# Terms of reference
## Consultant to support monitoring the quality of public private dialogue in the country

**(Indicator 3: Module 3)**

## BACKGROUND

**The Global Partnership for Effective Development Co-operation (GPEDC) and its monitoring framework**

The Global Partnership for Effective Development Co-operation (GPEDC) is an inclusive political forum bringing together a wide range of countries and organisations from around the world that are committed to strengthen the effectiveness of development co-operation. It emerged from an agreement reached among 160 countries, territories and organisations at the Fourth High-Level Forum in Busan, Republic of Korea, in 2011. It fosters engagement and knowledge among the many, varied actors in the implementation of the agreements reached in Busan. It also supports regular monitoring of progress in implementation of the commitments made in Busan, in particular regarding: ownership of development priorities by developing countries, focus on results, inclusive development partnerships, transparency and accountability to each other. The United Nations Development Programme (UNDP) and the Organisation for Economic Co-operation and Development (OECD) have established a Joint Support Team to provide day to day support to the effective functioning of the GPEDC.

The monitoring framework of the GPEDC was established in 2012 to support international accountability for making progress in the implementation of the Busan commitments for more effective development co-operation. It seeks to capture behaviour change by focusing on "how" stakeholders engage in development co-operation. The monitoring framework assesses the quality of development partnerships, which is in turn expected to contribute to the achievement of development results. It is complementary with other accountability frameworks which monitor development results and outcomes themselves (e.g. the forthcoming monitoring and follow-up around Sustainable Development Goals). The monitoring framework is composed of 10 indicators, grounded in the Busan principles of ownership of development priorities by developing countries, focus on results, inclusive development partnerships, transparency and accountability to each other. These indicators are not intended to serve as a narrow scorecard for ranking countries or organisations, but to generate evidence-based policy dialogue on development co-operation and its effectiveness, to facilitate mutual accountability and learning at the country and global levels.

A first global monitoring round was carried out in 2013-14. 46 developing countries and around 70 development co-operation providers participated in this exercise. While data collection and validation was led by developing country governments – in close consultation with stakeholders at country level (providers of development co-operation, representatives from the civil society and the private sector), the UNDP-OECD Joint Support Team was in charge of aggregating data at the global level into a 2014 Progress Report. Findings from the Report informed policy discussions at the GPEDC's High-Level Meeting in Mexico (April 2014). A second monitoring round was launched in September 2015. It will result in the production of a 2016 Progress Report, which will constitute a key source of evidence for policy dialogue at the GPEDC's next High-Level Meeting (Nairobi, November 2016).

**The GPEDC's efforts to monitor the quality of Public-Private Dialogue (indicator 3)**

The Busan High Level Forum broadly recognised the private sector as a central driver for development and placed great emphasis on the importance of inclusive dialogue with the private sector for building a policy environment conducive to growth and sustainable development. In particular, stakeholders committed to "*Enable the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction*" (paragraph 32.b of the Busan Partnership Agreement).

In order to monitor progress in the implementation of this specific commitment, the GPEDC monitoring framework includes an indicator focusing on the quality of public-private dialogue (PPD)[1], which serves as a proxy to capture private sector engagement in public policies. This three dimension index provides, for a given country, an overview of the context for PPD (given that the context in which a PPD operates influences it greatly), and the assessment of one chosen PPD platform. The indicator builds on tools developed by the World Bank, and is structured around the three following modules:

- Module 1. The legal and regulatory context for PPD (a series of existing governance-related indicators)
- Module 2. The country's readiness to host a create or sustain a dialogue process
- Module 3. The organisational effectiveness of a given platform

The assessment of Indicator 3 is expected to be carried out at the country level, under the overall co-ordination of the government (i.e. of the national co-ordinator in charge of leading the GPEDC monitoring process, who usually sits in the ministry of finance of planning), in close consultation with relevant government officials (involved in public-private dialogue), and representatives from the private sector and civil society. The process to monitor the three modules is described as follows:

**Module 1**: the OECD-UNDP Joint support Team (JST) for the GPEDC will draw on country scores from a series of international indices, including the "Public engagement" index from the Open Budget Survey, as well as the "Voice and Accountability", "Rule of Law" and "Control of corruption" indices from the Worldwide Governance Indicators and the "Citizen engagement in rulemaking" index. This information will be facilitated to the national co-ordinator as a source of evidence to inform discussions related to Module 2.

**Module 2**: The Government's national co-ordinator, in liaison with colleagues from relevant government institutions/ministries[2], co-ordinates the overall data collection and validation process. Where possible, the national co-ordinator is encouraged to use existing in-country platforms to support the process, and to coordinate with the Partnership for Prosperity. In order to facilitate the process and to ensure an inclusive approach, the national co-ordinator is invited to liaise with focal points from the private sector[3], from providers of development co-operation, from trade unions and from civil society organisations to complete the questionnaire. The national co-ordinator is encouraged to (1) convene a multi-stakeholder dialogue to kick-off the process, (2) seek stakeholder feedback on the questionnaire (focal points are invited to carry out consultations with their respective constituencies, and to provide consolidated feedback to the national co-ordinator) and (3) re-convene a multi-stakeholder dialogue at the end of the process to jointly discuss and validate the findings, before sending them to the JST. To the extent possible, the national co-

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[1] Background information on Public-Private dialogue is detailed in Annex 1

[2] The national co-ordinator can decide to engage colleagues from relevant central or line ministries working on relations with the private sector, and will be expected to liaise with the parliamentary focal point designated at country level for the whole monitoring process.

[3] The process for selecting focal points is flexible and may be based on existing country arrangements. That said, in selecting the private sector focal point/s, it is advised to identify one focal point that could represent the largest/more dynamic sectors of the economy, and one focal point that could represent the sector/s generating most jobs (e.g. small and medium enterprises, agricultural sectors, service sectors, etc). See the GPEDC terms of reference for private sector focal points for guidance.

ordinator will seek consensus in the responses. Where agreement between stakeholder groups is not reached, focal points are invited to flag any diverging view to the national co-ordinator. The level of agreement of each stakeholder group regarding the responses compiled by the national co-ordinator will be registered in a table attached to the questionnaire (1. Question #; (2) Agree / Partially Agree / Disagree; (3) Comment).

On an optional basis, the government can decide to assess **module 3**, which looks into the organisational effectiveness of a given PPD platform, by using a shortened version of the World Bank's existing PPD evaluation wheel. Findings emerging from this assessment will primarily serve learning purposes: the JST will draw on them to showcase, in its 2016 global Progress Report, concrete examples and best practices of effective PPD platforms. Given the more in-depth assessment required for this module, it is recommended that interested governments contract a consultant to carry out the assessment. The intervention of such a third-party entity could help avoid overburdening the national co-ordinator and ensure that the process enables a neutral and balanced assessment which effectively captures all stakeholders' views. In such cases, the national co-ordinator is invited to inform the JST who will, to the extent possible, facilitate the process through technical support.

**The work of the consultant will be focused on Module 3.[4]**

Indicator 3 is conceived as a tool to provide a snapshot of the quality of PPD in a given country, to encourage multi-stakeholder dialogue at country level among representatives from government, private sector, providers of co-operation, civil society organisations and trade unions, and to identify strengths as well as room for improvement in PPD, with the ultimate goal of maximising private sector's engagement in and contribution to sustainable growth and poverty reduction. Key findings from the monitoring of indicator 3 at country level will be incorporated in the GPEDC's 2016 Global Report, and will inform discussions on private sector engagement in public policies at the GPEDC's next High-Level Meeting (Nairobi, late 2016).

Annexes 3, 4 and 7 provide more information on the underlying methodology to monitor indicator 3.

## SCOPE OF THE CONSULTANT'S MISSION

The **Government's National Co-ordinator** (with potential support from providers of development co-operation in the country, particularly if funding for this activity is provided) will:
- Participate in the selection process of an external consultant;
- Coordinate and oversee the work of the consultant;
- Provide guidance on how to carry out the exercise (see available guidelines and tools for the consultant in the Annexes);
- Carry out preparatory efforts prior to the beginning of the consultant's mission:
    - ➢ If this did not take place already, identify a list of focal points for the government, the private sector, trade unions and/or civil society organizations, and share this list of focal points with the consultant. The UNDP-OECD Joint Support Team provided an indicative list of focal points collected to date, to help the national coordinator.
    - ➢ Identify, in consultations with stakeholders (particularly government entities and the private sector) on which public-private dialogue process or platform should be assessed.
- Use that *group* of the identified focal points to provide inputs to the work of the consultant. This may facilitate data collection, sharing and discussion around the findings at closing the monitoring round at country level.

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[4] On an optional basis, the Government's National Co-ordinator may wish to expand the scope of the consultant's work in order to facilitate data collection efforts for Modules 1 and 2 as well. If that is the case, please contact the UNDP-OECD Joint Support Team (monitoring@effectivecooperation.org) for alternative Terms of Reference that contemplate that expanded scope of work.

The **consultant** is expected to:
- Carry out a light desk review (more details in Annex 3);
- Carry out data collection and validation in the given country within the scope of these Terms of Reference, providing an objective, technically-sound assessment ;
- Engage country level stakeholders (representatives from governments, the private sector, the assessed PPD platform, civil society organisations, trade unions) throughout the data collection and validation process. In particular, the consultant is expected to participate in the multi-stakeholder consultative process: i.e. participating in multi-stakeholder dialogues related to the indicator 3 and the participation of the country in the 2nd Monitoring Round at the beginning (kick-off/ informational meeting) and end (data validation meeting) of the process, interview stakeholders individually to collect data and information created to the module 3 of Indicator 3. Annex 5 provides more detail on which actors the consultant should engage in the process, and Annex 3 provides detailed guidance on the steps to follow for a consultative data collection and validation process.
- On the basis of the light desk review and consultations with stakeholders (individual interviews and multi-stakeholder meetings), the consultant will fill the sheet prepared by the UNDP-OECD Joint Support Team (attached to the TOR), share them with relevant stakeholders for comments and validation, and send a final version of the three sheet including validated data to the Government's National Co-ordinator (DELIVERABLE #1). Where there is no agreement on some questions, the consultant will register divergent views in reporting.
- In addition, the consultant will synthesise the collected data in a PPD Country Profile (using the template prepared by the UNDP-OECD Joint Support Team, attached to the TOR). The PPD Country Profile will be shared with stakeholders at country level and with the Government's National Co-ordinator  (DELIVERABLE #2).

Detailed steps describing the data collection and validation process are outlined in Annexes 2 and 3.

## TIMEFRAME / DELIVERABLES

Ahead of the consultant's meeting, preparatory work by the Government's National Co-ordinator will be of upmost importance. This work will include identifying focal points representing each stakeholder constituency (in consultation with the government), establishing an "advisory board" composed of identified focal points, and consulting with stakeholders, in particular representatives from the government and the private sector, to agree on the PPD platform to be assessed.

In term of time management, it is estimated that the completion of the mission requires 15 work days for the consultant:

- ✓ Getting all relevant documents from online research, and directly from public and private sector stakeholders and preparation of the work, building a schedule of interviews –3 work days
- ✓ Performing a light desk review – 2 work days
- ✓ Multi-stakeholder meeting (kick-off) – 1day (half day of preparation / half day of meeting)
- ✓ Stakeholder interviews – 4 work days
- ✓ Data compilation – 2 work days (preliminary version of the sheet and of the PPD Country Profile)
- ✓ Data validation – 2 work days:
  - ➢ Multi-stakeholder meeting (validation and discussion of findings) – 1 work days (half day of preparation / half day of meeting)
  - ➢ Review and finalisation of the sheet (DELIVERABLE #1) and of the PPD Country Profile (DELIVERABLE #2) – 1 work day

**Total: 15 days.**

**Note on deliverables**: the two expected deliverables should consolidate and summarise information in a neutral and balanced way (the consultant is invited to flag cases where strong divergence in stakeholder views emerges). Also, it is important that the consultant provide concise narratives: the exercise requires the delivery of a short, easy to understand snapshot on the quality of PPD, including key messages that can trigger and inform multi-stakeholder dialogue.

## CONSULTANT'S PROFILE

The consultant should possess:
- an advance degree in social sciences, economics, business administration or other similar academic qualifications;
- strong overall knowledge of the nature of the private sector in the country, in particular of the context for the process dialogue;
- good understanding of the concept of public-private dialogue, and how it operationalizes in practice;
- strong drafting/writing skills.

## ANNEXES

Annex 1 – Conceptual background on Public-Private Dialogue
Annex 2 – Project sequencing
Annex 3 – Guideline for the consultant's mission
Annex 4 – Indicator 3: Module 3
Annex 5 – Which stakeholders to engage?
Annex 6 – Stakeholder interview templates
Annex 7 – Reference: Modules 1 and 2 of Indicator 3

## Annex 1 – Conceptual background on Public-Private Dialogue

Implementing development oriented reforms require the private sector, the government and development partners to reach high levels of co-operation. Dialogue and advocacy initiatives can serve as the umbrella public-private process and outlet under which existing energies can be better channelled, leveraged and organised.

Structured dialogue between the government and private sector aimed at improving development and sustainable growth takes many forms. It can involve informal input from a few leading corporations or wide-ranging consultations with SMEs, business groups, the financial sector, trade unions and civil society. The dialogue mechanisms can be initiated by governments, lobbied for by business people or driven by providers of development co-operation. They can be local, national or regional, structured along industry lines or organised according to cross-cutting topics. What they all have in common is giving formal structure and expression to the common desire of businesses and governments to create conditions in which the private sector can flourish and where development can happen.

Their core value is twofold: governments that listen to the private sector are more likely to design credible and workable reforms, while entrepreneurs who understand what a government is trying to achieve with a reform program are more likely be constructive and supportive. 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.

For these reasons, recent years have seen an upsurge in interest in reform advocacy, Public private dialogue (PPD), and comprehensive reform platforms as a means for promoting collaborative development. Business forums, investor advisory councils, competitiveness coalitions and other types of comprehensive and systematised partnerships have become an important part of the development reform process.

However, public-private dialogue platforms are not a panacea. When done badly, not only can they can waste the time and resources of participants, they can also worsen the problems they were intended to solve. A number of risks have been identified in previous studies:
1) If not sufficiently transparent and broad-based, PPDs can reinforce vested interests and create opportunities for rent-seeking behaviour.
2) If PPD initiatives do not make special efforts to include small and medium enterprises and those based in provinces, they can be dominated by big businesses or businesses based in a capital city.
3) If poorly planned and unfocused, a PPD can degenerate into a talking shop, which leads to disillusionment, disengagement and loss of credibility, giving strength to opponents of reform and slowing down the reform process.
4) If built too closely around a particular individual, a PPD can risk becoming a one-man show, which collapses when the key person loses interest or moves on.
5) If not accompanied by sufficient efforts to build a broad base of support, PPD can become politicised by being closely associated with a particular party.
6) If not sufficiently well coordinated with existing institutions or other dialogue mechanisms, duplication of efforts can overburden and confuse participants.
These risk factors are raised not to suggest that PPDs are fraught with danger, but to show how awareness and careful planning can help participants to avoid potential pitfalls.
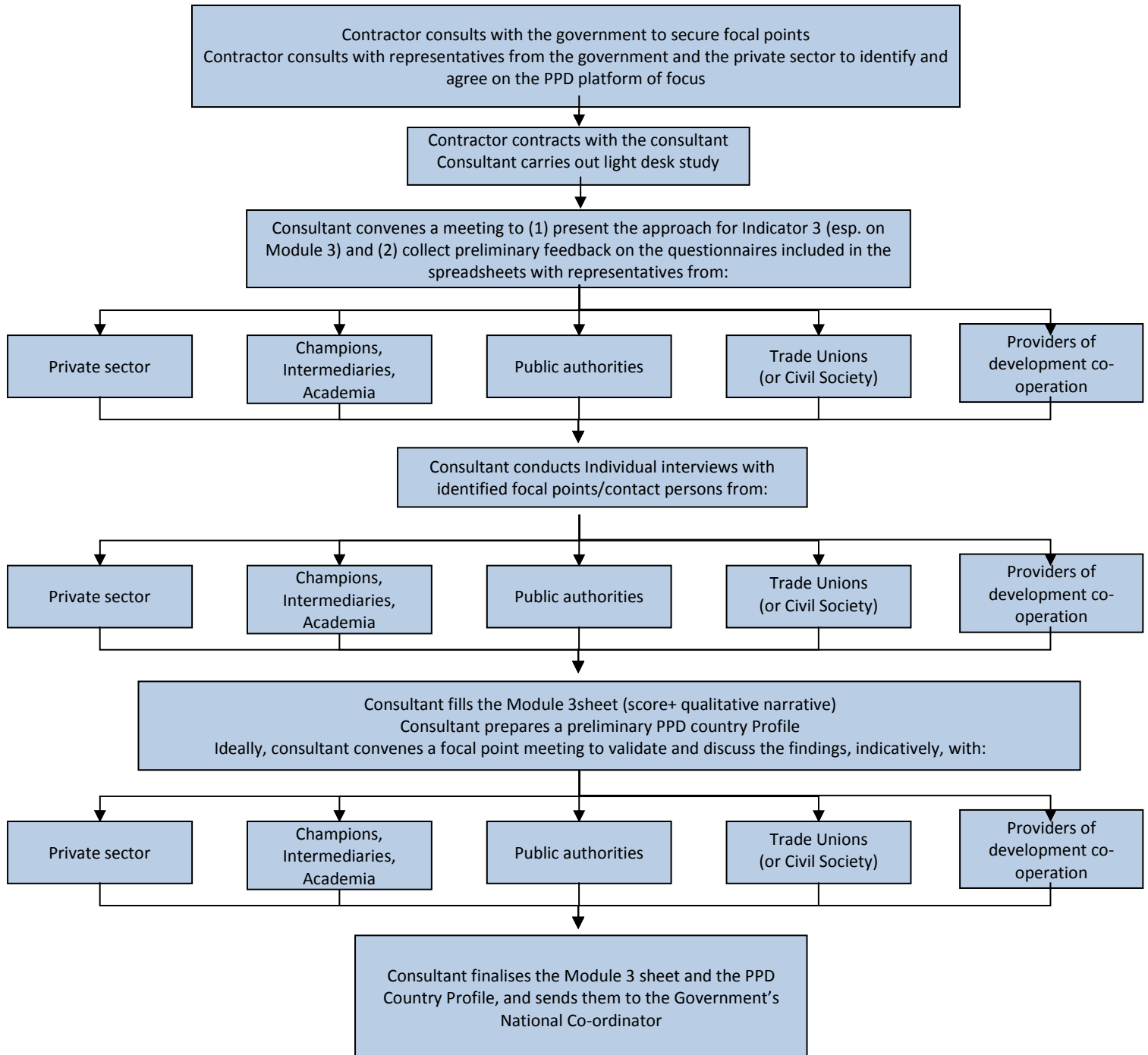
The contexts in which PPDs operate influence them greatly. Four key contextual factors are necessary to consider when appraising the potential for PPD in a given country:

1) The readiness and willingness of the private sector to engage and interact with the government.

2) The readiness and willingness of the private sector to engage and interact with the government.

3) The presence of a potential champion who can facilitate the dialogue process, activate political will and reduce the trust gap between public and private sector stakeholders.

4) The availability of logistical, financing, and capacity building instruments which can help implement and monitor the dialogue process.

PPDs also do not take place in a legal and regulatory vacuum. A country would be more or less prone to dialogue is some pre-requisite are in place, such as the right for the private sector to organise in associations and express its voice, the right for the private sector to access public policy information or the  legal deterrence of collusion between the private sector and the government.

## Annex 2 – Indicative Project sequencing

The figure below provide indicative guidance on the different steps to be taken during the exercise of monitoring Indicator 3. Key steps are detailed in the Annex 3.

Contractor consults with the government to secure focal points
Contractor consults with representatives from the government and the private sector to identify and agree on the PPD platform of focus

Contractor contracts with the consultant
Consultant carries out light desk study

Consultant convenes a meeting to (1) present the approach for Indicator 3 (esp. on Module 3) and (2) collect preliminary feedback on the questionnaires included in the spreadsheets with representatives from:

| Private sector | Champions, Intermediaries, Academia | Public authorities | Trade Unions (or Civil Society) | Providers of development co-operation |

Consultant conducts Individual interviews with identified focal points/contact persons from:

| Private sector | Champions, Intermediaries, Academia | Public authorities | Trade Unions (or Civil Society) | Providers of development co-operation |

Consultant fills the Module 3 sheet (score+ qualitative narrative)
Consultant prepares a preliminary PPD country Profile
Ideally, consultant convenes a focal point meeting to validate and discuss the findings, indicatively, with:

| Private sector | Champions, Intermediaries, Academia | Public authorities | Trade Unions (or Civil Society) | Providers of development co-operation |

Consultant finalises the Module 3 sheet and the PPD Country Profile, and sends them to the Government's National Co-ordinator

## Annex 3 – Guideline for the consultant's work

## 1. Ahead of the consultant's work

Prior to the consultant's work, the Contractor will lead the following preparatory efforts:

- **Identify and contact focal points**

Engagement of focal points representing a range of stakeholders (government, private sector, civil society, trade unions, providers of development co-operation, etc.) will be important to ensure a monitoring exercise promoting dialogue around relevant parties on the quality of PPD at country level. Note that most of these focal points may have already been identified in the context of preparing the country for participation in the GPEDC Second Monitoring Round.

The Government's National Co-ordinator, prior to the consultant's mission, will reach out to relevant country stakeholders to identify, in consultation with the government, focal points for the government, the private sector, civil society organisations, trade unions and providers of development co-operation. The UNDP-OECD Joint Support Team is currently (June-September 2015) inviting GPEDC stakeholders to designate such focal points to support the whole GPEDC monitoring exercise. The indicative list of focal points collected by the Joint Support Team have been shared with the Government's National Co-ordinator, and national coordinators have convened focal points in most cases.

The Government's National Co-ordinator will provide the consultant with the list of focal points (including contact details), and will invite identified focal points to form a group that could provide guidance to the consultant as needed.

- **Identify the PPD platform to be assessed**

Subsequently, am additional step will be for the Government's National Co-ordinator to consult with stakeholders (particularly the government and the private sector) on which Public-Private Dialogue should be relevant to assess. Securing consensus on which dialogue platform to assess will be of upmost importance, since one third of the methodology relies on evaluating the organisational effectiveness of one particular dialogue platform to be chosen by the government and the private sector.

## 2. Light desk review

This phase of the project, which will be carried out by the consultant, relies on light desk research of existing documents and information about public-private dialogue in the given country under study. Specific information should be collected from the closest to the source if available, and from practitioners who have knowledge about the studied location. Surveys, reports, case studies can also be sought after, collected, read and digested.

The aim here is for the consultant to build up an overall understanding of the nature of private sector activity in the country or region under consideration, with specific emphasis on the context for the existing dialogue process in the selected area of public-private policy dialogue, on the relevantaspects of the PPD Country Profile (module 3).

This enables the consultant to understand the terrain and have a preparatory framework for understanding the responses received during the individual interviews and multi-stakeholder dialogues.

Key issues to consider at this stage in performing the desk review:

    ☐    What are the main constraints on the private sector (particularly in the selected area)?
    ☐    What are key existing and potential sectors for the economy? What is the current status in the particular sector on focus?
    ☐    Have priorities been identified in a Country Assistance Strategy, r Poverty Reduction Strategy Paper or similar donor-supported planning documents?
    ☐    Are there institutions dealing specifically with private sector development who could contribute more knowledge in this desk research phase?
    ☐    How important is foreign investment compared to home-grown enterprises? And for the sector in particular?
    ☐    Do state-owned industries have a prominent role in the country and the sector?
    ☐    What is the balance between large and small enterprises?
    ☐    Have larger companies shown interest in developing local supply chains?
    ☐    Is there a strong regional concentration of private sector activity, both in general and around specific sectors?
    ☐    How large is the informal sector?
    ☐    How important is the export market?
    ☐    What kind of dialogue [process is currently being used in the country
    ☐    What are the variety of dialogue processed working together or side by side

These questions are indicative, and should be customised by the consultant depending on the particular focus of the PPD Country Profile. They aim at identifying where the bottlenecks to business investment lie.

While it is important to collect and digest reports, the best source of knowledge is often phone, e-mail, or face-to-face conversations with practitioners who have worked in the country or location where PPD is being diagnosed. It is a wise investment of time to find such practitioners, as their insight is likely to be invaluable in preparing for the field interviews.

Once the stakeholders have agreed on which PPD platform should be assessed, the consultant shall contact the coordination unit of that PPD under study, and ask them to fill out a specific form, called the "PPD Information Sheet", included here:



PPD platform
information sheet.doc

It is important for the consultant to explain the PPD information sheet to the coordination unit, but NOT to assist them in collecting or synthetising information sent in return, as the quality of the information sheet returned to the consultant is also an indicator of the capacity of the PPD coordination unit under study.

## 3. Suggested kick-off meeting

The consultant is requested to organise a kick-off meeting with the possible participation of the national coordinator  and the reference group of focal points, to:
(1) present the approach and the methodology for indicator 3,
(2) collect preliminary feedback on the questions included in the Module 3 spreadsheet (the questions are outlined in Annex 4).

Annex 5 provides more detail on which actors the consultant should engage in the process. Annex 7 describes the thematic coverage of Modules 1 and 2, which otherwise indicated are not included the consultant's work, but can help inform the light desk review and kick-off meeting discussions.

## 4. Individual interviews [data collection]

The consultant will conduct individual interviews with the different stakeholders (government, private sector, intermediary organisations, civil society, providers of development co-operation) with the objective of mapping the perceptions of potential participants and stakeholders in the selected area for Public-Private Dialogue (PPD).

The methodology for this phase includes interviews and focus groups. Through these interviews the consultant will seek to answer the questions outlined below. The questions are intended as a starting point, they should not be treated as exhaustive – questions can be added, deleted and adapted according to local context and needs. These questions should elicit responses that will help the consultant build responses to the questions (score + qualitative narrative, see Annex 4) incorporated in the Module 3 sheet and in the PPD Country Profile. The consultant is to use standardised interview templates to ensure consistency of the methodology in information gathering (see Annex 6).

### a. Private sector

The consultant will seek to eventually answer the questions below, in the area of public private dialogue under assessment:

- ☐ What are perceived to be the main investment climate constraints?
- ☐ Does the private sector interact directly with the government or with government officials? At what levels does this interaction take place? (Ministerial, departmental, civil servants, mayors, low-level bureaucrats, etc).
- ☐ Have businesspeople attempted to get their concerns heard by the government? Have there been attempts to organise? With what degree of success?
- ☐ What is the general attitude of entrepreneurs towards government? Is it characterised by a feeling of trust or is there frustration? Do politicians and businesspeople frequent the same social circles or do they rarely interact?
- ☐ How much time do businesspeople spend dealing with government agencies? Are dealings with government officials fair and transparent or do they tend to involve informal payments?
- ☐ To what extent do businesspeople keep track of laws and regulations? Is there a sense of predictability and stability of policies? What are the mechanisms by which they stay informed about policy and regulatory changes?
- ☐ What is the legal capacity of the private sector? Is it easy to get advice on abiding by laws and regulations?
- ☐ Do businesspeople typically belong to a representative membership organisation? Do they feel they are well served by them?
- ☐ To what extent do small entrepreneurs believe that the interests of large and small enterprises diverge and coincide?
- ☐ Are there dynamic individual business leaders who command widespread respect and could act as figureheads in the PPD process and champions for the private sector? Who are they?

In practice, stakeholders are met individually, and questions need to be asked in a systematic manner about all the topics above. In order to facilitate this process the consultant can use the interview template presented in Annex 6.

### b. Intermediary organisations (business membership organizations, Chambers of Commerce, etc)

The consultant will seek to eventually answer the questions below, in the area of public private dialogue under assessment:

- ☐ Do private sector representative organisations exist? What kind?

- ☐ Are they vibrant and inclusive or moribund or captured by narrow interest groups? Which are the most effective organisations? Which have the most dormant potential?
- ☐ How effective are intermediary organisations at representing their members at national and local level?
- ☐ What kind of services do they offer to their members? (Training? Services on behalf of public authorities? Information on laws and regulations?)
- ☐ What kind of information dissemination services do they provide? Do they organise regular meetings? Do they gather information on the binding constraints faced by their members?
- ☐ Do they genuinely represent the interests of SMEs?
- ☐ Do they have any important recent accomplishments?
- ☐ What is the importance of other kinds of intermediary between government and the private sector, such as lawyers and notaries?
- ☐ Are there institutional linkages between business membership organisations and government agencies or public bodies?

In practice, stakeholders are met individually, and questions need to be asked in a systematic manner about all the topics above. In order to facilitate this process the consultant can use the interview template presented in Annex 6.

### c. Public sector

The consultant will seek to eventually answer the questions below, in the area of public private dialogue under assessment:

- ☐ What is the level of capacity of technical staff at each level of the public sector?
- ☐ What are attitudes of politicians and civil servants towards the private sector?
- ☐ Are there mandatory requirements for government bodies to engage with the private sector? Which ones, at what level, and at which stage in the process of enacting a legislation or regulation?
- ☐ Have the public authorities issued safeguards to prevent cronyism, trained public sector officials in handling relationship with the private sector, or communicated internally about public-private relationships?
- ☐ Are there any government departments regarded as especially favorable or inimical to private sector concerns? Which are they?
- ☐ Are there any individuals who can act as public sector champions for reform and who are not perceived as politically divisive figures? Who are they?
- ☐ What is the extent of decentralisation of decision-making?
- ☐ To what extents do local layers of government have responsibility for implementing decisions taken at national level?
- ☐ How effectively do layers of government work together?

In practice, stakeholders are met individually, and questions need to be asked in a systematic manner about all the topics above. In order to facilitate this process the consultant can use the interview template presented in Annex 6.

### d. Civil society (incl. trade unions)

The consultant will seek to eventually answer the questions below, in the area of public private dialogue under assessment:

- ☐ Are small-scale entrepreneurs generally perceived as contributing positively to society or as untrustworthy and parasitic?
- ☐ Are larger and foreign-owned businesses viewed as contributing positively to society or as untrustworthy and parasitic?
- ☐ Is the government generally perceived as overly hostile to the private sector, overly accommodating of the private sector as a whole, or beholden to vested interests within the private sector?

☐ Are international donor agencies, who could act as sponsors and champions for dialogue, perceived as part of the country's problem or the solution?
☐ Are there leading think tanks or academics that produce research-based recommendations on private sector development?
☐ What are the media outlets that produce radio or TV programming or written content about the economy? What are their distribution, reach and limitations?
☐ Who are the leading media figures who have an influence on different types of population (youth, workers, seniors, etc.)?
☐ Which NGOs deliver economic aid, and what types?
☐ What are the main trade unions? Which sectors do they represent? Are they perceived as over-protecting workers at the cost of economic growth, or are they perceived as the last line of defense against ultra-liberalisation?
☐ Is there a lot of transferability of competencies between the civil society and the government? Or is it rare to see a leading academic taking a government position?

In practice, stakeholders are met individually, and questions need to be asked in a systematic manner about all the topics above. In order to facilitate this process the consultant can use the interview template presented in Annex 6.

**e. Providers of development co-operation**

The consultant will seek to eventually answer the questions below, in the area of public private dialogue under assessment:

☐ To what extent was private sector input sought, received and acted upon during (a) the diagnosis, (b) the solution design, (c) the implementation and (d) the monitoring and evaluation phases of the reform process?
☐ Was private sector input based on sound research reflecting the interests of the private sector as a whole, or did it reflect vested interests?
☐ How did the government react to private sector input, if any?
☐ What was the contribution of civil society to the debate, including the media?
☐ Who served as a champion of bringing the public and the private sector together?

The consultant can for instance ask the providers to look back into a recent reform and see what happened in practice with regard to the dialogue process and the success of the reform. Which interactions between the public and private sectors facilitated the process, and which created interferences that resulted in the reform failing to be adopted as intended? The questions could help identify gaps in the process, which can join the stakeholder investigation to feed into the analysis of the state and potential of PPD.

Through these questions, the consultant should aim to identify specific performance and opportunity gaps, and put them in relation with examples of good practice dialogue that may have taken place in the country or location in question, if any. Performance gaps serve to indicate how a system of public-private interaction that should have been working did not work to its full performance, and why. Opportunity gaps are potential new interaction systems that were missed during the reform process and could have been beneficial to its outcome.

In practice, stakeholders are met individually, and questions need to be asked in a systematic manner about all the topics above. In order to facilitate this process the consultant can use the interview template presented in Annex 6.

## 5. Data consolidation

### a. Indicator 3: Three modules, with a focus on module 3

The consultant will focus on Module 3, although the consultant's deliverables may be used by national co-ordinators as an input to inform country-level multi-stakeholder dialogue processes. It is important that the consultant provide synthesised and concise narratives: the exercise requires the delivery of short, easy to understand snapshot on the quality of PPD, including key messages that can trigger and inform multi-stakeholder dialogue.

As a reminder, Indicator 3 is composed by three different modules:

> ➢ **Module 1 – The legal and regulatory context for PPD in the country under study**

This module assesses to what extent the country's laws and regulations enable effective public-private dialogue, through the questionnaire outlined below (Q1, Q2, Q3, and Q4). This module is prepared by the UNDP-OECD Joint Support Team and shared with National Co-ordinators. See Annex 7 for more details.

> ➢ **Module 2 – The country's readiness to host, create or sustain a dialogue process (the "PPD Diamond")**

This module assesses the potential for dialogue at the country level (are the required conditions fulfilled for a quality dialogue process to happen?) through the questionnaire outlined in Annex 7 (Q5, Q6, Q7, and Q8). It builds on the World Bank's PPD Diamond. Information for this module is collected by the Government's National Co-ordinator in the context of multi-stakeholder dialogue meetings.

> ➢ **Module 3 - Organisational effectiveness of a given platform (the "Short PPD evaluation wheel")**

PPD can take many shapes and forms in a given country. It can happen at the local or national level, on economy-wide issues or at the sector level. It can be permanent or temporary. To complement the two modules above, module 3 focuses on a specific and significant PPD platform that can be considered as a proxy for other dialogue processes in the country.

The module – a shortened version of the World Bank's existing World Bank's existing PPD evaluation wheel – assesses the organisational effectiveness of the selected PPD platform, through the questionnaire outlined below (Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21). The questions are structured around six dimensions (as outlined in the questionnaire in Annex 4).

On the basis of the light desk review and discussions with stakeholders (individual interviews and multi-stakeholder meetings), the consultant is expected to provide, for each question (Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21):

1. A **score** (on a 0 to 10 scale). Guiding questions (outlined in Annex 4) enable the assignment of a score for each question.

2. A short **qualitative narrative** (max. 500 words) describing a comprehensive or consensus answer relative to the question. If there is no agreement between stakeholders on some aspects of the questionnaire, the consultant will register diverging views.

The consulted is expected to consolidate and synthesise the information (scores + narrative) in this sheet 3 (note that it takes some second to load).

## *b. PPD Country Profile*

In addition, the consultant will synthesise collected information in a preliminary PPD Country Profile (4 pager), following the template provided by the UNDP-OECD Joint Support Team per request[5].

PP Dialogue -
Country Profile Litora

The four page Profile will contain:
- ☐ Page 1: Summary and overview
- ☐ Page 2: Country's readiness to host a create or sustain a dialogue process (PPD Diamond)
- ☐ Page 3: Legal and regulatory context for PPD (a series of existing governance-related indicators)
- ☐ Page 4: Organizational effectiveness of a given platform (shortened PPD evaluation wheel)
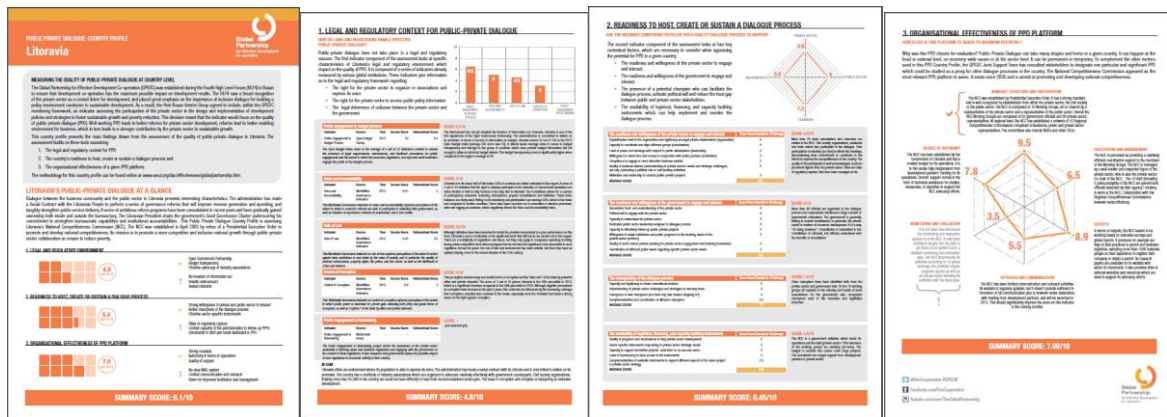


The consultant is invited to consult with the Advisory Board in the preparation of this document.

### 6. Data validation

Ideally, the national coordinator, with the support of the Contractor, will convene a final meeting with relevant stakeholders (in particular identified focal points) to:
1) Present the consolidated results.
2) Jointly validate the consolidated data. Where there is no agreement on some questions, the consultant will register divergent views in reporting.
3) encourage multi-stakeholder discussion around the findings, focusing particularly on strengths of the PPD and on areas to improve. Suggested approaches going forward (recommendations) will be highly appreciated.

This can happen in the context of the final meeting taking place for countries participating in the 2016 Monitoring Round of the Global Partnership for Effective Development Cooperation.

The consultant will review and finalise the three sheets and the PPD Country Profile on the basis of feedback collected during the multi-stakeholder validation meeting.

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[5] Please contact monitoring@effectivecooperation.org to request the template files.

### 7. Data submission

The consultant will send the finalised deliverables (Module 3 sheet and the PPD Country Profile) to the Government's National Co-ordinator.

The Government's National Co-ordinator will then share the deliverables (three sheets and PPD Country Profile) with the UNDP-OECD Joint Support Team, which will draw from the findings to feed into its global 2016 Progress Report.

## Annex 4 – Indicator 3: Module 3

As mentioned, indicator 3 is composed by three inter-related modules:

- *Module 1*. The legal and regulatory context for PPD in the country under study;
- *Module 2*. The country's readiness to host, create or sustain a dialogue process (the "PPD Diamond")
- *Module 3.* Organisational effectiveness of a given PPD platform (the "Short PPD evaluation wheel")

The **work of the consultant is focused on gathering and reporting on data for module 3** (described below). More details on the specific topics covered by modules 1 and 2 can be found in Annex 7.

**Module 3 – Organisational effectiveness of a given PPD platform (the "Short PPD evaluation wheel")**

*DIMENSION 1 - Mandate structure and participation*

**Q9. Does a mission statement exist, and are participants in the PPD capable of explaining this mission statement?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
*a. Non-existence = 0; existence (in coherent written document) = 10*
*b. Percentage of interviewed participants who are able to recite the substance of the mission statement*

**Q10. Do rules and regulations exist in the partnership, including formal mechanisms in place to balance power?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
*a. Non-existence of documents with rules and regulations= 0; Complete set of rules and regulations=10*
*b. Equal participation of each concerned stakeholder group (in number and level or representatives): unequal or stakeholder groups missing = 0; exactly equal = 10*

*DIMENSION 2 – Facilitation and management*

**Q11. Is the facilitation of the PPD of good quality?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
a. *Existence of Terms of Reference for facilitators and other members of the PPD Coordination Unit? (Non-existent=0; coherent written document=10)*
b. *Percentage of reform/action proposals receiving significant contribution from PPD Coordination Unit staff (zero=0, 100%=10)*
c. *Existence of rigorous recruiting and training programme for PPD Coordination Unit members (none=0, yes=10)*
d. *Percentage of interviewed participants who indicate that facilitators perform well (none=0, all=10)*

**Q12. Are PPD logistics and management arrangements of good quality?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
a. *Existence of standardised documents addressing all PPD logistical aspects (none=0, some documents but some aspects are missing=5, all aspects covered=10)*

*DIMENSION 3 – Outputs*

**Q13. Are action/reform outputs of good quality?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
a. *Existence of evidence-based analytical output: percentage of PPD recommendations that include policy papers, position papers, peer reviews or cost/benefit assessments (none =0, all = 10)*

**Q14. Influential outputs: to what degree has the dialogue or the partnership innovated or changed institutional or sectoral structures?**

Answer:
- ➢ Score: from 0 (week) to 10 (strong)
- ➢ Qualitative narrative – max. 500 words

*Guiding information:*
a. *Percentage of respondents of external organizations or sectors who indicate the PPD has had influence on activities of their organizations and/or growth. (none=0, all=10)*

### *DIMENSION 4 – Communication and outreach*

**Q15. What is the amount and kind of outreach and communication activities targeted to civil society and media?**

Answer:
> ➢ Score: from 0 (week) to 10 (strong)
> ➢ Qualitative narrative – max. 500 words

*Guiding information:*
*a. Frequency of updates provided about the PPD (no updates provided= 0, updates provided but in inconsistent format = 5, regular and consistent updating = 10)*
*b. Amount of (written, verbal, television) external communication messages (none=0, total amount (needs to be customized to situation)=10*

### *DIMENSION 5 – Monitoring and Evaluation*

**Q16. Are the internal monitoring tools used of good quality?**

Answer:
> ➢ Score: from 0 (week) to 10 (strong)
> ➢ Qualitative narrative – max. 500 words

*Guiding information:*
*a. Application of tracking tools to keep abreast of all stages of each reform/action proposal (none = 0, on some issues = 5, regular and complete application = 10)*

**Q17. Are the reporting and documentation on activities of the partnership of good quality?**

Answer:
> ➢ Score: from 0 (week) to 10 (strong)
> ➢ Qualitative narrative – max. 500 words

*Guiding information:*
*a. Number and frequency of monitoring reports (on a scale from 0 to 10)*
*b. Quality of the reporting and documentation (comprehensiveness of activities and outputs being reported, less than year long reporting, availability in online and/or written formats, financial transparency, ect)*

**Q18. To what degree have monitoring results resulted in changes in planning and targets?**
Answer:
> ➢ Score: from 0 (week) to 10 (strong)
> ➢ Qualitative narrative – max. 500 number of words

*Guiding information:*
*a. Existence of specific criteria (including cost-benefit analysis) as basis for issue selection (none=0, existence of specific criteria=10)*
*b. Percentage of follow-up actions on recommendations in monitoring reports (no recommendations followed up=0, all recommendations followed up=10)*

**Q19. Are ex-post assessment used?**

Answer:
- ➤ Score: from 0 (week) to 10 (strong)
  Qualitative narrative – max. 500 words

***Guiding information:***

*a. Percentage of PPD recommendations that have ex-post assessments carried out on reforms/action enacted thanks to the PPD (none=0, all=10)*

***DIMENSION 6 – Degree of Autonomy***

**Q20. To what degree is the PPD dependent on financial support of third parties (including providers of development co-operation)?**

Answer:
- ➤ Score: from 0 (week) to 10 (strong)
- ➤ Qualitative narrative – 500 number of words

***Guiding information:***

a. *Amount of financial support from third parties, including providers of development co-operation, as a percentage of the total costs of the dialogue or partnership (total budget provided by third parties=0, more than 50% of budget provided by own resources=10)*

**Q21. To what degree is the PPD's agenda autonomous from agendas of champions and instrument providers (e.g. instruments from providers of development co-operation)?**

Answer:
- ➤ Score: from 0 (week) to 10 (strong)
- ➤ Qualitative narrative – 500 number of words

***Guiding information:***

*a. Number of points on the agenda that were promoted by providers of development co-operation as a percentage of total issues on the agenda. (all points promoted by providers=0, no points promoted by providers=10)*

## Annex 5 – Which stakeholders to engage?

**Private sector**: A representative sample of businesspeople should be consulted. What constitutes a representative sample should be informed by the analysis of the composition of the private sector, and by initial findings as to which companies have been active policy advocates or not. It is important to include various groups that play a significant role in different sectors and industries of the market, from small-scale entrepreneurs to Small-and-Medium Enterprises, to domestic firms and foreign multinational corporations. The specific sector under study, if it is one, should define the scope of participants or interviewees.

**Intermediary organisations** (business membership organisations, Chambers of commerce, etc.): Organisations that serve as intermediaries for the private sector to represent its concerns to the public sector come in many forms. They may or may not exist in any given region or sector – and if they do exist, they may be more or less effective at representing their members and providing services.

**Public sector representatives**: The attitude of the public sector can make or break public-private dialogue. Public sectors are rarely homogenous in their willingness or capacity to engage in dialogue – there will often be wide differences between different levels of authority, agencies, departments, and regions. Some public sector entities are more relevant than others in any given economic sector. Include sector regulators if there is one.

**Trade Unions and Civil society**: Dialogue between the public and private sectors does not take place in a vacuum. The attitude of civil society towards private sector input into policymaking is a critical success factor. The exercise must therefore diagnose the views of civil society towards the private sector and potential dialogue. Civil society may include trade union representatives; non-governmental organizations (NGOs); academia; and media.

**Providers of development co-operation**: in countries where the international development donor community, or "providers", have a strong presence, their attitudes towards PPD can also help to determine its chances of making an impact. The consultant should conduct interviews with representatives of the major providers present in a country to get a sense of their perceptions of dialogue and potential for it to contribute to development. Particularly those with active or recent projects in the sector under study.

## Annex 6 – Stakeholder interview templates

If a **specific economic sector is selected** for the study of the related Public-Private Dialogue platform, **please refine the following interview questions** to reflect sector-specific considerations when needed.

# Questionnaire for interviews with private sector representatives[6]

Name: ...............................................................................................................

Company: .........................................................................................................

Size and sector:.................................................................................................

Contact details: ................................................................................................

Date of interview:..............................................................................................

Interviewer: .....................................................................................................

**About your organization:**

☐ What has been the evolution of your company and the one of the industry? What are the main challenges you are facing at this moment?

**About your partners/competitors and the private sector:**

☐ Do you belong to any representative business membership organizations? For each organization: What services do you receive from them? Do you feel you are well served by them? Do you think they are genuinely representative of the interests of people like you? What do your peers think about it?

☐ What are the main issues those organizations are dealing with? Are there different interest groups? Do they have the capacity to influence the decision making process in the public sector?

☐ In your opinion, what are the things that make it most difficult to do business in your country? Has your sector benefitted from special policies or reforms?

☐ Who are the champions in your industry? Do they fully understand the needs of your business community?

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[6] Please inform the interviewee that all answers will remain confidential and will be used for analysis purposes only.

**About the public sector:**

☐ What kind of interactions do you have with the public sector? As part of your work, do you meet high-level decision-makers, or low-level bureaucrats? Do you socialize with people who work in the public sector?

☐ Thinking about your relationship with government, how much time do you spend on interactions with government departments? Do you think this is too much time, too little or about right? Do your interactions tend to go smoothly, or do they tend to involve delays and/or informal payments?

☐ In general, do you think the government understands the concerns of your business and those of the industry? Do you think the government is competent and capable in its efforts to promote the growth of your sector and the economy?

☐ Are there any government departments which you think are especially good or bad at what they do, when it comes to dealing with businesspeople? Which are they? Why?

☐ Do you make an effort to stay informed about changes in laws and regulations in your industry? How?

☐ Do you have access to legal advice on abiding by laws and regulations?

☐ [For small entrepreneurs:] Some people say that any policy that benefits big businesses like multinational corporations will also tend to be good for small businesses like yours. Do you agree or disagree?

☐ What efforts to promote public-private dialogue to improve conditions for doing business should be done?

**About public-private dialogue or partnerships:**

☐ Are there any coordinated actions for your sector (public-private/private-private/public-public)? If so, who initiated them? Who implemented them? Have you been involved? Would you or your peers be interested?

☐ Who is (or should be) the facilitator of public-private actions?

☐ Are there any formal or informal mechanisms in place to balance public-private power (rules and regulations)? Are there any efforts to communicate them?

☐ How existing forms of collaborations built on public-private dialogue at the sector level help identify market opportunities and constraints? Do you think they have a concrete impact in market share, foreign and local investment and job creation?

☐ Has a public-private dialogue or partnership innovated or changed existing institutional or sector structures?

**Extra potential questions:**

☐ Thinking about your relationship with government, how much time do you spend on interactions with government departments? Do you think this is too much time, too little or about right? Do your interactions tend to go smoothly, or do they tend to involve delays and/or informal payments?

☐ What kind of interactions do you have with public sector people? As part of your work, do you meet high-level decision-makers, or low-level bureaucrats? Do you socialize with people who work in the public sector?

☐ In general, do you think the government understands the concerns of businesspeople like yourself? Do you think the government is competent and capable in its efforts to promote the growth of the economy?

☐ Are there any government departments which you think are especially good or bad at what they do, when it comes to dealing with businesspeople? Which are they? Why?

☐ Do you make an effort to stay informed about changes in laws and regulations? How? Do you generally feel there is stability of policies, and that you will be aware of any changes that may affect your business?

☐ Do you have access to legal advice on abiding by laws and regulations?

☐ Have you ever tried to lobby someone in government, either on your own or by joining an organization? Was that experience successful?

☐ Do you belong to any representative business membership organizations? For each organization: What services to you receive from them? Do you feel you are well served by them? Do you think they are genuinely representative of the interests of people like you?

☐ [For small entrepreneurs:] Some people say that any policy that benefits big businesses like multinational corporations will also tend to be good for small businesses like yours. Do you agree or disagree?

☐ Thinking about efforts to promote public-private dialogue to improve conditions for doing business, if a well-known person were to appeal publicly for businesspeople and government to work together for the good of the country, who do you think that should be? Who would be listened to?

## Questionnaire for interviews with public sector representatives

Name: ........................................................................................................

Department: ...........................................................................................

Responsibilities: ....................................................................................

Contact details: .....................................................................................

Date of interview: .................................................................................

Interviewer: ...........................................................................................

**About your organization:**

- ☐ What is the main goal of your organization?

- ☐ When was it created and how has it evolved?

- ☐ What are its performance indicators? How are they reviewed and updated? To whom do the organization reports?

**About the interaction with the private sector:**

- ☐ What is the general attitude of entrepreneurs towards government? Is it characterized by a feeling of trust or is there frustration? Do politicians and businesspeople frequent the same social circles or do they rarely interact?

- ☐ Have businesspeople attempted to get their concerns heard by the government? Have there been attempts to organize their requests? With what degree of success?

- ☐ Do you think business people in your country are willing to engage in more attractive business models? Are they asking help for innovative products and services?

- ☐ Do business leaders understand private sector's needs and strategic challenges? Or are they only conducting a political role or rent seeking activities?

- ☐ Who are the main champions of the private sector? Do they belong to new generations? Is it evolving?

- ☐ Do Chambers of Commerce represent the needs of the entrepreneurs?

**About the interaction with other public institutions or governmental bodies:**

- ☐ How effective are the interactions of your organization with other public institutions? What are the roadblocks? What are the recent improvements?

- ☐ Do you feel that government generally does a good job of helping private enterprise to improve economic growth in the country? If not, what do you think it could do better?

- ☐ What is the level of bureaucracy to have access to the instruments?

- ☐ Are there any government departments or agencies that you would identify as being especially good or not so good at working with the private sector? Which are they? Do they have the capacity to support innovative projects used later on as success cases?

☐ Are there coordinated efforts regarding specific private sector needs? Are there any complementarities of available instruments to support different aspects of the same project or private sector strategy?

☐ What is the quality of sector driven policies? Are they looking for private actor's engagement and fostering innovation?

☐ Who are the main champions of the public sector?

**About public-private dialogue or partnerships:**

☐ What mechanisms are there to establish a communication structure with the private sector? Do you think they are efficient? Is there political will to engage with the private sector?

☐ Are there any coordinated actions or projects (public-private)? If so, who initiated them? Who implemented them? How could they be improved? How has been the implementation process? Was a special committee created for the implementation or follow up, is the private sector involved? How do you make sure there is continuity?

☐ Who is (or should be) the facilitator of public-private actions? Is there a dedicated team (public or private) assigned to the dialogue process?

☐ Are there any formal or informal mechanisms in place to balance public-private power (rules and regulations)? Are there any efforts to communicate them?

☐ How existing forms of collaborations built on public-private dialogue at the sector level help identify market opportunities and constraints? Do you think they have a concrete impact in market share, foreign and local investment and job creation?

☐ Has a public-private dialogue or partnership innovated or changed existing institutional or sector structures?

☐ What is the role of International Organizations in promoting Public-Private Dialogue?

**Extra potential questions:**

☐ Some people in the public sector think that businesspeople are only interested in themselves. Others think that businesspeople are valuable contributors to society. Which comes closest to your view?

☐ Do you feel that government generally does a good job of helping private enterprise to improve economic growth in the country? If not, what do you think it could do better?

☐ Are there any government departments or agencies that you would identify as being especially good or bad at working with the private sector? Which are they?

☐ Thinking about efforts to promote public-private dialogue to improve conditions for doing business, if a well-known person were to appeal publicly for businesspeople and government to work together for the good of the country, who do you think that should be? Who would be listened to?

## Questionnaire for interviews with academia and research sector representatives

Name: ...............................................................................................................

Organization: ...............................................................................................

Areas of interest: .........................................................................................

Contact details: ...........................................................................................

Date of interview: ........................................................................................

Interviewer: .................................................................................................

**About the institution**

☐ Can you describe some of the recent research projects at your institution related to the business community? What was your role in them?

☐ What was the motivation for undertaking these projects?

☐ Did the government or the private sector initiate or support them? How?

☐ Do you collaborate with public, private or other research institutions similar to yours? In which areas? With which institution is the collaboration strongest? Can you briefly describe the results of the collaboration?

**About the private sector:**

☐ What is the general attitude of entrepreneurs towards government? Is it characterized by a feeling of trust or is there frustration? Do politicians and businesspeople frequent the same social circles or do they rarely interact?

☐ Have businesspeople attempted to get their concerns heard by the government? Have there been attempts to organize their requests? With what degree of success?

☐ Do you think business people in your country are willing to engage in more attractive business models? Are they asking help for innovative products and services?

☐ Who are the main champions of the private sector? Do they belong to new generations? Is it evolving?

**About public sector**

☐ In your opinion, what are the major obstacles of doing business in your country? How has the government been addressing them?

☐ In general, do you think the government understands the concerns of businesses? Do you think the government is competent and capable in its efforts to promote the growth of selected sectors and the economy?

☐ Are there any government departments, which you think are especially good or bad at what they do when it comes to dealing with businesspeople? Which are they and why?

☐ Have you seen any particular benefit from special policies or reforms? Have you seen small and medium sized businesses benefit?

**About public-private dialogue**

☐ Can you think of any instances of public-private collaboration in your country? Do you think the collaboration has been successful? If yes/no, why so?

☐ How existing forms of collaborations built on public-private dialogue at the sector level help identify market opportunities and constraints? Do you think they have a concrete impact in market share, foreign and local investment and job creation?

☐ In your opinion, which organization or institution has the biggest say in the dialogue between public and private sector? Why?

☐ What efforts to promote public-private dialogue to improve conditions for doing business should be done? What is and what should be the role of research institutions?

☐ What is the role of International Organizations in promoting Public-Private Dialogue?

## Questionnaire for interviews with Business associations / Chambers representatives

Name: ..........................................................................................

Organization:  ...............................................................................

Areas of interest:.............................................................................

Contact details: ..............................................................................

Date of interview:............................................................................

Interviewer: ...................................................................................

☐   How many members do you have, and what kind of businesses do they represent? What kind of services do you provide to your members?

☐   What are the things that make it most difficult to do business in this country, in your opinion?

☐   Are there any government departments which you think are especially good or bad at what they do, when it comes to dealing with businesspeople? Which are they? Why?

☐   What do you think about international donor agencies which have a presence in your country? Do you perceive them as doing a good job for the country, or as interfering? Are there any you have a particularly positive or negative feeling about?

☐   Thinking about efforts to promote public-private dialogue to improve conditions for doing business, if a well-known person were to appeal publicly for businesspeople and government to work together for the good of the country, who do you think that should be? Who would be listened to?

## Annex 7 – Overview of the Two Other Modules for Indicator 3

As mentioned, Indicator 3 of the GPEDC Monitoring Framework is composed by three modules. Data for module 1 is based on existing global indicators. The collection of data for modules 2 is led by national coordinators appointed by developing country governments in the context of the Second Monitoring Round. As described in the 2015 Monitoring Guide, the information is collected in the context of multi-stakeholder dialogue processes, which very much complement the work done regarding Module 3. In some cases the Government's National Coordinator may decide to take the lead in these two modules (1 & 2).

The thematic coverage of these two first modules is described below:

> **Module 1 – The legal and regulatory context for PPD in the country under study**

This module assesses to what extent the country's laws and regulations enable effective public-private dialogue, through the questionnaire outlined in Annex 4 (Q1, Q2, Q3, and Q4).

On the basis of the light desk review (in particular or the existing indices of the Open Budget Survey and the Worldwide Governance Indicators described in the questionnaire in Annex 4), and of discussions with stakeholders (individual interviews and multi-stakeholder meetings), the consultant is expected to provide, for all each question (Q1, Q2, Q3, and Q4):

1. A **score.** The consultant is expected to gather existing scores for the four indices described in the questionnaire in Annex 4 (Public engagement, Voice and Accountability, Rule of Law, and Control of Corruption), and to rationalise the scores to fit a 0 to 10 scale (following the provided methodology described in the questionnaire in Annex 4).

2. A short **qualitative narrative** (500 number of words). If there is no agreement between stakeholders on some aspects of the questionnaire, the consultant will register diverging views.

The consultant is expected to consolidate and synthesise the information (scores + narratives) in this sheet 1 (note that it takes some second to load).

> **Module 2 – The country's readiness to host, create or sustain a dialogue process (the "PPD Diamond")**

This module assesses the potential for dialogue at the country level (are the required conditions fulfilled for a quality dialogue process to happen?) through the questionnaire outlined in Annex 4 (Q5, Q6, Q7, and Q8). It builds on the World Bank's PPD Diamond.

On the basis of the light desk review and discussions with stakeholders (individual interviews and multi-stakeholder meetings), the consultant is expected to provide, for each question (Q5, Q6, Q7, Q8):

1. A **score** (on a 0 to 10 scale). Guiding questions (outlined in Annex 4) enable the assignment of a score for each question.

2. A short **qualitative narrative** (500 words). If there is no agreement between stakeholders on some aspects of the questionnaire, the consultant will register diverging views.

The consultant is expected to consolidate and synthesise the information (scores + narrative) in this sheet 2 (note that it takes some second to load).