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SCOPING
MISSION

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SCOPING MISSION

This Quick Guide will help with:

- Diagnosing the potential of PPD
- Planning and organizing a PPD scoping mission
- Using a PPD mapping tool.

How it works:

Before the design and implementation of a public-private dialogue mechanism, a project leader needs to consider whether there is a need for a new dialogue initiative and to what extent existing institutions can be leveraged.

FIGURE 1. PPD LIFECYCLE

1 DIAGNOSE → 2 DESIGN → 3 IMPLEMENT → 4 EVALUATE →

Scoping Mission →
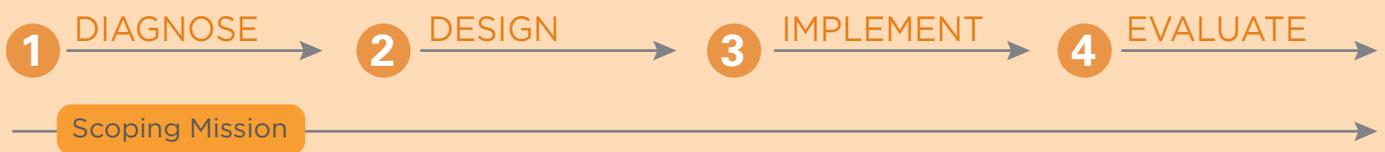
How scoping is conducted depends on the project's objectives. More emphasis may be given to specific sectors of the economy, or economy-wide issues affecting all firms (for example, the inspections regime, tax system, or product standards) depending on the nature of the project. In some countries, the business environment may have been diagnosed many times already; in frontier countries, even basic figures may be missing. The tool presented in this Quick Guide should therefore be adapted to the specific local conditions.

Process

When scoping for PPD, it is not unusual to find that the government and private sector have pre-existing consultative platforms. Where PPD exists and is functional—there is a clearly defined reform process that achieves results—it is an advantage for any international agency or private sector organization. However, in some cases PPD is not effective or in use, and this should become apparent by utilizing the scoping checklist in this Quick Guide. Examining key drivers that make PPD effective, helps reveal why dialogue is not creating impact. Understanding the environment will provide the information necessary to design a PPD concept that can be accepted by the respective stakeholders.

1 PREPARING FOR THE SCOPING MISSION

1. **DESK RESEARCH:** Prior to planning a scoping mission, it is recommended that research be conducted to determine the macro-economic and political situation of the country as well as the legal and regulatory challenges facing private sector growth and productivity.

2. **ENGAGE THE COUNTRY TEAM:** The country office is the most suitable counterpart to support scoping mission planning, by identifying the relevant stakeholders and consultations necessary to ensure an inclusive scoping mission and share hands-on experience.

3. **JOIN THE PROJECT SCOPING MISSION:** It is important for the project team to reach out to the PPD practitioner during the design phase of the project. That connection will make it possible for the scoping missions for the project and the PPD component to be planned in parallel because several of the consultation meetings can be jointly scheduled. If the project leader is conducting the PPD scoping mission in person, then it would be beneficial to expand the project scoping mission to include the PPD assessment.

2 SCOPING MISSION

During the scoping mission, the project leader will focus on assessing the externalities that affect the project environment, while keeping the stakeholder mapping process in mind, to ensure an inclusive PPD platform is set up. The scoping mission is an assessment of the status quo and the current active players operating in the identified country.

1. **GOVERNMENT STRUCTURE:** A preliminary understanding of the structure, main players, and actual decision-making processes of government should be reached. This will be helpful when establishing the PPD public sector process later.

2. **STATUS OF BUSINESS MEMBERSHIP ORGANIZATIONS (BMOs):** It is important for PPD to engage strong local BMOs. When this is not possible, identification of potential alternatives needs to take place. In most cases, BMOs exist but are fragmented. Differences in mandates, competing mandates, and long-standing personal disagreements (often happening simultaneously) can undermine the ability of the private sector to enter into dialogue.

3. **ROLE OF THE CIVIL SOCIETY:** An active civil society may indicate that PPD as a concept will likely be an acceptable reform tool. However, if a civil society is viewed either as an instrument of opposition or a de facto opposition, an introductory approach to PPD will need to be measured. A trusted PPD mechanism that engages the government and private sector as partners can work to avoid forceful action and provide solutions to crisis. Issues that arise within PPD that involve labor, environmental, social, or political tensions can benefit from civil society participation.

4. **EXISTENCE OF A PPD MECHANISM:** Previous experiences with PPD may make stakeholders, both public and private, reluctant to embrace attempts to introduce a new institution or mechanism designed to engage them. Attempts may have been made to foster PPD that have not produced positive results, creating a negative reputation. Scoping exercises should gain a preliminary understanding of whether or not PPD is already taking place as well as its effectiveness and reputation. The existence of PPD does not preclude future PPD activities.

5. **DEVELOPMENT PARTNERS:** Identifying and briefing main development partners working on private sector development is the first step to building what can be long-term partnerships. Private sector development donor groups can: support the concept of PPD, have access to government and private sector counterparts through existing programs, potentially co-fund PPD, and share past experiences and lessons learned.

Mapping Tool

This mapping tool will assist project leaders in diagnosing the most important issues for dialogue and the potential readiness for dialogue among relevant stakeholders. This tool involves desk research, field interviews, and focus groups.

A diagnostic assessment before launching a PPD initiative is important because it:

- Enables better design decisions.
- Provides solid reasoning behind a decision to launch a dialogue process in one area rather than another, and it justifies the amount of human and capital investment needed to support it.
- Gives donors and stakeholders solid ground on which to base their support of such an initiative.
- Creates a baseline against which the impact of PPD can be measured over time.
- Provides a good first step to get stakeholders acquainted with PPD prior to fully engaging them.
- Flags potential obstacles that project leaders will need to overcome, thus enabling more strategic management decisions.

The PPD diamond

The PPD diamond is a simple conceptual framework for clarifying thoughts at the outset of the diagnostic process. It maps the strength of four essential elements of PPD on two vertical and two horizontal axes. Although PPD can succeed when the diamond is not balanced, it is difficult to survive a weakness in more than two dimensions.

The dimensions are:

- **PUBLIC SECTOR:** How strong is the capacity of the public sector, the political will to engage, and existing leadership?
- **PRIVATE SECTOR:** How organized is the private sector; to what extent does it have leadership; do entrepreneurs feel a basic sense of security in speaking out to government without fear of retribution?
- **CHAMPIONS:** To what extent are there credible and respected individuals with the expertise, profile, and ability to attract the attention of participants and the media?
- **INSTRUMENTS:** What is the quality and capacity of support personnel, logistical facilities, and seed funds?

THE PPD DIAMOND
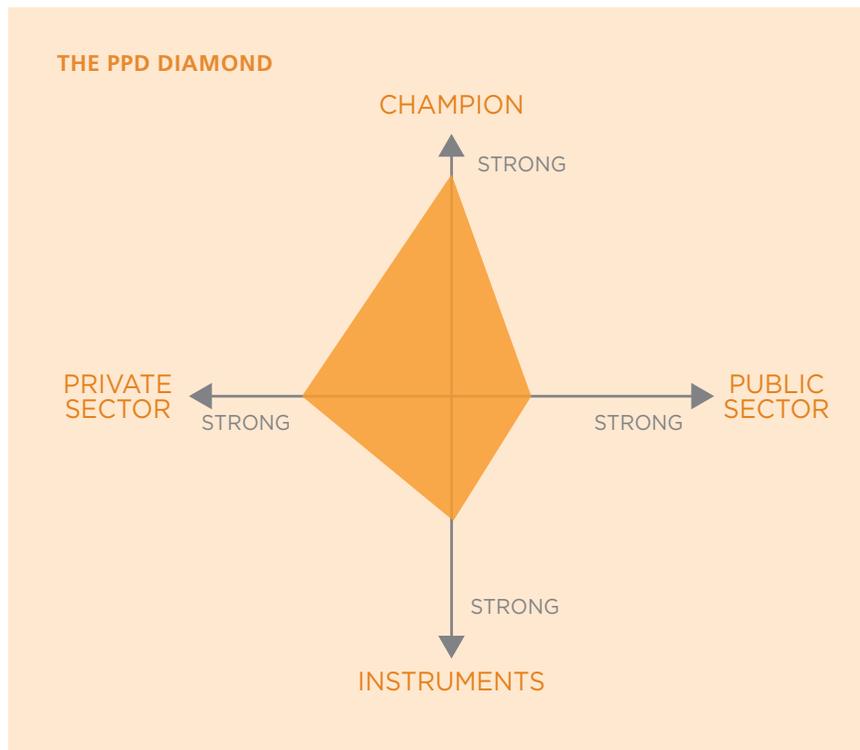
Key Outcomes of the Scoping Mission:

- Key growth sectors
- Perceived sector challenges
- Past and active World Bank Group programs in the country
- Key ministries, public officials, associations, research institutes, active donors, and so on
- Dynamics between stakeholders
- Owners of decision-making power for regulatory/policy level
- Community advocates
- Potential champions and respected authorities, in the private and public sector, community, and academia
- Sector structure: clusters, subnational, or other
- Main methods for dissemination of information
- Respected media outlets
- Past or ongoing dialogue initiatives
- Potential initiatives or institutions (private or public) to host dialogue.

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*

ANNEX: SAMPLE PPD SCOPING CHECKLIST

The sample scoping checklist is designed to assist practitioners and project leaders in assessing the externalities that will affect the development of the PPD stakeholder mapping and mechanism design.

No.	Status	Yes	No	Comment
1	**Public Sector**			
1.1	Define country status (middle Income, least developed country, fragile and conflict-affected situation)			
1.2	Is economic reform a government priority? National Agenda?			
1.3	Is there a defined government private sector development (PSD) reform agenda?			
1.4	Are there defined government priorities for PSD reform?			
1.5	Are there issues that the government refuses to reform at this stage?			
1.6	What issues/sectors would the government consider for reform?			
1.7	Identify line ministries			
1.8	Is there a government PSD reform champion?			
1.9	What structures/platforms exist to facilitate reform?			
2	**Private Sector**			
2.1	Is there a federal Chamber of Commerce system?			
2.2	Is the chamber system established by Chamber Law or under the provisions of legislation?			
2.3	What are the main business chambers and associations?			
2.4	Are there formal alliances within business membership organizations (BMOs)?			
2.5	Is there a common BMO platform?			
2.6	How do the BMOs advocate?			
2.7	Are there small BMOs?			
2.8	Are there gender-based BMOs?			
2.9	Do small or gender-based BMOs have a voice in advocacy?			
2.10	What does the private sector recognize as advocacy platforms?			
3	**Civil Society**			
3.1	Where does civil society interact with government economic policy?			
3.2	Identify civil society organizations that undertake research on economic/political affairs.			
3.3	Is there a defined platform for civil society–government dialogue?			
3.4	Are there unions? What are they?			
3.5	Are civil society organizations active at the subnational level?			
4	**Development Partners**			
4.1	Identify main development partners working on economic development			
4.2	Is there a development partner PSD working group or other coordination mechanism?			
4.3	Do the development partners have a shared PSD priority list?			
4.4	Do development partners support BMO advocacy through programs or other initiatives?			
4.5	Are BMOs interested in the PPD concept?			
5	**Public-Private Dialogue**			
5.1	Can the government define/identify with a PPD platform?			
5.2	Can the private sector define/identify with a PPD platform?			
5.3	Have there been outcomes from the PPD?			
5.4	Do the private sector and government have shared priorities?			
5.5	Are priorities being implemented?			
5.6	Is there a demand-led dialogue?			
5.7	Is there an identifiable reform process that involved PPD?			
5.8	Would the private sector welcome a robust PPD that is output focused?			