

Building capacity  
Strengthening advocacy  
Fostering governance

# Public-Private Dialogue

## Public-Private Dialogue for Good Governance

### PPD MANUAL FOR TRAINERS

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## A. Introduction to the Training Manual

### 1. AIM AND SCOPE

Ineffective service provisions is often the result of poor governance, lack of transparency, lack of access to public information, weak accountability relationships and low level of citizens participation. Over time, the World Bank Group (WBG) has put good governance at the core of its agenda and has been supporting a wide array of programs aimed at empowering civil society organizations, including private-sector led organizations to promote demand-led governance reforms.

Because the private sector is a crucial partner in public service delivery, economic growth and overall national development, balanced private sector representation in policy dialogues is essential to mitigate the diversion of assets from benefiting the many; to strengthen transparency, inclusion and accountability, so as to reduce corruption and capture; and to break down the barriers to information asymmetries, better ensuring that the voice of constituencies impacted by policies are actually heard.

Sector development and sustainability are dependent on a set of imperatives which all relate to the governance imperatives:

- Strong *coordination* between sector stakeholders to coordinate sector initiatives and policies means increasing *inclusiveness*.
- Streamlined and effective *regulations* establish a level-playing field, where clear rules and procedures create a *fair* sector environment.
- *Transactions* between the private sector and government need to be *transparent* to ensure against the risk of capture and to ensure delivery of services through increased accountability.
- *Information* needs to be accessible within and across stakeholder groups to both ensure that decision-making is based on facts and to guarantee decision makers are held *accountable* for their actions.

On the basis of this assessment, the World Bank Knowledge Learning and Innovation' Private Sector Engagement for Good Governance (PSGG) Program seeks to overcome impediments to transparency, access to information and greater inclusion of all stakeholders in the policy-making debate, while helping solve key sector constraints related to lack of coordination, unfair regulations, unaccountable transaction and non-transparent information.

This is achieved through the establishment of a multi-stakeholder engagement process, the Public Private Dialogue Platform (PPD), which ensures that the fundamental conditions for sector development and sustainability through open governance practices are put in place. The establishment of these fundamental conditions will ultimately lead to inclusive and sustainable growth, which is itself an essential condition necessary to alleviate poverty.

PPD mechanisms - defined as structured dialogues between the government and private sector aimed at addressing issues faced by the private sector, either to improve the investment climate, health services or manage scarce resources - are a widely recognized way in which to support a process of continuous improvement in the areas identified and to build trust between the parties. The concept itself is not

new: PPD is embedded in the cultures of all many countries through guilds, Chambers of Commerce and structured lobbying and advocacy groups. A PPD initiative is only giving a formal structure and expression to the common desire of businesses and governments to identify and solve issues impeding economic growth and establish the conditions in which the private sector can flourish. Dialogue helps to reveal to governments the likely micro-economic foundations for growth, but it also creates a sense of ownership of reform programs among the business community which makes policies more likely to succeed in practice.

The diversity of stakeholders needs to be considered. The term “private sector” can be misleading as it conveys the idea of a homogeneous group with converging ideas. In most cases, there isn’t one private sector but a multitude of interest groups which do not speak with one voice and have their representative bodies captured by large members. Indeed, they are likely to have different goals, incentives, methods and value which are sometimes complementary, contradictory or conflictive. The state of development of the “private sector” varies also from one country to another, with almost non existing private sector in FCS, or a private sector composed mainly of informal and micro businesses.

The approach in this manual defines the PPD stakeholders groups as comprised of both large-small-medium and micro enterprises, which are formally registered or not; domestic and foreign owned; global and local players; represented by either large business membership organizations (BMOs such as chamber of commerce, industry associations) or community / production groups. This manual’s approach aims to promote coalition building of all these various groups towards improving the governance of a sector that will lead to increasing its competitiveness.

A process of PPD is all the more necessary in fragile states to bring back trust. PPD processes have been emerging in Timor-Leste, Liberia, Sierra Leone, South Sudan: bringing different groups in conflict of the private sector at the same table, PPDs are building a sustainable constituency for stability and reform (investment climate, delivery of public services, natural resources) and an atmosphere of mutual trust and understanding between public and private sectors, improving predictability and in turn enabling economic growth. The reason why PPDs can be increasingly constructive is a consequence of the trust and relationships built up over time through meetings and the focus on achieving tangible outcomes on issues that may, initially, have been difficult to talk about at all.

Nevertheless, in their early years at least, PPD processes are not easily sustainable without external support, as they benefit greatly from specialist skills and capacity building initiatives for both the private and public sector participants. Trust building itself is an important - though less quantifiable - aspect of a PPD process. It will materialize with a focus on overcoming development issues that are shared through a carefully managed dialogue process. In countries where relationship issues are particularly strained within the private sector, or between the public and private sectors, the development partners have acted as an ‘honest broker’ in the dialogue to provide a neutral venue to bring all participants together.

## 2. OBJECTIVE OF THIS MANUAL

This facilitator manual has been developed to support the PPD experts' ability to facilitate and promote public-private dialogue (PPD). The manual has been developed based on the World Bank Group' staff experience in developing and managing PPDs following a series of country engagements involving delivery of a 3-day capacity building workshop on private sector engagement for good governance and PPD.

It builds upon the PPD handbook for Business Environment Reformers<sup>1</sup>. It is a complement of the PPD handbook, and both documents can as a guide or source document providing theoretical and practical knowledge on how to develop, implement and sustain public-private dialogues. Please note it is intended as a "guide" and not a "bible". Be guided by your experience, the needs of the participants, and your own common sense, as well as the information in here. It suggests a structure and content for a 3-day training course, including trainer instructions, exercises, tools and background readings to successfully lead this workshop.

Make sure you go through the facilitator guide well in advance. All information in this manual has been developed through research and hands-on experience.

## 3. TARGET GROUP

PPD specialists are often deployed in country to provide guidance to PPD teams and stakeholders on the design, management and sustainability of a public private dialogue platform. This training manual has been designed for these PPD specialists who wish to build capacity among PPD stakeholders on secretariat effectiveness and PPD management, advocacy and communications, monitoring and evaluation and sector specific initiatives.

It provides materials and techniques to train PPD stakeholders at the initiative level, and provide capacity building exercises to strengthen the PPD secretariats and guide the teams on how to measure the impact of PPDs.

The beneficiaries of the PPD workshop are:

- Stakeholders of the PPD (private sector, government)
- Staff of the PPD secretariat.

To keep the interactivity of the PPD workshop, the ideal number of participants is around 15 persons with a maximum of 25 people. Based on the World Bank Group staff experience, it is recommended to select a homogeneous group, for example: technical level with technical level; high level officials from different agencies. This is more because of the nature of their respective work rather than because of hierarchy so the trainers can adapt precisely its training material to the needs of the participants. We have found interesting dynamics when mixing government and private sector representatives as mingling them in a three-day event contributes to the efforts of building trust between the parties resulting in a more effective dialogue.

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<sup>1</sup> Herzberg B., Wright A. (2006). The PPD Handbook, A Toolkit for business environment reformers, Operational Guidelines for the Charter of Good Practice in Using Public-Private Dialogue for Private Sector Development (2006), Washington DC: The World Bank Group.

## 4. TRAINING APPROACH

The sessions are designed to be interactive and enjoyable. They provide a mix of presentations, discussions, case studies, role play and exercises. For many activities, participants may need to work in small groups. This also allows all participants to participate more fully. The effectiveness of the training depends on participants actively contributing to the program based on their own background and experience. Facilitators are encouraged to add case studies and examples from their own experience.

Section D of the manual provides information on adult learning.

## 5. WORKSHOP OBJECTIVES

This is a three-day workshop. The length of the workshop depends on the facilitator, local customs regarding working hours and the time spent with participants on each of the exercise.

After facilitating the workshop, your participants will be able to:

### **Module 1: Good practice in Setting up, Managing and Exiting a PPD**

- Have an overview of good practice in developing, managing and ensuring the sustainability of a PPD;
- Apprehend the dynamics between stakeholders in a dialogue and understand the political risks;
- Understand how a PPD operates, the resources needed, the role of a secretariat.

### **Module: PPD for Competitiveness (Optional)**

- Learn from other experiences of PPD for competitiveness;
- Understand what type of cooperation can happen in a PPD for competitiveness.

### **Module 2: Communication and Outreach:**

- 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.

### **Module 3: Monitoring and Evaluation Framework**

- Understand the M&E framework for PPD;
- Initiate the implementation of a system to collect evidence and measure outcomes of the PPD.

### **Module 4: Operations and Business Planning (Upcoming module)**

- Measure the efforts to start a PPD in their country;
- Develop a strategy to ensure the sustainability of the PPD;
- Develop an initial work plan for the PPD in their country;
- Develop an operating budget for a PPD.

## 6. WORKSHOP HIGH LEVEL OVERVIEW

Time	Topic	Method	Duration
<b>Day 1. Good Practice versus Implementation Realities</b>			
09:00-09:30	Welcome and Introductions	Presentation	30 min
<b>Module 1: Good practice in setting up, managing and exiting a PPD</b>			
09:30-10:30	Session 1. Good Practice in PPDs versus Implementation Realities	Presentation	60 min
10:30-11:45	Coffee break		15 min
11:45-12:00	Session 2. Redefining your PPD: contextualization	Discussion	15 min
12:00-13:00	Lunch		60 min
13:00-14:00	Session 3. Trade-offs and secret agendas in building PPD	Role-play	60 min
14:00-14:15	Coffee break		15 min
14:15-17:00	Session 4. Redefining your PPD	Exercise and presentations	2 hr 45 min
<b>Optional Module: PPD for Competitiveness</b>			
<b>Day 2. Communication and M&amp;E</b>			
<b>Module 2: Communication and outreach</b>			
09:00-10:15	Session 5. Outreach, communication and marketing applied to PPD programs	Presentation and exercises	1 hr 15 min
10:15-10:30	Coffee break		15 min
10:30-12:00	Session 6. Designing a 12-month and multi-segment campaign for each PPD represented	Exercise	1 hr 30 min
12:00-13:00	Lunch		60 min
<b>Module 3: Monitoring and Evaluation Framework</b>			
13:00-14:00	Session 7. Monitoring and evaluation: the basics	Presentation	60 min
14:00-15:00	Session 8. The PPD evaluation wheel	Exercise of self-evaluation	60 min
15:00-15:15	Coffee break		15 min
15:15-16:15	Session 9. Measuring the reform process	Exercise of self-evaluation	60 min
16:15-17:00	Session 10. Benchmarking your PPD	Group presentations	45 min
<b>Day 3. Operations and Business Planning</b>			
<b>Module 4: Operations and Business Planning (Upcoming module)</b>			
09:00-10:00	Session 11. Deciding on reform criteria for prioritization, filtration and translating them into an issue submission form	Presentation	60 min
10:00-11:00	Session 12. Cost-benefit analysis	Presentation and exercise	60 min
11:00-12:00	Session 13. Setting up a reform tracking system	Presentation and exercise	60 min
12:00-13:00	Lunch		60 min
13:00-14:30	Session 14. Action and business planning	Exercise	1 hr 30 min
14:30-15:30	Session 15. Budgeting		60 min
15:30-17:00	Session 16. Preparing presentations for external stakeholders	Exercise	1 hr 30 min
17:00-18:00	Session 17. Presentation to the group	Presentations	60 Min
18:00	Wrap up and evaluations		

## 7. STRUCTURE OF THE MODULES

- **Summary sheet:**  
The summary sheet gives information on the time needed, defines the learning objectives, the learning outcomes, the handouts and background reading required per session.
- **Trainer instructions:**  
These instructions are the script of each module and give the trainer information on each step of facilitating this workshop. The information is complemented by a time frame for each step, slides and reference to material to be used.

## 8. ORGANIZING THE TRAINING COURSE

- **NUMBER OF PARTICIPANTS:**

The maximum number of participants for the workshop varies and depends on various factors, such as your experience as a facilitator, available funds, facilities and local customs regarding working hours. The ideal number is 15 and the maximum being 25 to allow interactivity. With less than 10 participants, it is more difficult to implement the interactive parts of the course, especially the work group exercises. In case you have a small number of participants, treat them as just one group and organize the discussion altogether.

- **APPROPRIATE TIMING:**

The manual includes an indicative high level overview and agenda. The actual length of time will depend on your management of discussions and activities. Try to manage time well and inform your audience in advance should the schedule change.

We recommend arriving at least one hour before the start of the session. We suggest you welcome/talk with each participant as they come into the classroom and introduce yourself to them. It breaks the ice and sets the type of friendly atmosphere that is conducive to learning.

Please ensure for timely breaks, interaction and use a variety of teaching methods as it may otherwise become monotonous. Note that the attention span of participants seldom exceeds 45 minutes.

- **LOGISTICS:**

When selecting and preparing the training room, trainers should keep the following points in mind:

- Can everyone see and hear the trainer? Is there sufficient space for interaction and group work?
- Check logistics and prepare a slide/flipchart in advance on issues related to logistics and housekeeping (e.g. locations of restrooms, emergency exits, lunch facilities, break times and any other information that will be helpful to participants).
- Are resources available? (See resources checklist).
- Room Set-Up: depending on the group size, the recommended room layout for a large audience (over 15 persons) is to have participants sit at tables in small group arrangements (see below). During the workshop several activities will be done by these small groups. You can consider the U-shape arrangement for groups of less than 15 persons (see Section H for class room layout).

## 9. RESOURCES CHECKLIST

For this workshop, please note that you and the participants will need to bring their own **laptop**. Also, make sure you have an overview of and prepare in advance the handouts, templates, and background readings used per session.

This workshop makes use of the following training resources:

- **PowerPoint Presentations:**  
Please adapt your PowerPoint presentation to your needs and audience. Slides are provided on a USB stick that comes together with this training manual. Make sure to distribute a hardcopy of the slides presented to the participants.
- **Participants' Handouts (soft copies will be made available):**  
Handouts and templates for exercises are used during the course. A complete list of titles is presented in section E. Soft copies are provided on a USB stick and/or can be downloaded from [www.publicprivatedialogue.org](http://www.publicprivatedialogue.org). The handouts and templates for exercises are also indicated with the symbol ❖ in the summary sheet and the trainer instructions for each session (section C).
- **Background Reading (soft copies will be made available):**  
This material is recommended reading for the facilitators in order to prepare themselves prior to the workshop. A complete overview of titles can be found in section E (Recommended Reading and Videos). It gives relevant insights and examples on the most important topics covered by the different sessions. These are also mentioned in the summary sheet for each session and the trainer instructions (section C).

We recommend that you regularly visit the public private dialogue website [www.publicprivatedialogue.org](http://www.publicprivatedialogue.org) as well as sign up for the various social media outlets (PPD YouTube Channel, Facebook, LinkedIn, Twitter) to keep abreast of PPD news and lessons learned. Updated training materials will also be uploaded on the website. This is also valid for the participants of your workshop as they will be able to interact with a community of practice which will be able to share their experience on PPDs (see also page 9, section E for information on videos and section F. Other resources for PPD stakeholders).

- **VIDEOS**

- PPD YouTube channel  
Videos on PPD Experiences from various countries are available on PPD YouTube channel:  
<http://www.youtube.com/channel/UCmqCuk2ixLGLvIFAflt6tiA>
- Online Video Presentations on PPD Topics:  
Recorded presentations are available on the public private dialogue website. As of March 2014, videos are available on the following topics:
  - Good Practice versus Implementation Realities
  - Outreach and Communication
  - The Basics of M&E
  - Other topics are in preparation
- Online Videos on PPD Case-Studies:
  - District PPD in Bangladesh – reducing trade license barriers through dialogue:  
[http://www.youtube.com/watch?v=\\_DjiBm1LvD4](http://www.youtube.com/watch?v=_DjiBm1LvD4)
  - Improving livelihood in Cambodia: <http://www.youtube.com/watch?v=QjtLiTtmWA>
  - Jordan Valley Water Forum: [http://www.youtube.com/watch?v=W8JXvs70q\\_o](http://www.youtube.com/watch?v=W8JXvs70q_o)
  - 1st Business Environment Roundtable BEE PPD at parliamentary level:  
<http://www.youtube.com/watch?v=LXFXLbeslew>
  - During the 2014 PPD Global workshop, more than 20 new videos will be uploaded.  
Please check these out on the PPD website: [publicprivatedialogue.org](http://publicprivatedialogue.org)

It is recommended to watch these videos as part of your preparation before the workshop (see also section E). It may be also useful to show them at the opening of your workshop when your stakeholders are in starting up phase, and do not yet understand the scope of a PPD.

## • MATERIALS FOR THE WORKSHOP

Make sure to organize the materials listed below. Unless otherwise specified, number of copies required = number of participants in class (Average number of participants: +/- 25) (Section H provides a separate list).

- Access to internet (as templates can be downloaded from the website and used during the workshop)
- Laptop (bring your own laptop and inform participants to bring theirs)
- LCD projector (1 unit)
- CD/DVD player (1 unit)
- Flipchart stands (one per table / 4 units)
- Flipchart pads for each stand (4 pads)
- Whiteboard (optional)
- Water-based markers/pens for flipcharts (at least 3 per flipchart in assorted colors)
- Name tags to put on tables
- Hanging name badges
- Participant binders with inserts of:
  - Workshop objectives and content outline
  - Workshop agenda
  - List of participants
  - Participants handouts
- 3-4 packs of candies (chocolate bars, etc.) to reward good participation during hand's on exercises
- 5 USB keys (to save PPD templates and M&E tools) to pass among participants
- Stationery:
  - pens, pencils (1 box each), pencil sharpener (1), eraser (1)
  - Masking tapes (3)
  - putty (2 units)
  - Markers, colored, highlighters
  - Staplers, staples and Staple remover (1)
  - Scissors (1)
  - Rubber bands
  - Two and three hole punch (2)
  - post-it / size: 3x3 inches; 4x6 inches and 8x6 inches (5 each)
  - A5 paper from 3 different colors (200 each)
  - A4 paper (1 ram)
  - notebook (# participants)
  - Paper clips, binder clips
  - Correction fluid/white-out
  - Glue stick
  - Scotch tape and dispenser
  - CDs, USB
  - Message and Post It notepads
- Strong tape (duct tape, strapping tape)