

3

COMMUNICATING PUBLIC-PRIVATE DIALOGUE

Investment Climate | World Bank Group



WORLD BANK GROUP
Trade & Competitiveness

In partnership with



3

COMMUNICATING PUBLIC-PRIVATE DIALOGUE

The introduction of a public-private dialogue (PPD) mechanism should include an effective communications plan that targets stakeholders and the community and raises awareness about the time and effort invested in dialogue and its expected outcomes.

This Quick Guide will help with:

- Designing a communications plan
- Defining aspects of the communications plan
- Implementing a communications plan.

How it works:

PPD mechanisms are designed to support and facilitate economic growth and development. For any institution responsible for coordinating dialogue, the first principle must be a commitment to inform.

FIGURE 1. PPD LIFECYCLE



The information must be accurate and timely, setting exemplary standards of professionalism in communication efficiency. Accordingly, enabling communication of a shared vision and understanding through the development of a common language is essential for building trust among stakeholders and across the community.

PPD mechanisms differ in scope, size, and timeline depending on the project mandate and intended reform process. However, the methodology for communicating the purpose, structure, process, and outcomes of the dialogue is shared among PPD modalities.

PPD relies on convening individuals to break down barriers and build constructive relationships, creating positive externalities. One of these may be improving public and private sector relations and trust, which will help improve the investment climate. Different techniques to reconcile public and private sector stakeholders are enabled. One of the enablers is a strong communications strategy: communicating the message using various tools needs to be integrated into the project's scope of work.

Principles

- Enabling communication of a shared vision and understanding through a common language is essential for building trust among stakeholders.
- Common communication requires a mutual understanding of core motivation, which depends on frequent and iterative interactions between all parties.
- Dialogue should be as open and inclusive as feasible. This requires an outreach program to the stakeholders and the general public. Elements of the program can include the media, seminars, workshops, and roadshows.
- Building the capacity of the private sector to participate in dialogue can help communicate reform issues through clear and targeted messages.
- Transparency, in particular, an open approach to the media, is essential for outreach, and it also contributes to measurement and evaluation.

1 PROCESS

When building a PPD model, consensus among stakeholders is important. If there are divisions, then the approach toward establishing the PPD will take place in phases. The more divided the parties, the more comprehensive the phases will be. Utilizing communication tools can be important in moving the process toward implementation.

Communicating the PPD mandate and how it will move forward is an important function of PPD project management. If PPD is not prepared to deliver on the promise that has been communicated, then the PPD intervention itself can become at risk. Consequently, the design and implementation of a communications plan (Figure 2) needs to be carefully managed.

The first engagement with the news media needs to be a briefing on the PPD mechanism. The briefing should include PPD objectives, structure, due process, and duration of time to enable the process. Beyond the news of starting PPD, the media will maintain an interest in the substance the work produces (for instance, as laws are reviewed or everyday obstacles addressed). As the media continue to stay apprised and become more aware of the nuances of the public and private sector dialogue, they become a part of the PPD process. Where business reporting is weak, it is a good idea to provide ongoing briefings on progress and issues under consideration. The media can provide an important check and balance for the PPD. They can build expectations surrounding PPD that, in turn, increase the probability of achieving success.

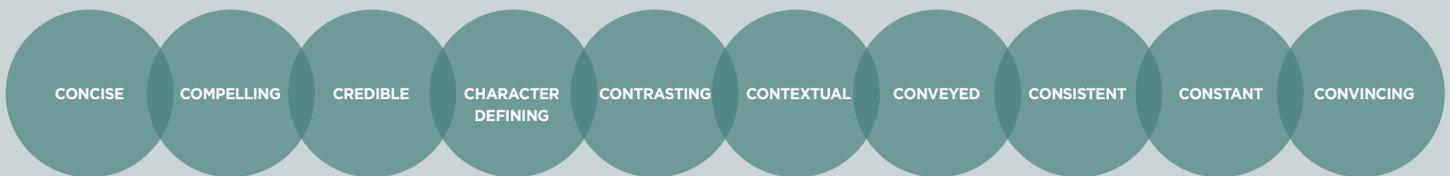
FIGURE 2. THE 5 “D”s OF A COMMUNICATIONS PROCESS



The 10 “C”s of Communicating for Advocacy

When communicating with both external and internal audiences on the progress or results of the PPD, the message should encompass these 10 attributes (Figure 3).

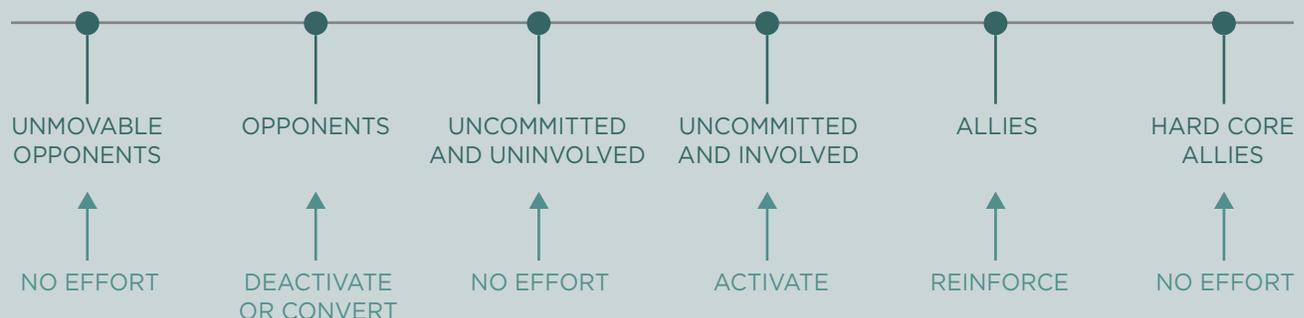
FIGURE 3. THE 10 “C”s OF COMMUNICATING FOR ADVOCACY



Strategies for Stakeholder Communications

Different stakeholders require different communications strategies (as shown in Figure 4), based on their perceptions of the issues and attitudes about the PPD mechanism. The Stakeholder Mapping module (Quick Guide 2) will help identify how to reach out to each group, targeting the communications plan accordingly.

FIGURE 4. STRATEGIES FOR STAKEHOLDER COMMUNICATIONS



2 WHAT SHOULD BE COMMUNICATED?

Information is often held too tightly in developing markets. The success of a PPD mechanism relies on the dissemination of information. Information allows involved parties to react accordingly. Any information created as a consequence of a PPD activity, unless deemed sensitive, should be communicated to relevant stakeholders.

Internal communication with stakeholders

A primary form of PPD communication is consensus building among stakeholders. The project will establish dialogue “platforms” using communication tools for knowledge sharing. It is important that the dialogue platform is trusted by all involved. Using the tools will help share and validate information, build trust, and ultimately, lead to the notion that PPD is a platform for consultation.

An effective PPD relies on all parties working with the best available information. Well-informed stakeholders will be in a position to negotiate and make decisions based on facts. Stakeholders can be reached by email. When meetings take place, however, email may

need to be combined with conventional means of communication, such as personal invitations, phone calls, meeting agendas, and minutes. The role of PPD facilitators is to remove all communication obstacles from the PPD mechanism. If this means using all available communication tools, then they should be employed.

TIP

MAKE SURE THAT INFORMATION SHARED WITH STAKEHOLDERS IS TIMELY AND ACCURATE.

Examples of shared information can include: concept and position papers, meeting summaries, data analytics, proposals, monitoring reports, and evaluation materials.

External communication with the media

Engaging the media in PPD so that its expected and achieved results are shared with the broader community needs to be driven by substance. The concept of PPD, especially if apolitical, inclusive, and transparent, is usually welcomed by civil society and the general community. It is difficult to contend that dialogue for resolving issues is wrong, especially because improving economic conditions to drive jobs is essential to stability in developing and transitional economies. The PPD project team needs to engage the media in two stages:

- 1. CAPACITY BUILDING:** Print and broadcast media in developing countries may have limited experience in reporting economic and business news. To overcome this limitation, the PPD secretariat can provide background and context for journalists, to help them understand and capture the essence of the issues.
- 2. ONGOING BRIEFINGS:** When the media are briefed and they report on PPD, maintaining interest depends on timely and informative updates. Over time, the capacity of the media will increase. Journalists will then become a part of the check and balance of a dynamic PPD process.

A graphic element consisting of a large, teal-colored square bracket on the left side, with the word 'TIP' in a bold, teal, sans-serif font to its right. Below 'TIP' is the heading 'BUILD AN INFORMED NETWORK.' followed by a bulleted list of four items.

TIP

BUILD AN INFORMED NETWORK.

- Identify key media counterparts.
- Brief the media on PPD.
- Identify specific needs for capacity building.
- Provide opportunities for the media to build capacity.

All forms of communication can be used to build awareness, which will increase the chances of creating impact:

1. **WEBSITES** are portals of information for national policy, regional trade initiatives, and subnational economic development. Care must be taken, however, to ensure that government and private sector stakeholders validate materials that represent their views. Disseminating PPD-level consultations on a website can represent a significant step forward in the government's openness. Websites need to remain relevant and dynamic to encourage traffic and readership.
2. **SOCIAL MEDIA** are tools that can be utilized to quickly inform stakeholders, interested parties, and the community regarding PPD activities. In employing social media, information must be accurate. In cases in which reform initiatives are being announced, care must be taken to fully understand how and when implementation will take place. Facebook, PPD blogs, and other forms of social media can be used to identify issues and recommendations. Opening additional channels of media to enable the flow of information to the PPD can broaden the stakeholder pool and increase the relevance of the PPD mechanism.

TOOLS & RESOURCES

- **THE PPD HANDBOOK** - A Toolkit for Business Environment
- **THE PPD WEBSITE** - www.publicprivatedialogue.org
- **PUBLIC PRIVATE DIALOGUE SPARK PAGE** - <https://spark.worldbank.org/groups/public-private-dialogue-ppd> (an internal World Bank Group resource)
- **THE INVESTMENT CLIMATE WEBSITE** (World Bank Group) - www.wbginvestmentclimate.org

