is private-sector driven, then sustainability is closely linked to the sustainability of the business membership organizations (BMOs) themselves. In this instance, support work needs to take place at the BMO level.
- **When a PPD is established with other types of sponsorship (e.g., development partners, foundations), at some point it will need to transition into a fully locally-owned and self-sustainable platform.**

This Practical Note helps practitioners devise ways in which PPDs can achieve long-term operational, financial and mandate sustainability.
About the Authors

This Public-Private Dialogue Practical Note is authored by Benjamin Herzberg (Program Lead, World Bank Group) and Lili Sisombat (Senior Leadership Development Specialist, World Bank Group) with contributions from Malcolm Toland (Public-Private Dialogue Consultant) and Uriel Levy (Public-Private Dialogue Consultant). Contributions to this Note were provided by Mamo Mirhetu, Vaani Baker, Jose Ricardo Silva, Lien Anh Pham, Ermal Vila, and Cynthia Gears.

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## Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>BBI</td>
<td>Timor-Leste Better Business Initiative</td>
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<td>BMO</td>
<td>Business Membership Organization</td>
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<td>CAMFEBA</td>
<td>Cambodia Federation of Employers and Business Associations</td>
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<td>CC</td>
<td>Consultative Councils</td>
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<td>CCC</td>
<td>Cambodia Chamber of Commerce</td>
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<td>CCI</td>
<td>Chamber of Commerce and Industry</td>
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<td>DPs</td>
<td>Development Partners</td>
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<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
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<td>ECCSA</td>
<td>Ethiopian Chamber of Commerce and Sectoral Associations</td>
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<td>EPPCF</td>
<td>Ethiopian Public-Private Consultative Forum</td>
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<td>G-PSF</td>
<td>Cambodia Government Private Sector Forum</td>
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<td>IBC</td>
<td>International Business Council</td>
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<td>IFC</td>
<td>International Finance Corporation</td>
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<td>LBBF</td>
<td>Liberia Better Business Forum</td>
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<td>LBF</td>
<td>Lao Business Forum</td>
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<td>LNCCI</td>
<td>Lao National Chamber of Commerce and Industry</td>
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<tr>
<td>MOS</td>
<td>Ministry of State</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MPI</td>
<td>Ministry for Planning and Investment</td>
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<td>PPD</td>
<td>Public-Private Dialogue</td>
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<td>PSGW</td>
<td>Private Sector Working Group</td>
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Chapter 1

Introduction

This Public-Private Dialogue (PPD) Practical Note aims to guide practitioners on ways to ensure the sustainability of PPD initiatives and manage their transition when funding and technical assistance from an external party is discontinued, and stakeholders devise on the initiative’s future. “External party funding” may mean the financial (subsidies, grants) and technical support a PPD receives from development partners (DPs), public institutions, foundations, a consortium of private companies or a multinational corporation. They are referred to in this text as “sponsors”.

Whereas there are many PPD initiatives that are driven and initiated by local organizations or public agencies (“locally-driven” PPDs), this Note specifically looks at sustainability issues and experiences from externally funded and supported PPDs, as locally-driven initiatives have a different set of sustainability concerns. For example, if a PPD is government-driven, then the issues are concentrated around institutional alignment, political will and securing resources from the national budget. When a PPD is private-sector driven, then sustainability is closely linked to the sustainability of the business membership organizations (BMOs) themselves. In this instance, support work needs to take place at the BMO level. The subject of this Note is about externally-funded and supported PPD initiatives, those that receive direct
sponsor support and management assistance, but will eventually transition into a fully, locally-owned, and self-sustainable initiative.

This Note also focuses specifically on PPD initiatives that are more structured and aimed at being institutionalized. We acknowledge that PPDs have several shapes and objectives. They can be formal, informal, or time-bound, be supported by a Secretariat unit or not. In the time-bound or informal initiatives, sustainability issues are often not part of the equation. Time-bound PPDs are set up to solve a specific set of issues and once addressed, the PPDs are disbanded. A series of informal consultations are not intended to be sustainable either. Often, consultations are initiated by a government agency, a private sector organization or a development partner with the intention of obtaining feedback from a group of constituents on a specific topic and, once done, the process is wound-up. If the consultations are to be sustained, however, then what follows is relevant, as the problems will be very similar: how to finance the sessions or studies, who steers the initiative, how to garner support, and who will operate it over the long run.

This Note seeks to guide practitioners in the development of a PPD transition strategy—the process through which a PPD moves away from direct sponsor support and toward a way that allows the partnership to function sustainably.

1.1 The Four Phases of the PPD Life Cycle

PPDs can be viewed in terms of a “life cycle” that consists of four phases: (a) Discovery and Set-Up, (b) High-Impact or Maturity, (c) Transfer, and (d) Transformation (Herzberg and Wright 2006 and The Cluster Competitiveness Group S. A. 2011).

The four phases are described as well as illustrated in Figure 1.1:

1. **Discovery and set-up phase.** The time span for this initial phase may stretch from a few months to several years. It focuses on establishing trust relationships between public and private sector actors, learning to interact in a collaborative manner and overcoming the first challenges that occur in this early stage. Stakeholders learn what works and what does not (e.g., reform proposals submitted and processed through the partnership), and how to best achieve results.

2. **High-impact or maturity phase.** This phase often lasts anywhere from one to three years. It is characterized by continuous learning and the successful implementation of agreed-upon actions. It is generally more productive than the first phase and achieves important results. Partners are motivated by early results and more experienced at designing reform or action proposals that are successfully processed, accepted and implemented. Adjustments are also made to the process to ensure greater efficiency or better focus on areas of most interest and available energy.

3. **Transfer phase.** PPD initiatives often come to life to fill an institutional gap between the public and private sectors. If confidence and dialogue are established or restored, and private sector concerns are now taken into account by government officials, what future lies ahead for the
consultative mechanism? Should the dialogue be maintained in the form in which it came to life? Or, should a PPD’s energy and capacity built during Phases 1 and 2 be transferred to where they originally belonged—with government institutions and advocacy groups? This phase is often referred to as the “transfer” of sponsor management and/or funding of a PPD to local institutions.

4. **Transformation phase.** The 2011 study *Public-Private Dialogue for Sector Competitiveness and Local Economic Development: Lessons from the Mediterranean Region* discusses this transformation phase as the time in which dialogue reaches a “frontier.” This means a dialogue can evolve positively into a “reinvention” phase, where strategic thinking about the future of a PPD occurs, based on new market needs and business opportunities. Or, a PPD can take a negative turn into an “exploitation” phase, where stakeholder contribution is unbalanced and can become an objective in and of itself, becoming self-perpetuating through the exploitation of its bargaining power to capture the resources (subsidies) from the public sector. In a milder scenario, a PPD can hit a “tipping point,” where it continues to exist by performing the functions it was initially set up to carry out, but without answering to new needs of the market.

### 1.2 Definition of PPD Sustainability and “Transfer”

“Transfer phase” refers to the transfer of operations, management or financing of a PPD by sponsors to local institutions. A 2009 study for the International Finance Corporation (IFC) (Herzberg and Toland 2009) indicates that local ownership or self-sustainability is one of the most sensitive issues facing
PPDs today. They suggest self-sustainability deserves serious scrutiny since dialogue needs to be sustained, whether as an institution, a culture or a practice.

The term “transfer phase” is often a source of anxiety among stakeholders because it does not convey well that sponsors will accompany stakeholders during this phase. Depending on the context, sponsors may use alternative expressions, such as “transition” or “sustainability plan”. The transfer process should be gradual with regard to process and financial contributions. A clear timeline is crucial to avoid confusing the local stakeholders. Sticking to the deadlines will increase the credibility of the process as well as local stakeholders’ confidence in taking over ownership. “Sustainability” means that the needs of the present are met without compromising the needs of the future.

The sustainability of a PPD is built upon three pillars: (a) Operational Sustainability, (b) Financial Sustainability, and (c) Sustained Mandate.

1. **Operational sustainability**: Secretariat unit relies on its internal capacities and/or services it purchases at market cost to manage the dialogue.
2. **Financial sustainability**: PPD generates sufficient financial resources from services it offers to cover its cost of operations.
3. **Sustained mandate and effectiveness in delivering this mandate**: i.e., a PPD continues to provide a channel for meaningful dialogue between the private sector and the government and is an “engine” for reforms/activities to solve the issues identified by the partnership.

### 1.3 “As You Enter, Think about Transfer”

Before getting into the details of initiating a PPD transition, it is important for sponsors to remember the principle “**As you enter, think about transfer**.” This means that a transfer strategy must be elaborated upfront in the design stage of any PPD support project. Careful planning of a transfer strategy needs to be carried out when designing the PPD intervention and be consistent with its mandate. However, it should be noted that early transfer planning may be difficult to elaborate in a PPD launch stage, as practitioners may be overwhelmed by the short-term challenges of setting up a PPD, such as recruiting, getting early results, etc. Despite this, the concept document should strive to provide for a broad transfer time frame that is communicated to all stakeholders.

During the design and set-up phase, three particular aspects require careful consideration:

- **Location—Where Should the Secretariat Unit of the PPD Be Located?** The recommended solution is to house the Secretariat unit in an existing organization or institution, even if these have shortcomings or the infrastructure is not up to expected standards. A benefit of this approach is that capacity building efforts will have a better chance at remaining “embedded” in the institution since its initial weaknesses will improve over time with the support and capacity building activities provided by sponsors. In the case of hosting in a private sector organization or civil society organization (CSO), the local
organization will also appear to offer added services to its constituents, thus presenting an added value that can be built-on to generate institutional budget or future service fees.

Of course, there are also plenty of reasons not to invest in an existing private sector or CSO structure. For example: (a) an umbrella private sector organization representing all the private sector associations does not exist, or it is not recognized by its peers as legitimate, (b) a Chamber of Commerce may exist but it might be organized as an autonomous public institution, thus it is perceived as too aligned with government interests, (c) a competing and more representative organization, like the employers’ association, may challenge the Chamber of Commerce, (d) a ministerial department might have incentives that are misaligned with the project objectives of a PPD.

Any potential host may also lack capacity if they do not have the staff and resources necessary to properly carry out the roles and responsibilities of the PPD Secretariat unit. Often, sponsors are tempted to host the Secretariat unit of the PPD in their own office in order to quick-start the project by using logistical support already in place. However, our recommendation is to avoid this easy solution. Once the donor program closes, the PPD Secretariat unit will no longer have a home and it will be at a higher risk of collapse. In terms of perceptions, when housed in a sponsor’s office, the PPD initiative is seen as dependent on or driven by external parties, with little ownership by stakeholders.

- **Staffing—PPD Secretariat Unit and Consultant**

As with location, we recommend working with the staff of existing institutions to provide both capacity building and to establish operating procedures in the newly established PPD Secretariat unit. In some instances, local private sector organizations do not have sufficient staff to operate the PPD Secretariat unit, as it has a limited hiring capacity due to low membership revenues. Arrangements may be possible, however, with existing staff allocating 30–50 percent of their time to the Secretariat unit, or sponsors may choose to provide a one-off start-up grant to partially cover the cost of a salary. In the first scenario, support might include training in how to manage the PPD. In the latter case, both parties should agree on a cost-sharing mechanism with a gradual increase of the contribution by local institutions—the same can be done on the government side.

In the case of Cambodia, the IFC who was sponsoring the PPD agreed to provide a one-year salary for the first employee (a research assistant) of the Cambodia Federation of Employers and Business Associations (CAMFEBA) with clear planning on how and when the association would start covering the salary. By the second year, CAMFEBA retained the employee who stayed on for more than five years as Executive Director, managing more than 20 staff members.

To get things started, especially in difficult environments, sponsors often prefer to directly manage the initiative by coordinating efforts to bring stakeholders to the table and running the PPD. Skilled consultants are hired to manage the PPD initiative and play the role of Coordinator with the objective
of showing results in a short time frame. In such cases, sustainability can become precarious. The PPD runs the risk of having no staff to manage the Secretariat unit once the external funding dries up. To ensure continuity of the PPD Secretariat unit, we suggest the following:

1. **Reporting Line:** according to their contract, consultants’ reporting line lies with the program manager in the sponsor’s organization. This may, however, undermine a sense of ownership of the PPD or a smooth management of it. If the PPD has a Steering Committee, it is recommended that the recruitment of consultants involve the members and new staff report directly to the Steering Committee.

2. **Consultants’ Office:** to encourage ownership and transfer of knowledge, PPD consultants should work from the PPD Secretariat unit hosted in a local institution, rather than from a sponsor’s office. They should present themselves either as independent consultants or as Coordinators of the PPD initiative. Often, consultants working from a sponsor’s office, in particular a development partner, present themselves as staff of the said organization, as this may appear more prestigious. This tends to reinforce the perception that the project is externally-driven and may create confusion among stakeholders as to whether the consultant is working for the PPD or for the sponsor.

   • **Sustainability Plan—Transfer Should Begin at Entry**

   “Transfer” should begin at entry. This includes a solid understanding by stakeholders of the financial and technical commitments made by the Sponsors in terms of time and amount. No PPD should start without a plan for moving gradually to co-financing—with 100% financing by stakeholders being the ultimate goal.

   The sustainability plan covers three areas:

   1. **Operational sustainability:** Who will operate the Secretariat unit? What kind of capacity building needs to be provided and by when? This includes a plan for a long term capacity-building program for local staff on how to manage the PPD.

   2. **Financial sustainability:** By when will the local stakeholders start financing the Secretariat unit? How, and what types of revenue-generating activities can be organized?

   3. **Sustained mandate and effectiveness in delivering this mandate:** What support/capacity building is needed for local stakeholders to be able to advocate efficiently for their constituents?

   *In Cambodia, the IFC agreed to provide a one-year salary for the first employee (a research assistant) of the Cambodia Federation of Employers and Business Associations (CAMFEBA) with clear planning on how and when the association would start covering the salary. By the second year, CAMFEBA retained the employee who stayed on for over 5 years as Executive Director, managing more than 20 staff.*
The sustainability plan should have a clear timeline and be communicated upfront to the stakeholders so that they are aware of whether the PPD is time-bound (will be closed at a specific date), or it will be sustained after sponsor support ends. Stakeholders have a clear choice to make: (a) agree with the cost-sharing plan and ensure a viable PPD, or (b) end the PPD partnership once the sponsor’s intervention is completed. During the transition period, the sponsor should remain an “honest facilitator”, supporting capacity building for both the public and private sectors (including advocacy and organizational skills).

1.4 Sustainability: “In Their Own Words”

PPD initiatives range in type and structure as well as in maturity. A good number of PPDs face sustainability issues when their sponsor support is expected to end in the near-term. Others have a longer preparation time before the transfer. What follows are a few examples of what PPD staff members have written and presented on with regard to sustainability planning and implementation challenges. These examples illustrate how challenges faced by practitioners can be clustered around three issues: (a) advocacy effectiveness, (b) operational sustainability, and (c) financial sustainability.

Ethiopia—A Needed Road-Map for Sustainability

The Ethiopian Public Private Consultative Forum (EPPCF) was established in 2010 by a Memorandum of Understanding (MOU) between the Ministry of Trade and Industry and the Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA). The creation of the EPPCF represented a major milestone in the rebuilding of government and private sector relations that had been strained for some time. EPPCF features a yearly high level National Business Forum that is chaired by the Prime Minister.

Institutionally, ECCSA and the Ministry of Trade continue to be the Champions of the EPPCF. However, ECCSA now considers the EPPCF initiative to be the pillar of its membership advocacy services and sees it as the champion of its ongoing operations.

EPPCF is scheduled to begin its transition to a sustainable and locally owned initiative when IFC support concludes at the end of 2016. A clear roadmap for the sustainability of EPPCF has been devised through ongoing discussions with stakeholders to focus on how the EPPCF Secretariat unit’s work should continue after the transition. Although up to this point DP support has been necessary, the long-term goal of the EPPCF transfer strategy is to ensure that EPPCF remains a viable and effective sustainable advocacy platform for the Ethiopian Private Sector. Expectations are that EPPCF will be funded largely with domestic resources in the future.
The Kyrgyz Republic—Mandate for Sustainability

The Investment Council under the President of the Kyrgyz Republic was established in 2007 with the support of the European Bank for Reconstruction and Development (EBRD) and the Government of the Kyrgyz Republic as a dialogue platform to improve the business environment and investment climate.

The Investment Council Secretariat unit focuses on the sustainability of its operations by regularly holding negotiations with representatives of business associations and international organizations to ensure the financial stability of the Investment Council and the Secretariat unit. The Secretariat unit’s operations extend beyond dialogue and pays a great deal of attention to working with foreign investors and capacity building.

The Secretariat unit is also concerned with its operational sustainability as an effective dialogue platform that is knowledgeable and capable of doing evidence-based advocacy. Because of this, the IC has signed a Memorandum of Understanding and Cooperation with the Kyrgyz Entrepreneurs’ Union, the International Business Council (IBC), the Banking Union and the IFC Investment Climate Improvement Project. This is to support the IC’s capabilities in its areas of expertise. For instance, the Kyrgyz Entrepreneurs’ Union provides support in the area of tourism, the IBC offers expertise on extractive industry issues, and the Banking Union provides advice on banking sector issues. Furthermore, for one year, the IFC commissioned an expert to work on issues related to customs, tax administration and inspections. Support is also provided by members of the Chamber of Tax Consultants and a private law office. Currently, the USAID Reform Project provides the services of an expert on PPD.

Tajikistan—Private Sector Options

In 2007, the national PPD platform was established in Tajikistan with the support of the European Bank for Reconstruction and Development (EBRD). In 2010 the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH provided technical support to establish the Consultative Councils (CC) on Improvement of the Investment Climate and Business Environment, under the Governor and its Secretariat unit in Tajikistan’s Sughd Region (Northern Province). That same year, the IFC provided technical support for the establishment of a regional CC in Khatlon Region. Currently, a mixed arrangement exists of sponsor support of the CC. EBRD finances this process at a national level while GIZ and IFC act as a channel to trickle-up proposals coming from the regional CCs. This supports the Secretariat unit as well as improves coordination and communication between regional and national CCs.

To ensure a proper sustainability strategy, GIZ initially discouraged dependency from DP grants right from the start. It proposed, rather, that the CC Secretariat unit finance itself through its own services. The private sector, however, assessed that the Secretariat unit would not be sustainable without
financial contribution from DPs. GIZ now finances the Secretariat unit (private sector representatives) and subsidizes the organization of CC Sessions (analytical work by experts and the logistics of meetings).

The CC Exit Strategy is based on the assumption that a business association will appoint and cover the salary of a Coordinator to represent the private sector in the CC Secretariat unit. **Gradually, the Secretariat unit is to become a private sector umbrella organization capable of providing fee-based advocacy services.** Such income is expected to cover the running costs of the Secretariat unit and the payment for needed reinvestment in office equipment and furniture. The Khukumat (City Council) currently pays for office space and the basic salary of the public representative in the CC Secretariat unit.

**Note**

3. Adapted from the presentation by Mamo Mihretu, Program Manager-Ethiopia, IFC Investment Climate Advisory and Eyob Tekalign Tolina, Manager, Ethiopian Public Private Consultative Forum (EPPCF) Secretariat, at the Public-Private Dialogue 2014 Global Workshop in Frankfurt, Germany, March 3–6 2014.
Chapter 2

PPD Sustainability—Issues to Consider

A number of important issues should be thought through as you devise a PPD initiative’s transition. Some of these issues are addressed in this section and include: (a) the change process to be undertaken, (b) lessons learned from other PPD transitions, (c) transition challenges, and (d) how the Public and Private Sectors’ contribute to a PPD’s sustainability.

2.1 A Change Process

Managing a PPD transition is about managing a change process. It is a process where the PPD is being moved from its current state, with high sponsor dependence, toward a more independent state, owned by local entities. A PPD transition strategy needs to be carefully planned over an extended period of time. If the transition has been discussed with stakeholders at the start of the project, the change process will be smooth since it is a matter of implementing an agreed strategic plan (it may eventually become necessary to review or adjust the initial roadmap to current circumstances).
Transition becomes more hectic, however, when the handover has not been planned, as it becomes a source of uncertainty for stakeholders, making it important to adopt techniques related to a change management process. For example, follow some guiding principles, such as good planning that includes key tasks, doers and information management so that stakeholders understand what to expect, how to manage their own personal change, and how to engage the entire organization in the process.

Chapter 4 of this Note outlines in detailed what a Change Management processes is and how it can be applied to a PPD.

2.2 Lessons from PPD Transition Initiatives

Even though there is a limited body of experience and no singular optimal transition strategy to date, there are numerous good lessons and practices that have emerged from recent and ongoing PPD transition processes. Some useful lessons learned from PPD practitioners are below.

**Have a track record.** Experience shows that a PPD's track record of success can greatly increase stakeholders’ willingness to own and manage the PPD over time. **Give adequate time.** Adequate time is needed to move from discussion about transition to its implementation. In Cambodia, for example, the transition stakeholder consultation period lasted 6 months, with 6 more months required to finalize the strategy that led to its implementation. This was followed by another year of coaching and training. In Vietnam and Cameroon, the private sector took one year to sign an MOU that established a consortium of associations to support the PPD.

**Build capacity.** Continued capacity building for business associations and other stakeholders over the various phases, including the transfer period, remains central. Obviously, it takes time to build the capacity of BMOs, government officials and people, so a comprehensive program should be developed and rolled out throughout the life of the PPD, particularly during phase 1 (Discovery and Set-Up) and phase 2 (High-Impact or Maturity). When this is delayed until phase 3 (Transfer), there is often not enough time to coach and provide an in-depth and comprehensive training plan.

In the case of BMOs, capacity building should addresses two crucial aspects: (a) the organization and sustainability of the BMO, including membership recruitment, development of services, staff management, governance, measurement and evaluation, and running a professional Secretariat unit, and (b) the capacity to advocate efficiently and to communicate well.

**Listen to the private sector.** The private sector needs to agree and cooperate among itself so as to define, prioritize and scope out the reform issues. Working on solutions to acquire the necessary advocacy and analytical capacity must remain a priority in the process.
2.3 Transition Challenges

When designing a PPD, Herzberg and Wright’s 2006 PPD Handbook advises following the Charter of Good Practices’ Principles as a useful framework to help design, operationalize, and ensure the sustainability of a PPD (Box 2.1). Furthermore, at the 2015 Global PPD Workshop, a 13th Principle on Sustainability was incorporated into a revised Charter that stipulates “Achieving sustainability is a challenge for a PPD and requires the commitment of all PPD actors.” Although a mature PPD will have addressed many of the Charter’s principles by the time of sponsor transfer, design teams should refer back to the Charter when elaborating options for the sustainability plan. This is important because a transfer strategy may change the environment and stability of the PPD (Box 2.2).

**BOX 2.1 Questions to Consider—Sustainability and the Principles of Good Practice**

1. What is the mandate of the body/PPD mechanism, and its anchorage in and relationship to existing institutions?
2. How is participation organized and under what structure?
3. Who are the individual Champions that help the body/PPD mechanism push for reforms?
4. How is the body/PPD mechanism coordinated (e.g., by a Secretariat unit), who is/are the facilitator(s) and is facilitation well organized?
5. What type of outputs does the body/PPD mechanism produce, which have they produced over time, and is there a reform tracking mechanism that enables monitoring of progress on these issues?
6. What has been the communication and outreach strategy of the body/PPD mechanism?
7. Does the body/PPD mechanism use a monitoring and evaluation framework and, if so, which one, and how successful is it at achieving its intended purpose?
8. Does the body/PPD mechanism support dialogue processes at the sub-national level?
9. What specific arrangements for sector-specific dialogue exist through this body/PPD mechanism and in which particular sector? How does it interact with other sector development programs such as cluster work, value chain work, and what have been the sector-level results so far?
10. What is the relationship of the body/PPD mechanism to issues pertaining to foreign investment; do foreign investors use the body/PPD mechanism as an aftercare mechanism for FDI-related policy issues and does the body/PPD mechanism play a role in either representation or advocacy at the international level?
11. Has the body/PPD mechanism been designed to address the specificity of post-conflict and crisis environments, and did it have peace-building implications in helping to re-bridge the trust and confidence gap?
12. Have DPs interacted with the body/PPD mechanism, and if so, what degree of independence has the body/PPD mechanism had in term of agenda setting? If the body/PPD mechanism has been donor-supported, how prone is it to become sustainable when exit donor support ends?
**In theory**, as previously mentioned, the sustainability of the PPD is built during phase 1 and phase 2 of the PPD life cycle. When the PPD is anchored in the right institution, there is an inclusive and balanced range of participants, champions are leading the reforms, there is a well-functioning and efficient Secretariat unit and the reforms are enacted and impactful, etc.

**In reality**, as a PPD is still a work-in-progress when sponsors are transitioning out, some of these challenges may become more apparent. For example, the lack of champions will imply a continuing challenge or a full disengagement. Some arrangements already agreed on may be called into question. A PPD, for instance, may be chaired by the Prime Minister and hosted at the Prime Minister’s office, but after transition the government may decide that the PPD will be chaired by a line minister.

A good transition strategy will develop activities to address these challenges during phases 1 and 2. When the transition strategy is elaborated only during phase 3, time is often lacking to implement the support activities that include, identifying new champions, developing a new mandate and providing capacity building to a weak Secretariat unit.

**Challenges that may impede a successful transition can be categorized in terms of operations, effectiveness and transition.**

- **PPD Operations**

  Common operational challenges include the maintenance of participation and commitment from stakeholders, such as: (a) balancing different interests and achieving consensus within the private sector and several government agencies, (b) strengthening trust and respect in the PPD process from all stakeholders and parties, (c) building sustainability when sponsor support ends, and (d) generating long-term financial support, which is likely the biggest challenge faced during a PPD transitioning from sponsor-driven to a locally-sustained initiative.
• **PPD Effectiveness**

As with operations, issues of capacity affect a PPD’s effectiveness during the transition phase. Issues range from a limited private sector capacity in developing a reform agenda, advocating to the government, carrying out research and analysis, and communicating capabilities.

An additional challenge can be the Government’s capacity and willingness to engage with and respond to the private sector on the substance of proposals and implementation of the recommended reforms.

• **PPD Transition**

When a transition strategy is not built into the PPD project design, the discussion about transition can be slow before gathering momentum.

Additionally, the capacity of the new Secretariat team (formed by the business associations/chambers), combined with the lack of capacity to carry out important reforms (identification, research, and advocacy) can vary considerably and undermine the transfer process and its success.

Maintaining the credibility and effectiveness of the dialogue process under the transition phase requires a lot of effort from the Secretariat team and champions. Lacking champions to support the process of change could derail it.

An example of the risk evaluation faced by the Cambodia Government Private Sector Forum (G-PSF) is provided in Figure 2.1:

**FIGURE 2.1 Risks Evaluation of the Cambodia G-PSF Sustainability Strategy**

<table>
<thead>
<tr>
<th>Risk evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Sustainability Model relies on Business Membership organizations (BMOs) and their capacity to engage in a dialogue.</td>
</tr>
<tr>
<td>➢ Operational sustainability of the G-PSF will partially be achieved—the four WGs managed by high capacity BMOs (IBC, GMAC, CAMFEBA, ABC) will operate sustainably but the process may collapse in the four other WGs.</td>
</tr>
<tr>
<td>➢ Financial sustainability of the G-PSF is achievable by adopting a cost-effective structure for the G-PSF Secretariat (i.e. a single-person entity with purely administrative functions hosted by each business association). Financial resources will include BMOs’ membership</td>
</tr>
<tr>
<td>➢ The G-PSF’s effectiveness in promoting reforms may be negatively impacted by the sustainability strategy through strong BMOs.</td>
</tr>
</tbody>
</table>

Source: USAID report: Cambodia strengthening MSME project and possibilities of cooperation with the G-PSF, May 2009.
2.4 Public and Private Sectors’ Contributions to PPD Sustainability

At entry, PPD design must be country specific and take into account the capacity and willingness of the public and private sector to participate (both at national or sub-national levels). The presence of political will is paramount to starting a dialogue process. The funding mechanism for a PPD must be flexible and should include cost-sharing by both public and private actors. Sustainability of the PPD initiative should be a critical part of a broader PPD strategy with genuine and broad-based DP coordination that represents both the public and private sectors’ capacity and interest. This means taking into account the unique attributes of both sectors as illustrated in Figure 2.2: The private sector’s most

FIGURE 2.2 Public and Private Sectors’ Contributions to Sustainability

Private sector

- Be able to identify and properly scope issues using various research tools and techniques, based on inputs from individual businesses
- Clearly present the problem and the harm the problem is causing
- Provide options to address the problem and assess the likely economic and other impacts of each option
- Make recommendations around a clear implementation plan, including sequencing and timeline of activities, and which entities need to engage
- Communicate the need for follow up by the private sector to provide feedback on the effectiveness of the reform’s implementation over time

Public sector

- Engage with and respond to the private sector on proposal substance
- Put PPD issues on the Government agenda – the public sector can take a leading role in convincing others and coordinating with other agencies
- Cast aside internal vested interests
- Communicate internally and across Government
- Be increasingly accountable to the private sector on issues put forward, and commit to decisions on the reforms agreed to, and roll out the implementation, and monitor the application.

CHECKLIST Preparation of Executing the Transition

- Plan the transition early
- Make clear to all that PPD transition is not PPD exit
- Consult all stakeholders separately first, then hold a public consultation as a group
- Get maximum feedback from stakeholders to be sure all are OK with transition process
- Build consensus around one of the proposals
- Develop a clear transition timeline that includes deadlines for stakeholder inputs
- Document and share key PPD decisions made
- Formalize an agreed upon transition strategy (ideally with an MOU)
important contribution to PPD is its ability to scope, analyze, prioritize and present issues to government, and so it needs to have solid technical, analytical and communications skills. On the other hand, the public sector’s most important contribution to PPD is its capacity and willingness to respond to its private sector counterparts, which is in addition to its analytic and policy expertise.

Notes
Chapter 3
Getting Started—Critical Reflections

Once a clear mandate for transition has been gained, a strategic plan needs to be elaborated based on data and evidence gathered from stakeholders with regard to the strengths and weaknesses of the PPD. By identifying constraints and opportunities, it is possible to elaborate key recommendations and propose a few initial transition strategies. The next step should be to expand consultations to all stakeholders and collect their feedback on the initial transition strategy proposed (consensus around one of the proposals should be built by this stage). Finally, a more detailed work-plan, including budgeting, should be produced and all commitments formalized. This lays the foundation to a smooth transfer of ownership.

Before a transition strategy is put in place, however, it is important to reflect on certain critical building blocks to ensure its success. These considerations form the basic cornerstone of a successful transition strategy that allows for full local ownership.

1. **Consensus building**: wide consultations inclusive of all stakeholders should be carried out and centered on the proposed approach. The level of consensus built will likely be the primary determinant of success.
2. **Practicality**: stakeholder mapping and analytical work is critical and should be carried out to identify the institution that has the best technical and financial resources to sustain the PPD once DP support is ended.

3. **Staff dedication**: dedicated staff should be assigned to the PPD to organize meetings, publicity, and events in order to provide support essential to a good transition plan and the coordinating institution.

4. **Clear timeline**: a clear timeline of events with specific deadlines should be put in place and communicated to all stakeholders.

### 3.1 The Change Process

What follows is an in-depth description of a formal change management process. Change management processes and principles are highly applicable to a PPD's transition planning and processes.

*Business Edge* is a world-class training system that provides practical solutions for Small & Medium Enterprises (SMEs). It is developed by the IFC to improve management capacity and business performance by providing a framework for change management (Figures 3.1, 3.2, and 3.3). Part I of the diagram, “Planning,” helps managers initiate the necessary changes within the organization. Part II, “Implementation,” helps managers implement the changes.

**Components of the Change Management Process and its applicability to a PPD Transition:**

- **Create need by creating ownership.** Ownership of the PPD sustainability strategy is often best created by involving the sponsors/DPs, Secretariat

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**FIGURE 3.1 Model of Planning and Implementation**

![Diagram of Planning and Implementation](image-url)
unit, and the PPD’s Working Group Co-chairs and key participants in identifying problems and crafting solutions. They should feel the urgency of change—“change or die!” It is also critical to address the “human side” systematically. When implementing change as illustrated in the preceding figures—people, staff, colleagues, stakeholders, are much more difficult to manage than a process involving inanimate components, such as technology, or money. But, by understanding this nature, managers can predict reactions and find suitable strategies to soothe anxieties and foster the acceptance and implementation of change. Engaging stakeholders, sending clear messages and planning strategically are key aspects of a successful PPD.
• **Communicate benefits.** Together with creating the need for change, Secretariat units should also strive to show how the benefits of change relate to every stakeholder. The best change programs reinforce core messages through regular, timely advice that is both inspirational, and practicable. Communications should flow from the bottom and out from the top, and are targeted to provide stakeholders with the right information at the right time, and to solicit input and feedback. Often this will require over-communication through multiple, redundant channels. PPD Working Group meetings that convene regularly provide good avenues for this.

• **Start.** After considering all factors, a Secretariat unit should start implementing change. Even if small, a starting point is needed, otherwise the change will never happen. Start at the top with the PPD Working Group Co-chairs, Chairs, heads of associations, and government representatives.

• **Lead.** The PPD initiative leadership must embrace the new approaches as both change leaders and as change managers. They must speak with one voice, and they must model desired behaviors by breaking with the status quo to allow for a transition period, and to implement the changes. They perform a dual role, as *change leaders* who are aware of what must be changed, and as *change managers* who implement change. The leader observes and stays informed of external circumstances and internal organizational issues while the manager implements tasks related to the people and limits failure by: (a) gaining commitment from the staff, (b) overcoming resistance through motivation and persuasion and (c) helping participants adapt to change.

• **Reinforce.** PPD Secretariat units should have policies and plans in place to reinforce new factors in the transition step that enables people to gradually implement the changes.

• **Monitor and Evaluate.** Keep track of where you are in your plan by monitoring the change process. Keep in mind that no change program will go fully according to plan—people react in unexpected ways, areas of anticipated resistance fall away, and the external environment shifts. Effective change management requires continual reassessment of its impact and the willingness and ability to adopt the next wave of transformation.

• **Speak to the individual.** Change is both an institutional journey and a very personal one. Staff and participants to the PPD spend many hours each week on the initiative. Staff members need to know how their work will change, what is expected of them during and after the transition, how they will be measured, and what success or failure will mean for them and those around them. DPs and the governing board of the PPD should be as honest and explicit as possible.
Note

1. Adapted from Business Edge™. Business Edge™ provides practical solutions for Small & Medium Enterprises (SMEs). It is backed by IFC and delivered by certified local trainers. Since 2002, over 145,000 individuals have been trained by Business Edge™ accredited trainers in Asia, Africa, the Middle East, Latin America and the Caribbean.
Chapter 4

Developing a Sustainability Plan

A sustainability plan is generally comprised of the following sections:
Section 1: Background of a PPD initiative
Section 2: Assessment of stakeholders’ capacity
Section 3: Operational sustainability, financial sustainability and mandate
Section 4: Options for a PPD’s sustainability
Section 5: Communication strategy
Section 6: Monitoring and post-evaluation
Section 7: Post-transition support plan
Section 8: Detailed work plan and timeline

Keep in mind that these elements will vary in scope and timing. This depends on whether you are designing the Sustainability Plan during the start-up phase of a PPD, or during the transfer phase when sponsor support is ending. Box 4.1 provides some questions to consider when devising PPD ownership before and after transition. Figure 4.1 provides a Step-by-Step Path to Sustainability with recommendations for each step.
4.1 STEP 1—Assessment

Analyzing the Reform Process Pre-Conditions

There are three main areas where focus is needed in order to address issues that might stall the reform process:

- **Capacity to move the reform to the next step.** This capacity could be technical or financial in nature and is meant to transform the role of sponsors from implementer to enabler. It includes such things as, DP/BMO/government capacity building, a rotating Secretariat unit function, among others. Financial capacity deals with resource mobilization plans, contributions by sponsors as clients of the PPD, or contribution to a research fund with clear and transparent access guidelines.
Private sector confidence to move reforms to the next step. If the private sector is lacking in confidence, sponsors may want to consider extending their “umbrella” beyond the transfer phase, sponsoring the main plenary event, vetting research and position papers, and raising the PPD profile with the government.

Private sector and government opportunity. The private sector has “closer and more meaningful” access to the government through adequate structures and organizations.

These three conditions must be met before the transition happens. If stakeholders do not have the capacity or the will to move the reforms forward, the PPD has a higher chance of collapse after sponsor transfer, as the role of honest broker and the provision of technical assistance will no longer be available.

Analyzing the Political Economy Context

It is of utmost importance to understand the political economy (PE) of the PPD. Because the risk of collusion between high-ranking officials and large businesses is very high, a sponsor’s past efforts to ensure inclusion and reforms to benefit the larger section of society are at risk. We recommend undertaking an analysis of who will win and who will lose as a consequence of the change process, and to pursue measures that can mitigate the risks.

**Box 4.1 Questions to Consider—Who Owns the PPD Initiative?**

1. Which stakeholders should be consulted about the transition? What is the best way to engage them?
2. Which local ownership option should be pursued? Which entity(ies) will own and run the PPD? Can different PPD functions be allocated to different organizations (e.g., the facilitation function vs. the running of the Working Groups)?
3. Can stakeholders, in particular the private sector, be more closely engaged in the activities of the PPD in the near-term, before a formal agreement is made about its transition?
4. Where will the new PPD be hosted (Secretariat unit)? Can it be placed with the government?
5. Will staff of the Secretariat unit originate from a single organization or several?
6. Where will financial support come from? Can the private sector unite to financially support the PPD? Should other development partners support the PPD, for example, as an interim arrangement? What kind of things can DPs support, and can this include a research fund that PPD Working Groups could access?
7. What kind of post-closure support can the sponsor provide?
8. What should capacity building and training focus on? How should this training be delivered? Over what time period, and when should it begin?
9. Can the emphasis on the PPD transition be an opportunity to add new dimensions to the PPD’s work (e.g., sector-specific and sub-national reform proposals)?
10. To what degree should the next PPD Coordinator focus on transition issues as part of the Terms of Reference?
In Cambodia, the greatest risk to the sustainability plan of the Cambodia Government Private Sector Forum (G-PSF) was the Chamber of Commerce’s ability to be a neutral Secretariat unit for the PPD initiative.

Although in theory, a G-PSF Secretariat unit coordinating all eight Private Sector Working Groups (PSWGs) could have been provided by the Cambodia Chamber of Commerce (CCC), assessments made by development agencies (e.g., AusAID 2006, USAID 2008) indicated that the CCC lacked authority, representativeness, resources and capacity to perform this coordinating role.

Two other factors were also of concern: (a) lack of independence of the CCC due to all chambers of commerce nationwide being supervised (by law) by the Ministry of Commerce, and (b) the fact that the CCC does not represent all businesses, but rather a more limited group of CCC board members (about 50 companies) and that tend to be larger businesses.

In consideration of these facts, the transition plan provisioned that each of the eight Working Groups under the G-PSF would have their own Secretariat unit, with an overall Secretariat unit housed in the Chamber of Commerce to coordinate the work of the various Secretariat units. De facto, the umbrella Secretariat unit was the face of the private sector, serving as its coordinator for the PPD initiative.

In the absence of a strong coordination center (lack of capacity of the CCC), Working Groups could continue to function in an insular manner, with dialogue happening at the ministerial level prior to the national forums. The risk was that cross-sectoral issues lacked the unified support of multiple working groups, causing a potential lack of representation of the private sector or a duplication of efforts.

Analyzing the Capacity of Private Sector Organizations

A thorough and impartial assessment of the capacity of each private sector organization or public agency should be conducted to ensure that the PPD Secretariat unit is transferred to the organization presenting the highest capacity to carry on the work of the Secretariat unit. This may have been conducted during the PPD’s start-up phase, but will need to be reviewed again at the transfer phase.

The handbook Building the Capacity of Business Membership Organizations, Guiding Principles for Project Managers (Mikhnev 2006), as well as Business Associations for the 21st Century (Milner et al. 2001), provide excellent frameworks on how to assess the capacity of BMOs. Works from SEQUA (www.sequa.de) in building BMOs are also good references. A survey questionnaire developed by SEQUA is also a useful framework and can be downloaded from this link: http://www.sequa.de/uploads/files/BMO_PerformanceSurvey_bfz.pdf.

Although most operational issues can be solved effectively by business associations, issues raised by the private sector within the PPD tend to be more complex and require research and data to support their advocacy efforts. Many associations, however, do not have the capacity to provide research and
report writing expertise, both of which are now necessary when working with government counterparts.

There are also concerns that reforms proposed will not be representative of the whole industry—some associations may have too few members, whereas those that are too strong may only raise issues specific to their membership. Thus, issues presented may not be representative of the private sector at large.

Government Capacity

As mentioned at the beginning of this PPD Note, the sustainability plan concerns itself more with the coordination of the private sector than the government. (The government has its own internal coordination system and can ensure both the operational and financial sustainability of its coordination.) However, a main area of concern is for government's capacity and its ability to maintain an efficient dialogue (technical capacity to undertake reform), and its will to see reforms through. The assessment involves understanding who will continue to champion the dialogue, confirming the focal points for the private sector and ensuring that the rules of engagement stay the same.

PPDs may face difficulties integrating into the political process. If this has not been dealt with at the design stage, the PPD institutional alignment will need to be carefully considered during the transfer phase. For example, although the Bangladesh Better Business Forum is an advanced PPD, its sustainability is very dependent on the political will of the ruling party. In this scenario, careful strategic maneuvering is called for since the Forum should refrain from being perceived as aligned with any given ruling power. This is to ensure independence and continuity beyond election periods.

Other examples to consider are the Tajikistan Presidential Investor Council and the Sierra Leone Business Forum. In Tajikistan, for instance, the Investor Council has seen a gradual increase in recognition from state bodies and a gradual increase in political willingness to trust the PPD to engage in reform, however, the PPD Secretariat unit has been struggling to garner commitment from all stakeholders in order to implement its decisions. Similarly, In Sierra Leone, the Sierra Leone Business Forum has been hampered by poor communication and misaligned stakeholder expectations, despite the government's genuine willingness to engage in economic reform dialogue among public and private sector stakeholders.

4.2 STEP 2—Developing the Strategy

Evaluate and Analyze the Data, Develop Options for Sustainability Strategies

Based on the stakeholder assessment, the project team will elaborate a few options for the sustainability strategy (usually three proposals).
Ultimately, it is the local political and economic environments (and dynamic between local stakeholders) that will dictate the best transformation strategy. Generally, transformation options for the PPD included the following:

- **Strategy 1**: Integrating the PPD into existing institutions
- **Strategy 2**: Setting up the PPD as a new and independent institution run by a consortium of associations
- **Strategy 3**: Decentralizing the PPD functions, with the Working Groups taking on lives of their own
- **Strategy 4**: Internalizing the stakeholder dialogue concept, but the PPD ends in itself
- **Strategy 5**: Ending the partnership initiative without follow-up.

### Strategy 1—Integrating the PPD into Existing Institutions

The PPD is housed within an existing institution, such as a government body (e.g., Investment Board, Ministry of Planning) or business membership organization (e.g., Chamber of Commerce or business association), which also becomes the new home of the PPD Secretariat unit.

Integrating the PPD Secretariat unit into an institution already active in the dialogue may have several advantages. It (a) builds upon experience and expertise of the PPD actors, (b) diminishes uncertainties around the transition and helps to obtain stakeholder consensus (the institution has a convincing track-record), (c) prioritizes reforms over a resource-intense institutionalization process (building a new institution is a cumbersome process, drawing enormous amounts of time, resources and political capital).

This may mean that the organization’s mandate, charter, by-laws, and possibly other documents may need to be altered to allow for this PPD function to be delivered.

This strategy was adopted by the G-PSF (mix of strategy 1 and 3) and the Lao Business Forum (LBF) and the Philippines Agri-Business PPD.

### Strategy 2—Setting Up the PPD as a New and Independent Institution

When none of the current PPD partners are in a position to develop adequate capabilities, or when no stakeholder consensus can be reached on an existing institution, the partnership may need to be moved under the umbrella of a new and independent institution so that it retains its neutral, permanent business representative and advocate role.

In this case, the PPD could run jointly by several Business Associations (which contribute staff and financial resources) located in a single office and where the PPD’s physical “home” may change over time. This joint management can be formalized in the setup of a consortium of associations. This is the case of the Vietnam Business Forum (VBF) that created a consortium of 14 business associations to support the Secretariat unit of the PPD, the Cameroon Business Forum under the framework of an MOU or the Timor-Leste Chamber of Commerce and Industry (CCI-TL) that initially was formed with a membership of 17 different Business Associations.
Common challenges in establishing a new institution include:

**Constrained time and resources to build a new institution.** A new institution will face immediate challenges with regard to its operational and financial sustainability. If the option is to create a new government unit/agency, stakeholders must ensure the new institution has the proper mandate and authority to decide on issues raised as well as alignment with existing government institutions. If it is a private sector organization, there needs to be clarity on the mandate and care that its role is not overlapping with other BMOs.

**Retaining confidence in the partnership as a transparent and neutral process.** Chief among the confidence factors is the setup of an inclusive governance structure that receives stakeholders’ approval.

**Establishing a new organization that is resource-efficient.** Efficiency means ensuring that the new PPD institution takes advantage of available infrastructure and that the PPD team is fully transferred to the new institution.

**Strategy 3—Decentralization of the PPD Functions**

There are instances where the dialogue between Working Groups and counterpart public institutions may be sustained without the need for facilitation by a central PPD Secretariat unit. The functions of the PPD are thus decentralized so that issue-specific Working Groups and the PPD Governing Board can take on a life of their own, within existing institutions. These can be line ministries and business associations that carry on their own separate advocacy.

It is to be noted that in some countries, consultation is embedded in the way government operates (OECD countries, industrialized countries), and where business associations advocate directly with their counterparts without having an umbrella PPD.

The conditions for Working Group-level PPDs occur over a sustained period of time, when several Working Groups have implemented reforms independently of the central PPD structure. In Cambodia for instance, after several years of G-PSF existence, the Finance and Banking Working Group and the Central Bank had built sufficient trust to use direct communication channels and no longer necessitated facilitation by a central Secretariat unit. A decentralized PPD may be more resilient to political changes because the dialogue is less dependent on prominent political figures, such as the PPD Chairman. Transitioning a PPD to Working Group-level dialogues also allows for greater risk diversification, i.e., ensuring that at least some Working Group dialogues will become sustainable.

At the same time, some challenges are to be expected. Decentralized PPDs are likely to have lesser capacity to attract non-core Working Group constituents, such as agencies that have a role in reform implementation but no institutional link to the Working Group subject. Finally, a Working Group-level PPD loses the opportunity to create virtuous spillovers from one Working Group to the next in terms of capabilities and results. The consequence being the sustainability of a PPD process for the most powerful economic stakeholders and interests.
This is in part, what the Cambodia Government-Private Sector Forum has adopted with a Secretariat unit in each of the Working Groups.

**Strategy 4—Internalization of the Stakeholder Dialogue Concept**

In this case, the PPD mechanism itself ends, but the concept of stakeholder dialogue is internalized and integrated into the political culture and practice, i.e., business association advocacy capacity is improved, government Regulatory Impact Assessments are adopted as well as formal requirements for consultation. This is the case of the Bangladesh Better Business Forum.

During the assessment and development of the transition strategy, sponsors may have assessed that sustainability conditions are met and the PPD is wound down:

- The culture of dialogue exists with the government and there is a clear channel of communication between the government and the private sector
- The private sector and government have the capacity to engage in evidence-based advocacy
- BMOs are meeting standards in terms of operational and financial sustainability

In many aspects this is a successful intervention, as stakeholders continue to dialogue as a culture and do not need external support to achieve their common objectives.

**Strategy 5—Ending the Partnership Initiative**

In this strategy, the PPD is shut down with no follow-on because the objectives were achieved and there is no rationale to continue the process—or stakeholders failed to reach an agreement on a way forward.

As indicated above, some partnerships have time-bound mandates and objectives and are not expected to transition to sustainable initiatives. It may also be possible for an open-ended PPD to end because stakeholders failed to agree on a sustainability plan, or the political culture and context no longer call for a highly structured and formal PPD format.

**Conclusion on Options**

Each alternative has its pros and cons. For example, transferring the Secretariat unit to a local business association may work if that association possesses significant capacity and has a nationwide network. But, the organization will encounter problems if the government does not see it as credible. A joint business association initiative on the other hand may more easily win the approval of PPD members and facilitate good operations because of its familiarity with the PPD’s approach. However, obtaining shared financial support, ensuring effective coordination, and achieving sustainability may pose major challenges.
The PPD dialogue continuum (Figure 4.2) illustrates that all dialogues between the public and the private sectors belong somewhere along a continuum, ranging between structured, formal partnerships on the one hand and organic, cultural dialogue mechanisms on the other hand. A transition strategy is a change process that requires development partners “to start early,” as early as during the design phase of the PPD project, and nurture regular communication with stakeholders to avoid the collapse of the initiative after DP support ends. Our recommendation is consequently to PLAN, PLAN, and PLAN.

Clear Description of Tasks and Roles

The transition plan will provide clear terms of reference for each of the entities involved in the PPD (Figures 4.3 and 4.4). The transition plans of the Cambodia G-PSF or the MOU establishing a consortium to support the VBF provide clear terms of reference for each of the entities involved in the PPD by clearly laying out the roles and responsibilities of each of the constituents and components.

Whether described in a legal mandate, internal rules, or an MOU, each clearly spells out the roles and responsibilities of the Chair, Working Groups, and/or individual associations.

4.3 STEP 3—Communication and Sustainability

A PPD should plan for its sustainability by designing a comprehensive stakeholder engagement strategy and executing it through targeted communication and outreach (Figures 4.5 and 4.6). A PPD Secretariat unit should
### FIGURE 4.3  Lao People’s Democratic Republic Business Forum—Job Descriptions

<table>
<thead>
<tr>
<th>Role Description</th>
<th>Secretariat WGs</th>
<th>Transition committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrange forum, IMT, working groups, and write minutes</td>
<td>Yes</td>
<td>Support</td>
</tr>
<tr>
<td>Organize, run PS working groups, and prepare papers</td>
<td>Support</td>
<td>Yes</td>
</tr>
<tr>
<td>Strategize for sector, identify issues leading to impact</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Set out main issues and solutions, prioritize for IMT</td>
<td>Support</td>
<td>Yes</td>
</tr>
<tr>
<td>Advocate for regulatory reforms through LBF dialogue</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Coordinate with other donor PSD programs, forums</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Broker technical assistance and support from donors</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Disseminate information, communications outreach</td>
<td>Yes</td>
<td>Advocates</td>
</tr>
<tr>
<td>Monitoring and evaluation, improve effectiveness</td>
<td>Yes</td>
<td>Support</td>
</tr>
<tr>
<td>Set ‘LBF exit criteria’ and timing, manage 2010+</td>
<td>Support</td>
<td>No</td>
</tr>
</tbody>
</table>

**Summary of key roles**

**Arrange forum, IMT, working groups, and write minutes**
- Yes
- Support
- Monitor

**Organize, run PS working groups, and prepare papers**
- Support
- Yes
- Monitor

**Strategize for sector, identify issues leading to impact**
- No
- Yes
- Monitor

**Set out main issues and solutions, prioritize for IMT**
- Support
- Yes
- Monitor

**Advocate for regulatory reforms through LBF dialogue**
- No
- Yes
- Support

**Coordinate with other donor PSD programs, forums**
- Yes
- No
- Yes

**Broker technical assistance and support from donors**
- No
- No
- Yes

**Disseminate information, communications outreach**
- Yes
- Advocates
- Monitor

**Monitoring and evaluation, improve effectiveness**
- Yes
- Support
- Monitor

**Set ‘LBF exit criteria’ and timing, manage 2010+**
- Support
- No
- Yes

**Improve business environment**

### FIGURE 4.4  Lao People’s Democratic Republic Business Forum—Key Roles

**Who does what?**

- **Chair: MPI**
  - Screen issues and mandate ministry engagement for strategic issues.
  - Resolve issues or raise to forum.

- **Chair: LNCCI focal point**
  - WG leaders screen and prioritize issues for IMT.

- **Chair: WG leader**
  - Open to all P. sector leader elected raise and set out issues for sector and IMT.

- **Chair: MPI FP**
  - IMT-WG leaders.

- **Chair: LNCCI FP**
  - Secretariat.
  - LBF secretariat administrative team to co-ordinate LBF process and report.

- **Chair: Senior LNCCI, IFC**
  - Oversight of LBF process, quality.
  - Ensure transition is managed well.

- **MPI focal point**
  - To co-ordinate effective govt engagement.

- **LNCCI focal point**
  - To oversee secretariat team.

- **IFC advisory support**

- **PS WG**
  - Tourism PS WG
  - Services and trade PS WG
  - Mining PS WG

- **IMT-WG**
  - MPI FP
  - LNCCI FP

- **LBF**
  - Business groups
  - Government
  - Donors

- **IMT-WG**
  - MPI FP
  - LNCCI FP

- **Secretariat**
  - WG leaders Mtg

- **IFC advisory support**

- **LBF exit criteria**

- **Monitoring and evaluation, improve effectiveness**

- **Set ‘LBF exit criteria’ and timing, manage 2010+**

- **Advocates**
  - Disseminate information, communications outreach.
  - Monitor.
Public-Private Dialogue (PPD) Practical Notes Series

Once stakeholders are engaged, PPDs should address their capacity building needs and strengthen their advocacy ability by providing access to research that supports reform recommendations. National PPDs should complement its regular communication to stakeholders on processes and issues with well-timed, targeted campaigns, addressed to strategic stakeholder groups in order to address detractors’ messages and gain widespread buy-in and support for the issues at stake.

Once stakeholders are engaged, PPDs should address their capacity building needs and strengthen their advocacy ability by providing access to research that supports reform recommendations. National PPDs should
remember that supporting stakeholders are also be found among business networks at the sub-national level. PPDs should communicate externally with other PPDs, including carrying out study tours to exchange information and lessons about best practices, as well as expanding the stakeholder network.

If budget allows, we recommend organizing south-south knowledge exchange events. Members can learn from other initiatives (countries) where DPs have transferred ownership and have been successful at independently managing the PPD initiative.

4.4 STEP 4—Implementing the Strategy

Congratulations! You have convinced all stakeholders on the way forward; it is now time to implement. During the implementation, it is necessary to continue to communicate with stakeholders on the progress. Remember to stay flexible and adapt the plan according to realities in the field, and recognize that not all work will go according to the plan and earlier discussions.

It is important to maintain the date of the transition as non-negotiable, as moving the target will create confusion among stakeholders as to whether sponsors will continue to fund the partnership (Figure 4.7). This does not preclude sponsors from having a post-closure plan that continues to coach staff in BMOs or government agencies, or identify areas where other sponsors can come in to support the PPD.

**FIGURE 4.7 Cambodia G-PSF—Timeline**

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<tbody>
<tr>
<td>• Transition plan initiated</td>
<td></td>
<td>• Training of BMOs on operating working group secretariats</td>
<td>• Government to issue notification acknowledging private sector organization in GPSF</td>
<td></td>
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<tr>
<td>• Capacity building of BMOs</td>
<td></td>
<td>• MOUs with 4 BMOs to take over secretariat function</td>
<td>• Continued coaching of BMOs by IFC</td>
<td></td>
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<tr>
<td>• Prepare training materials for BMO training on operations of working group secretariat</td>
<td></td>
<td>• Selected BMOs take over secretariat functions</td>
<td>• Set up pooled fund with development partners to support research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DONE</td>
<td>• Development partner consultation meeting</td>
<td>• Remaining BMOs take over secretariat functions</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Government to issue notification acknowledging private sector organization in GPSF</td>
<td>• Continued coaching of BMOs by IFC</td>
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<tr>
<td></td>
<td></td>
<td>• MOUs with 4 BMOs to take over secretariat function</td>
<td>• Transition completed</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Selected BMOs take over secretariat functions</td>
<td>• BMOs access to pooled research fund</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Development partner consultation meeting</td>
<td>Going forward IFC continues post transition support</td>
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</tbody>
</table>
During the implementation phase, the following outputs are expected in terms of (a) operational sustainability, (b) financial sustainability, and (c) mandate sustainability.

**Outputs (operational sustainability)**

- Sound governance structure formalized (including which members do what in various circumstances)
- Written operating guidelines
- Dedicated staff identified/assigned, terms of reference written
- Infrastructure in place (meeting location, databases, work stations, etc.)
- Clearly defined rules of communication
- Participants understand the transition process, timing, commitments

**Outputs (financial sustainability)**

- Sustainable sources of funds identified
- Contributions of members, sponsors, DPs and government defined
- Budget plan established over a period of 3 years

**Sustainable mandate**

- Capacity building of stakeholders provided:
  - Strengthening the capacity of the Secretariat unit (administration)
  - Strengthening the capacity to advocate for reform
  - Securing political will through signature of MOUs
- Research capacity built through partnerships with research institutes, universities or staff hired as well as securing continued support by DPs in terms of technical assistance (research, expertise).

### 4.5 Post-Transition Plan

It is also important for sponsors to make an evaluation of the PPD when they transition out. This is done to take stock of what has been invested, what has been achieved (in terms of impact), and to prepare for a follow up post-closure evaluation 3–5 years later. This final evaluation provides a clear measure of success or failure of the transition strategy.

The role of sponsors in establishing or supporting a PPD goes beyond the day it transfers the PPD to local stakeholders. Sponsors have a larger or “moral” responsibility to ensure that the dialogue continues with effectiveness, so that it benefits both public and private stakeholders. If the dialogue fails after the sponsored coordination ends, this could indicate that either the sustainability strategy was inadequate or sponsor transfer was too soon (because stakeholders were not ready). Even worse, failure of the PPD could be seen as a lack of demand for PPD—the PPD was only a sponsor-supported project that had no relevance after DP support ceased.

Sponsors should develop a post-transition support plan for a PPD to ensure that the PPD remains sustainable. Areas of potential sponsor support include the following:
Financial Sustainability (Grants to Secretariat Unit)

As part of the transition strategy, sponsors may decide to provide a grant to the “new” Secretariat unit of the PPD, so that it can be operational for the first year or two. In this case, sponsors and the PPD Secretariat unit need to understand clearly what their role is and responsibilities are, and what outputs are expected from this grant.

In the Laotian and Cambodian PPDs, IFC provided a grant of variable size to sustain the Secretariat unit. This grant mainly focuses on the “infrastructure” of the PPD Secretariat unit and allows for the coverage of the salary of one key staff person. In Cambodia, the grant was of (US$) 10 thousand for each association, thus enabling them to invest in equipment necessary for the functioning of the Secretariat unit (computer, translation sets, recorder, etc.). For the Laos Business Forum (LBF), the IFC provided the salary for the office coordinator for three years. Appendices F and G provide an example of what a grant agreement covers, and the expected outputs.

Sponsors can help the private sector mobilize funds (securing Secretariat unit sponsorship by large firms) or secure co-financing of the Secretariat unit by several associations or the Development Partners (for DPs working in private sector development).

Sustained Mandate

1. **Mainstream PPD work in existing sponsors’ programs.** Under this framework, sponsors would continue to provide some support for the Working Groups. This could include undertaking studies and staging workshops to advocate the issues raised by the private sector. Expenses and sponsors’ staff time for these initiatives would be charged to existing sponsors’ projects, which are covering related topics. As support would be limited to issues that are related to existing projects in the country portfolios, it could be too narrow to meet the demands of the Working Groups, which cover all sectors of the economy and a broader range of issues.

2. **Create a research and support fund for PPD Working Groups.** To deal with the inability of the sponsors’ projects to support a wide-enough range of topics to meet the demand of the Working Groups, this approach would enable the PPD to create a research fund (with funds from one or more sponsors). BMOs could apply for these funds to help research and develop high quality, actionable reform proposals. Such an approach would create partnerships between BMOs and research organizations, “think tanks” or consulting firms that would help to prioritize, analyze and promote trade and other private sector reforms.

   One of the proposed outputs is facilitation of partnerships/contracts to prepare a number of position papers that would provide the evidence required for successful reform proposals and their advocacy. An ancillary outcome would be strengthening the capacity of local think-tanks and consultants to engage in policy research and advocacy.
Because most BMOs lack the capacity to manage the research fund, it could be managed by a research organization or “think tank” committed to building BMO capacity. This organization could have two key roles: (a) contracting appropriate consultants to undertake requested research and (b) providing training for BMOs in how to plan and conduct research.

Monitoring Post-Transition by the Development Partner Community

The DP community or sponsors should continue to monitor the impact of the PPD after the transition by:

1. Overseeing M&E for several years to ensure that the tracking of M&E data by BMOs and government is well established and impacts are well recognized. This would include maintaining contact with stakeholders, collecting annual M&E data, and/or conducting surveys;
2. Maintaining relationships with PPD practitioners so as to continue to have opportunities to gain information, acquire new skills, and reflect on their practice through accessing the global PPD website (www.publicprivatedialogue.org) and attending regional or worldwide PPD meetings and conferences. Information and experiences could also be exchanged through PPD social media, such as Facebook;
3. Providing ad-hoc advisory services or conducting research in the region on issues of importance to PPD success. The DP community could mobilize funds for a global project.

The monitoring of the post-transition process will include key indicators from the existing PPD M&E framework (Table 4.1) (the dimensions of the evaluation wheel in terms of organizational effectiveness, the impact on the reform process and economic impact of the partnership) to assess the continuity and impact of the forum, such as:

- working groups and the plenary forum takes place regularly
- committed champions are identified
- process is inclusive and transparent
- continues to have impact over time

Conclusion

A successful transition involves engaging with stakeholders up-stream in the platform design process, and once the sponsors or DPs phase out their intervention. Private sector and government representatives are bound to work together and will design a solution that works for them that considers the personalities, interests and power play in place. It would be a mistake to ignore the political economy of multi-stakeholder dialogues. Communication and transparency in the process helps to create a smooth transfer of ownership.
### TABLE 4.1  Selected Indicators for Monitoring the PPD after Transfer

<table>
<thead>
<tr>
<th>Indicator/performance measure</th>
<th>Before</th>
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<th>After</th>
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<tbody>
<tr>
<td></td>
<td>Score at PPD Transition</td>
<td>Date</td>
<td>Score</td>
</tr>
<tr>
<td><strong>Organizational effectiveness</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of forums organized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of working groups organized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of participants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capacity to advocate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of research papers elaborated</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Number of issues raised</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of issues solved/reforms enacted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reforms achieved (examples)</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Construction permit—time</td>
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<tr>
<td>Construction permit—cost</td>
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<tr>
<td>Construction permit—procedures</td>
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### Notes

Chapter 5

Case Studies

The following case studies illustrate some of the sustainability strategies that PPDs could implement upon during sponsor transition (discussed in full detail in Chapter 4).

5.1 STRATEGY 1: Transition to Existing Institutions

Cambodian Government—G-PSF, Political Economy of the Transition

In 2002, The IFC began its support of the Cambodia Government–Private Sector Forum’s (G-PSF) Coordinating Bureau to help the private sector advocate for itself more successfully. Over the years, the G-PSF has become a recognized leader in PPD. In 2009, the World Bank Group named the G-PSF one of the most successful public/private dialogues in emerging economies. In an extensive independent evaluation conducted in 2007, the G-PSF also scored very well. Seeing that the dialogue had matured, in 2009, IFC began transferring coordination of the G-PSF Private Sector Working Groups (PSWG) to the private sector. This was completed on December 31, 2010.
The Royal Government of Cambodia has acknowledged this transfer by issuing a notification dated November 12, 2010. This institutionalized private sector participation in the Government-Private Sector Forum (G-PSF), officially acknowledged the existing private sector Co-chairs, and established the CCC as the umbrella organization representing the private sector. It also established a consultative process between the CCC and the Private Sector Co-chairs, regarding who is eligible to become a PSWG member, how the G-PSF operates and the process for electing a Co-chair for each PSWG.

In 2009, the IFC began the transition of its Secretariat unit role to private sector BMOs. By-laws were developed to mandate private sector organizations. These by-laws described its processes and how the private sector engages in dialogue with the Royal Government of Cambodia and established a Secretariat unit under the umbrella of the CCC. Under this framework, it is provisioned that eight leading industry business associations each support a Secretariat team for one of the eight PSWGs, with the CCC coordinating all the Secretariat units (Figures 5.1 and 5.2).

The Secretariat unit role is therefore shared between:

- **Business associations**: each designated association acts as a Secretariat unit for its respective PSWG. These BMOs are responsible for day-to-day facilitation of the PSWGs (organizing and facilitating meetings, preparing minutes, preparing research to support issues, etc.)
- **The Cambodia Chamber of Commerce**: a support unit within the CCC liaises with the eight association Secretariat units. It also centralizes information from the PSWGs; liaises with government in organizing the biannual forums; and, monitors progress and impact.

At the time of transfer, only six leading business associations were providing Secretariat unit support to their respective Working Groups (WGs). Two PSWGs out of eight did not have a dedicated Secretariat unit, but the CCC stepped in to support these. The CCC has also established a Coordination unit staffed with three employees. Anticipating G-PSF loss of effectiveness in advocacy efforts, the World Bank provided funding for two

**FIGURE 5.1 Structure before the Transfer**
years after IFC in order to undertake research through a trade facilitation Multi-Donor Trust Fund.

Until today, the G-PSF continues to have high-level forum meetings chaired by the Prime Minister. Unfortunately, the agenda is now captured either by the government or by the powerful actors in the Chamber of Commerce. The discussions do not represent SMEs, and there is a lack of inclusiveness and representativeness. It can be considered that in the “transformation phase” (Phase 4), the G-PSF is “exploited” as it continues to exist as a façade without answering to the new needs of stakeholders. Sectoral business associations have thus developed their own channels for advocacy.

Lao Business Forum—LBF, Managing Stakeholders

In March 2005, the LBF was established through an MOU between the Government and IFC. The IFC served as the Secretariat unit in partnership with the Ministry for Planning and Investment (MPI), which coordinates the
government’s side of the LBF, the Lao National Chamber of Commerce and Industry (LNCCI) and various associations that represent the business community.

After five years of IFC support, the LBF reached a phase of maturity. This signaled the time to transfer the LBF to local ownership, however, the transition initially faced strong resistance from stakeholders who felt the PPD was not ready to be independent. IFC hired a consultant to manage the change process (Figure 5.4) and a wide consultation with stakeholders ensued in an effort to reach an agreement on the transition strategy. A “transition committee” was established to help defuse the conflict.

Ending the PPD partnership was not a consideration, so, two options were put forward: (a) transfer to a government institution, or (b) transfer to the LNCCI. The transition committee and stakeholders agreed that the LBF Secretariat unit would be transferred to the private sector, and in 2010, IFC transferred its Secretariat unit functions to LNCCI (Figure 5.3).

Some of the main points agreed to during the consultation series were:

- Consensus that LBF is a worthwhile body—not perfect, but has made significant progress over the past 3 years
- Strong consensus that LBF should continue (the future sustainability of LBF is a present concern)
- Role the IFC-managed neutral Secretariat unit has played to date is acknowledged as valuable
- 18 months is a good handover period
- A clear plan for LBF and a “road map” has been developed

The LNCCI, as a public institution, had been participating in the monthly government interministerial meetings well before the LBF was created, and

FIGURE 5.3  Secretariat Unit Function LBF6

Secretariat function for LBF6 (2009)

Mr. Kissana

Transition committee
LNCCI president

LNCCI focal point
LNCCI vice president

LNCCI secretariat administration
permanent secretary

Mr. Oudet (Mr. Vilachit)

Mr. Khantavong (Mr. Phouxai)

To be hired

Mr. Phouxai

LNCCI LBF co-ordinator
IFC project leader

LNCCI LBF deputy co-ordinator
IFC analyst

LNCCI LBF assistant
IFC program assistant

IFC will support the set up of secretariat function, and support the team to 2010
accordingly was able to raise private sector concerns. When the PPD was established, however, a parallel channel was created instead of building on the access already existing between the LNCCI and decision-makers. When IFC transitioned from the LBF, and budget was no longer available for organizing the Forum plenary sessions, the LNCCI contented itself with its participation in the inter-ministerial meetings and ceased its consultation with other BMOs. Consequently, although LNCCI was designated successor to the LBF, it does not represent the larger private sector constituency.

A mandate does exist within the LNCCI to continue the activities of the LBF, however, IFC did not succeed in integrating the PPD into the political process of the government. Even though the IFC continued to finance the position of coordinator based in the LNCCI for a period of 3 years, little has been done since the handover.

Liberia Better Business Forum—LBBF, Getting the Plan Implemented

The Liberia Better Business Forum (LBBF) was launched in July 2007 and was officially endorsed by the Liberian government and private sector as a new mechanism to facilitate dialogue on investment climate issues. The LBBF is a structured PPD that brings together the government of Liberia and the private sector to engage in constructive dialogue on identifying, prioritizing, and resolving key constraints to private sector development. The IFC played the role of the Secretariat unit of the LBBF until its transfer in 2014.

One key decision that constituents had to make was to define exactly what was to be transitioned. Was this to be LBBF as a complete entity?
Or should it be based on a more evidence-based, rigorous and transparent approach to identifying and addressing barriers to doing business in Liberia.

In 2010, a PPD expert developed the LBBF Plan to transfer ownership to local stakeholders. However, at the time of this report the plan’s implementation has not yet been executed. The transition plan proposed a focus on the new members of the Secretariat unit, Governing Board and Working Groups. Operationally, the plan proposed the signing of an MOU between the LBBF and IFC that would allow the LBBF to act as dialogue anchor in support of the continuing IFC Investment Climate reform initiatives.

The independent LBBF was officially scheduled to begin operations on July 1, 2014, and was to be housed within the Ministry of State (MOS). The MOS’s comparative advantage as host institution for an independent LBBF lies mainly in its proximity to the Presidency. This proximity was meant to signal to all stakeholders (both public and private) that the President’s Office was placing a high-priority on the LBBF as a mechanism for private sector development. The MOS’s reputation for being a neutral broker and a facilitator of other institutions and programs was a further advantage. But, by 2014, the Government had changed its position and decided that the Ministry of Commerce and Industry, which Chairs the LBBF, should host the PPD Secretariat unit rather than the MOS.

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The proposed funding mechanism for supporting the LBBF included the following sources:

- Financial and in-kind contributions by each of the LBBF’s public sector partners
- Financial and in-kind contributions by each of the LBBF’s private sector partners
- Financial and in-kind contributions by Development Partners
- LBBF revenue generation/grant funding

Ownership transition of the LBBF was to be a key component of the LBBF’s Three Year plan for 2011–2013 and for its annual work plans. A number of outputs centered solely on the issue of the LBBF’s transition had been factored into each of these planning documents. Resources were required for the achievement of several of these outputs beyond the contributions of the LBBF Secretariat unit and the PPD Global Team.

The primary challenge for the LBBF was that over a fairly limited time frame it needed to simultaneously generate a much greater number of reform outputs as well as to develop and execute a plan for its ownership transition. When the transition plan was elaborated, there was little track record elsewhere for PPDs attempting this tricky balancing act in so short a time frame.

**Required Resources**

Activities that required the most resources were: (a) oversight of transition process, (b) Institutional options and capacity assessments, (c) stakeholder workshops, (d) materials development and report writing, and (e) capacity building of the private sector including (possibly) acquisition of equipment.
Points considered in the LBBF transition strategy

1. The LBBF's dual challenge of generating significantly more reform outputs alongside buy-in and commitment to a transition plan was rare, so creative solutions and out-of-the-box thinking was needed for both to succeed.

2. A reasonable amount of time was to be allocated for the LBBF to focus on moving reform proposals through its Working Groups to its Governing Board and then to Government.

3. Communication about the need for a transition as well as its main elements was to begin well ahead of actual deliberations with several LBBF communication tools available for this purpose.

4. Once formal discussions started, stakeholders (and potential future LBBF investors) were to grasp as quickly as possible the full extent of the transition's requirements and main elements as well as the key decisions which needed to be made.

5. Relationship building with other DPs was also to begin well ahead of transition discussions, the main purpose being to gauge potential DP support for the LBBF once the IFC has transitioned.

6. The private sector was to play a particularly important role in the design of the future LBBF, so every effort was to be made to engage them in transition discussions. It would not have been possible for example: to agree on the future LBBF host unless and until the private sector signed a formal agreement among itself to support the LBBF as a locally owned entity.

7. The private sector ideally was to be brought into the work of the Secretariat unit parallel to formal transition discussions being undertaken, if not sooner.

8. The to-be-hired LBBF Coordinator was to focus on transition issues in parallel to the day-to-day LBBF management, with an increasing focus on the LBBF's transition needed over time.

9. Capacity building and training for LBBF actors were to largely focus on the private sector and address the following: (a) how to run a Secretariat unit, (b) advocacy, (c) research and analysis, and (d) communications.

During the consultation on the LBBF’s transition, it was recommended to carefully manage the expansion of the LBBF’s mandate to address sector and/or sub-national issues. It was quite challenging just to maintain LBBF productivity once the work on its transition intensified. Despite efforts, the 2010 draft plan was never fully implemented even though IFC support was extended until June 2014 then 2016.

5.2 STRATEGY 2: Create a New Institution

Timor-Leste Better Business Initiative—BBI, Sustainability Issues

The Timor-Leste Better Business Initiative (BBI) was established in January 2008 by the IFC and the Ministry of Economy and Development (Figure 5.5). It was created to improve the business enabling environment by providing
a platform for effective and constructive dialogue between the business community and the government of Timor-Leste, and to facilitate information-sharing with potential investors.

Serving as the Secretariat unit for the dialogue, IFC collaborated with key stakeholders that included the Office of the Prime Minister, the Ministry of Economy and Development, Ministry of Tourism, Commerce and Industry and the Ministry of Finance, as well as a broad representation of the private sector and financial institutions. But, because the BBI was 100% reliant on IFC staff, the PPD was not sustainable. Two key elements of the challenge were: (a) a weak coordinating system, and (b) difficulty accessing information by both the public and private sector.

After the Prime Minister’s meeting with the private sector in March 2009 (organized by BBI at the Prime Minister’s request), a “Commisao Instaladora” was formed to organize the private sector and agree on a governance structure for the to-be-created Chamber of Commerce.

When IFC decided to transition from the BBI, the option adopted was to end the BBI initiative and put effort in to building the Chamber of Commerce and Industry (CCI) to continue the advocacy efforts on behalf of the private sector. The IFC worked with the “Commisao Instaladora,” and the DP community to establish Timor-Leste’s CCI. Although CCI was in its infancy, it received support from several international partners.

Aspects of the BBI that IFC has transferred to the CCI:

- Notion of working groups, which meet regularly to work on a particular issue or related set of issues
- Inclusion of a variety of private sector perspectives in the discussion, as well as involvement of government officials
- Follow-up on agreed actions and recommendations, both with working group participants and with relevant policymakers
- Importance of developing analytical work to recommend specific actions by government, rather than raising more general complaints
- Communication about reform processes and outcomes

**Sustainability Issues**

The creation of the Chamber of Commerce provided an opportunity for IFC to transfer its experience and to engage on a few key reform topics. For example, the Chamber required continued IFC support for large scale reforms—in advocating with the government for major changes as well as providing capacity building assistance to members of the Chamber.

However, the sustainability of the Chamber was and remains largely dependent on government and DP funding. The government has provided the CCI with (US$) 200,000 in initial funding while German-funded BFZ has pledged (US$) 2 million in funding, which is largely focused on program costs rather than operational funding. While some members of the Chamber pay fees and the Presidential Council members pay (US$) 6,000 each per annum, the CCI still has a long way to go before membership contribution is sufficiently strong and can support the Chamber.

A special point on the progress of CCI is how several international partners are supporting CCI, each with its own occasionally conflicting visions of what the Chamber should become. For three years, a full-time international expert from Brazil has worked in the CCI office on behalf of BFZ’s efforts. However, that IFC support remains a critical element, particularly for the Chamber’s engagement with government on policy or advocacy issues.

At the time of IFC transfer, the Ministry had yet to establish a coordinating unit for the dialogue. Given that the CCI had just been established, and there was strong competition and low cooperation between ministries, a high level coordinating unit would be crucial for the CCI to efficiently advocate with the government. Thus, it seems that the creation of a new institution, as in the case of CCITL, is a high-risk endeavor, and as one CCI member noted, “If the DPs stop now, CCI will collapse.”
Appendix A

PPD Transition Strategy Checklist

**Recommendation**

**Preparing for the transition**

i. Plan the transition early

ii. Make clear to all that PPD transition is not PPD exit

iii. Consult all stakeholders separately first and then hold public consultation as a group get maximum feedback and to be sure all are OK with transition process

iv. Build consensus around one of the proposals

v. Develop clear timeline, including deadlines for stakeholder inputs of transition process

vi. Document and share key PPD decisions made

vii. Formalize agreed upon transition strategy (ideally with an MOU)

**Ensuring operational sustainability**

viii. Sound governance structure formalized (including which members do what in various circumstances)

ix. Written operating guidelines

x. Dedicated staff

xi. Infrastructure (meeting location, databases, work stations, etc.)

xii. Clearly defined rules of communication

xiii. Participants understand the transition process, timing, commitments

**Ensuring financial sustainability**

xiv. Identify sustainable sources of funds

xv. Define contributions of members, sponsors, DPs and government, budget developed

xvi. Grants or transitional budget defined/approved

**Ensuring sustained mandated and effectiveness**

xvii. Define clear mandate for PPD

xviii. Define set of indicators to monitor performance/effectiveness

xix. Define reform table pre-requisites

xx. Define ownership of results created

xxi. Define process/methodology to measure results

xxii. Documenting procedures and the PPD decision making process
Appendix B

Additional Resources  
(www.publicprivatedialogue.org)

5. Training materials for the Secretariat unit of PPDs:  
   www.publicprivatedialogue.org/TrainingWorkshop/
Appendix C

Key Activities and Their Timing

Quarter 1

- Obtain sponsor’s approval of this transition strategy.
- Begin mobilizing sponsor’s assistance aimed at business associations.
- Raise subject of PPD transition with the PPD Governing Board as part of presenting the PPD Work Plan.
- Set up a transition committee within the PPD + external personalities to:
  - To oversee the transition process
  - To ensure PPD continues to deliver on its mandate effectively
  - To support planning for financial sustainability e.g. broker support from other DPs
  - Sponsor moves to “supporter” as opposed to “official broker” of dialogue during the transition
  - Sponsor to play an active role on the Transition Committee
  - Sponsor may continue to provide some advisory services on key reform issues

Quarter 2

- Collect and summarize information and experience about PPD transition in other countries for use with local stakeholders.
- Intensify relationship building with other sponsors leading to assessment of their willingness to support (a) capacity building for BMOs; (b) PPD as an ongoing entity post transfer.
- Begin to address issue of ownership transfer in the PPD communication activities.
- Complete planning for carrying out of institutional options assessment for future PPD including development of ToR and selection of consultant.
- Clarify who will be organizing the next Forum and which organization will finance it
- Clarify until when the sponsor will finance the operations/activities of the PPD

Quarter 3

- Begin transition discussions with Governing Board as a group and individually
  - Hold special Governing Board meeting to present transition strategy and agree a way forward for engaging other stakeholders
  - Obtain feedback from Governing Board members
- Incorporate subject of PPD ownership transition into PPD one year planning
- Canvass private sector for potential financial support including targeted concessionaires.
- Engage the private and public sector in specific PPD activities, possibly including:
  - Issue identification
  - Research & analysis
  - Issue presentation development
  - Advocacy strategy development
- Complete planning for stakeholder consultation on PPD ownership transition including identification of stakeholders to be engaged and how to engage them.
- Complete capacity building of secretariat (administration of the PPD).
- Carry out institutional options assessment for PPD which includes assessment of various options presented above plus capacity assessment of relevant local organizations and revenue generating options for the PPD.
• Maintain contacts with other sponsors about their potential to support PPD after transition.
• Share findings of institutional options assessment with Governing Board.
• Begin stakeholder consultation on PPD transition utilizing findings of institutional/capacity assessment as starting point.
• Continue to build capacity of private sector in communications.
• Continue to build links with private sector sources of support.
• Conduct workshops with local stakeholders to narrow down and agree ownership transfer approach and implementation plan.

**Quarter 4**

• Continue workshops and meetings with local stakeholders to agree ownership transfer approach and implementation plan.
• Obtain Governing Board approval for ownership transfer strategy and implementation plan including required outreach and capacity building.
• Deliver capacity building for targeted local institutions (Address all legal, financial and administrative requirements as part of establishing a transformed entity.
• Continue to build capacity of private sector in advocacy, research

1. Transfer the secretariat to the receiving institution (if this is the case)
   • Set up Secretariat office
   • Confirm new structure and roles going forward, aligned the mandate
   • Establish the Secretariat team
   • Indicate the date when the DP stop funding the secretariat

**Year 2**

• Implement the new PPD structure with support from the new or existing Secretariat.
• Continue to build the capacity of private sector in advocacy, research and communications.

**Year 2+**

• Monitor progress made by new PPD and provide mentoring as appropriate.
• Continue to build capacity of private sector in advocacy, research and communications.
• Develop handover report of key issues for the PPD's continued operation.
Appendix D

Capacity Building Exercises

1 Orientation Workshop

Participants: Stakeholders of the PPD, media, Civil Society Organizations.

Learning Objectives: The objective of the orientation workshop is to present the new structure of the PPD, explain to stakeholders how they will engage in the future and who their focal points are. Members of private sector representatives as well as public sector should be informed how the dialogue will be carried out and how they can continue to discuss issues that matter to them. This is usually a 2–3 hour orientation workshop with different groups of stakeholders. Presenters include the chair of the Steering Committee, champions, co-chairs and Secretariat unit staff/coordinators of the PPD. Stakeholders also include the members of the legislative bodies, opposition parties, the media, civil society organizations and other stakeholders. [Workshop materials to be developed by each PPD]

2 Capacity Building of the Secretariat Unit (Administrative Process)

Participants: Staff of Business Membership Organizations, PPD coordination Secretariat

Learning Objectives: A series of training workshops can be provided to the staff of selected BMOs to strengthen their capacity to operate an efficient Secretariat unit for PSWGs, as a driving force of the PPD. Following an overview of how the PPD operates, and what it aims to achieve, the workshop should provide a step-by-step guide to all the administrative procedures needed to support the PPD Secretariat unit.

The objectives are defined as follows:

- Serve to build the necessary administrative capacity in selected BMOs and Working Groups' (WGs) Secretariat unit.
- Ensure that the Government of the country will find an organized private sector as a partner in the dialogue process.
- Strengthen the administrative role of the Secretariat unit (administrative processes such as planning, delivery and follow up of PPD meetings (agenda, documentation, minutes), emphasizing the crucial role the PPD Secretariat unit plays for an effective dialogue.

[Training materials are available on the PPD website at www.publicprivatedialogue.org].
3 Communication

Participants: Staff of the PPD coordination Secretariat, staff of Business Membership Organizations

Learning objectives: The objective of the course is to provide skills to staff of the PPD coordination unit and staff of BMOs how to communicate about reforms and how to garner support for the private sector’s proposals. The one-day workshop aims at helping staff:

- Realize the need to obtain support for a reform through a well-coordinated communication and outreach campaign
- Grasp the concept of communication and learn from other PPD communication campaign
- Initiate a communication plan and develop a 12-month communication plan on one specific reform

[Training materials are available on the PPD website at www.publicprivatedialogue.org].

4 Advocacy

Participants: Staff of the PPD coordination Secretariat, staff of Business Membership Organizations

Learning objectives: The objective of the one-day training course is to improve PPD coordination Unit and BMOs’ ability to engage in policy advocacy. This includes handling the building blocks that are needed develop and sustain an effective policy advocacy. The session provides practical knowledge on how to develop and implement strategic and operational initiatives with respect to policy advocacy.

[Training materials are available on the PPD website].

5 Monitoring and Evaluation

Participants: Staff of the PPD coordination Secretariat, staff of Business Membership Organizations

Learning Objectives: The objective of the one-day session is to understand the M&E framework for PPD and to initiate the implementation of a system to collect evidence and measure outcomes of the PPD. The session will introduce to the four PPD M&E evaluation tools: the evaluation wheel; the scorecard; the impact on the reform process and measuring the economic/social impact.

[Training materials are available on the PPD website].

6 Business Association Strengthening Program

Participants: Staff of the PPD coordination Secretariat, staff of Business Membership Organizations
Learning Objectives: Many partners such as the Center for International Private Enterprise, the Confederation of Danish Industry, the International Labor Organization, SEQUA, GIZ, etc., are providing capacity building exercises to BMOs. The objectives of these training sessions are to help structure the BMOs so they are well governed and can generate enough revenues to sustain their objectives. Examples of training topics:

- Recruiting and retaining membership
- Developing and managing services
- Becoming a successful business training provider
- Developing effective advocacy
- Developing a strategy and business planning
Appendix E

Example—Logical Framework for the Transition Strategy
### Investment Climate PPD—Logical Framework

**GOAL:** To improve the business environment through public private dialogue

<table>
<thead>
<tr>
<th>Components</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impacts</th>
</tr>
</thead>
</table>
| **Component 1:** Transfer of the administration of the PPD to suitable local agency | *Selection of BMOs to provide a secretariat to the PPD*  
*Mandate/institutional alignment (PPD M&E framework—indicator 1 of organizational process)*  
*Structure and participation (PPD M&E framework—indicator 2 of organizational process)*  
*Champion and leadership (PPD M&E framework—indicator 3 of organizational process)*  
*Facilitation and management (PPD M&E framework—indicator 4 of organizational process)*  
*Transfer of tools (agenda matrix, minutes, format)*  
*Process outputs*  
*BMOs managing the meetings, minutes, update agenda* | *# BMOs agreeing to provide secretariat*  
*# Sub-decree on institutional framework of the transfer*  
*Co-chairs Statutes drafted*  
*PS members continue to be involved in the process*  
# co-chairs remain involved; new leaders emerge  
# facilitators in the BMOs | *Number of forums organized after DP(s) exit*  
*Number of participants in forums*  
*Number of women participants in forums*  
# of media appearances | *Value of aggregate private sector savings from recommended changes (US$)* |
<p>| <strong>Component 2:</strong> Capacity Building for Associations | <em>Introductory training about the role of the association;</em> | <em># of workshops, training events, seminars, conferences, etc.</em> | <em>Number of recommended procedures/policies/</em> |</p>
<table>
<thead>
<tr>
<th>Components</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impacts</th>
</tr>
</thead>
</table>
| **Objective:** PS has a strong voice to advocate for reform | • localize materials in [local language]  
• Development partners taking on the activity  
• Training of trainers (on BMO materials and facilitation skills)  
• Training on advocacy and research to BMOs | • # of participants in workshops, training events, seminars, conferences, etc.  
• # of women participants in workshops, training events, seminars, conferences, etc.  
• # of reports (assessments, surveys, manuals) completed  
• # of new laws/regulations, amendments/codes drafted or contributed to the drafting  
• # of procedures/policies/practices proposed for improvement or elimination by BMOs | • practices that were improved and eliminated  
• # of media appearances | |
| **Component 3:** Expansion to provinces | • Encourage BMOs to participate in the PPD  
• In coordination with DPs, pilot a provincial dialogue in xx provinces; if successful, expansion to all provincial Chamber of Commerce | • # BMOs participating in the PPD  
• # provincial BMOs involved in PPD/provincial PPD  
• # of provinces reached  
• # of provincial forums organized  
• # of new laws/regulations, amendments/codes drafted or contributed to the drafting  
• # of procedures/policies/practices proposed for improvement or elimination | • Number of recommended procedures/policies/practices that were improved and eliminated | |
| **Component 4:** Technical Assistance in regulatory reform  
Objective: changes in laws, regulations to improve business environment | • Commissioning research projects  
• Provide inputs in the laws and regulations | • # reports completed (assessments, surveys, manuals) completed  
• # of media appearances  
• # of new laws/regulations, amendments/codes drafted or contributed to the drafting | • Number of recommended laws/regulations/amendments/codes enacted |
Appendix F

Example—Definition of Responsibilities in a Grant Agreement

I Role and Responsibilities of [Development Partner]

(a) [DP] will strengthen the capacity of [BMO] to be an effective secretariat unit for the Sectoral Working Group by providing training, transferring tools and coaching of the assigned staff as well as providing [BMO] with office equipment as listed below.

(b) Assistance to be provided by [DP]:

- Organize training sessions to [BMO] on how to provide administrative support to the Sectoral Working Group, how to advocate effectively;
- In the first year, following the signing of this Memorandum:
  - assist [BMO] in the organization of working group meetings;
  - assist [BMO] in communicating the issues raised in the working group meetings
  - assist [BMO] in managing sections of the PPD website, newsletters, organize training sessions on website maintenance and content uploading
  - assist [BMO] in using the PPD membership database management system and database of issues
- During the period of the agreement, coach [BMO] staff on how to provide secretariat unit services to the WG.
- Provide a $XXX grant to [BMO] to acquire office equipment (listed in Appendix B) and support operation costs of the secretariat unit;

(c) In the development and implementation of the project, [DP] will ensure quarterly consultations with [BMO] board members.

II Roles and Responsibilities of [BMO]

(a) [BMO] will act as the secretariat unit for the Sectoral Working Group of the Government-Private Sector Forum, which will play the role of coordination for this Working Group to ensure that appropriate constraints to private sector development are identified, researched and presented in a constructive manner. [BMO] will:

1. Ensure clear organization and facilitation in order to enhance the effectiveness of the Sectoral Working Group through:
• Coordinating the Working Group’s activities, providing support to the Executive Co-Chair and ensuring involvement of relevant business associations, chambers of commerce, legal commercial entities, and other interested business persons.

• Organizing and facilitating Working Group meetings (with private sector and/or government representatives) by managing logistical arrangements for the WG, taking minutes of meetings, and undertaking other tasks related to the arranging and conduct of meetings.

• Coordinating the inputs from the private sector, preparing agendas and providing additional information to substantiate the issues.

• Coordinating with the Government on matters related to the Sectoral Working Group.

2. Develop good working relationships with the business groups participating in the Sectoral Working Group and Government counterparts in order to resolve issues of concern to the private sector and to support and promote policy initiatives that emanate from the Working Group;

3. Facilitate the continued development of the Sectoral Working Group;

4. Ensure that the Sectoral Working Group fully represents the views and issues of the business community when facilitating the dialogue with the Government.

5. Ensure effective dissemination of information generated from the Sectoral Working Group such as content and outcomes of discussions to all members, the Government and the public as seen appropriate.

To achieve these objectives, [BMO] will:

• Appoint one officer and provide office space for this officer to provide secretariat to the PPD Sectoral Working Group;

• Perform the tasks as described in Appendix A;

• Quarterly review with [BMO] the progress of the Sectoral Working Group.
### Appendix Table F1  Grant Agreement—Tasks of the Secretariat Unit

<table>
<thead>
<tr>
<th>Working Group meetings and other events</th>
</tr>
</thead>
<tbody>
<tr>
<td>► Organize and facilitate Private Sector Working Group (PSWG) meetings (private sector only), Working Group meetings (with Government Counterparts), meetings with other working groups Co-organize meetings between the IFWGW and other working groups; and other meetings, workshops, training events as required.</td>
</tr>
<tr>
<td>► Manage logistical arrangements for the Working Group such as elaborating and sending invitations to the private sector members, confirming attendance, securing the venue of the meeting and coordinating with the Government Counterparts in the organization of the WG meetings.</td>
</tr>
<tr>
<td>► Arrange agendas of meetings and disseminate to participants 10 days prior to the meeting.</td>
</tr>
<tr>
<td>► Support the private sector co-chair in the moderation of the PSWG.</td>
</tr>
<tr>
<td>► Provide interpretation during meetings.</td>
</tr>
<tr>
<td>► Write or supervise writing of Minutes of PSWG, WG meetings and other meetings in a clear and concise manner; disseminate to the WG members and government counterparts and generally to the Public.</td>
</tr>
<tr>
<td>► Arrange translation of documents in English and official language.</td>
</tr>
<tr>
<td>► Attend meetings and events organized by other related local organizations and government departments, if possible together with a WG member.</td>
</tr>
<tr>
<td>► Manage other matters relating to the arranging and conduct of meetings.</td>
</tr>
</tbody>
</table>

**Outreach—membership**

| ► Organize members database and update (keep published and confidential records). |
| ► Identify and approach potential new members of the Working Group. |
| ► Develop and maintain close relationship with all members, other Working Groups, government counterparts and related local organizations. |
| ► Collect members’ issues to be put for consideration at the WG. |
| ► Provide in a timely manner the WG members with summary of meetings, agendas, and other discussions held within the WG. |

**Administration of the WG**

| ► Organize day to day office activities and overall administration. |
| ► Maintain and organize the filing for the WG. |
| ► To liaise with members and keep track of their communications/requests. |
| ► Maintain the database of members of the WG and ensure outreach. |
| ► Appoint, train and supervise staff (rostering, duties, assignments, appraisal). |
| ► Update database of issues, monitor progress on issues raised. |
| ► Conduct periodically monitoring and evaluation exercise. |

**PPD forum**

| ► Coordinate inputs from the WG members into the Working Group Co-chair speech; support the co-chair in the elaboration of the speech and proceed with translation. |
| ► Coordinate with the Government counterparts (government co-chair and coordination) for the Forum. |

**Information**

| ► Collect and disseminate through the PPD website, by email or courier, relevant information related to laws, regulations, best practices and any other area affecting or are useful to the WG members. |

*table continued next page*
Appendix Table F1  Grant Agreement—Tasks of the Secretariat Unit (continued)

<table>
<thead>
<tr>
<th>Working Group meetings and other events</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ contribute to the production of a regular newsletter (quarterly)</td>
</tr>
<tr>
<td>▶ Work with the other WG to organize media releases and information for relevant publications</td>
</tr>
<tr>
<td>▶ Supervise the systematic collection of information that are relevant to the WG members, for example: sectoral policies and regulations from the Government;</td>
</tr>
<tr>
<td>▶ Arrange media interviews, press release and other promotional material to disseminate about issues advocated in the WG and publicize outcomes/success of the dialogue</td>
</tr>
<tr>
<td>▶ Communicate the work of the WG, the content and outcomes of discussions to the members of the WG and generally speaking to the public</td>
</tr>
</tbody>
</table>

**Advocacy**

▶ Assist the private sector in the formulation and presentation of issues at the working group and at the Forum whenever this reflects the stated and agreed intent of the participants themselves.

▶ Assist the WG in preparing research papers, collect and analyze information, laws and regulations.

▶ Work with members to initiate and develop a research agenda for the WG according to the various needs, and coordinating the design and implementation of research projects to address those needs.

▶ Work with other WG to share concerns and success, identify overlapping issues and synergies.

▶ Promote issues, outcomes or impact of the Working Group to support implementation of reforms.

**Others**

▶ Perform ad-hoc tasks as assigned by the PPD co-chair. Coordinate all other WG support works as required.

---

Appendix Table F2  Grant Agreement—List of Equipment

<table>
<thead>
<tr>
<th>No</th>
<th>Names of equipment</th>
<th>Estimated price ($)</th>
<th>Shop</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Laptop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Desktop LCD monitor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Printer Scanner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Camera</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Recorder</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Desk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Chair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Desk drawer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Cabinet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Phone</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Appendix G

### Sample—Budget for Transition Strategy

<table>
<thead>
<tr>
<th>Capacity building for business associations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Budget for the training venues</strong></td>
<td></td>
</tr>
<tr>
<td>Training on “How to manage effectively the PPD secretariat?”</td>
<td>$</td>
</tr>
<tr>
<td>Training on “Policy Advocacy” for BAs</td>
<td>$</td>
</tr>
<tr>
<td>Training on BMO provided</td>
<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>2. Hire consultant &amp; consulting firm</strong></td>
<td></td>
</tr>
<tr>
<td>Hire local training coordinator</td>
<td>$</td>
</tr>
<tr>
<td>International trainer</td>
<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>3. Admin. support cost for the training</strong></td>
<td></td>
</tr>
<tr>
<td>Interpretation Service for the training</td>
<td>$</td>
</tr>
<tr>
<td>Translation of PPD manual</td>
<td>$</td>
</tr>
<tr>
<td>Translation of BMO management—Handout for participants</td>
<td>$</td>
</tr>
<tr>
<td>Layout of the manual, printing costs</td>
<td>$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$</td>
</tr>
</tbody>
</table>

**Total budget for the training** $ 

| Participation to PPD global workshop       |  |
| Total budget for x participants to join Global PPD Workshop | $ |

| Other workshops organization               |  |
| Workshop on xxx                            | $ |
| Consultative meeting to discuss new laws and regulations | $ |
| Workshop on xxx                            | $ |
| **Total**                                   | $ |

| Grants and other supports                  |  |
| Grants to PPD secretariat                  | $ |
| Translation of laws and regulations        | $ |
| **Total**                                   | $ |

**Grand total the main budget** $ 

| Technical assistance provided by other development partners |  |
| Research/capacity building for WGs            |  |
| Provincial outreach                           |  |
| Provincial Governors’ Forum                   |  |
| Support to other BMOs                         |  |
| **Grand total**                               |  |
References


