



# Jordan Sector PPD Handbook

Building Capacities of the Public Private Dialogue in Jordan

Implemented by



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# Opening remarks

## Ministry of Industry, Trade and Supply

It is my great pleasure to put in your hands the Standard Operating Procedures for the dialogue between the Public and Private Sector in Jordan that comes as a result of the fruitful cooperation between the Ministry of Industry, Trade and Supply and Jordan Chamber of Industry with the support of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

This Handbook comes as a culmination of a fruitful partnership with the industrial sector represented by Jordan Chamber of Industry and local chambers of industry, which expanded over many years of joint work aiming at enhancing the business environment and shaping policies that would serve and support the continuity and prosperity of the industrial sector. The industrial sector is considered one of the main economic sectors that contributes to growth, exports and employment. The success of the industrial sector is directly reflected, on the economic and social development of the Kingdom.

This handbook was developed in light of the Government's keenness to institutionalize an effective dialogue and channel of communication with the representatives of the various economic sectors to improve the business environment and resolve any barriers that prevents doing business as aspired. This approach will enable the Jordanian private sector to overcome challenges and seize opportunities, thus strengthening its role in the overall economic development. This handbook is an additional step to build on the current close cooperation and true ongoing partnership between the Ministry and its partners in the private sector, by presenting the best scientific and practical practices in the field of framing the dialogue between the public and private sectors.

I extend my sincere appreciation to everyone who contributed to producing this handbook, hoping that all concerned parties will benefit from it.

**Engineer Maha Ali**  
**Minister of Industry, Trade and Supply**



# Jordan Chamber of Industry

For a whole year, the Jordan Chamber of Industry, in cooperation with the Ministry of Industry, Trade and Supply, worked to create a strong and clear institutional framework for the dialogue process between the public and private sectors. Today, we culminate in this great effort by launching a handbook with the Standard Operating Procedures (SoPs) for dialogue between the public and private sectors in Jordan, which provides a clear description of the steps and procedures that would connect the partners from the two sectors in a meaningful and constructive dialogue that necessarily results in actions and policies that support the work of the industrial sector.

The Jordan Chamber of Industry - as the umbrella under which all industrialists fall - believes in its pivotal role in leading a constructive partnership with the cooperation with its various partners in order to serve the industrial sector and enhance the role of private sector institutions in sustainable development. What we seek from this faith is only to serve our national economy based on the fact that the industrial sector is the main engine of the economic and social development in the Kingdom over the past decade, as it contributes directly and indirectly to about 40% of the gross domestic product, approximately 93% of national exports, and about 21 % of the workforce, and accounts for more than 70% of investments in the Kingdom.

This handbook comes as confirmation of our continuous demands and work for the necessity of concerted efforts and constructive dialogue that provides balanced solutions based on sound foundations, hoping that it will form a push to support mobilization efforts and support the various issues and challenges of the industrial sector and enable it to grow and prosper.

I extend my sincere thanks to our partners in this achievement from the Ministry of Industry, Trade and Supply and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Trade for Employment (T4E) Project and Employment-oriented MSME Promotion Project for the great efforts made to complete this guide and to establish the unity of dialogue between the public and private sectors.

**Engineer Fathi Al-Jaghbir**  
**Chairman of the Jordan Chamber of Industry**



# Table of contents

<b>Foreword</b>	<b>7</b>
<b>1. Introduction</b>	<b>8</b>
<b>2. The Structure, Scope, Risks, and Sustainability of a PPD in Jordan</b>	<b>10</b>
2.1 Structure of the PPD	11
2.2 Scope of the PPD	12
2.3 Risks of PPD	12
2.4 Lifespan and Sustainability of the PPD	14
<b>3. The PPD Governance Structure and Mandate</b>	<b>17</b>
3.1 Governance	18
3.2 Mandate	18
3.3 Making the Structure and Mandate Actionable	18
<b>4. The Main Players in the PPD and their Functions</b>	<b>20</b>
4.1 The Secretariats	21
4.1.1 About the PPD secretariats	21
4.1.2 Sector secretariats	21
4.1.3 The Role of the Working Groups and Steering Committee of the Secretariat	22
4.1.4 The MoITS Secretariat	25
4.1.5 Role of Consultants, Analysts, Lawyers, Economists and other experts	26
4.1.6 Communication channels	26
4.1.7 PPD Sector Dialogue Platforms, i.e. Working Groups, Sub Committees, Task Forces	26
<b>5. Inclusiveness</b>	<b>30</b>
<b>6. Meeting Organization &amp; Administration</b>	<b>32</b>
6.1 Implementation Requirements	33
6.2 Staffing to include	33
6.3 Meeting Organization and Administration Checklist	33
6.4 Stakeholder identification, outreach and communication	33
6.5 The Role of MSME BMO in Sector PPD	34
6.6 The SOP for electing a Chair/Co Chair is as follows:	34
6.7 GoJ Inter-Ministerial focal persons	34
6.8 Development partners and other stakeholders	35
6.9 Arranging Meetings	35
6.9.1 Meeting Preparation and Conduct of the Meetings	36
6.9.2 Meeting Summary	36
6.10 Meeting Follow Up	36
6.10.1 Meeting Follow Up Check List	36
6.10.2 Meeting Conclusion & Follow Up	36
6.11 Monitoring the Meeting Results	37
<b>7. Tools</b>	<b>38</b>
7.1 Monitoring Tools	39
7.1.1 Progress Matrices	39
7.1.2 The Progress Matrix & the PPD Meeting Agendas – the differences	40
7.2 Evidence-Based Analysis	40
7.3 Gathering Evidence	40
7.4 Jordanian Consulting Firms, Research Institutes & Universities	40
7.5 Position Papers	40

7.6 Action Plans	41
7.7 Follow up – the importance of outreach to all responsible agencies	43
7.8 Communications	43
7.8.1 Communications Check List	43
7.8.2 Sector PPD Stakeholder Outreach	43
<b>8. Sustainability Strategy</b>	<b>45</b>
8.1 Current State of Affairs	46
8.2 PPD implementation – the importance of the Secretariat	46
8.3 Secretariat Sustainability	46
8.4 Secretariat Structure	47
8.5 Secretariat staffing and institutional support mapping	47
8.6 MoITS Secretariat	48
8.7 Budget	48
8.8 Resource identification	51
8.9 Development Partners	51
8.10 Communications	51
8.11 Implementation check list	52
8.12 Building Capacity to sustain the PPD Structure	52
8.13 JCI resource alignment for PPD implementation	52
<b>9. Monitoring &amp; Evaluation (M&amp;E) indicators</b>	<b>53</b>
9.1 Conclusion	62

## Tables of figures

- Figure 1:** Jordan PPD Sector Structure
- Figure 2:** Risks and Mitigation Strategies
- Figure 3:** The Lifespan of the PPD
- Figure 4:** Suggested PPD Secretariat Structures
- Figure 5:** Suggested PPD Secretariat Structures
- Figure 6:** Steering Committee, Secretariat, and Working Groups
- Figure 7:** Sector PPD Platforms for dialogue
- Figure 8:** Working Group Structure with Task Force, Sub Committee and Workshop activities
- Figure 9:** Example of BMOs role in Sector PPD Chairing / Co-Chairing
- Figure 10:** Complete process for Working Group Meeting management
- Figure 11:** Public & Private Sector Secretariat Coordination
- Figure 12:** Progress Matrix
- Figure 13:** Example of a Jordan PPD Action Plan
- Figure 14:** Suggested PPD Secretariat Structures for early phase of Jordan Sector PPD
- Figure 15:** Amended structure for early Sector PPD Implementation by JCI  
This structure can be utilised as the Jordan Sector PPD matures
- Figure 16:** Institutional Support for Resource Allocation for Funding PPD Secretariat Roles
- Figure 17:** Estimated Implementation Components for budgeting 2020-21
- Figure 18:** Future estimated implementation components for budgeting for expanded Jordan Sector PPDs
- Figure 19:** M&E framework
- Figure 20:** Scorecard indicators
- Figure 21:** Example of a PPD Reform Process Table from Cambodia
- Figure 22:** PPD Evaluation Wheel
- Figure 23:** Evaluation indicators

## List of abbreviation

<b>ACC</b>	Amman Chamber of Commerce
<b>BMO</b>	Business Membership Organisations
<b>DPs</b>	Development Partners
<b>GDP</b>	Gross Domestic Product
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GoJ</b>	Government of Jordan
<b>IFC</b>	International Finance Corporation
<b>JAPM</b>	Jordan Association of Pharmaceutical Manufacturers
<b>JCC</b>	Jordan Chamber of Commerce
<b>JCI</b>	Jordan Chamber of Industries
<b>MoF</b>	Ministry of Finance
<b>MoITS</b>	Ministry of Industry, Trade & Supply
<b>MSME</b>	Micro, Small & Medium Enterprise
<b>OPM</b>	Office of the Prime Minister
<b>PPD</b>	Public Private Dialogue
<b>SOPs</b>	Standard Operating Procedures
<b>ToR</b>	Terms of Reference
<b>USAID</b>	United States Agency for International Development
<b>WBG</b>	World Bank Group
<b>WG</b>	Working Group

# Foreword

The Jordan Public Private Dialogue (PPD) Handbook is a practical guide to implementing sector PPD in Jordan. PPD is the means by which the public and private sectors work together in an outcome-oriented process that builds trust and has a direct, positive, impact on stakeholders.

PPD is a mechanism that enables the public and private sectors to build trust. It does this by providing a platform that respects the unique capacities that are inherent within technical counterparts in the public and private sectors. PPD provides the time and space required for stakeholders to identify issues, provide evidence and utilize transparent and accountable tools that support implementation. The PPD Handbook provides the guidance for implementing a long term, strategic, PPD. The impact of a successful PPD can be measured in positive economic growth in sectors but also in the manner in which the public and private sectors work together through good times and more challenging ones.

In Jordan, GIZ/Trade for Employment and MSMEs project have supported the establishment of sector-focused PPD. This Handbook is an outcome of this support and the collaborative efforts of the Ministry of Industry, Trade and Supply (MoITS), the Jordan Chamber of Industry (JCI) and Jordanian Association of Pharmaceutical Manufacturers (JAPM). Stakeholders have been engaged from the initial environmental assessment to structure design and participated in a three-day PPD Capacity Building Workshop based on the PPD Handbook. Cooperation at each stage of the design and review of the materials have ensured that the materials reflect the Jordanian context for PPD.

The approach toward preparing the Handbook has been consultative, cooperative and strategic. During the environmental analysis phase of the process, which preceded and underpinned the drafting of this Handbook, a team of GIZ-supported PPD consultants met with representatives of the MoITS, JCI, JAPM, Amman Chamber of Industry, Jordan Chamber of Commerce, and the Amman Chamber of Commerce. The meetings underscored that whilst the current practices in PPD have had examples of success, they have relied on personal relationships rather than a systematic and institutional

discourse. Furthermore, advocacy efforts have been implemented without a clear process and need greater monitoring and follow-up. Consequently, issues of concern to the private sector raised via various PPD activities, albeit critical, remain unresolved. This PPD Handbook directly addresses the challenges that exist within the current PPD framework via the introduction of a results-driven PPD process.

Creating tangible impacts across sectors via the PPD will require a high level of commitment from all stakeholders. Secretariats play a critical role in PPD implementation. The public and private sector Secretariats will utilize the handbook to establish implementation routines. Other stakeholders can use the Handbook to understand how they can participate regardless of the size of business or location. The PPD Handbook is structured to provide a workable framework that takes issues from discovery to implementation. Initially, the focus of the Jordan Sector PPDs will cover the Garments, Food Processing and Pharmaceutical sectors. In the future, the Sector PPD process as outlined in this handbook can be expanded to cover all sectors in Jordan.

The challenge for PPD in Jordan is to create a sustainable practice that will endure. This has been a critical issue for previous PPD models in Jordan. The PPD Handbook provides clear guidance for implementing a structured PPD that can be replicated across sectors in coordination with all relevant government ministries. The strength of the handbook as outlined in the PPD Handbook is the stress on accountability and transparency. All stakeholders should be empowered by the successful implementation of the PPD process as it translates issue into solution and solution into positive impacts per sector. This will only be possible where there is a commitment for the public and private sectors to work together, consistently and over time, to deliver positive outcomes.

The PPD Handbook is based on global best practice with cross-references to the World Bank Public Private Dialogue Handbook and other PPD materials made available via [www.publicprivatedialogue.org](http://www.publicprivatedialogue.org).



# 1

# Introduction

There has been growing interest worldwide in recent years in the potential for dialogue between the public and private sectors to promote the right conditions for private sector development and poverty reduction. Public-private dialogue (PPD) works by facilitating, accelerating, or bolstering other ongoing initiatives, which without the boost of stakeholder pressure would falter or fail. The most noticeable benefits of PPD are the policy reforms it can precipitate. These can include new legislation, the amendment or removal of existing legislation, elimination or simplification of regulations and controls, standardization of procedures across different jurisdictions, and the establishment of new institutions.

A public-private dialogue (PPD) refers to dialogue between the public and the private sectors. The essence of PPD is the establishment of a viable process and framework to permit collaboration between government and business. Through PPD, policymakers and business executives can accurately determine the area of reform. Moreover, PPD enables stakeholders to address state and market collective action problems.

In Jordan, a well-structured PPD is an important step toward enhancing the partnership between the public and private sector in the design and implementation of economic policies and procedures. The purpose of the standard operating procedures (SOPs) and this Handbook is to provide guidance in the implementation and management of the Jordan sector public private dialogue (PPD).

The SOPs are based on the principle that the PPD should be institutionally transparent and outcome focused. Although the SOP in this Handbook will describe structure, PPD management and processes, the SOPs should not be perceived as a rigid set of rules and procedures. It is a guide to the operation of Jordanian PPD.

Innovation and flexibility are hallmarks of a strong PPD. The advantage of a clear reference guide for the Jordan sector PPD is that, whilst elements of the PPD may change or expand, the process of moving issues from stakeholder identification to PPD and implementation should remain consistent.

The SOPs describe the PPD structure, the process that the PPD will follow and the coordination and facilitation that are required to conduct the PPD to enable the public and private sector stakeholders to have a transparent oversight of each stage of the progression of the dialogue.

The SOPs are based on the inputs and feedback of the relevant stakeholders. They combine and adapt best practice to the needs expressed by the Jordanian stakeholders and are underpinned by the legislative framework, institutional structures and processes currently in effect in the Hashemite Kingdom of Jordan.

The issues that are to be discussed within the sector PPD will range from high level policy to procedural and other related matters. The range of issues to be addressed requires the establishment of sustainable secretariats to manage the PPD process. Therefore, secretariats are to be created, while ad hoc task forces for specific issues are to be properly managed and new tools designed to meet specific PPD current and ongoing demands.

Building the capacity of stakeholders to follow a studied and well-structured institutional approach, and trust that the process works, will contribute immensely to the development of a sustainable PPD in Jordan. High commitment from public and private sector stakeholders aiming to maintain a routine of close communication, cooperation and partnership is necessary for the success of an institutional and successful PPD. The primary components of the process are:

- Meetings and involvement
- Issue identification, elaboration and outreach
- Transparent and well documented processes
- Innovative flexibility to adapt to the demands and needs of stakeholders.
- Monitoring and follow-up



**2**

**The Structure, Scope,  
Risks, and Sustainability  
of a PPD in Jordan**

Building a collaborative relationship where public and private sectors work to resolve issues to improve economic conditions, promote investment and increase employment opportunities is unto itself an incentive to develop a sustainable PPD process. The below is the overall structure of the PPD in Jordan. It is based on establishing three secretariats in the private sector and one at the MoITS. In this early phase of the PPD, the three sector PPDs will provide the focus for developing the right tools and procedures for the GoJ and the private sector to work together to better achieve results.

### 2.1 Structure of the PPD

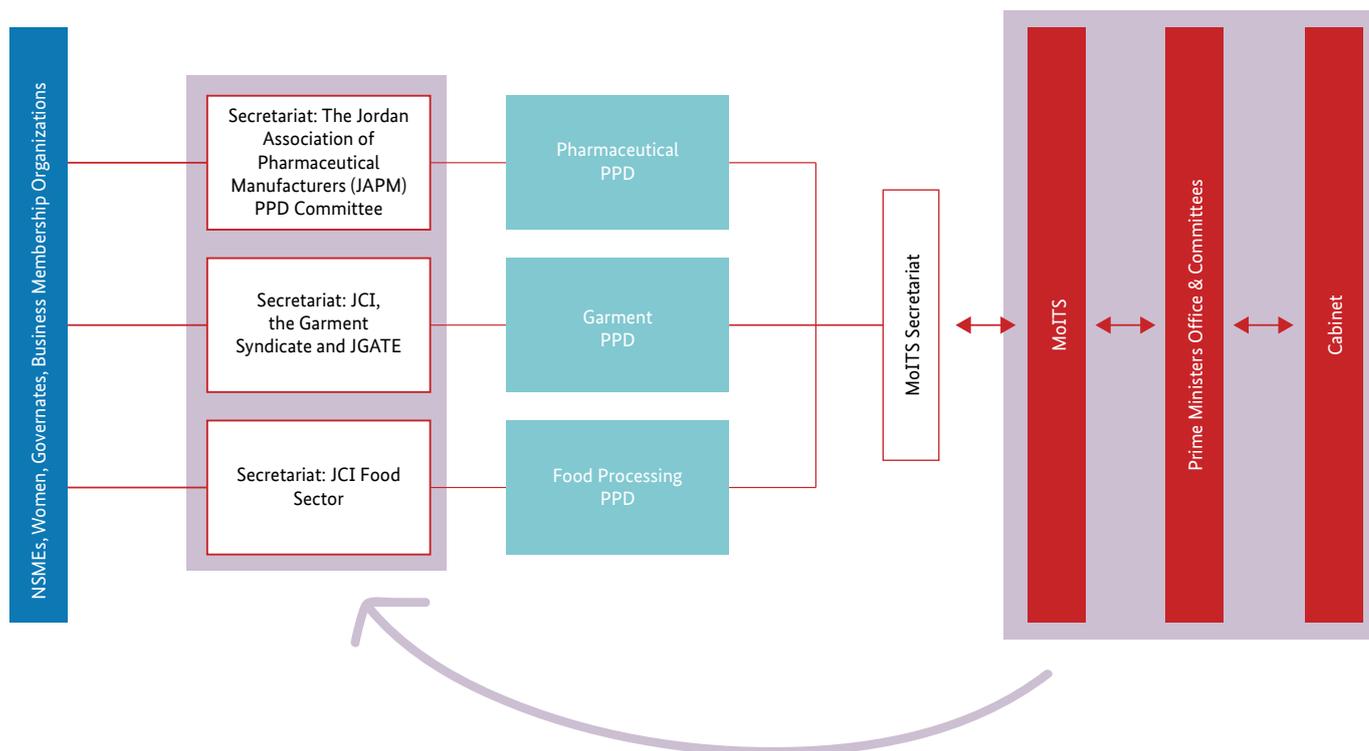
The PPD structure is actionable as Jordan has a framework of committed BMOs with sector focused associations leading the PPD secretariats. The BMOs will need to take responsibility for coordinating private sector inputs into the PPD process. This is a challenging task that requires a high level of professional commitment towards implementing the PPD process.

Implementing the structure requires a clear process that brings the public and private sector together in a well-structured and properly documented and followed-up dialogue. The secretariats will be required to undertake the routine tasks of meeting(s) management in addition to the more complex role of constant stakeholder engagement.

The figure below illustrates the PPD process once the three secretariats of the private sector and the secretariat of MoITS are established. Note that the diagram can be expanded and extended to include more secretariats in the future.

Relationships among the various secretariats, while not shown in the figure, may emerge to become extremely important for the PPD process in the future. Learning by the secretariats from each other, sharing information and research, and joining each other can be vital for creating a mature and well-developed PPD. In addition, while the private sector secretariats are sector specific, the future maturity of the PPD in Jordan may create macro secretariats.

Figure 1: Jordan PPD Sector Structure



The sector PPDs, represented by their secretariats, are able to undertake outreach to all relevant stakeholders. For greater emphasis, the sector PPDs are empowered to undertake outreach to micro, small and medium enterprises (MSMEs). It is recognized that at this stage of PPD development in Jordan, given the prevalence of MSMEs within the Food Processing secretariat, the Food secretariat will represent a large number of MSMEs. Moreover, in the garment sector, MSMEs are well represented within the Syndicate where the majority of members are classified within the MSME grouping,

while JGATE is typically comprised of export-oriented medium and larger firms.

The structure of the PPD is designed to incorporate stakeholders from all the 12 governorates of Jordan. The three private sector secretariats represent national membership, regardless of geography. The food processing and garment secretariats are hosted and supported by the Jordan Chamber of Industry whose Board of Directors is comprised by the chairpersons of each governorate

chamber. The Pharmaceutical secretariat is hosted within JAPM, which is a national association. Therefore, geographic representation and inclusion is not only mandated by the SOPs but is also genetically embedded within the secretariats.

The responsibility for implementing the PPD structure is shared across the public and private sector. The operational responsibility for implementing the PPD structure resides with the PPD sector secretariats. Secretariat functions will be administered within each sector PPD with support from peak BMOs. An important role of the secretariat is to provide access to technical input so that issues forwarded to government for discussion have a concrete legal and economic foundation. Such analytical support can come from each party to the dialogue, the secretariat, or can be outsourced to local or, if deemed necessary, international expertise.

## 2.2 Scope of the PPD

As stated earlier, the starting point for the creation of a best-practice based PPD structure is limited to three national level sector PPDs. Presently, the JCI will host and provide support to the food processing and garment sector secretariats. Also, the sector secretariats for the garment and food processing sector PPDs will be managed by the JCI. The JAPM will host and provide support for the secretariat for the pharmaceutical sector PPD. The pharmaceutical sector PPD will be managed by JAPM.

The sector secretariats will have a major role in coordinating the interests of the various stakeholders and their participation in the PPD. A challenge for the private sector in PPD is that it is not a single, homogenous body. Consequently, the following are key considerations for the private sector secretariats:

- Enabling its many stakeholders to participate in the PPD regardless of the fact that, on a day-to-day basis, many of the private sector participants are business rivals. Extra effort often needs to be made to persuade the private sector that it makes sense for them to cooperate to resolve common problems.
- Whether engaging large corporate enterprises, MSMEs or BMOs that are established or emerging, the private sector secretariats will be required to implement a dynamic but representative PPD agenda. The challenges for this are substantive in terms of creating shared agendas that will be agreed by sector PPD stakeholders, supported (as required) by analysis and then, critically, championed during PPD activities (e.g. working groups) by the private sector.
- In building trust for the PPD from stakeholders it is important that the secretariats are viewed as working for the greater good of the sector without undue biases that otherwise preclude the 'voice' of all private sector stakeholders.
- The accountability within PPD should be focused on the points of contact between the public and private sectors at, for example, Working Group or other PPD activities. Further, the accountability should also come from the implementation of decisions made because of the PPD. The public and private sector secretariats

need to coordinate closely, but neither the public sector should be involved in coordinating the private sector nor vice versa.

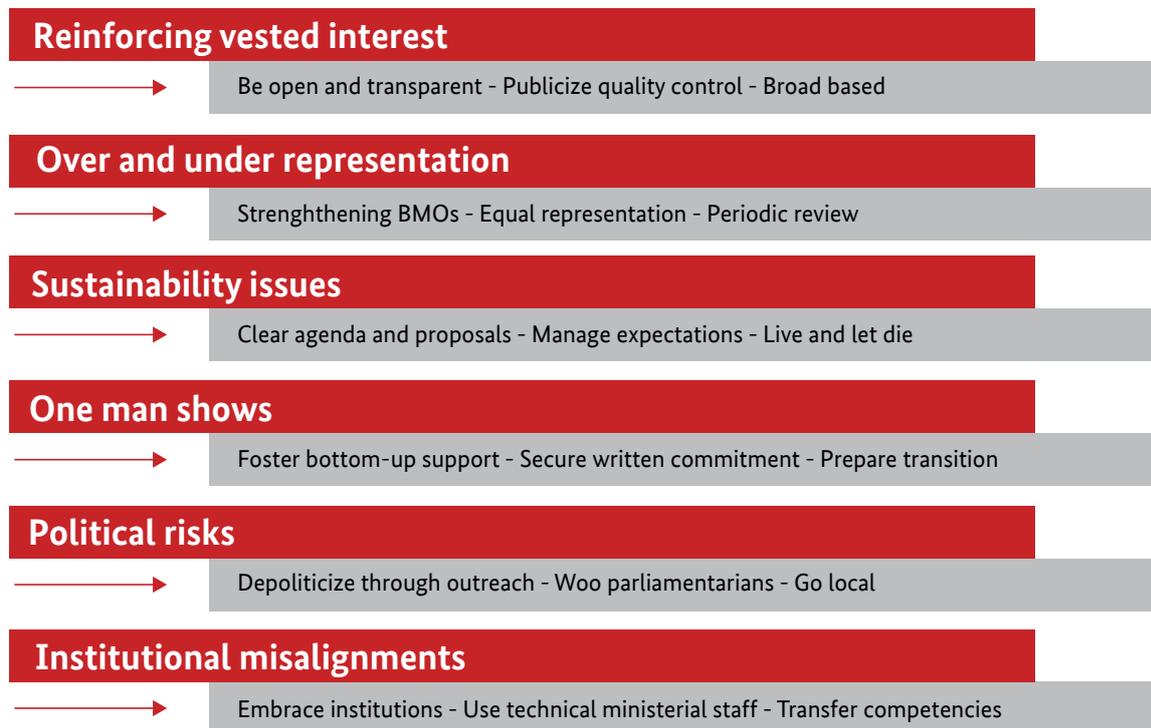
Note that not having many specialized secretariats can make it more difficult for PPD to have impact on cross-cutting issues. Hence, it is important to nurture PPDs in several parallel sectors to build cross-cutting PPD mechanisms from the sectoral dialogues.

It is envisioned that as the practice becomes well established in Jordan, other sectors' PPDs will emerge. These may include PPDs within the Chambers of Commerce and other business associations such as the Businessmen Association, the Exporters' Association, the Investors Association, among others. Notwithstanding, all the materials presented herein can be used in establishing the structures, capacities, bylaws, and procedures of new secretariats, which are expected to emerge as a consequence of a well-established, institutionally based, results-orientated PPD.

The public sector secretariat function and the private sector secretariat functions and roles are distinct. Although they will work closely together on the facilitation and coordination of the PPD both have unique roles to play. Although the essence of the PPD in terms of delivering on the PPD process will be shared, the need to independently administer a service according to the unique dynamics of the public and private sector is critical. Technical staff at ministry level are vital participants in PPD as they are the ones who will be asked to comment or work on the recommendations of the dialogue. Typically, technical staff from ministries and agencies can be involved in working groups, and high-level political participation is encouraged and sought at plenary level meetings.

## 2.3 Risks of PPD

There are six principal risks and strategies that can be applied to mitigate such risks. These risk factors are raised not to suggest that competitiveness partnerships are fraught with danger, but to show how awareness and careful planning can help participants avoid potential pitfalls. The risks and strategies to mitigate them are shown in the diagram below. More detailed explanations are provided below the diagram.

**Figure 2:** Risks and Mitigation Strategies<sup>1</sup>

1. **Insufficiently transparent and broad-based, PPD can reinforce vested interests and create opportunities for rent-seeking behaviour.**

Strategies for tackling this risk include an explicit commitment to transparency, numerous working groups to ensure a broad base, and the incorporation of monitoring and accountability mechanisms. Another way of tackling cronyism is to ensure that no topics are off-limits for discussion.

2. **If PPD initiatives do not make special efforts to include micro, small and medium enterprises (MSMEs) and those based in provinces, they can be dominated by big businesses or businesses based in the capital city.**

Strong business associations that genuinely speak for MSMEs are helpful in ensuring that the concerns of SMEs can be heard in dialogue. An alternative or complementary strategy is to pursue outreach programmes that bypass business associations and seek input directly from individual small business entrepreneurs. The new advocacy base thus created can then be retrofitted into existing business membership organizations.

3. **If poorly planned and unfocused, it 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.**

Developing goals, strategies, and priorities for the PPD venue or for the dialogue will lessen these problems. Meetings are less likely to

degenerate into talking shops when the agenda is strict and clear and communicated well in advance, and when there are concrete proposals on the agenda that require decisions. An experienced and resourceful organizer can head off the risk of meetings being diverted into tangents by managing expectations in private conversations beforehand.

A media strategy that involves setting public objectives can put pressure on participants. Another solution to talk shops is to change the composition of working group committees, or close down some working groups and start new ones. Or, more radically, to wind up one particular PPD mechanism, and establish another.

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.**

It is inevitable that competitiveness partnerships will rely to some degree on the enthusiasm and commitment of key individuals, and the personal involvement of top-level government figures is one of the determining factors of success. But building the partnership too closely around individuals is a significant risk.

Outreach and public relations efforts that energize the public to look favourably on competitiveness partnerships can give individual politicians an incentive to be enthusiastic and minimize the effects of changing personnel.

Part of the problem with PPD losing steam when an individual becomes less involved can consist of unrealistic expectations initially raised by that individual's involvement.

1. World Bank; Public Private Dialogue Handbook, Pg. 13, WB, USA, 2006

5. If not accompanied by sufficient efforts to build a broad base of support, PPD can become politicized by being closely associated with a particular party.

Leading businesspeople may also be leading figures in opposition political groups, making it difficult to persuade governments to engage or to keep a PPD politically neutral. Governments may be tempted to side-line opposition figures, with the result that PPD stands less chance of persisting across changes of administration.

An effective outreach programme can help to de-politicize the process by emphasizing the practical benefits to real people. Presentational skills are key here, as battles must be chosen carefully. It makes sense to concentrate on explaining reforms that can be framed simply so that everyone can understand.

Direct outreach to parliamentarians and local politicians – indeed, to decision-makers of any political level who are in a position to facilitate or obstruct the approval or implementation of reforms – can also help to defuse political tensions.

6. If not sufficiently well coordinated with existing institutions or other dialogue mechanisms, duplication of efforts can overburden and confuse participants.

Some PPD mechanisms may, paradoxically, become victims of their own success. Similar organizations may spring up seeking to get in on the act, duplicating the work and diluting the effectiveness of the original by overburdening individuals and confusing lines of communication.

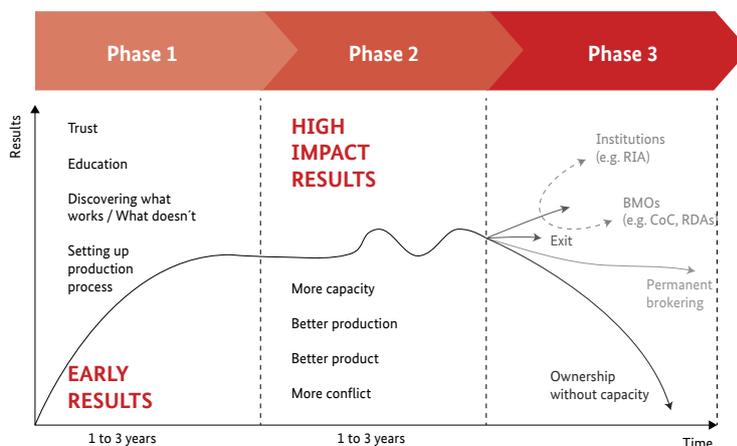
If PPD mechanisms are set up as initiatives, separate from any existing institution, it can be hard for them to avoid competing with institutions. Indeed, one of the reasons a new competitiveness partnership may be needed is that existing institutions are failing to fulfil their theoretical role.

But it is necessary to give careful thought to whether a PPD will be encroaching on ground already adequately covered elsewhere. Sponsors and donors must take care not to shortcut existing institutions, both on the government and private sector side, unless it is unavoidable. Transparency of process and inclusion of all relevant parties are the key factors in bringing this about.

## 2.4 Lifespan and Sustainability of the PPD

Considering PPD initiatives in phases can be a useful approach while trying to address sustainability issues. The natural life of a partnership may be looked at in three separate phases as shown in the diagram below. A detailed explanation of each phase is provided directly below the diagram.

Figure 3: The Lifespan of the PPD<sup>2</sup>



**Phase 1, The Discovery Phase.** This phase may last from one to three years depending on the situation, is focused on building trust between the public and the private sector, educating the actors on how to behave with one another, and discovering what works and what does not in terms of reform proposals submitted and processed through the partnership.

It is during this initial time that the dialogue process is set up, and that a reform “production process” is put in place, with options being tested in term of working groups, secretariats and logistics, scope of the proposed reforms, political sensitiveness of the agenda being put forward, and leadership of relevant actors.

The Phase should not be expected to yield ground-breaking returns in terms of economic impact of the partnership. Early results and easier quick-wins are more likely to be on the agenda during that time, as they represent less contentious issues that the actors in the PPD can “cut their teeth” on. Issues are meant to be small, so that they can be successfully processed as they represent fewer risks for the partners.

Bringing bigger ticket items on the agenda during this phase could work in certain cases, but this strategy carries a high risk of failure and negative consequences for the PPD. Businesspeople could easily become disillusioned if their too-high expectations are not fulfilled; and government officials could take offence at what they perceive to be unwarranted demands from the private sector.

In contrast, although many will fail, the number of issues proposed and the number of processed reform proposals is likely to be high. Participants will tend to use the new forum to forward a large backlog of problems (e.g. on transport, visas, red tape reduction, standards harmonization, etc.) which are known to all, but which could not be pushed through in the previous institutional context.

2. World Bank; Public Private Dialogue Handbook, Pg. 17, WB, USA, 2006. N.B. For further information on the life span of a PPD please refer to Chapter A.2.3 of the PPD Handbook.

**Phase 2, The High Impact Phase.** This Phase, which may last from one year to three years, is more productive than Phase 1, as partners are motivated by early results and more experienced at designing reform proposals that are successfully processed, accepted and implemented.

The organizational process functions well enough that issues and proposals benefit from more focused technical input (e.g. technical assistance from development partners). In turn, this translates into the PPD initiative producing more workable reforms.

The Phase 2 PPD also benefits from the capacity that was built among government officials and private sector representatives during the first phase. Issues are hence likely to be of higher stakes than during Phase 1. Topics such as labour or taxes are often addressed during Phase 2 for that reason. Businesspeople are emboldened by Phase 1 results and have pushed the boundaries of what is possible to forward to the government. On the government side, while certain limits have been broken with Phase 1 reforms, public officials may not feel the same pressure to agree to private sector demands than in the early days of the dialogue.

As a result, while economic impacts of the partnership are at their maximum during Phase 2, this phase is also a phase of potential conflicts and crises. A number of working groups may be dissolved, and others may come forward. Some contentious issues may fail to be processed through the PPD towards successful implementation.

**Phase 3, The Sustainability / Transfer / Exit Phase.** PPD initiatives often come into being to fill an institutional gap between the private and public sectors. If confidence and dialogue are established or restored, and if private sector concerns are now considered by administrative officials, what future lies ahead for a consultative mechanism? Should the dialogue be maintained in the shape it was conceived in or should the energy and capacity built during Phases 1 and 2 be transferred to where they should have originally belonged: government institutions and advocacy groups?

Each partnership is unique, and this phase is, in a sense, the hardest to predict, with a number of possible scenarios, a mix of four options:

**Option 1:** Ensuring sustainability through transfer to institutions and business associations. This option assumes that the first two phases of the PPD have been sufficiently successful that Jordan now has sufficient capacity in the administration and in the business advocacy community (whether this capacity was built through the PPD or through external factors is a different issue altogether) and that the level and intensity of dialogue will be maintained “naturally” if the PPD initiative is dissolved or “rolled-over”. These conditions can be diagnosed at the level of specific working groups that may start to engage in bilateral dialogue early-on, without requiring the brokerage of a PPD secretariat.

**Option 2:** Transferring the initiative early on to existing institutions. Short of option 1 above, the sponsors of a PPD project may still be tempted to transfer the initiative to local and existing private and/or public institutions. While the prospect of early ownership is enticing, one should remember that a business forum, a competitiveness partnership, or a business council come into being to fill a gap, and that it takes a while for that gap to be filled.

If a PPD secretariat is transferred too soon to a business association, for instance, which is not ready to handle the load of work and effectively address technical and political issues arising from the initiative, it is likely that outputs will suffer. Participants are likely to rapidly become frustrated with the process, and abandon the partnership with a bitter after taste. Rather than holding the PPD as an example of good dialogue between the public and the private sector, this may result in promoting the cause of opponents to dialogue who will only have to point to recent difficulties to denigrate the entire process.

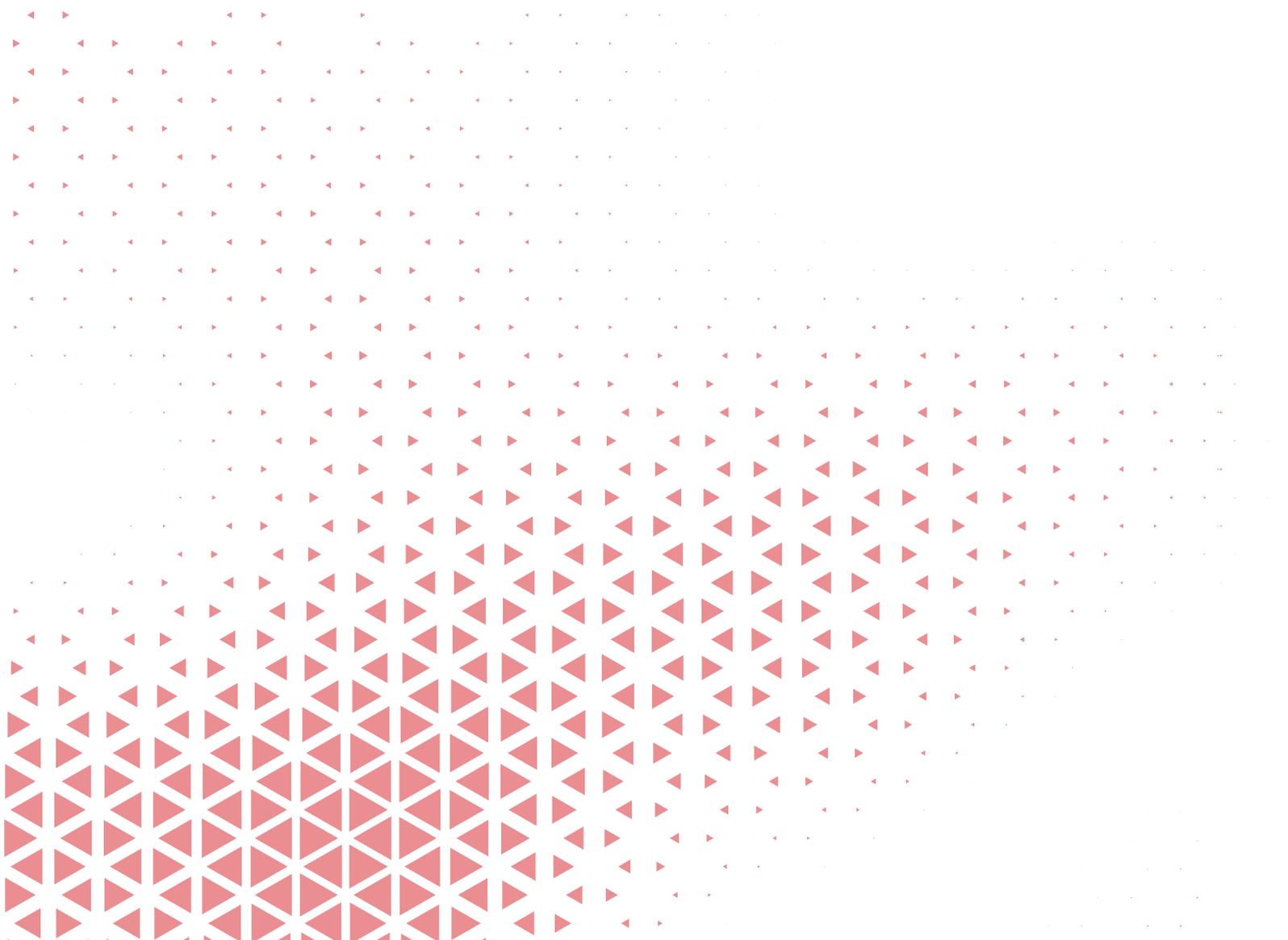
**Option 3:** Entrust the PPD to fulfil a function of permanent broker, through institutionalization. It may be a good option for a PPD initiative to remain in existence as a permanent institution. If the PPD is not duplicating other existing institutions, it may become the mechanism of choice for re-routing private sector issues into the government and vice-versa. After all, if it works well, why replace it?

This common-sense idea is attractive but difficult to implement due to the fact that a neutral broker is supposed to remain neutral and institutionalizing a PPD within a government structure would remove that core benefit. Besides, a PPD needs funds to function, and that funding may be difficult to secure in the longer term. The government may be ready to allocate budget to the PPD initiative, but is likely to ask for more control in return, which may raise the suspicion of the private sector. Businesses may be willing to pay membership fees to sustain the project, but that may collide with the objectives of the local business association network, which would in turn lack private funds to develop itself. As for donors, their involvement may be secured for a few years, but ensuring their permanent funding over the long term is extremely difficult, and at the very least, hard to predict. It is also likely that the agenda of the private sector or the government will end up diverging from the agenda that donors wish to promote, at which point the donors may decide to pull out of the partnership.

If this option is chosen, results may stabilize over the mid-term, with a number of “routine” events taking place, such as conferences, forums and the like. Unless a path to option 1 is chosen along the way, the result curve is likely to descend with time.

**Option 4:** Termination and clean exit. It may be unproductive to throw energy into prolonging the active life of a specific partnership mechanism that achieved initial successes but seems to be losing momentum. Often, consultative mechanisms accompany a specific reform agenda, and as a consequence have limited lifetimes. The

important thing may be the principle of partnership, not the specifics of a particular mechanism of interaction. Successful but short-lived initiatives which are allowed to die a natural death can gain an iconic value, enabling businesses and government officials to look back on them with pride and as a positive reference point to be cited as an example.



**3**

# The PPD Governance Structure and Mandate

### 3.1 Governance

The sector PPDs need to be managed on the basis of accountability and transparency. The following points are important guidelines when considering a proper governance structure for a PPD:

- A statement of objective is helpful for clarity. A formal or legal mandate can be an important aid in some political and economic contexts, but mandates are never sufficient to establish good PPD.
- Wherever hosted and whenever possible, PPD should be aligned with existing institutions to maximize the institutional potential and minimize friction.
- Dialogue depends on the capacity and mind-set of participants, and a legal mandate (law) is not sufficient to create this.
- Nonetheless, a formal mandate is a signal that can establish credibility, make continuity more probable, and enable dialogue to be better integrated into an existing institutional framework.
- A mandate with legal backing is especially likely to be helpful in transition economies or countries with strongly bureaucratic traditions. However, energy should not be diverted into establishing a legal status at the expense of losing momentum on substantive reform efforts. Legal mandates that are too detailed carry the risk of restricting flexibility and restraining initiatives from adapting to changing circumstances.
- Existing institutions should be capitalized on as much as possible. Even when hosted outside existing institutional frameworks, PPD is more effective when aligning its structure with existing institutional priorities and lines of command.

During the implementation of the sector PPDs, issues may arise where the peak BMOs may make direct contact with the Minister of the MoITS to address these issues. The purpose of making a representation to the Minister will be to identify issues relating to the structure not being implemented. It will be the responsibilities of the BMOs (i.e. the JCI, JCC and ACC) to make recommendations to ensure that the PPD structure is being implemented. This needs to take place in a timely manner so that the structure does not become dormant and lose momentum.

### 3.2 Mandate

Some PPDs have a formal mandate, which can range from a mission statement that is prepared by stakeholders to a law or decree establishing the PPD. In some countries certain pieces of legislation make the consultation process mandatory. It is vital, however, to have a mandate for the PPD; yet the absence of a formal or legal mandate should not be allowed slow down the process of the PPD.

A clear mandate for the sector PPDs that delineates the structure, roles and responsibilities for the sector PPDs is availed within

this SOP and the implementation procedures, which will provide implementation guidance for stakeholders. A mission statement, which can serve as a mandate, for the PPD may look as below:

#### The objectives of the Garment Secretariat are as follows:

1. Represent the views of the garment sector in Jordan, using the broadest possible participation of the private sector on a voluntary basis.
2. Assist the Jordanian government in developing the competitiveness of the sector.
3. Engage in a regular, constructive dialogue with the government in order to make constructive contributions to policies, regulations and procedures that underpin the economic development of Jordan.
4. Work on issues of detail through working groups, sub-groups, and task forces.
5. Identify areas of difficulty for the sector, particularly in the implementation of laws and regulations.

Although the government of Jordan is fully in agreement with the establishment of sector PPDs, currently there is no law or decree (by-law or instruction) establishing PPDs in Jordan. However, while a legal or formal mandate is important, there is no need to stall the process; a clear statement of objectives suffices for the present time.

### 3.3 Making the Structure and Mandate Actionable

To make the sector PPD structure and mandate actionable for stakeholders. The structure demonstrates the importance of a proper PPD that is based on best practice and adapted to the specificities of Jordan.

#### Implementation Requirements

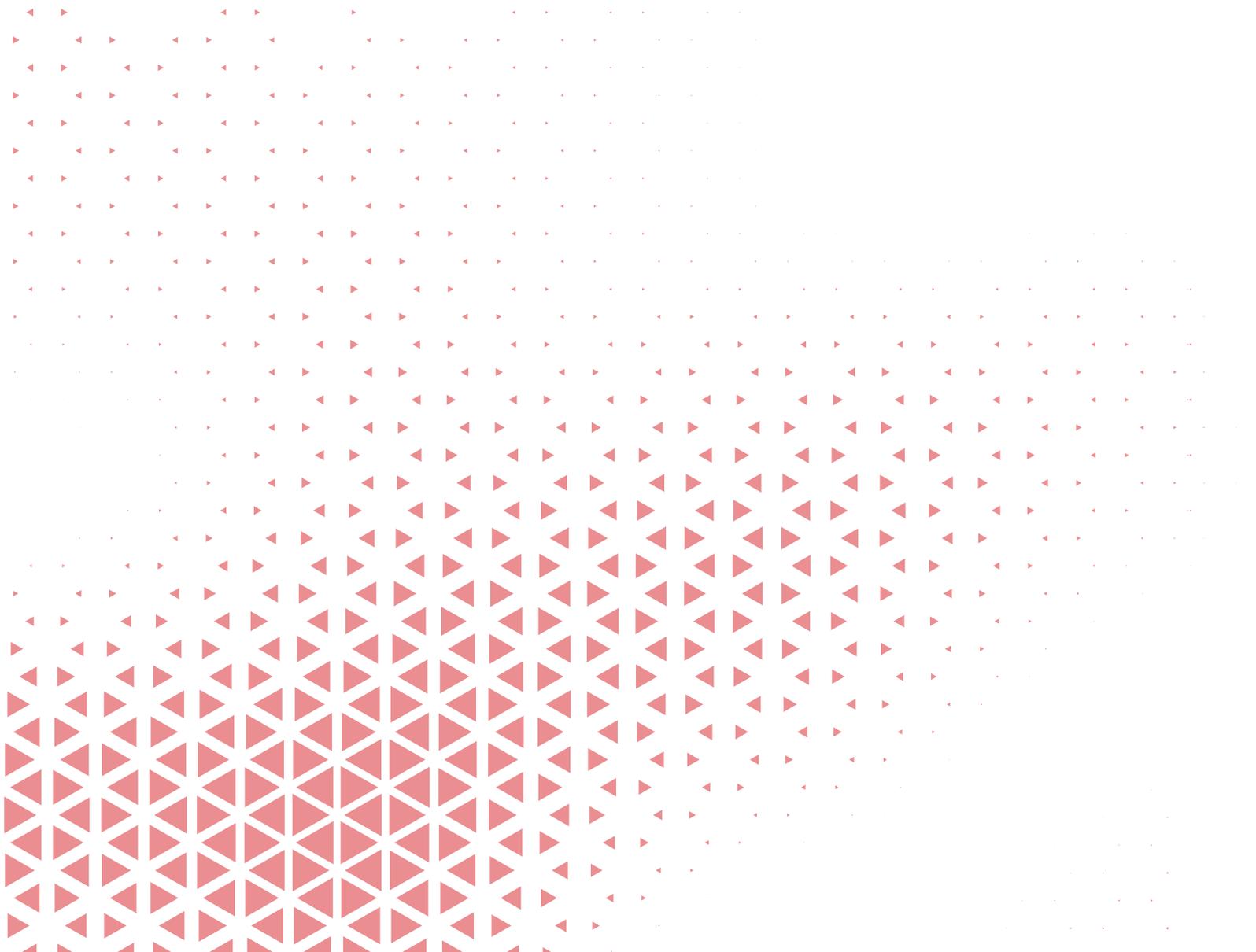
To implement the PPD sector structure the following is required:

- Staff the secretariat
- Build the capacity of secretariat personnel
- Conduct regular sector PPD specific and plenary meetings
- Convene working groups (WGs) around specific issues/concerns
- Reach out to governorates
- Maintain flexibility to develop sub-national PPD
- Conduct in-house research and analysis with the possibility to commission or outsource specific expertise
- Conduct monitoring and evaluation (M&E) of the whole process

### Structure & Mandate Checklist

The below is a quick checklist that is necessary when establishing a secretariat:

- Clear and approved purpose and organizational structure
- Long-term strategy and an ambitious vision
- Clear division of responsibilities
- Logistics: IT, Capacity to attend meetings
- Secretariat team
- Mandate
- BMO commitment
- Minister, MoITS leadership
- Materials and tools required for inputs and outputs





# 4

## The Main Players in the PPD and their Functions

The main components of the PPD in Jordan are defined and delineated below. The primary components are the private and public secretariats. In the case of the private secretariats, they are sector specific, while in the case of government there is one secretariat that is hosted within the MOITS.

## 4.1 The Secretariats

### 4.1.1 About the PPD secretariats

All secretariats and public and private sector stakeholders need to be committed to the process for it to work.

Strong BMOs will help create a sustainable PPD.

Secretariat functions are key to enabling the process to take place.

The establishment of the governance framework relies on the support of MoITS and the peak BMOs such as, to name a few, the Jordan Chamber of Industry (JCI), Jordan Chamber of Commerce (JCC), and the Amman Chamber of Commerce (ACC) and other relevant business sector associations.

The Jordan PPD secretariats will provide the coordination and facilitation services that are fundamental to developing a sustainable PPD. Therefore, the secretariats facilitate a constructive dialogue between the GoJ and the private sector stakeholders in the three sector PPDs in matters related to both foreign and domestic economic policies and procedures.

As an institution, the secretariat provides structure and form to the PPD process and is an important resource for all stakeholders. Regardless of secretariat location, it is important that the processes outlined in this SOP for the Jordan sector PPD be undertaken by each PPD secretariat. It is critical that the secretariats be institutionalized.

The success of the PPD becomes only evident when the PPDs manage to create change. Properly underscored and delineated secretariat functions are fundamental to the success of a PPD in Jordan. Within the Jordan sector PPD framework, the Pharmaceutical sector PPD will have an independent secretariat that is managed by JAPM. The JCI will administer the secretariats for the Garment sector and the Food Processing sector. The MoITS is providing a critical public sector leadership role in implementing the PPD.

### 4.1.2 Sector secretariats

All secretariats and public and private sector stakeholders need to be committed to the process for it to work.

Strong BMOs will help create a sustainable PPD.

Secretariat functions are key to enabling the process to take place.

The establishment of the governance framework relies on the support of MoITS and the peak BMOs such as, to name a few, the Jordan Chamber of Industry (JCI), Jordan Chamber of Commerce (JCC), and the Amman Chamber of Commerce (ACC) and other relevant business sector associations.

The secretariats have no decision-making or policy-making powers. Their principal role is to facilitate dialogue and the implementation of reforms that have occurred as a direct consequence of implementing the PPD framework. It is envisaged that as the PPD evolves, development partners such as donor organizations and other interested members of the private sector will reach out to the secretariat to either support its functions or to be supported by it.

The secretariat will seek to work with stakeholders that support its objectives of transparent, accountable PPD that is intended to provide tangible impacts to the economic growth of Jordan.

The activities of the secretariat as a function that exists within peak industry BMOs is designed to enhance the capability of the host institutions to make them stronger advocates for their members. In strengthening the important advocacy function this should build confidence in these institutions and consequently increase demand for their services. Ultimately this will promote institutional sustainability and strengthen the PPD as a long term, sustainable proposition.

#### 4.1.2.1 Sector Secretariats Institutional Design/ Structure

Summary: a setting that seems to be prevalent in the most productive PPDs is characterized by:

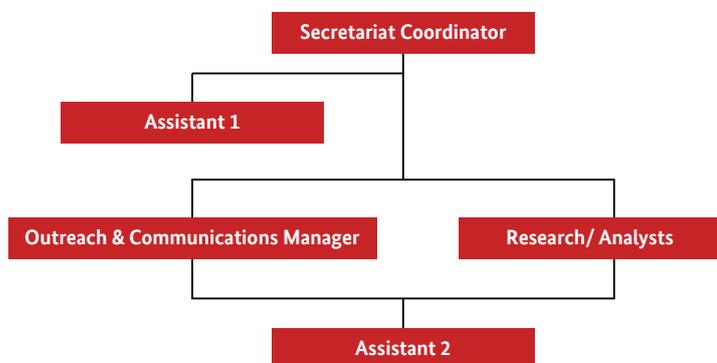
- A dedicated secretariat
- Working groups that meet often to devise recommendations for periodical plenary sessions (bi-annual).
- The secretariat organizes meetings, coordinates research efforts and other logistics, sets agendas, rallies members, manages communication and outreach strategies, and is a point of contact for others who want to join
- The institutional design depends on a number of variables, and identifying the variables and the options for adapting to them properly. There may be different organizational forms depending on the degree of organization of the private sector, the power of the executive vs. the legislature, the structure of the private sector and of the government.
- The function of the secretariat is to organize meetings, coordinate research efforts and other logistics, set agendas, gathering members, manage communication and outreach strategies, and be a point of contact for others who want to join.

- There is no one-size-fits-all structure to establishing a successful PPD. However, a setting that seems to be prevalent in the most productive PPDs is characterized by a dedicated secretariat and working groups that meet often to devise recommendations for periodical plenary sessions
- Secretariat structures do not require adjustment from one sector to the next. Therefore, there is no need for a distinct structure for every specific PPD. The structure is the same, and its basic elements are coordination, communication and research. Organizationally, the structure is fundamentally a flat structure that relies on a high level of close team-work. The number of staff and support personnel may change as the PPD process grows and matures
- Each function is necessary for making the PPD operate properly. The assistants, for example, who will be responsible for much of the meeting organization and management, are critical for the PPD activities. If the staffing is too limited, the PPD will underperform. The staffing needs to meet the demands of a PPD. Each member of staff will need to understand that they have a distinct role to play in implementation.

Once the PPD culture and dynamics in Jordan adopt and adapt to the PPD structure outlined herein to cover other sectors, a macro secretariat will be established within the private sector. The structure and designation of the macro secretariat is beyond the scope of the current assignment. However, the same principles and roles underlined in this Handbook/SOPs apply.

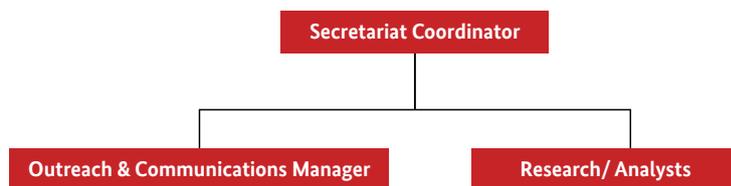
The figure below shows a representation of what the structure should look like. Note that in this structure, the staffing required is six persons at a minimum as the research function may have more than one researcher/analyst. The communications function may have several executives that work with the communications manager.

Figure 4: Suggested PPD Secretariat Structures



The figure below provides a view of a smaller structure, which may be thought of as a starting structure, adopted at the very beginning of the PPD process. It follows a similar hierarchy and conception, albeit more skeletal in terms of staffing.

Figure 5: Suggested PPD Secretariat Structures



### 4.1.3 The Role of the Working Groups and Steering Committee of the Secretariat

The secretariat may supervise and coordinate the activities of several working groups. In order to enable the working groups to focus effectively on technical issues and call upon quality technical expertise, they are typically organized according to one or more of the following: industry cluster (e.g. agriculture, manufacturing, etc.) by policy (e.g. taxation, deregulation, infrastructure, or labour) or by geographical location.

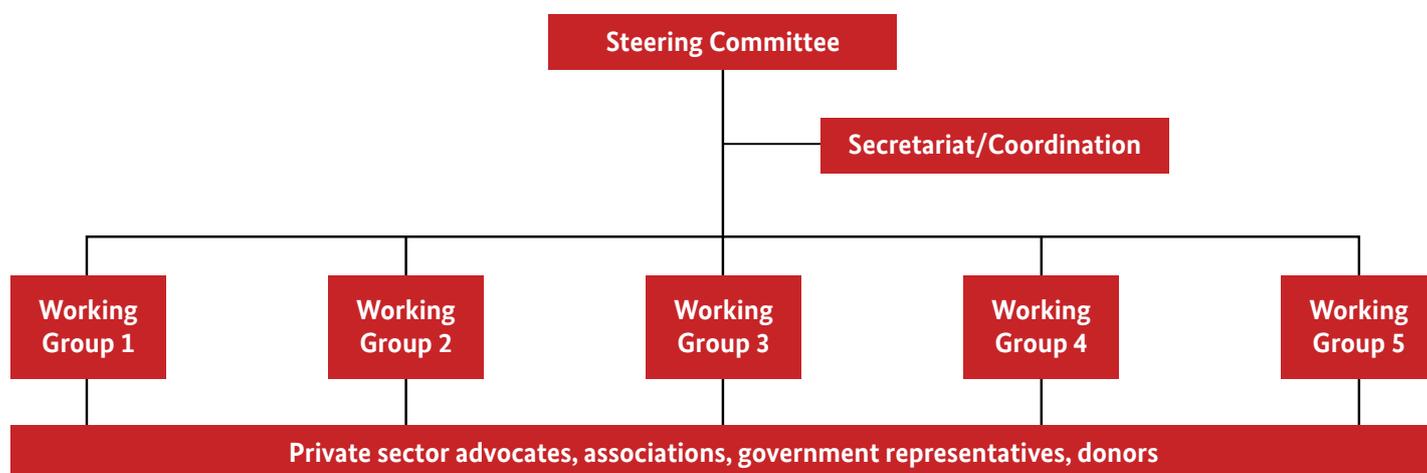
- Working groups feed policy recommendations into plenary sessions and thus they meet more frequently than plenary groups. A working group has a chair who deals with other working groups and the secretariat by which working groups are coordinated and supervised.
- Working groups may be comprised of private sector representatives, directors from involved ministries/agencies civil society representatives, academics, and researchers.

Secretariats generally respond to a steering committee composed of key senior stakeholders. Therefore:

- In the case of the Food Processing secretariat, the steering committee includes representatives from the Board of Directors of the JCI, the MSME Unit at the JCI, the Women Committee at JCI, and representatives of the industrial chambers in the governorates.
- In the case of the Pharmaceutical secretariat, the steering committee will be comprised of the JPMA Board of Directors.

Note: As the number of sector secretariats grow, their coordination may culminate in a national or macro secretariat. Its steering committee, structure and functions may be similar; however, the scope and representation within its steering committee will vary.

The figure below shows the secretariat with the steering committee and working groups. Note again the coordination role of the secretariat as explained above.

**Figure 6:** Steering Committee, Secretariat, and Working Groups<sup>3</sup>

Implementing the structure requires a clear process that brings the public and private sector together in dialogue. The secretariats will be required to undertake the routine tasks of managing meetings in addition to the more complex role of constant stakeholder engagement. The PPD structures suggested above are actionable as Jordan has a framework of committed BMOs with sector-focused associations leading the PPD secretariats. The BMOs will need to take responsibility for coordinating private sector input into the PPD process. This task requires a high level of professional commitment towards implementing the PPD process.

Whereas the JAPM is arguably well resourced and is capable of undertaking advocacy, the JCI will provide dedicated resources to coordinate and facilitate the PPD. A potential cross-cutting function that could be invested in by each of the sector PPDs and stakeholders is in the field of independent research. A strong research function can provide inputs that will support the agendas of all three PPDs. Regardless of the function that brings the secretariats together, there is a need to ensure that the design and utilization of PPD tools are shared.

#### 4.1.3.1 PPD Sector Secretariats' Activities

There are a number of different PPD activities that the secretariat may have to manage. With three sector PPDs operating under a single MoITS minister, it is conceivable that a semi-annual or annual plenary forum will be held. In this Forum it would be envisaged that the three sector PPDs are able to discuss progress and table issues that are otherwise outstanding and are considered as relevant for consideration by the minister and or executive levels of government.

Other events that the secretariats may be responsible for managing under the PPD Framework would include PPD working groups,

sub committees and workshops. In all instances it is the responsibility of the secretariat to ensure that initiatives and issues emanating from the private sector are appropriately identified, broadly representative, adequately researched and presented to the GoJ in a focused, solutions-orientated manner that utilizes standard tools.

As part of their daily operations, the PPD sector secretariats will work to monitor the progress on the issues that were raised, monitor implementation of decisions made during the PPD and disseminate information to relevant stakeholders in the business community, the GoJ via the MoITS and development partners.

The staffing of the secretariats for the food processing, garment and the pharmaceutical sector shall initially consist of a coordinator and a team assistant. Other staff can be added according to the progress and demand from the sector PPDs. The secretariats are expected to deliver outputs and perform the responsibilities outlined below:

Specifically, the sector secretariats will:

- Ensure smooth functioning and enhance the effectiveness of the sector PPDs.
- Facilitate the continued development of the PPDs.
- Develop good working relations between the business groups and government counterparts to resolve issues of concern to the private sector.
- Ensure that the sector PPDs fully represent the views and issues of the business community, including the MSMEs and governorates, through a dialogue between the business community and the government.
- Ensure effective dissemination of information generated from the PPDs to all members, the Government and private sector to encourage a more complementary public and private sector relationship in Jordan.
- Facilitate meetings of the private sector, the MoITS and inter-ministerial delegates for the purposes of identifying and selecting issues to be raised through the dialogue process.

3. N.B. For further information on PPD Structure please refer to the World Bank PPD Handbook. Ch. C.2.A Structure.

- Assist the government in coordinating responses in regard to issues raised by the private sector and addressed through the dialogue process.
- Assist the private sector in the formulation and presentation of issues at sector PPDs.
- Build capacity of participants in the Jordan sector PPDs by providing training in public-private dialogue processes.
- Coordinate with other sectors and private sector secretariats on issues that require inputs or cooperation from outside the sector under study.

#### 4.1.3.2 PPD Sector Secretariats Tasks and Responsibilities

The following are tasks and responsibilities that the sector secretariats will undertake:

1. Promote a strong private/public partnership between the private sector and the GoJ.
  - a. Promote the Jordan sector PPDs within the business community and raise its professional and political profile.
  - b. Act as an honest broker in the best interest of the private sector to foster good working relations between the business groups and government counterparts to support and promote policy initiatives that emanate from the GoJ.
  - c. Conduct follow-up dialogue with the Government Counterparts on the various issues raised at meetings conducted under the sector PPD process.
2. Work closely with the government counterparts, business groups and donors to organize any plenary meetings that may be organized to bring all sector PPDs together for a PPD Forum meeting.
3. Act as a resource centre and single contact point for the private sector. Coordinate inputs from and work with individual business groups on the identification of policy issues and preparation of recommendations to the Government.
  - a. Provide necessary support to enable better participation of the sector PPDs to pursue common issues of interest to the private sector.
  - b. Coordinate the activities of the working groups and input to the regular PPD meetings to ensure that the interests of all private sector players are fairly and adequately reflected in all PPD activities.
  - c. Monitor progress and disseminate information to all participants.
  - d. To have strong research and analysis capabilities so as to provide evidence-based agendas to the sector PPD for working groups and other activities.
  - e. Commission specialized research or consultancies in complex issues when needed, provided that budgetary and leadership approvals allow such an undertaking.

#### 4.1.3.3 Secretariat Staff

Staffing of a PPD secretariat depends on the level of maturity of the PPD itself. When starting a PPD, the critical issue is to enable the public and private sectors to start engaging on an agreed agenda as soon as possible. The analysts' work may be supported from time by experts and specialists in preparing their analysis of the issues. In this instance, at a minimum the secretariats should be staffed by:

- Coordinator
- 1-2 analysts, including a communications officer
- 1-2 assistants.

Depending on the demand on the PPD sectors and the responsiveness of the GoJ to the PPDs, the staffing can be expanded. This increase can include additional researchers, deputy programme managers, communications experts and additional administrative assistants.

#### The Secretariat Coordinator Functions:

- The role of the Coordinator is to enable participation into the sector PPDs and to manage outputs and support the implementation of decisions.
- The Coordinator, regardless of sector PPD, will play a critical role in coordinating, facilitating, and administering the PPD process.
- The Coordinator will also be in a position to facilitate public and private sector counterparts to work on cross-cutting strategic issues that are relevant for the sector and, potentially, cross-sector PPD.
- The Coordinator will facilitate the dialogue between the GoJ and private sector on private sector development (PSD) issues and on the progress of reforms. This includes working closely with development partners to ensure that within their economic growth programmes, the issues of the sector PPDs are addressed in line with the priorities agreed within the sector PPDs.

The Secretariat staff will be responsible for the following functions:

#### **Project management**

- Participate in the elaboration or adjustment of Jordan PPD sector forum framework or mandate.
- Lead the implementation of the PPD activities.
- Facilitate dialogue and liaison with the GoJ and the private sector including MSMEs and the governorates.
- Share best practices, knowledge and identify synergies with other PSD activities in Jordan.
- Develop evidence-based analysis to support the PPD agenda.
- Coordinate with donors on technical assistance related to PPD activities.

#### **Facilitation**

- Ensure smooth functioning and enhance the effectiveness of the sector PPDs.
- Secure support for the structure of the PPD by stakeholders and work to achieve appropriate participation from the public and private sector.

- Ensure that the partnership stays on course and that the issues raised by the working groups along with their recommendations are presented effectively for the purpose of informing MoITS counterparts on options and best practice for change.
- Act as an honest broker to foster good working relations between counterparts to support and promote reform initiatives that emanate from the sector PPDs
- Work actively with the MoITS secretariat in organizing regular PPD sector Working Group or other meetings.
- Facilitate the continued development of the working groups by acting as a resource and contact point for the private sector and by assisting the private sector in the formulation of issues and recommendations at working groups and the Forum.

#### **Technical assistance and communications**

- Ensure effective dissemination of information to the stakeholders and the larger public, in particular promoting issues, outcomes and impacts of the sector PPDs to support the implementation of decisions made.
- Build the capacity of the host BMOs to improve their ability to participate in the PPD.

#### **4.1.3.4 Budgeting for the Sector Secretariats**

Secretariats need funding. From the very beginning, the emphasis should be on encouraging local stakeholders to see their participation in dialogue as a matter of personal commitment to the greater good, rather than self-interest. This can be taken by hosting institutions such as JCI or JPMA.

The hosting bodies may require donor funding initially – but should not depend on it. Regardless of where the secretariats are hosted, secretariats can be funded by donors – and often need to be, at first. However, the aim should be for them to move towards being funded by participants, ideally by contributions from the private sector, to promote local ownership.

The budgeting for a PPD secretariat staff and activities may include the following:

- Salary of one coordinator.
- Salary for an assistant to the coordinator: An assistant or a junior coordinator ensures continuity or specialization.
- Salary or consulting fees for technical experts. Ideally, a lawyer and an economist would be on staff of the PPD, but the cost may warrant hiring consulting expertise when needed instead. If budget is available for one of the two staff positions only, the lawyer should be on staff and the economic technical expertise should be on hire, as the nature of issues forwarded through PPD mechanism is often regulatory in nature.
- Salary for an office assistant in charge of logistics: Salary for an office assistant in charge of logistics, procurement of logistics, procurement, and even translation.
- Operating cost: If the secretariat is hosted by an existing structure (governmental office, business association, donor's office),

operating costs may be lower. But starting from scratch, operating cost should include office rent, communication budget, computer equipment and connections, transport, etc.

- Activities cost: Depending on the output of the secretariat, the cost will vary. A secretariat that outputs a professionally edited and printed brochure after each major activity should plan for such extra cost and time. The number of planned meetings, conferences, workshops, luncheons, communication campaigns, etc. should be carefully considered, as each activity will bring upon its burden in term of logistics, human resources, external providers, consultants, and therefore cost.

Note that while this type of budgeting is related to sector secretariats, some of the budgeting concerns should also apply to the MoITS secretariat, especially when relating to consultants and additional staff.

Budget formulation is dependent on the administration of each BMO and the MoITS.

#### **4.1.4 The MoITS Secretariat**

The MoITS will have one central secretariat that deals with all other private sector secretariats. With information being coordinated with a single MoITS secretariat, it is important that the logic of all materials must be standardized.

The MoITS secretariat, headed by a senior executive from the MoITS, will

- Act as a focal point for all the private sector secretariats
- Receive requests, coordinate the responses and actions within the ministry and other ministries
- Relay messages to the leadership of the ministry
- Facilitate and coordinate for the activities of relevant bodies within the government
- Assist the minister of MoITS in forming responses and relevant communications/activities with other government entities when necessary
- Have an open dialogue with the private sector PPD secretariats
- Have a role in communicating outwards to the many public sector stakeholders throughout the government, including internal MoITS departments, directorates and units, other government ministries and agencies, and the prime minister's office and cabinet
- May be called upon by representatives within government to clarify, follow up or provide further substance to issues raised within the PPD

It is therefore essential that the management and operation of the MoITS secretariat be separate from the private sector secretariat. Where the structural relationship is too close this can affect

stakeholder perception that the PPD is a transparent and accountable process or even one-sided and dictated by the government.

For greater emphasis, the MoITS secretariat, like the sector secretariats is a facilitator with no policy making powers; it is an enabler of the PPD. The MoITS secretariat will cooperate with the various advisory bodies and committees established by the MoITS.

Currently, the Fourth Advisory Board of the Ministry of Industry, Trade and Supply (2017-2019), which is being revamped to become a Fifth Advisory Board of the Ministry of Industry, Trade and Supply (2020-2022) is an important interlocutor for PPD. The previous Advisory Board, which was chaired by the Minister of Industry, Trade and Supply, had the following membership: President of the Jordanian Businessmen Association, Chairman of the Economic and Social Council, Chairman of the Economy and Investment Committee in the House of Representatives, Chairman of the Jordan Chamber of Commerce, President of the Jordan Chamber of Industry, President of the Amman Chamber of Industry, Chairman of the Amman Chamber of Commerce, Director Executive of the Jordanian Strategy Forum, President of the Information and Communication Technology Association (production), President of the Jordanian Business and Professional Women Forum, President of the General Syndicate of Foodstuff Traders, two members from the business community. Additionally, meetings of the Advisory Board are attended by institutions associated with the MoITS: General Director of the Institution for Standards and Metrology, General Controller of Companies, General Director of the Civil Corporation, Executive Director of the Jordan Enterprise Development Corporation.

The MoITS secretariat will facilitate, in cooperation with existing bodies within the MoITS, for such an advisory body and others that may emerge. Such facilitation will be in line with the regulations stipulated by the MoITS.

#### 4.1.5 Role of Consultants, Analysts, Lawyers, Economists and other experts

The sector PPDs will address many challenging issues. These issues can range from policy to taxation and from Customs Procedures to ISO standard certifications. Where GoJ and private sector technical counterparts require additional expertise to that which exists within the secretariats then consultants and other experts can be engaged. Research and other studies requiring the support of specific technical expertise (e.g. lawyers, economists, consultants) should be engaged on issues where public and private stakeholders have expressed a clear demand for additional insight and expertise. The experts should be prepared to address PPD related meetings to discuss the work that they have undertaken as required.

#### 4.1.6 Communication channels

PPD is built on the principle that an outcome-oriented dialogue will result in tangible improvements to the business enabling environment. Where communication is efficient, constructive and solutions-based then the PPD has a high chance of success. The PPD structure illustrates the lines of communication that will need to exist between stakeholders to make the PPD work. Lines of communication will need to be developed amongst the following stakeholders.

A direct working relationship will need to be established with all stakeholders for the structure to be effectively implemented. To fully comprehend all stakeholders, the following will need to be undertaken by the secretariat:

- A Stakeholder mapping exercise
- A contact database established
- A distribution system needs to be established that will provide the following:
  - Regular updates of the progress of PPD Sector Working Groups and other activities
  - Progress Reports of all sector PPD activities
  - Follow-up on implementation
  - Analysis, research and other information that may be relevant to stakeholders.

#### 4.1.7 PPD Sector Dialogue Platforms, i.e. Working Groups, Sub Committees, Task Forces

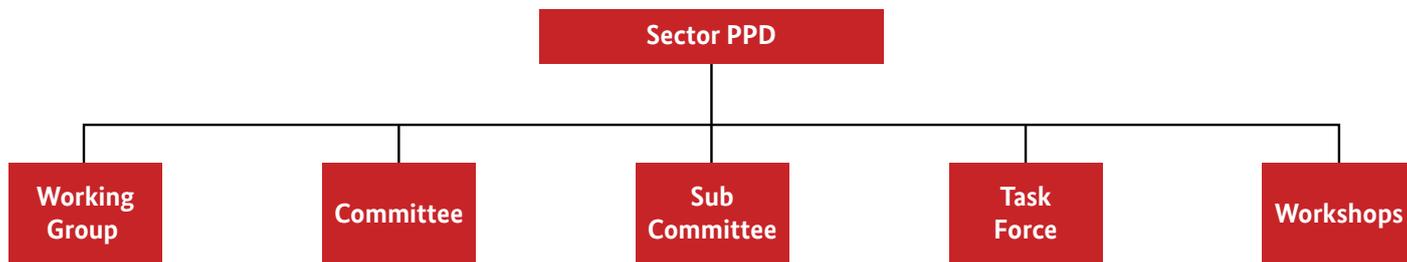
The sector PPD is a platform for the public and private sectors to meet. The platforms can be further divided into functions. As per figure 7, these functions include Working Groups, Committees, Sub Committees, Task Forces and Workshops. Working Groups are the most commonly termed platform for structured PPD.

Organizing and managing the working groups are major functions of the public and private sector secretariats. It is the working group where agenda items are discussed between technical counterparts in government and the private sector. Working groups drive the demand for inputs such as research, position papers and other analysis. The regularity in which working groups are held are often the litmus test of the health of a PPD.

##### 4.1.7.1 Working Groups

Building routines for the preparation, conduct and follow up to working groups and other platforms under the Jordan PPD structure are the subject of this section.

**Figure 7:** Sector PPD Platforms for dialogue

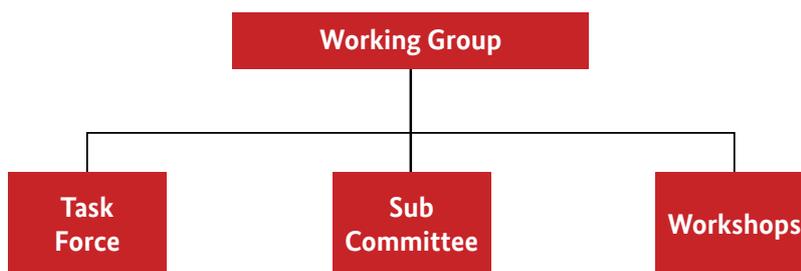


**Working Group Meetings**

WG meetings are often the focus of the overall PPD. A WG is a technical level meeting. The relative health of a WG i.e. whether it is meeting, whether the right participants attend, whether decisions are made, and whether there is implementation, can dictate the success, or not, of the sector PPDs.

The WG is universally considered as the lead platform for PPD discussions. In some instances, the PPD can be supported by other activities such as task forces, sub committees or workshops. In this instance, the structure would have the other activities emanate as outputs of the WG consultations as per figure below.

**Figure 8:** Working Group Structure with Task Force, Sub Committee and Workshop activities



Working Groups in this context are the main meetings between the government and private sector. For example, in Jordan, the Working Groups will be one each for the following:

- Sector Working Group on Food Processing
- Sector Working Group on Garments
- Sector Working Group on Pharmaceuticals

If additional sectors are added in the future, then there will be different Sector Working Groups.

The Sector Working Groups will be administered, from the private sector, by the roles and functions of a secretariat. The model for the Jordan sector PPDs is to utilise the JCI structure that is sector-focused to facilitate the work of the secretariats. The choice by the JCI to join activities to create a single secretariat for Garments and Food Processing will maximise the capacity of the secretariat to manage the facilitation and coordination roles of the private sector so that they are able to meaningfully contribute to the Working Group activities. Moving the role of the JCI in leading the secretariat functions will ensure that if there is expansion of the sector PPDs then the focus will be on developing a single secretariat.

It should be clear that the Working Groups are platforms where the public and private sector meet. It is the place of formal engagement between the public and private sectors. The Working Group is, as indicated by the title, the place where technical discussions between counterparts in the public and private sector can take place. The role of the Minister, MoITS, in the working groups is important as his presence will ensure that decisions can be made.

Meetings of the WGs are the official, inter-ministerial meetings between the private sector and representatives of the government. Working group meetings can be co-chaired with one member of the private sector and a member of the government. In the Jordan sector PPDs, the Co-Chairs could be, for example, the Minister of Industry, Trade and Supplies and the President of the JCI for either the Garment or Food Processing sector PPDs. Regardless, the positions of Co-chairs are typically filled by a Minister from the government and the Co-Chair of the private sector working group. If the sector PPD initiative is to expand then there may be the potential for other Ministers to Co-Chair sector PPDs e.g. an Agriculture sector PPD would be Co-Chaired by the Minister of Agriculture.

Since the working group meeting is an official meeting with government representatives, it is important to be aware of the protocol involved and to consult closely with the MoITS secretariat

so that all necessary preparations are made before the meeting, and there is adequate support during the meeting so that it runs smoothly. Experts and outside advisers may be invited to attend the meeting if and when necessary and provided that such invitations are approved. Once again, it should be stressed, that these are technical level dialogues. Consequently, delegates from the GoJ that are most relevant to the WG should be in attendance.

The WG meetings discuss an agreed agenda of problems and concerns raised by the private sector related to policies and regulations (e.g. laws, sub-decrees, decisions) or impediments experienced by the private sector (e.g. infrastructure, procedures).

The private sector secretariat will be responsible for working with stakeholders to create an Agenda that the private sector has developed through the private sector working group (PSWG) meetings. PSWG meetings are meetings of the private sector only. (N.B. PSWG functions are outlined in the SOP Meeting Organization & Administration.) This agenda will be used by the government as the foundation for discussion in the Working Group meeting. From time to time, the government will add topics to the Agenda concerning issues that it wants to discuss with the private sector (such as draft policies, laws).

Based on the Agenda prepared by the private sector prior to the WG meeting, relevant government agencies will use the Agenda to investigate how to resolve the problems raised by the private sector. Thus, every Agenda sent to the government must be in a final form, with no errors or omissions. All studies, documents related to the discussion must be sent with the Agenda to ensure that the MoITS is well aware of the issues to be discussed, and has prepared its position for discussion in the WG.

**Participants:** The PS Co-Chair of the respective WG, representatives of BMOs, stakeholders that have raised problems that are on the Agenda that will be discussed in the Working Group, and other active members of the sector PPD. Experts and advisers may be invited to provide expert opinions if necessary.

**Chair of the meeting:** During the WG meeting, the PS Co-chair shares responsibility for managing the meeting with the Government Co-Chair.

#### **Before the meeting:**

The WG meeting is usually held at a government ministry relevant to the sector covered by the Working Group. The private sector secretariats will have to work closely with the MoITS secretariat focal point to organize the meeting. The secretariats will follow the steps outlined below:

- Send a letter to the respective government Co-chair to propose a date for holding the Working Group meeting.
- This letter will include the Agenda developed by the sector PPDs, in both Arabic and English.

- Follow up with the Government Co-chair's assistant or the MoITS secretariat to confirm the date proposed for the meeting.
- Send out email invitations to meeting participants at least 10 working days in advance. If the invitation is in the official language, attach the translation in English and also attach versions in English and the official language of all documents required for the meeting, including the Agenda and any Laws/ Regulations that will be discussed.
- Confirm participation of the PS Co-Chair, key active members and persons who have raised issues that will be discussed in the Working Group meeting.
- Send a list of the private sector representatives who have confirmed that they will attend the meeting to the focal point of the ministry so that seating for them can be arranged. Work closely with the Ministry's focal point to arrange logistics for the meeting such as booking a translator, translation booth and headsets for all participants.
- Send out a reminder email to all who have been invited to the WG meeting at least one day in advance. In the email, remind participants to bring their own set of documents pertaining to the meeting which were sent to them with the meeting invitation. These include the Agenda, the matrix of issues under discussion with the government, and any laws/regulations etc. that will be discussed. Remind participants that copies of these documents will not be provided to them at the meeting.
- Make 10 copies of the proposed Agenda for the Co-Chairs and any senior government officials that attend.
- Add to the Agenda material any studies, analysis, position papers that relate to the agenda.
- Check the recording device and microphone to make sure that they are working properly and make sure that the battery is fully charged. Bring spare batteries in case these are required. If the machine uses tape to record sound instead of recording sound digitally, bring an adequate supply of tapes.

#### **4.1.7.2 Task Forces, Sub Committees & Workshops**

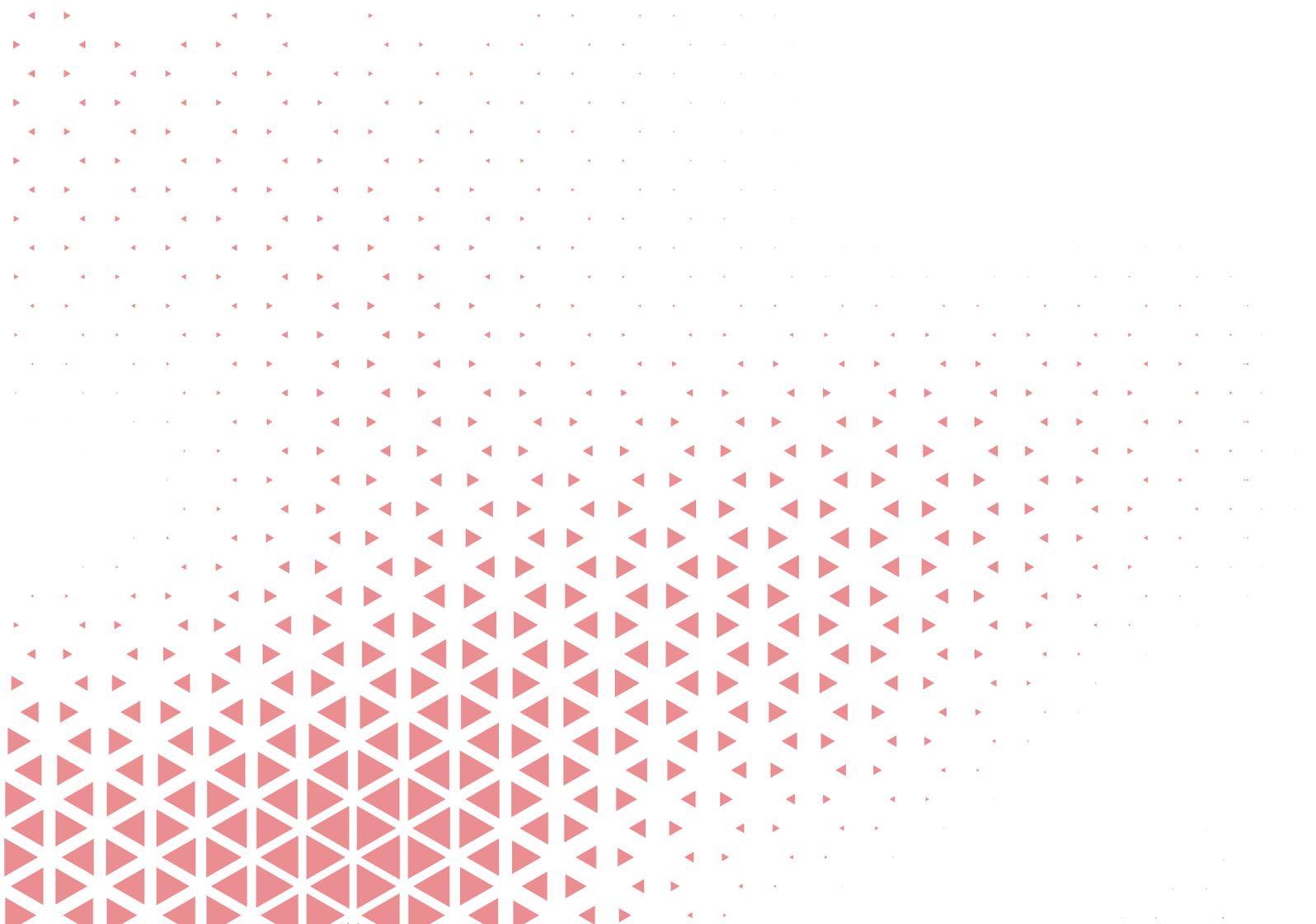
During the WG sessions it is expected that decisions will be made in regard to the well prepared, evidence-based agenda. There are, however, issues that will require further public and private sector consultations. WGs are technical level discussions. Where the WG is designed to manage a number of issues, the technical nature of some of those issues may require further and more specialized consultations between public and private sector actors. In these instances, separate activities can be established to provide the required technical level input.

**Task Force:** A task force meets with a limited objective. It will be created to include technical counterparts from the public and private sector. The purpose of the Task Force will be to provide an intense focus on an issue that could not be resolved in the WG but where the reason for it not being resolved is agreed to be a matter of further discussion. This could include, for example, the wording of a new regulation, the change of a tax code or a customs exemption.

The Task Force reports to the WG.

**Sub committee:** A sub committee can be formed under the WG to be a permanent or semi-permanent body that focuses on a specific issue. For example, a sub committee may be formed to draft and or review legislation or policy. It could also be formed to create a body that can provide input on agriculture tariffs. The sub committee reports to the WG.

**Workshops:** The WG may agree that a particular issue requires a more thorough overview than is provided in a WG meeting. In this instance a Workshop may be created. The Workshop will seek inputs from various stakeholders that may or may not be regular participants in the WG or other sector PPD activities. The findings of the Workshop will be reported to the WG.





# 5

# Inclusiveness

Inclusiveness is highly important for the success of a PPD. Dialogue should be as open-access and broadly inclusive as feasible. This necessitates an outreach programme to the reform constituency in all the governorates, and particular emphasis should be on MSMEs.

### **Outreach to Governorates, MSMEs and Women**

Structurally, the Jordan sector PPDs can include input from the Governorates. The PPDs are established to promote dialogue between the GoJ and private sector on issues that are shared across counterparts. The PPD framework is intrinsically inclusive. A key role of the secretariat will be to reach out to the Governorates to ensure that communication is open and active thus encouraging participation.

The sector PPDs will be responsible for identifying issues that impact the ongoing development of a sector. For sectors to develop, the entire, internal value chain needs to function efficiently. Outreach to stakeholders needs to take into consideration the private sector that, despite size or composition, require representation via the sector PPDs. It is often difficult to incorporate MSMEs into PPD due to issues such as a lack of focal points and capacity issues.

The remoteness of governorates, and the proximity of key stakeholders in Amman, may also create a disincentive for incorporating all relevant participants into the sector PPDs. It is important, however, that the PPD secretariats communicate with stakeholders and enable their participation. This is particularly important for stakeholders that have national-level issues that cannot be resolved within a Governorate.

The same tools such as issues matrices and other instruments as developed by the secretariat can be shared with relevant public and private sector stakeholders in the governorates to inform and encourage participation within the sector PPDs. Efforts need to be made by the sector secretariats to visit the governorates to explain the sector PPDs. Where relevant, sector or cross-sector level PPDs can be conducted in the governorates. The findings from such events can, in turn, be incorporated into the national sector PPD process.

MSMEs form a considerable part of any emerging economy. Appealing to small entrepreneurs for reforming administrative procedures and commercial rules and legislation could help in reconstruction of a legal framework that assists MSMEs, which make up 99.6% of enterprises in Jordan and contribute 40% of the GDP. In addition to filling in the gaping holes in private sector regulation and boosting a business-orientated middle class, this process would provide much needed legitimacy, coming from the Jordanian private sector rather than from the immediate corporate interest of reconstruction contractors.

Due to their size and lack of capacity, MSMEs often lack the institutional organization to participate in PPD. It is important in the sector PPDs to give primacy to any Business Membership

Organizations (BMOs) that are representing members relevant to the sector PPDs. The PPD platforms can support the development of such MSME associations by providing a process to advocate on behalf of their members.

Whilst it is difficult to incorporate every MSME, the stakeholder mapping process and outreach should be able to identify the representative organizations that are mandated to advocate on behalf of MSME members whether within the capital of Amman or the governorates.

Women should be included in the PPD through women business organizations and whenever issues that pertain to women may arise. Organizers of activities must reach out to women and minority groups if they do not come forward. Their proportional participation creates balance, sets an example and helps create a more favourable public image. Favours companies with a good record of corporate social responsibility and corporate governance also sets a good example.

### **Consideration of PPD in the Governorates**

The Jordan sector PPD model is flexible enough to support the development of sub-national PPDs. Addressing economic constraints within the Governorates, in particular, where the Governorates can make decisions, can reduce the time required to escalate all issues to the Amman based sector PPDs. It is recommended that pilot sub-national PPDs be developed in the Governorates. These sub-national PPDs will be understandably smaller in scale. Rather than being sector focused they can be cross cutting or 'cross-sectoral'. In developing sub-national PPD structures there is a higher likelihood of the involvement of MSMEs to take a participatory role in the PPD process. Enabling small scale, sub-national PPD, to take place will require additional resources to take into consideration any capacity shortfalls in management and organization that can be apparent outside of the major BMOs. During the filtering process for the sub-national PPD consultations, issues that cannot be addressed at the sub-national level can be submitted either to the sector PPDs or championed directly by the Governorate to the relevant authorities in the central Government based in Amman.

In the instance where the Governorate requests a PPD then the same activities that take place at the national sector PPDs should be mirrored at the level of the Governorate. This should start with a clear commitment from the Governor that he/she will commit to undertaking a structured PPD. This Governorate PPD activity should be directly linked with the sector PPD activities e.g. Working Groups. Where the head of the Governorate has agreed to conducting a PPD then this should also be discussed with the MoITS to ensure that that, where necessary, any amendments to the MoITS secretariat or written instructions for conducting the sector PPDs (e.g. a mandate) can be amended. The same principles for incorporating PPDs within the national sector PPD framework can be extended to the Municipalities. A commitment to support or undertake Governorate or Municipality PPD should be undertaken with an understanding that additional resources may be required to support such activities.



# 6

# Meeting Organization & Administration

To raise the quality of the PPD and to monitor progress on issues raised by the private sector, the secretariats should coordinate overall activities (e.g. working groups, governorate level PPD, MSME demands and issues, sector workshops) with the MoITS secretariat. As stated earlier, sector secretariat coordination is also beneficial as it increases the capacities and scope of the PPD.

Developing a high level of coordination between the public and private sector secretariats will build a strong relationship that is based on implementing the PPD framework. Work between the secretariats will focus on creating, among other things, plenary meetings for the sector PPDs, following up on issues and ensuring that key stakeholders attend the PPD meetings as they occur.

Meetings with public and private sector stakeholders is a fundamental activity for the PPD. The efficient implementation of meetings where stakeholders are able to focus on resolving important issues relating to Jordan's future economic development is a critical task for the PPD secretariats.

The PPD meetings, however, are dependent on key stakeholders participating:

- The MoITS secretariat will need to utilize the convening power of the MoITS and GoJ to have government delegates attend PPD meetings that can make decisions on behalf of the GoJ. The representation depends on the level of the meeting and the issue being discussed.
- From the private sector, it will be of critical importance for the right private sector stakeholders to be present to discuss the agenda items.

The secretariats play an important role in orchestrating the PPD events to take place by developing a representative agenda, providing independent analysis and undertaking the relevant public and private sector liaison work.

## 6.1 Implementation Requirements

Close coordination between the public and private sector PPD secretariats is essential for implementing a successful PPD.

## 6.2 Staffing to include

All secretariat staff, private sector PPD stakeholders (mainly BMOs) and public sector representatives with authority to make decisions during the PPD meetings. Staffing can be augmented with external experts e.g. lawyers, consultants, researchers, secondees from international BMOs.

## 6.3 Meeting Organization and Administration Checklist

- Secretariat Project Manager & Assistant
- Contacts database
- Proposed Agenda
- Analysis & research
- Venue
- Logistics e.g. IT, vehicle, printed materials

## 6.4 Stakeholder identification, outreach and communication

Sector PPDs can have a specific and recognizable set of stakeholders. The Pharmaceutical PPD, has, for example, a readily identifiable list of relevant sector participants. These stakeholders are members of the Jordanian Association of Pharmaceutical Manufacturers (JAPM). These stakeholders fund JAPM and support its mission to provide advocacy services on behalf of its members. In reference to the Garment sector PPD, "(t)he Jordan Garments, Accessories & Textiles Exporter's Association (JGATE) is a non-profit, private sector initiative established to drive industry growth. We aim to serve as the focal point for all activities related to the garment sector, thereby providing leadership and support to principal industry stakeholders and supporting partners." Although the membership of JGATE is geographically diverse in Jordan with some members in the Governorates, it is principally for the larger garment manufacturers. The JCI will take responsibility for the managing secretariat functions for the Garment sector. This will enable the Garment sector PPD to be inclusive of subcontractors and smaller related enterprises that form a part of the Jordanian Garment sector. The Food Processing sector will also be relying on the ability of the JCI to manage the secretariat functions for this sector PPD. The stakeholders for the Food Processing PPD are likely to be diversified within the agriculture, manufacturing and logistics sectors.

The peak BMOs in Jordan i.e. JCI, ACC and JCC will need to collaborate on supporting the PPD secretariats. There will be a number of venues for each BMO to have leadership in representing issues and Chairing/Co-Chairing PPD activities. Jordan is fortunate to have BMOs with the capacity to communicate at the level of the Prime Minister and Cabinet. The PPD will benefit from this access provided the partners work together to support the implementation of the PPD.

The issues raised within the sector PPDs will, at times, be cross-cutting. It will be an important function of the secretariats that manage the three PPDs to conduct stakeholder analysis of the sectors. This stakeholder analysis should then be complemented by outreach to the relevant participants in the sector. The purpose of the outreach will be to inform stakeholders of the PPD process, to communicate with stakeholders on progress and to inform stakeholders of the issues being raised via the PPD and the decisions being made.

Finally, stakeholder outreach should be conducted to follow up on the implementation of issues that were resolved within the sector PPD consultations.

### 6.5 The Role of MSME BMO in Sector PPD

PPDs are mechanisms that enable BMOs to transparently and accountably champion issues on behalf of their members. This is an important function for a BMO as advocacy is one of the pillars of any BMO. Too often this function is poorly implemented. Consequently, without a strong advocacy function, members do not participate in the BMO activities and the future of the BMO is brought into question. A strong PPD will enable BMOs to fulfil their advocacy function. A clear indication of this is the role of the BMOs in chairing or co-chairing a sector PPD.

Each of the sector PPDs have stakeholders that are located both within Amman and throughout the governorates. With such a disparate stakeholder group it is important that the Chair/Co-Chair (depending on the model chosen) have a strong capability to advocate on behalf of the stakeholders. To illustrate this point, the figure 9 illustrates that the Food Processing sector PPD will need to incorporate issues from national level BMOs to MSMEs. The primacy given in the schematic is always to BMOs. There are, however, no barriers to incorporating as many relevant voices in the sector PPD so long as they are relevant to the sector. Consequently, in selecting a chair or co-chair to represent the PPD it is expected that the representative chosen is from a BMO. In the instance of the Food Processing sector PPD there is the opportunity for a representative that is based in the governorates to be the chair/co-chair of the sector PPD. The procedure for electing a chair/co-chair should be consistent across sector PPDs.

### 6.6 The SOP for electing a Chair/Co Chair is as follows:

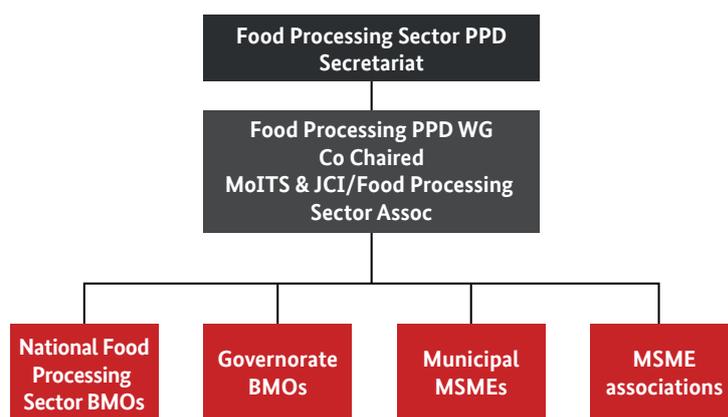
In the sector PPDs, the Chair/Co-Chair within the current sector PPDs is the elected Sector Head. Where the sector PPDs increase stakeholder involvement or where new sector or cross sector PPDs are added, or in the instance where there are no sector heads elected due to the relative immaturity of the respective BMO or for any other reason that has precluded the nomination of a sector head under the current frameworks in Jordan, then the following SOP for electing a Chair / Co-Chair can be utilized.

Steps for selecting a sector PPD Chair or Co-Chair:

1. The secretariats will develop a concise list of BMOs that will be core members of the sector PPD. (See secretariat roles & responsibilities).
2. The secretariat will draft a ToR for a Chair Co Chair. This should include a term limit as per the term allowed for existing sector Heads in Jordan.
3. This draft ToR should be circulated to the private sector

4. A meeting of these Core BMOs should be held. This meeting can be called a 'Private Sector Working Group' (PSWG).
5. The PSWG will agree a ballot process for electing a Chair / Co Chair.
6. A quorum of representatives should agree on the procedure for electing a Chair / Co Chair.
7. During the PSWG, nominations can be put forward for the position of the sector PPD Chair / Co Chair.
8. Depending on the ballot process the BMOs will either vote secretly or otherwise elect a Chair / Co Chair.
9. The Chair / Co Chair is elected.
10. The sector secretariat will communicate the decision to all sector PPD Stakeholders.
11. The sector secretariat will formally notify the MoITS secretariat of the name of the elected Chair / Co Chair.

Figure 9: Example of BMOs role in Sector PPD Chairing / Co-Chairing.



### 6.7 GoJ Inter-Ministerial focal persons

The private sector PPD secretariats do not function in isolation. Not only do they need to be open to participation from all relevant private sector entities but they also need to work closely with their GoJ counterparts. 'Focal persons' are those that have been nominated by the MoITS to work directly within the sector PPDs. There will be, however, times where the secretariat will be required to work with more than one GoJ Ministry. As the PPD develops further, it is likely that the sector PPDs will need to identify several focal persons throughout the government. Logically, the stakeholder network will require all the focal persons to be able to meet together during plenary PPD meetings. It will be the responsibility of the secretariat to identify focal persons within relevant government agencies and include them in the overall PPD process.

## 6.8 Development partners and other stakeholders

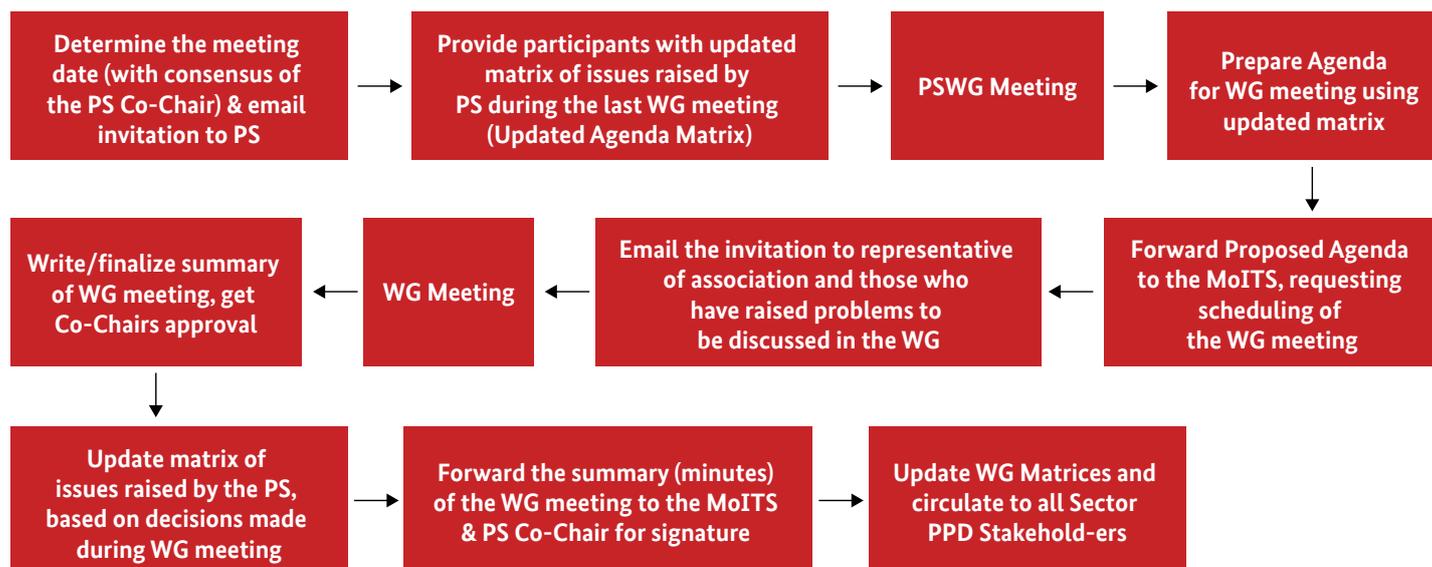
Sector PPDs will become an important interlocutor for development partners and other private sector stakeholders in Jordan. All stakeholders are important to the PPD process as they contribute, within their own capacities, to achieving results. To reinforce the role of BMOs in leading the sector PPDs, regular meetings with the focal persons should take place. During these meetings, the secretariats can brief participants on the PPD process. Further, they can be opportunities to discuss outputs and outcomes from the PPD and to seek development partner collaboration as required.

## 6.9 Arranging Meetings

It is important that the sector PPDs establish a routine between the key stakeholders. This routine should revolve around an agreement to conduct meetings on a regular basis. This can be as frequent as required. For example, a pending issue such as a legislative review may require frequent meetings. In terms of the PPD Working Groups or other meetings, these should take place monthly. Depending on the sector PPD, the number of issues, and the relative complexity of the issues there may be an agreement for meetings at longer six-week intervals. There should not be, however, long intervals between meetings. This is particularly relevant at the initiation phase where the PPD routine is being established.

The following sections of this SOP will outline the steps required to arrange PPD meetings. To frame the next sections the figure below illustrates the meeting organization and management framework.

**Figure 10:** Complete process for Working Group Meeting management



Once the private sector has undertaken its internal processes to decide to conduct a meeting the process for arranging a PPD meeting should take the following form:

1. MoITS and private sector secretariats agree on a meeting date for the respective sector PPDs.
2. Once the date has been arranged a meeting should be agreed.
3. Private Sector Working Group (PSWG) meeting to develop agenda. The sector PPD secretariat needs to manage the development of a PPD Sector Agenda. The meeting arranged to manage this can be called the Private Sector Working Group (PSWG).
4. The secretariat will schedule the PSWG to develop a WG agenda after consulting with the Sector PPD Chair / Co-Chair.
5. The PSWG will be invited to the meeting.
6. The PSWG will be requested to consult with their BMOs to identify issues for consultation in the forthcoming WG.
7. Issues submitted prior to the PSWG will be nominated for inclusion in the agenda.
8. Other issues, considered urgent, can also be nominated.
9. The PSWG will agree on priority items for the agenda.
10. The secretariat will create the agenda.
11. The PSWG will agree on issues that require detailed evidence-based analysis.
12. The private sector PPD secretariats should forward the agenda to the MoITS for consideration.
13. The MoITS reviews the agenda and can return the agenda with inclusions in regards to possible issues that it would like to add for the purposes of consultation during the sector PPD.

14. The Sector PPD invites stakeholders to the PPD. It must be stressed that the most relevant and representative BMOs should be invited to the PPD meetings. It is less relevant to have large numbers to the PPD as it is to have the right representatives present.

### 6.9.1 Meeting Preparation and Conduct of the Meetings

- Prior to the PPD meetings, the secretariats from both the MoITS and the private sector need to reach out to stakeholders to ensure that they are present during the meeting. For the MoITS, it is important that delegates are present that can comment on and make decisions regarding the issues on the agenda. For the private sector, it is important that those BMOs or individuals that are championing issues on the agenda are present to represent issue and recommendation to their technical counterparts in the GoJ.
- The meetings should be conducted as formal, structured meetings. In the context of Global Best Practice PPDs, it is usual for the public and private sectors to have co-chairing responsibilities for the meetings. This will need to be agreed by the MoITS and the peak BMOs.
- The secretariats need to take minutes during the PPD Sector meetings.
- The minutes need to be detailed. The minutes need to focus on the precise answers to the issues raised. Where issues do not appear to have been directly responded to then the secretariat coordinator will need to intervene to ensure that the issues are, in fact, being addressed.
- When the meetings start the minutes from the previous meetings can be reviewed and the agenda distributed to all present.
- During the PPD meetings, the MoITS and the private sector may agree that an issue needs to be followed further. This needs to be captured in the meeting summary. The meeting summary needs to then inform the sector PPD matrix.
- As per the secretariat's roles & responsibilities it is their responsibility to follow up issues with the respective public or private sector stakeholders to undertake the agreed next step.
- The minutes of meetings are circulated and approved by the participants before any action based thereon is taken.

### 6.9.2 Meeting Summary

The Meeting Summary is an important output from the meeting. It needs to be comprehensive and accurate. To ensure accuracy, permission may be requested of the meetings Chair / Co-Chairs to record the meeting. This recording can then be used by the secretariat to ensure that it has correctly captured the discussion, questions and decisions from the meetings. This is a critical role for

the secretariat. Trusted meeting summaries are an important tool for providing accountability to stakeholders present and for those that were unable to attend.

**The format for the meeting summary should include the following:**

1. Identify the sector PPD Meeting
2. Date
3. Attendees
4. Introduction of agenda
5. Summary of response to each agenda item
6. Other business

### 6.10 Meeting Follow-Up

There needs to be a professional process for following up on issues raised during PPD sector working groups and related meetings. Therefore, the secretariat should develop capacity in organizing meetings and their administration. Coordination with MoITS secretariat counterparts and private sector stakeholders is essential.

#### 6.10.1 Meeting Follow-Up Check List

- Public and private sector stakeholder lists
- Identification of key focal persons across the GoJ
- PPD Sector Analyst for preparing summaries and other research as required
- Logistics e.g. IT and transportation
- Identify consultancy service providers e.g. consultants, research institutions, universities

#### 6.10.2 Meeting Conclusion & Follow-Up

Once the meeting summary has been prepared, the following steps need to be undertaken to finalize and circulate the Meeting Summary:

1. Meeting minutes need to be prepared by the relevant secretariat and shared to all stakeholders for comment and or amendment.
2. This Summary as prepared by the secretariats should then be shared with the MoITS.
3. Pending feedback from the MoITS PPD secretariat, this PPD Sector Meeting summary should be circulated to stakeholders.

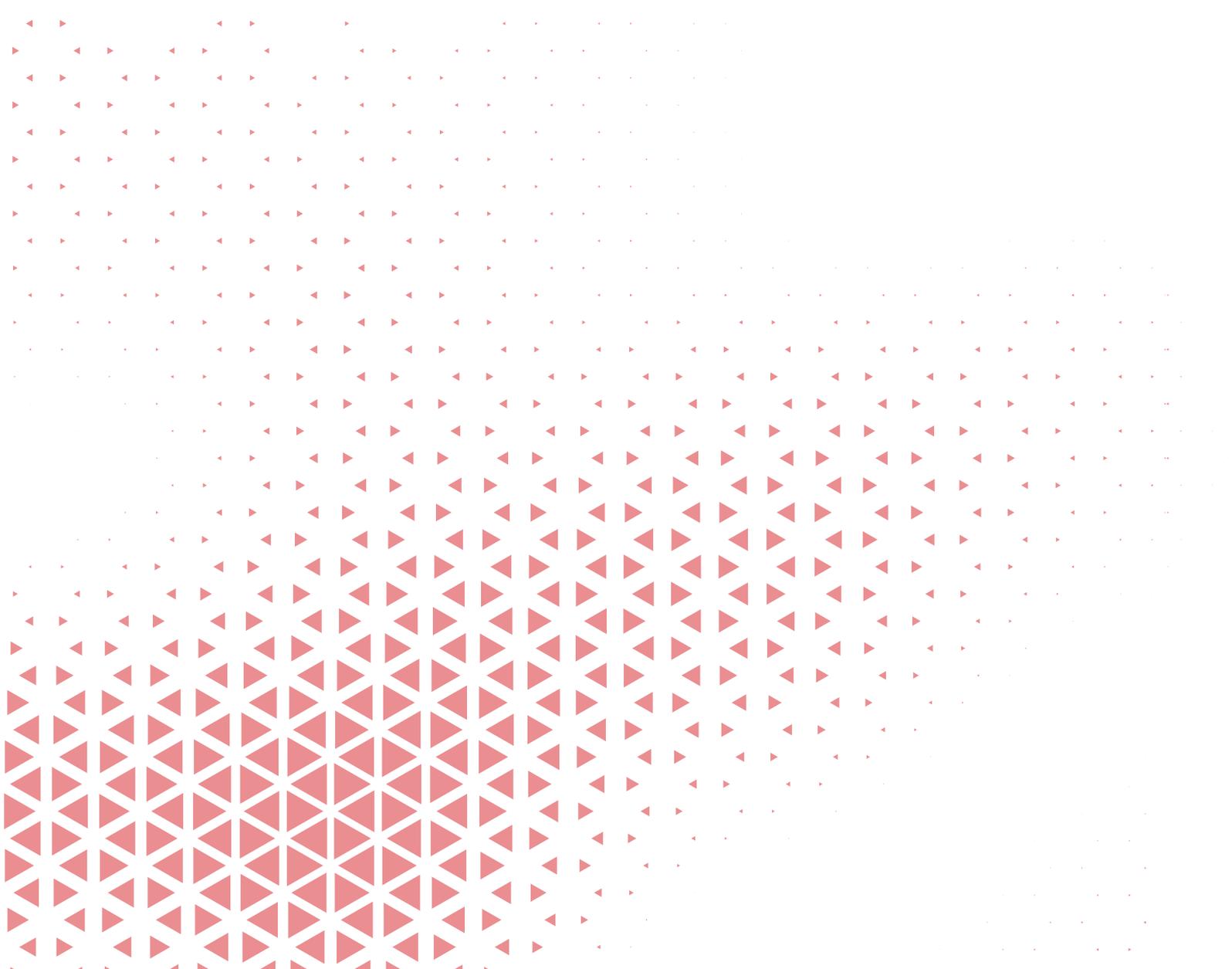
This process builds confidence in the PPD as transparent and results-orientated. The findings from the meeting summary should be used to update the Progress Matrix or other monitoring tools for the PPD. These summaries of the status of various issues raised within the PPD can then be circulated to stakeholders.

## 6.11 Monitoring the Meeting Results

Secretariats must insure that the results from organizing and administering the PPD create impact for stakeholders by following up on decisions made during PPD meetings, in order to instil the need to create an accountable sector PPD process.

### Meeting Results Monitoring Checklist

- Agenda Matrix
- Progress Matrix
- Secretariat team
- Contact Database
- Logistics; IT & Vehicle





# 7

# Tools

For a properly functioning PPD, several tools, instruments and expertise are necessary. Those are collected under this section. The following are tools that are used during the PPD with explanations and the necessary checklists and forms where applicable.

## 7.1 Monitoring Tools

### 7.1.1 Progress Matrices

Monitoring progress of issues as they move through from identification to consultation and implementation is a key part of the PPD secretariat’s role. Monitoring progress on issues needs to be closely correlated with Agenda Management. Although the meeting Agendas outline the issues and recommendations for consultation, a separate Progress Matrix or like tool needs to be established. This Progress Matrix tool is shown in the table below. Progress Matrix, captures all agenda items raised throughout the PPD. It marks the progress made on each issue and provides a status report.

There are standard formats for developing such tools as Progress Matrices. Such tools are designed to monitor issues from the point of submission to a PPD forum (where relevant) implementation. It must be noted that not every issue raised within the sector PPDs will result in a positive outcome for the private sector.

It is the responsibility of GoJ to review issues within the PPD and make public policy decisions accordingly. Regardless of the

outcome, the Progress Matrices and or other tools should be updated accordingly and circulated by the secretariats to relevant stakeholders.

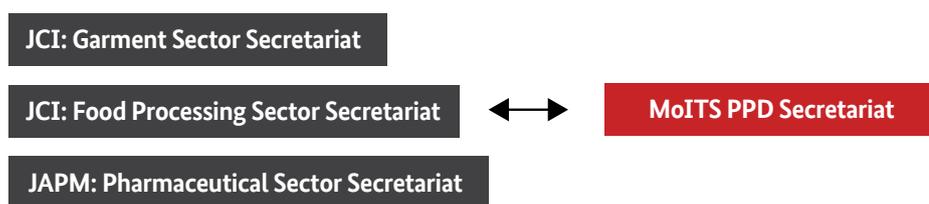
Public and private sector secretariats need to agree on common instruments and processes:

- Agenda Tools
- Progress Matrices
- Analytical Tools e.g., Position Papers
- Meeting Organization
- Process Design
- Stakeholder Engagement

The more active the PPD, the more comprehensive is the Progress Matrix. On a range of issues, the Progress Matrix can provide the most current information regarding issues raised in the PPD. These issues will cover the full host of technical categories of issues such as the following:

- Strategy
- Policy
- Laws
- Regulations
- Administration Procedures
- Taxation
- Customs
- Operational

**Figure 11:** Public & Private Sector Secretariat Coordination



**Figure 12:** Progress Matrix

Issue No.	Issue Description	Recommendation	Responsible Ministry/ Dept/ Agency/ BMO	Next Step	Date	Current Status
1						
2						
3						

The Progress Matrix is populated principally from the PPD Working Group / Meeting Summaries and the Meeting Agenda. This Progress Matrix should be used as an important monitoring tool and reference guide for all stakeholders working on the relevant sectors.

### 7.1.2 The Progress Matrix & the PPD Meeting Agendas – the differences

There is little or no difference between the framework of a Progress Matrix and a Proposed PPD Sector Working Group/meeting agenda. The difference is principally that the Agenda Format will consist only of the agenda items that will be or are proposed to be discussed during the PPD sector meetings. The comprehensive Progress Matrix lists all issues as raised during PPD meetings. It is a significantly more comprehensive document that tracks and provides a status report on the issues raised in the PPD. The Jordan sector PPDs may, however, select another format to represent its agenda. Whatever the methodology for the agenda, it is important that a Progress Matrix tool is maintained to monitor the progress of issues, follow up on next steps or otherwise inform stakeholders of status or implementation.

## 7.2 Evidence-Based Analysis

Either leading to or following a PPD, specific issues can require detailed analysis before the GoJ will consider making a decision. Evidence-based inputs to the PPD are one area that stakeholders agree would make a difference in terms of achieving results. The PPD secretariats will need research capacity.

Within a PPD it will not be necessary to undertake detailed research for every issue to be considered within a PPD. Many issues relating to, for example, regulations and procedures may be well understood by the technical counterparts in the public and private sectors. There are other issues, however, where both the public and private sectors will require a greater depth of understanding of the issue. Comparative tax or customs rates, for example, are specific issues where a PPD can utilize available data. It is important for the secretariat to ensure that agenda items, where necessary, are supported by evidence. In some instances, the need for this may not become apparent until the PPD Working Group or other meeting takes place. The meeting itself may be a necessary step towards undertaking analysis. Generating demand for work within the PPD is useful for ensuring that the resources of the PPD are targeted and have the potential to create a tangible result.

The Working Group meetings is the intended target for the evidence-based analysis. It is the WG that should generate the demand for the analysis. The analysis should be provided to bring clarity or additional knowledge to an issue that the MoITS and the private sector require to move forward on resolving an issue. The WG Chairs / Co-Chairs will formally accept the analysis, request revisions or otherwise address the findings of the analysis within the WG.

## 7.3 Gathering Evidence

In Jordan, there is a lot of current information relating to the status of the economy. Utilizing current analysis that has been developed by development partners or research institutes is a logical starting point for creating evidence-based inputs to the sector PPDs. Where information is not available via current reports or the databases for example at MoITS, Department of Statistics, etc. then primary data will be required. Undertaking work on, for example, draft legislation may require the specialist skills of a law firm. Evidence on issues relating to productivity, for example, may require the services of a consultant or consulting firm. The PPD secretariats will require the capacity to undertake research. More detailed and in-depth research may require the secretariat engaging the services of external consultants.

Undertaking new research that is generated by private sector demand can have additional benefits. In addition to the analysis being a direct result of advocacy activities via, for example, the PPD Working Group, it will also generate information that has direct relevance to private sector stakeholders. PPD analysis may, for example, compare border tariffs. This can have direct relevance to the food processing sector that may be trading across the land borders. Impartial analysis can clarify costs and or procedures that will be useful for public and private sector stakeholders.

A more substantive piece of research should only be undertaken where there is a clear demand from stakeholders and the GoJ, in particular, has agreed to create the research. There needs to be a fixed date for the research to be submitted to the PPD Sector Working Group, Sub Committee or another meeting so that the issues remain a fixture on future PPD agendas.

## 7.4 Jordanian Consulting Firms, Research Institutes & Universities

An advantage of a sustainable PPD mechanism is that it can encourage the growth of a domestic consulting sector. Commissioning reports, research, training, websites or other related services can help build the profile of the local service sector. Jordan has a highly educated and capable service sector that should be engaged to undertake discrete pieces of research for the sector PPD. The secretariats need to identify those businesses, research institutes or universities that can undertake research and incorporate with a view to engaging them as required.

## 7.5 Position Papers

Position Papers are a tool used within PPD to define an issue and identify recommendations. Position papers should provide the PPD with an insightful overview of a particular challenge. Depending on the issue and the conventions developed by the sector PPDs, Position Papers can be prepared for each agenda item or only those where stakeholders require further information. Position papers should be factual and well researched. The Position Papers can be drafted with

the intent of seeking preliminary input from PPD sector stakeholders before it is submitted to the PPD Working Group or another meeting. Once finalized, the Position Paper should be circulated to all stakeholders either prior to the PPD or, depending on demand, following the PPD session.

The Position Paper should be brief but capture the essence of the issue. It is important that the Position Paper is seen as a means towards finding a solution to a problem. The value proposition of a PPD for the GoJ will be the ability to access private-sector capability and insight. The Position Papers should be statements of evidence that can be supported by facts. The structure selected by the stakeholders for a Position Paper should be standardized across all PPD sector secretariats. This will increase familiarity of the Position Paper Concept with all stakeholders. The dependence on the Position Paper to be a fact-based brief on particular issues can build demand for secretariat services and increase trust between stakeholders.

- Executive Summary
- Introduction
- Relevance and Importance of the Issue
- Key Stakeholders
- Challenges
- Missed Opportunities
- Recommendations
- References

The Position Papers should be forwarded to stakeholders in the PPD Working Group or another meeting well in advance. Follow-up may be undertaken by the secretariats prior to the Working Group or other meeting. This practice will ensure that when stakeholders meet to discuss the findings of the Position Paper that all are ready to enter

into consultations that will lead to a decision.

## 7.6 Action Plans

Planning PPD events is an ongoing role of the PPD secretariats. PPD events can multiply for the secretariat depending on the number of issues that it is managing and the demand from GoJ and private sector stakeholders for meetings, research and agenda development. Action Planning is not only for developing a framework for moving issues forward, but it is also a constant part of maintaining an active sector PPD where each PPD member can plan for his or her role and set of deliverables.

### Steps to be undertaken for the Action Plan

Identify actions that need to be undertaken by the secretariat to make it responsive to the outcomes of meetings. Whilst the PPD sector secretariats are service-orientated they also are fundamental to keeping the PPD progressing. Without the secretariats' facilitation and coordination activities, the PPD will not progress and become sustainable. Creating an Action Plan that is regularly updated and comprehensive will be of assistance to the secretariat and all stakeholders that are engaged in supporting the PPD process.

The secretariat needs to develop a simple task-oriented spreadsheet detailing:

- Issue
- Cascade Action Steps
- Stakeholders
- Key dates for achieving action steps

**Figure 13:** Example of a Jordan PPD Action Plan

No.	Item	Action	Date	Responsibility	Comment
<b>1</b>	<b>Induction</b>				
	Induction briefings & workshops	Establish date for workshops	4/3 Wk Oct	Secretariat	Get approval for Action Plan from the JCI. Based on the direction then implement with GIZ as required.
	Prepare guidelines	Provide briefing document on enabling the Jordan Sector PPD	Oct	JCI, MoITS, GIZ	
	Brief BMOs	Meet & brief Chambers & Assoc. on structure process, roles & responsibilities	4/3 Wk Oct	JCI, MoITS, GIZ, Governates	
<b>2</b>	<b>Secretariat</b>				
	Staff Employment	Finalise ToRs	Oct		
		Advertise	1st/2nd week Oct		
		Interview and recruit	Wk 4/3 Oct		
<b>3</b>	<b>Garment Sector PPD</b>				
	The Garment Sector PPD Working Group Meeting to be Co-Chaired by the Minister, MoITS with delegates from relevant Ministries in attendance.	Estimate date for Garment Sector PPD	Sep 10	MoITS Secretariat	
	Garment Sector Progress Matrix	Contact MoITS Secretariat to follow up from previous Sector PPD	August	PPD Secretariat	
		Contact MoF / Customs on procedures as per the decision in the previous Sector PPD Meeting	August	MoF, Customs	
		Circulate latest update on issues to stakeholders for feedback on implementation	August 20	PPD Secretariat	
	Prepare Garment Sector Agenda	Conduct stakeholder outreach		PPD Secretariat	
		Draft Agenda		PPD Secretariat	
		Circulate to Stakeholders		PPD Secretariat	
		Forward to MoITS		PPD Secretariat	

## 7.7 Follow-up – the importance of outreach to all responsible agencies

A transparent accountability tool such as a Progress Matrix increases transparency amongst all stakeholders. It needs to be updated frequently with inputs from the stakeholders that are identified in the column marked 'Responsibility'. In many instances, this may require following with Ministries other than the MoITS.

The tools need to be communicated directly to stakeholders. This can be done via regular email contact or sharing files via Google Docs or other interactive applications. When an issue has been discussed in the PPD Working Group / another meeting, then the sector secretariats should be enabled to follow up an issue with the responsible parties. This may include representatives from Ministries other than the MoITS.

It is important that the secretariat has an open and ongoing dialogue with all stakeholders. Ultimately the updated Progress Matrix will be an important tool for all stakeholders. Updating it and circulating it is an important function of the secretariats. This activity relies on the capacity of the secretariat to build strong relationships with technical counterparts within the GoJ.

## 7.8 Communications

The sector secretariats are service providers. The participants want to benefit from the service and be supplied with relevant and timely information. Information that needs to be communicated to stakeholders includes the following:

- Meeting summaries
- Progress matrices
- Draft Agendas
- Research and Analysis e.g., Position Papers
- Meeting dates, times & venues

The sector PPDs are being established as the premier vehicle for sector dialogue. This responsibility requires a commitment from the secretariats to deliver an efficient service that informs the public and private sector constituencies of the progress of issues deemed relevant to raise in direct meetings between the GoJ and private sector PPD communication activities must be content-driven, frequent and reliable. The secretariats need to inform stakeholders in regard to the following:

- What is happening?
- What will happen if issue is left unaddressed?
- What is needed?
- What are the results?
- What will happen in the future?

### 7.8.1 Communications Check List

- Contacts Database
- Meeting summaries
- Progress matrices
- Draft Agendas
- Research and Analysis e.g. Position Papers
- Meeting dates, times & venues
- Logistics; IT

The means to communicate needs to take into consideration the audience:

- Social media may be relevant for broadcasting updates and PPD related announcements. In particular, issues that will be addressed in forthcoming dialogues or decisions made during PPD Working Groups or other activities.
- Smaller groups can be formed on a working basis. Closed chat groups on, for example, WhatsApp, or other applications can be used.
- Broadly, interacting with stakeholders will require the use of a range of traditional and new media services.
- The development of a website will be helpful but it will not be enough to communicate with all stakeholders.

The three sector secretariats should have user friendly and interactive websites. The same applies to the MoITS secretariat. The websites should enable reach and communication with a wide scope of stakeholders. Furthermore, they build transparency, inclusiveness, and openness. The same practice should apply to all secretariats in the future.

### 7.8.2 Sector PPD Stakeholder Outreach

Stakeholder outreach is the function of the secretariat that seeks to ensure that all relevant stakeholders are included in the sector PPD. The function of outreach is to pro-actively seek out stakeholders and encourage their engagement in the PPD. Outreach should include BMOs, MSEs, enterprises that are in the Municipalities and in the Governorates. Stakeholder Outreach should be an ongoing activity for a PPD.

Outreach is a unique role for any PPD team. It must be carefully managed to reach the most relevant people in the public and private sectors. Narrowly, this implies having participants attend sector PPD events that;

- a. Represent their sector constituency and
- b. Thoroughly understand the issue or issues that are relevant to them.

In reference to GoJ participation, it is important that the attendees in the sector PPD have the authority to make and implement decisions.

Outreach activities need to reach into the broader business community. Businesses require information so that they can make decisions that impact the growth and performance of their enterprises. The sector PPDs are designed to be the leading platform for private to public sector consultation. Consequently, the results of the sector PPDs will be of direct relevance to the sector and broader business community. The means to communicate with direct and indirect private sector stakeholders will be enhanced when outreach (i.e. creating connections with BMOs, Macro Committees and other relevant private sector stakeholders) and communication activities (i.e. the passing of information as news or information to stakeholders via traditional or new media) are working in unison.

In establishing a PPD one of the first priorities must be to gain an understanding of the main stakeholders and to establish a contacts database. The Contacts Database will become a tool for outreach and communication purposes. The Contacts Database should not be limited to known stakeholders only. In particular, MSMEs and

enterprises in the governorates should be incorporated within the contacts database. Successful outreach will be inclusive and take consideration of gender and enable stakeholders from all strata of the business community to be engaged in the sector PPD advocacy activities. The secretariats need to be committed to the task of identifying stakeholders, conducting outreach and providing ongoing communication. These are critical tasks in terms of making the PPD process understood and in ensuring that outcomes from the PPD impact stakeholders.

The frequency of information delivered by the secretariats needs to be consistent in delivery and constructive in terms of content. The PPD Sector Working Groups or other events are the basis for the content that will be communicated to stakeholders. The information from all relevant sector PPD events need to be considered as information that is relevant for stakeholders. This builds the image of the secretariat as a dependable, output focused function. Developing accurate content and building a predictable method of distribution will build awareness for the activities of the sector PPDs. Information sharing will build confidence in the PPD, build awareness of its process and support institutionalization.





# 8

# Sustainability Strategy

The Jordan Sector PPD has institutional support from the Ministry of Industry, Trade & Supply (MoITS), the Jordan Chamber of Industry (JCI) and the Jordan Association of Pharmaceutical Manufacturers (JAPM). Given the high level of institutional alignment that has already been established for the Jordan Sector PPD within the JCI and JAMP, the fundamental issues of sustainability will depend on the capacity to implement the agreed PPD process and the budget to support the same.

This sustainability strategy addresses the short and long terms prospects of the Jordan Sector PPDs. The strategy is designed to enable the Jordan Sector PPD to ensure that implementation is supported by viable secretariats. Sustainability for the Jordan PPD will depend on the capability of the BMOs to create, maintain and nourish the conditions for institutionalising the PPD process.

Currently, BMOs are expected to shoulder the majority of the cost of establishing the secretariats, through the utilization of in-house resources. To build capability in the near term, the JCI may consider supporting the development of the Sector PPDs by building a strong support network with development partners and or other interested bilateral, multilateral or related international BMOs.

This strategy outlines the structural strength of the PPD and identifies the resource issues that will need to be addressed as the PPD process is implemented and expanded. In the future, it is envisioned that the PPD culture would spread throughout sectors and expand beyond the JCI and JAPM and into other BMOs, with more resources dedicated to the process in line with its impact.

### Strategic Objective for the Jordan Sector PPDs

The strategic objective for the Jordan Sector PPDs is to become institutionalised, sustainable, outcome focused, adapted to best practice, fully transparent, widely championed, and inclusive whilst positively impacting Jordan's economic development.

## 8.1 Current State of Affairs

The pilot Jordan Sector PPDs are in the Garment, Food Processing and Pharmaceutical sectors. The Garment, Food Processing PPDs are based within the Jordan Chamber of Industry (JCI), and the pharmaceutical secretariat is housed within JAPM. The JCI is structured to incorporate elected sector representatives. The ownership of the Sector PPD by the JCI and JAPM is a critical issue for sustainability at this nascent stage.

By utilizing the existing framework within a peak BMO such as the JCI, the Jordan Sector PPD process has avoided creating a new or parallel dialogue mechanism. Instead, the Sector PPD is being established in a way that will enhance the capacity of the JCI to deliver outcomes for PPD. In building a core capability within the JCI to work effectively in PPD, the Chamber will be able to gradually

increase the sectors that it is supporting (e.g. action steps are already being undertaken to create a Sector PPD in the Chemicals sector).

All the relevant staff members of the secretariats have received training on PPD and have attended consultation sessions with the experts and GIZ executives. Ultimately the sustainability of the Jordan Sector PPDs will depend on the ability of the JCI to implement the PPD process is outlined within the Jordan Sector PPD Handbook/ Standard Operating Procedures (SOPs).

## 8.2 PPD implementation – the importance of the Secretariat<sup>4</sup>

During the current early phase of implementation, the Pharmaceutical Sector PPD is being directly supported by the Jordan Association of Pharmaceutical Manufacturers (JAPM). This support will mean that the work of the Secretariat will be undertaken directly by JAPM. The process that it follows, however, will be the process as outlined in the PPD Handbook/SOPs. The JCI Sector PPD secretariats will both have sector-specific tasks and crosscutting tasks. With the successful progress of the Sector PPDs there will likely be a demand to increase the number of sectors involved. This will need to be carefully managed in line with the section titled Secretariat Structure, see figures below.

The institutional alignment of the PPD is a considerable strength for the PPD. The alignment within the BMOs indicates to private sector and development partners that there is ownership of the PPD by key stakeholders. This ownership indicates leadership that is supported by a proven process as demonstrated by the PPD Sector Handbook/SOPs. In seeking future budget support from within the BMOs or external partners, the structure and materials that are available to the Sector PPDs will provide evidence of commitment that stakeholders have regarding implementation. The next most critical issue is to have evidence of implementation.

## 8.3 Secretariat Sustainability

The PPD schematic is designed to ensure that the PPD Secretariats have the resources required to implement the model. The Jordan Sector PPD Handbook/SOPs describes the role and functions of the Secretariat. For a Sector PPD to be sustainable it will need a dedicated secretariat.

The Secretariat will need to be responsive, competent and have high professional standards. A high standard of professionalism from the Secretariat will have the added benefit of setting standards for meeting conduct, preparation and follow up that can be replicated in all future Sector PPDs.

Building the Secretariat into a responsive, professional, mechanism that will report to multiple stakeholders will require a careful focus on both the allocation of currently available resources and, where required, the sourcing of additional resources. These resources can

be gained from a variety of partners that include existing private sector stakeholders, development partners and relationships with external BMOs that provide in-kind support e.g. German Chambers of Commerce.

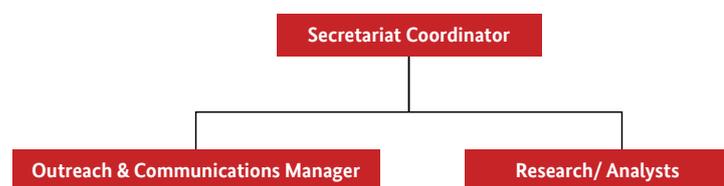
### 8.4 Secretariat Structure

The Structure as outlined in the Jordan Sector PPD Handbook/ SOP, has been selected and simplified as per figure below. The JCI have allocated resources to the positions of Secretariat Coordinator, Research and Communications as per figure below.

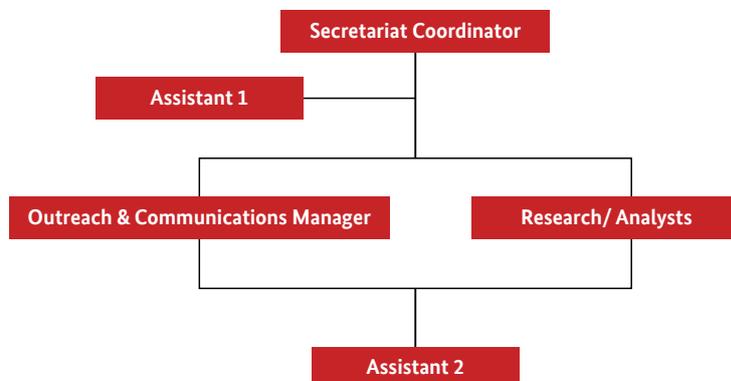
In the future, there will be an opportunity to expand the number of Sectors involved within the PPD framework. The Jordan PPD Sector structure is inherently flexible. It can readily expand the number of Sector PPDs. The Chemical Sector, for example, is emerging as an additional Sector PPD. Where expansion takes place, the JCI and JAPM can utilise the proposed Secretariat schematic as per figure 15. To maximise the utility of resources, functionally, the Coordinator role should continue to have oversight of all the Sector PPDs. In this way consistent procedures and tools can be utilised to provide uniformity and predictability for all stakeholders.

The Secretariat, as per the PPD Handbook / SOPs, will undertake the communication and facilitation function for the PPD. In the short term, no further staff are being added to the structure proposed by the JCI and JAPM (i.e. figure below) thus keeping this cost within the core budgets of the BMOs. Although this level of institutional support is critical for long term sustainability, the BMOs will need to review their budget allocations to analyse their capacity to support the Secretariat so that it does not only support the current framework but also potential future growth in the Sector PPDs. Budget issues are addressed later in this document.

**Figure 14:** Suggested PPD Secretariat Structures for early phase of Jordan Sector PPD.



**Figure 15:** Amended structure for early Sector PPD Implementation by JCI. This structure can be utilised as the Jordan Sector PPD matures.



Strategically, expansion should be discussed with all partners including the public sector, private sector and development partners. This will be important so that there is a wide and practical understanding of the benefits of the PPD in terms of results but also of the needs of the BMOs to support the successful PPD process. This will require a deliberative process that will enable a more complete PPD staffing schematic to be implemented.

JAPM operates outside of the initiative for the JCI to convene a joint Secretariat response for the Garments and Food Processing Sectors. JAPM has an established advocacy function through which it intends to manage its Sector PPD. To the extent that it has resources to manage the PPD then this is sustainable. Building a close relationship with the other Sector PPDs and, in particular, can be mutually supportive. All parties should pay particular attention to sharing the same process and tools for the PPD.

### 8.5 Secretariat staffing and institutional support mapping

In line with the sustainability of the Secretariat, the table below can be used to track staffing for the Secretariat. Identifying resources to fill staffing positions, in particular when the Secretariat operates outside of a BMO, can be challenging. In Jordan, the sustainability of the Sector PPDs is greatly facilitated by the ownership of the peak BMOs including the JCI and JAPM.

**Figure 16:** Institutional Support for Resource Allocation for Funding PPD Secretariat Roles

Secretariat Role	Garment PPD	Food Processing PPD	Pharmaceutical PPD
Coordinator	JCI / GIZ (14 months only)	JCI	JAPM
Communications	JCI	JCI	JAPM
Research	JCI	JCI	JAPM
Administrative	JCI	JCI	JAPM

## 8.6 MoITS Secretariat

Although primarily targeted at the private sector secretariats, there is also an acknowledgement of the role of the MoITS Secretariat. Where possible, both public and private sectors should closely coordinate in implementing the PPD whilst acknowledging that each has a separate and unique role. The MoITS Secretariat will be staffed from within the Ministry. In this context the Ministry will utilise its own available resources.

## 8.7 Budget

With the commitment to utilise available staff resourcing and facilities, the need for additional, off budget, support is not currently required. However, some additional resources may be allocated to the websites of both JCI and JAPM in order to include the PPD process and tools such as the agenda.

In terms of sustainability, the commitment from the BMOs is a substantive step. With no additional staffing or need to rent additional meeting space, there is little to no impact on the budget. The streamlined staff schematic that is currently being employed is within the capability of the JCI and JAPM and already allocated funds

and resources. Consequently, where the JCI and JAPM continue to support the activities of the Jordan Sector PPD Secretariats then the human resource and administrative structure will be sustainable.

Estimated Budget Components 2020-21: The following table is an indicative Jordan Sector PPD Annual Budget. With the JCI and JAPM taking stakeholder ownership of the Secretariat and the implementation of the Jordan Sector PPDs, the specific budget allocations are dependent on current or future core funding allocations. For the purpose of this report, the support of the JCI and JAPM indicates that costs are already covered by these institutions. Consequently, the business case for maintaining a sustainable Sector PPD structure is underwritten by established Jordanian BMOs. The current approach means that the Secretariat is strategically located to utilise existing institutional support. In addition, as well established BMOs with a long record of partnerships with different development partner, private sector and other institutions. There is, consequently, an existing capability to engage with these institutions so that the Secretariat remains adequately resourced to implement the Sector PPDs.

**Figure 17:** Estimated Implementation Components for budgeting 2020-21

PROPOSED FUTURE BUDGET FOR THE JORDAN SECTOR PPDs Draft Jordan Sector PPD BUDGET - PPD Expansion							
No.	Estimated Budget	Units Yr.1	Cost/Unit (JOD)	Totals Yr.1	Units Yr.1	Cost/Unit	Totals Yr.2
<b>1. Establishment Cost for the Secretariat</b>							
	Computer/Laptop	5					
	Printer (colour)	1					
	Printer (black and white)	1					
	Desk	5					
	Chairs (one per desk plus a guest chair)	10					
	Conference table plus 8 chairs	1					

	Telecommunications	5					
	Letterheads, stationary printing and branding	1					
	Website revamping/creation/maintenance	1					
	<b>Total Establishment Cost*</b>						
<b>2. Annual Staffing Costs</b>							
	Secretariat coordinator/year	1					
	Researcher	1					
	Analyst	2					
	Team Assistants	2					
	<b>Total Staffing Cost</b>						
<b>3. Operation Expenses</b>							
	Office space and utility	1					
	Office supplies & postage delivery services	12					
	Travel & allowances	1					
	Local transportation	1					
	Telecommunication and datacommunication	1					
	Translation	1					
	External Printing	1					
	Working group meeting**	12					
	Other Sector PPD events e.g. workshops***	4					
	<b>Total Operating Expense</b>						
<b>4. PPD Implementation Support Costs</b>							
	PPD Implementation Consultants						
	<i>Foreign</i>	2					
	<i>Local</i>	4					
	PPD Capacity Building Workshops****	2					
	<b>Total PPD Implementation Support</b>						
	<b>General Contingency (%5)</b>						
	<b>Total Cost</b>						
<p>*Establishment costs currently under JCI and JAPM budget** Including tea, coffee, refreshments, working lunch/dinner  *** Including tea, coffee, refreshments **** Any international travel for capacity building events / seminars will have to be factored in separately and as the situation arises.</p>							

Future Budget: In the future a more expansive Sector PPD platform will require additional commitments for staffing resources within the JCI and JAPM. With future development, it is anticipated that the Secretariat will require an enhancement of analytical, research and communications functions as stated earlier. The increase in demand

for the services of the Secretariat would correspond with a further professionalization of services. The budget for the more substantive model that will emerge as the current PPD process begins to deliver outcomes is detailed in table below.

**Figure 18:** Future estimated implementation components for budgeting for expanded Jordan Sector PPDs.

PROPOSED FUTURE BUDGET FOR THE JORDAN SECTOR PPDs Draft Jordan Sector PPD BUDGET - PPD Expansion							
No.	Estimated Budget	Units Yr.1	Cost/Unit (JOD)	Totals Yr.1	Units Yr.1	Cost/Unit	Totals Yr.2
<b>1. Establishment Cost for the Secretariat</b>							
	Computer/Laptop	5					
	Printer (colour)	1					
	Printer (black and white)	1					
	Desk	5					
	Chairs (one per desk plus a guest chair)	10					
	Conference table plus 8 chairs	1					
	Telecommunications	5					
	Letterheads, stationary printing and branding	1					
	Website revamping/creation/maintenance	1					
	<b>Total Establishment Cost*</b>						
<b>2. Annual Staffing Costs</b>							
	Secretariat coordinator/year	1					
	Researcher	1					
	Analyst	2					
	Team Assistants	2					
	<b>Total Staffing Cost</b>						
<b>3. Operation Expenses</b>							
	Office space and utility	1					
	Office supplies & postage delivery services	12					
	Travel & allowances	1					
	Local transportation	1					
	Telecommunication and datacommunication	1					
	Translation	1					
	External Printing	1					
	Working group meeting**	12					
	Other Sector PPD events e.g. workshops***	4					
	<b>Total Operating Expense</b>						

4. PPD Implementation Support Costs							
	PPD Implementation Consultants						
	<i>Foreign</i>	2					
	<i>Local</i>	4					
	PPD Capacity Building Workshops****	2					
	<b>Total PPD Implementation Support</b>						
	<b>General Contingency (%5)</b>						
	<b>Total Cost</b>						
*Establishment costs currently under JCI and JAPM budget** Including tea, coffee, refreshments, working lunch/dinner *** Including tea, coffee, refreshments **** Any international travel for capacity building events / seminars will have to be factored in separately and as the situation arises.							

### 8.8 Resource identification

The sustainability of the PPD will depend on the capacity of the JCI to provide the institutional support to enable the PPD process to continue. For sustainability there must be a dedicated structure with dedicated staff. The staff needs to focus on delivering on the PPD process that includes outreach to stakeholders in the public and private sector. There must be a high degree of transparency, accountability and communication. Sustainability will, consequently, depend on the ability of the JCI to start implementing the Sector PPDs. The responsibility will then be to continue this process in line with the PPD process from issue discovery, PPD and implementation monitoring and communication.

The staffing structure as outlined in figure above suffice for the short term. It will, by necessity, expand as the PPD evolves. Additional resources will be required either from inside the BMOs or externally. Support for the PPD can be provided by Sector businesses that view the functions of a key advocacy platform as supportive of their business objectives.

Development partners will also support PPD processes provided that they are well structured and are outcome oriented. GIZ support to the design and implementation phase is an advantage for the JCI and JAPM should they chose to include more partners in the PPD model. Where additional development partners are engaged in seeking to support the PPD then the JCI, in particular as BMOs, will need to reach out to the development partners for consultation on supporting the PPD framework.

The material within this strategy document e.g. budget, and the PPD Handbook/SOPs, coupled with evidence that the BMOs are allocating their own budgeted resources, should provide a strong case for applying for support to fill capacity gaps within the PPD framework e.g. Secretariat staff.

### 8.9 Development Partners

In Jordan, GIZ is supporting financially the role of the Garment Secretariat Coordinator. There are several avenues for development partners to support the Jordan Sector PPDs. These range from supporting staff, external consultants, workshops, research, sub national PPDs and logistical expenses. Supporting the Secretariat in particular with advisory support, consultants, research and monitoring and evaluation will be advantageous for the Jordan Sector PPDs.

Assisted by the appointed PPD Secretariat, a PPD Handbook/SOPs, budgets (as per this document) and the evidence of progress from the initial PPD meetings, the JCI and JAPM will have a strong portfolio to present to development partners when seeking support for the Sector PPDs on an on-going basis. The BMOs will need to work with a range of development partners to explain the PPD process, demonstrate ownership and seek support. They can do this by utilising their existing links to development partner agencies.

### 8.10 Communications

Communications is a function that will operate within the Secretariat. Stakeholder engagement and outreach will add depth to the PPD. Depth of participation will increase the ability of the PPD to be representative of all sector stakeholders. As outlined in Chapter 8 of the Jordan Sector PPD Handbook/SOPs, communication activities will be responsible for informing stakeholders of the activities of the PPD so that they are encouraged to participate regardless of location, company size, gender or, in the future, sector.

The communication activities for the PPD will focus on creating an accountability cycle whereby stakeholders build an understanding of what the PPD is achieving on their behalf. In this way stakeholders will be better positioned to participate or utilize the resources that are provided by the PPD process e.g. analysis, information. Consequently, communications activities are important for the PPD.

### 8.11 Implementation check list

Despite the Jordan Sector PPD Handbook/SOPs and Capacity Building Workshop presentations being available for use by the public and private sectors, there can be a tendency for stakeholders to resist changing previous habits. This is currently the situation with the JCI where the detailed outreach requires a new level of depth and thoroughness for implementation.

The Jordan Sector PPD model is one that requires a transparent and process-driven approach to stakeholder outreach, meeting preparation, agenda development and monitoring. For the process to be sustainable it will require rigorous monitoring of the implementation process. The following checklist from the Jordan Sector PPD Handbook/SOPs should be revised by no later than January 2021 to ensure that the Secretariat is being implemented in line with the proposed framework.

The below is a quick checklist that is necessary when establishing a secretariat<sup>5</sup>:

- Clear and approved purpose and organizational structure
- Long-term strategy and an ambitious vision
- Clear division of responsibilities
- Logistics: IT, Capacity to attend meetings
- Secretariat team
- Mandate
- BMO commitment
- Minister, MoITS leadership
- Materials and tools required for inputs and outputs<sup>6</sup>

The implementation of the PPD process will create an accountable track record that leads from stakeholder engagement to implementation. This record is a valuable tool for the JCI and JAPM when engaging potential partners with the intent of seeking direct financial and in-kind support for the Sector PPD.

### 8.12 Building Capacity to sustain the PPD Structure

Implementing the PPD process will depend on the professional capacity of the Secretariat that is being established within the

JCI. This Secretariat will implement the process as laid out in the PPD Handbook/SOPs. It is important for sustainability that the management structure of the PPD is established. PPD requires consistent routines. Delivering these routines will be the task of the Secretariat. Stakeholders, over time, in the public and private sectors, should be able to expect predictable outputs. These include such tools as outlined in the Jordan Sector PPD Handbook/SOPs e.g. Draft Agendas, Progress Matrices, Position Papers and other materials relating to the progress of the PPD. Sustainability for the PPD will depend on the Secretariat team working with all stakeholders as they move through the PPD process.

It is anticipated that in the early stages for such a comprehensive approach to PPD that additional capacity will be required. This additional capacity can range from embedded national and international consultants to specialist consulting services that provide short to medium term strategic and operational advice.

### 8.13 JCI resource alignment for PPD implementation

The JCI and the JAPM are currently developing the draft agendas for the first Sector PPDs to operate under the GIZ-supported process. This process is outlined within the Jordan PPD Sector Handbook/SOPs. In implementing the process, the JCI and JAPM are adapting their available resources to meet the demands of implementation. To some extent this will mean the re-alignment of resources within the JCI. This may entail, for example, analytical or communication staffs working across sectors. This cross fertilization of support should strengthen the ability of the JCI to deliver. The JCI and its Sector Associations should continue to examine how it can provide cross Sectoral support to the PPD so that all related staff and institutions will benefit from an improved advocacy function.

The current implementation phase will also likely reveal where the JCI and related associations need further support. It is important that where gaps are identified during implementation they be recognized within the budget and or concept note / proposal so that steps can be taken to apply additional support as required.

5. Jordan Sector PPD Handbook/SOPs: Making the Structure & Mandate Actionable. / 3.3 Structure & Mandate Checklist

6. Jordan Sector PPD Handbook / SOPs, pg. 10, 2020





9

# Monitoring & Evaluation (M&E) indicators<sup>7</sup>

Monitoring and evaluation (M&E) is an effective tool to manage the public-private dialogue process and to demonstrate its purpose and performance. While remaining flexible, user-friendly and light, the M&E framework adopted by a PPD should provide stakeholders with the ability to monitor internal processes and encourage transparency and accountability.

The Jordan sector PPD secretariats will need to both monitor progress of specific issues and develop a framework for evaluating overall progress of the sector PPD. Taking time to periodically evaluate the whole PPD usually takes place on an annual basis. Quarterly, semi-annual and strategic reviews should take place for the sector PPDs. Each of the reviews will enable stakeholders to evaluate progress and make adjustments as required. Therefore, the Jordan Sector PPDs should take time to evaluate progress with key stakeholders on a regular basis.

- Quarterly Evaluations – A meeting of Sector PPD Chairs / Co-Chairs and teams should meet to review progress and identify any impediments to the progress of any Sector PPD.
- Annual Evaluations – A broader meeting that may involve the MoITS Secretariat, other BMOs and development partners. This annual evaluation would reflect on progress, resource requirements and budget issues.
- Strategic Evaluations - Conducted at 18 months – 2 years in the PPD life cycle. This evaluation seeks to provide a comprehensive review of progress. The strategic evaluation is an opportunity to make fundamental changes to the Jordan Sector PPD to ensure that it is institutionalized

These evaluations should be factored into the Jordan Sector PPD Work Planning process. Whilst the PPD structure is designed

to be institutionalized, it is also flexible. New sector PPDs, cross-sector PPD Working Groups or governorate level PPD can be incorporated into the PPD structure. Regular reviews of performance will enable the key stakeholders to make changes to the structure, process or other operational issues as required.

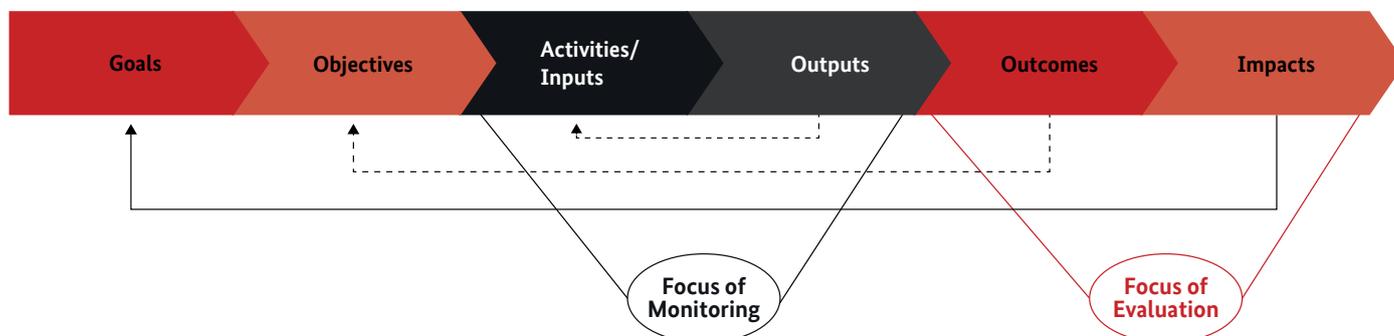
To complement the regular review process, the World Bank PPD Handbook provides a Twelve Point M&E Framework that can be utilized. This framework covers the main elements of a functioning PPD. The evaluation process examines each of the twelve indicators with several sub-indicators. It is a straightforward evaluation process that can enable the secretariat and other stakeholders to examine where it has improved, needs to focus or requires additional technical support.

A monitoring and evaluation system should be specifically designed by Sector PPD. The criteria that the Handbook<sup>8</sup> uses are:

1. Mandate
2. Participation & Structure
3. Champions
4. Facilitator
5. Outputs
6. Communications & Outreach Strategy
7. M&E Framework
8. Sub National Dialogue
9. Sector Specific
10. International Role for PPD
11. Post Conflict & Crisis
12. Development Partners<sup>9</sup>

The figure below shows the broad M&E framework<sup>10</sup>.

**Figure 19:** M&E framework



7. This section, unless stated otherwise, refers directly from the Public Private Dialogue Handbook of the World Bank; <http://www.publicprivatedialogue.org/tools/PPDhandbook.pdf>

8. Source: World Bank; PPD Evaluation, The PPD Handbook.

9. World Bank; Public Private Dialogue Handbook, Pg. 19, WB, USA, 2006.

10. World Bank; Public-Private Dialogue Handbook, Pg. 134, USA, 2006.

Output measurement shows the realization of activities. Outcome measurement shows in what degree direct objectives and anticipated results are realized. And impact assessment shows the degree to which the overall objective or goal of the program is realized. Without defining clear and measurable goals, objectives and activities at the design stage of PPDs, M&E becomes an impossible endeavor. This requires the development of measurable indicators: specific, measurable, achievable and agreed upon, relevant/realistic, time-bound (SMART) that permit objective verification at a reasonable cost. At the same time more qualitative indicators also need to be developed, particularly for the outcome and impact level: Subjective, Participatory, Interpreted and communicated, Compared/ Cross-checked, Empowering, Diversity/Desegregation (SPICED). These SPICED qualitative indicators address more subjective aspects of M&E.

### Why use an M&E System?

The main benefits of using an M&E system for the PPD process are below:

- Learning from experience and creating a basis for reassessing priorities
- Planning and (re-)allocating resources, which enables keeping the processes on track
- Demonstrating results and impact and, thus, creating an evidence-base for current and future PPD processes
- Sharing lessons and experiences among practitioners to avoid duplication and waste of resources (time and funds)
- Increasing a PPD's visibility and external perceptions of relevance
- Helps build and embed local M&E capacity and oversight throughout the production system in Jordan

Furthermore, the M&E can be used in telling the PPD story as it captures results that incorporate both the tangible and the intangible aspects of PPD work, allows project leaders to gauge the value-added of the PPD

With the PPD Tools, PPD activities to be tracked including via:

- PPD platforms created and operational e.g. Working Groups
- Number of decisions put forward by PPD for implementation
- Number of inputs & outputs put forward by the PPD

### How to manage the M&E for PPDs?

The process for managing the M&E hinges upon the following underpinnings:

- Scientific basis that is based on verifiable facts
- Strong participatory approach and active engagement of local actors to embed ownership and build local M&E capability and oversight processes
- Using standard M&E tools
- Developing new M&E tools as required by the development of the

PPD. In other words, this is a dynamic process.

Keeping the above in mind, one must also be cognizant that **an M&E process for PPD is subject to several challenges:**

- The PPD is largely process-oriented. Therefore, how does one measure and assess change?
- In a PPD, intangible benefits and 'outcomes' such as trust and cooperation between the private and public sector are significant indicators of the success or lack thereof, albeit, such outcomes are not easily quantifiable
- Local ownership is important, but PPD national stakeholders may have own objectives and targets separate from M&E framework established at onset of a PPD process

**Three M&E Tools for PPD:** Typically, the following tools are used in an M&E system for PPD.

1. **PPD Summary Scorecard<sup>11</sup>**, which assesses: the overall level of PPD activity, e.g. Sector PPD working groups; proposals developed from the working groups; effectiveness of technical level dialogue e.g. issues discussed or implemented; and the effectiveness of a PPD's advocacy/relationship with government measured as a percentage of issues moved from consultation to resolution and implementation.

The PPD Summary Scorecard is used for tracking movement. It can be expanded or reduced depending on need. Moreover, it can be used as a reporting tool for stakeholders, and can be refined for public and private sector stakeholders to illustrate progress, lack of progress or a specific issue where public or private sector action is required. Among its benefits is that it can quantify progress and what the Sector PPDs are delivering.

11. World Bank; Public-Private Dialogue Handbook, Pg. 134, USA, 2006

**Figure 20:** Scorecard indicators

Level of indicators	Examples
Inputs/ Activities	<ol style="list-style-type: none"> <li>Human &amp; financial resources</li> <li>Material resources</li> <li>Training</li> </ol>
Outputs	<ol style="list-style-type: none"> <li>Products</li> <li>Recommendations/Plans, Studies/Reports</li> <li>Legislation drafted</li> <li>Press releases</li> </ol>
Outcomes	<ol style="list-style-type: none"> <li>Change in knowledge and/or behavior</li> <li>Improved practices</li> <li>Increased services (access to finance, one-stop-shop)</li> <li>Legislation passed</li> <li>Reduction in # of steps, time and cost in a regulatory process (licensing)</li> </ol>
Impact	<ol style="list-style-type: none"> <li>Increased sales, employment, investment, profitability, income, formalization</li> <li>% increase in government revenue</li> </ol>

2. **The PPD Reform Process Table**, which measures, as its name indicates, the impact of the PPD on the reform process. It divides the reform process into five areas:

- Issue Identification and Prioritization
- Solution Design
- Advocacy and Handover to Public Sector
- Legislative / Executive Process
- Implementation, M&E and Follow-up

For each of these steps, the PPD's impact on a given reform is scored as follows and summed up:

0. The PPD has no impact on this step
1. This step benefited from input from the PPD
2. The role of the PPD was crucial in the accelerating this step
3. The PPD was solely responsible for this step

An Example from Cambodia on the PPD Reform Process Table is presented below. Note that the scores are averaged at the bottom of the table (last row). For the PPD in Jordan, a similar table can be made with even greater detail and in accordance with the reform in Jordan. In other words, this is simply an example.

**Figure 21:** Example of a PPD Reform Process Table from Cambodia

Name of Reform	Reform Process Step				
	Issue Identification + Prioritization	Solution Design	Advocacy and Hand-over to Public Sector	Legislative/Executive Pro-cess	Implementation, M&E + Follow Up
Scanning at Sihanoukville Port	0.5	2.0	2.33	0.67	1.0
VAT Refund on Export Goods	0.5	1.0	0.0	0.0	0.0
Garment Tax Holiday Extension	0.5	2.0	2.0	1.0	1.0
Banking Sector Ratios and Licensing	1.0	1.0	1.67	0.67	0.0
Siem Reap Ring Road	1.0	2.0	2.33	0.33	0.0
Postponement of Accommodation Tax	0.0	2.0	1.67	0.67	0.0
<b>Average</b>	<b>0.58</b>	<b>1.67</b>	<b>1.67</b>	<b>0.56</b>	<b>0.33</b>

3. **The PPD Evaluation Wheel**, which is a measure of the organizational effectiveness of the Secretariat in performing its tasks. The PPD Evaluation Wheel measures 12 Key PPD processes:

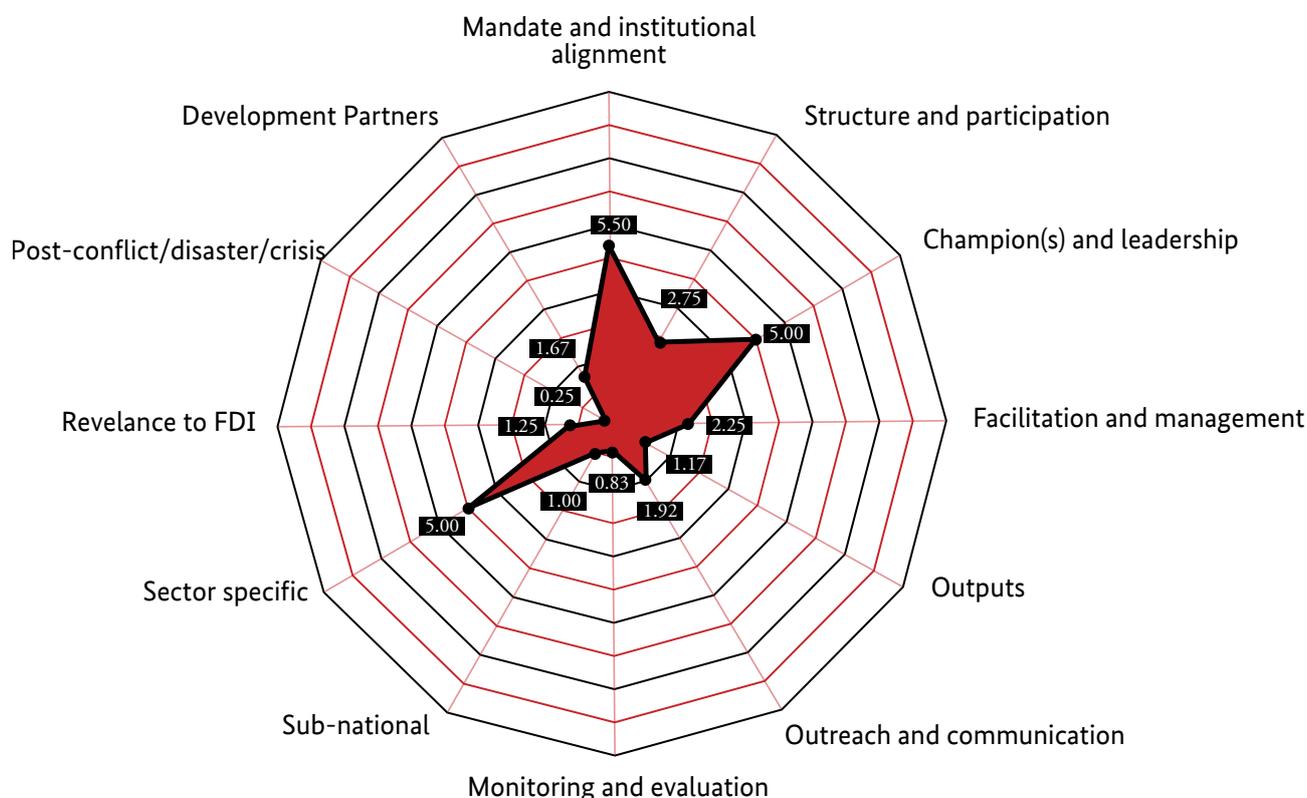
1. Assessing the optimal mandate and relationship with existing institutions
2. Deciding who should participate and under what structure
3. Identifying the right champions and helping them to push for reform
4. Engaging the right facilitator
5. Choosing and reaching target outputs
6. Devising a communication and outreach strategy
7. Elaborating a monitoring and evaluation framework
8. Considering the potential for dialogue on a sub-national level
9. Making sector-specific dialogue work
10. Identifying PPD’s relevance to FDI
11. Using the dialogue mechanism to address post-conflict/disaster issues and mitigate/manage crisis
12. Finding the best role for development partners

**Usage of the PPD Evaluation Wheel:**

1. Use at a moment in time to assess effectiveness and allow discussion on where to improve
2. Use at different points in time to track improvements
3. Can be used by development partners/donors to evaluate the cost-effectiveness of their investments
4. Can be utilized by stakeholders to gauge improvement on a specific indicator e.g. mandate
5. Can be used by Sector PPDs to compare progress and identify potential areas of cross-collaboration e.g. outputs

The figure below shows an evaluation wheel for the current PPD process based on interviews and the environmental analysis conducted in Jordan.

**Figure 22:** PPD Evaluation Wheel



### Use of the evaluation wheel for comparison and benchmarking

For each of the 12 process aspects represented on the wheel, below are presented two objectively verifiable indicators indexed on a scale from 1 to 10. The average index between different indicators

for a single process aspect gives the final score to be plotted on the wheel. The following matrix presents several indicators that can be objectively verified by the evaluator(s) through interviews and desk study.

**Figure 23:** Evaluation indicators

#	Operational Process Indicators	index measurement	Technique to gather information
<b>Mandate and institutional alignment: Average scoring on all indicators on a scale from 0 to 10</b>			
1	Existence of mission statement and capacity of participants to explain this mission statement	<ul style="list-style-type: none"> <li>• Non-existence=0; existence (in coherent written document) =10.</li> <li>• Percent of respondents who are able to recite the substance of the mission statement; none=0; all=10.</li> </ul>	Desk study Interviews (minimum of 5 interviews with stakeholders)
2	Degree of anchorage of the partnership into existing public institutions, as per its mandate	<ul style="list-style-type: none"> <li>• Percent of participants with decision-making power in their home institutions (none=0 and all=10).</li> <li>• Mandate formally accepted and signed by relevant public institutions (none=0; all=10).</li> </ul>	Desk study Interviews
<b>Structure and participation: Average scoring on all indicators on a scale from 0 to 10</b>			
3	Existence of rules and regulations in the partnership, including formal mechanisms in place to balance power	<ul style="list-style-type: none"> <li>• Non-existence of documents with rules and regulations=0; complete set of clear rules and regulations=10.</li> <li>• Equal participation of each stakeholder group (in number and level representatives): unequal or stakeholder groups missing=0; exactly equal=10.</li> </ul>	Desk study Desk study Interviews
4	Degree of participatory decision making	<ul style="list-style-type: none"> <li>• Percent of decisions reached by consensus or vote during partnership meetings (none=0; all=10).</li> <li>• Active contribution of all different stakeholder groups in developing proposals (none=0; all=10).</li> </ul>	Desk study Interviews Interviews
<b>Champion(s) and leadership: Average scoring on all indicators on a scale from 0 to 10</b>			
5	The presence and clear involvement of champions who are recognized as such by stakeholders	<ul style="list-style-type: none"> <li>• Existence of at least one champion in each of the participating stakeholder groups (none=0, all =10).</li> <li>• Percent of respondents that identify the same champion(s) (all mention different champions=0, all mention the same one(s)= 10).</li> </ul>	Desk study Interviews Interviews

6	Continuity of involvement of champions in dialogue or partnership	<ul style="list-style-type: none"> <li>• Turnover rate of champions. (high, staying on only a few months=0 to low, continuous presence=10).</li> </ul>	Interviews
<b>Facilitation and management: Average scoring on all indicators on a scale from 0 to 10</b>			
7	Quality of facilitation of the PPD	<ul style="list-style-type: none"> <li>• Existence of Terms of Reference for facilitators and other members of the Secretariat? Non-existent= 0; coherent written document=10.</li> <li>• Percent of respondents who indicate that facilitators perform well.</li> </ul>	<p>Desk study</p> <p>Interviews</p>
8	Quality of management arrangements (responsibilities, tasks, structure, arrangements etc.).	<ul style="list-style-type: none"> <li>• Existence of task descriptions for manager(s), and – if there is more than one manager – clear division of tasks (non-existence=0, clear description/division=10).</li> <li>• Timely availability of project plans and timelines for all stakeholders (no and not for all=0 and yes for all=10).</li> </ul>	<p>Desk study</p> <p>Desk study Interviews</p>
<b>Outputs: Average scoring on all indicators on a scale from 0 to 10</b>			
9	Amount and kind of economic and/or reform proposals in relation to planning.	Number and kind of economic and/or reform proposals (none=0, as planned =6, exceeding planning=10).	<p>Desk study</p> <p>Interviews</p>
10	Degree to which dialogue or partnership has innovated or changed existing institutional structures.	<ul style="list-style-type: none"> <li>• % of respondents of external organizations who indicate the PPD has had influence on activities of their organizations. (none=0, all=10).</li> <li>• Appreciation expressed by external stakeholders on the performance of the PPD (no knowledge at all/low appreciation=0; detailed knowledge and high appreciation=10).</li> </ul>	Interviews with external stakeholders
<b>Outreach and communication: Average scoring on all indicators on a scale from 0 to 10</b>			
11	Quality and frequency of communication between different stakeholder groups	<ul style="list-style-type: none"> <li>• Distribution of time between listening and speaking of participants of different stakeholder groups in meetings of the PPD (extremely unequal=0 and very equal=10).</li> <li>• Number of misunderstandings or disagreements in communication that are clarified (none=0, all=10).</li> </ul>	<p>Observation of meetings</p> <p>Interviews</p>

12	Amount and kind of outreach and communication activities to civil society and media.	<ul style="list-style-type: none"> <li>• Amount of money spent yearly by the partnership on media and communication as a percentage of the total budget of the PPD (no budget=0, total amount (needs to be customized to situation) =10).</li> <li>• Amount of (written, verbal, television) external communication messages (none=0, total amount (needs to be customized to situation) =10).</li> </ul>	Desk-study Interviews (internal and external stakeholders)
<b>Monitoring: Average scoring on all indicators on a scale from 0 to 10</b>			
13	Quality of reporting and documentation on activities of the partnership	<ul style="list-style-type: none"> <li>• Number and frequency of monitoring reports (on a scale from 0 to 10).</li> <li>• % compliance of reporting with qualitative targets set for monitoring (not at all=0, entirely=10).</li> </ul>	Desk study
14	Degree to which monitoring results have resulted in changes in planning and targets	<ul style="list-style-type: none"> <li>• Percent of follow-up actions on recommendations in monitoring reports (no recommendations followed up=0, all recommendations followed up=10).</li> </ul>	Desk study Interviews
<b>Sub-national: Average scoring on all indicators on a scale from 0 to 10</b>			
15	Existence of local and regional structures or consultation mechanisms for the dialogue or partnership	<ul style="list-style-type: none"> <li>• Consultation of PPD (through formal structures/channels) at further decentralized geographical levels (no at all=0, many channels and all relevant levels=10).</li> <li>• Percent of respondents at the level of local target groups (indirect beneficiaries of the PPD) who are satisfied with the performance of the PPD (none=0, all=10).</li> </ul>	Desk study Interviews  Interviews with beneficiaries and target groups at the local level
16	Existence of activities of the PPD at other levels (local, regional or national) through ad hoc activities or dedicated programs or working groups.	<ul style="list-style-type: none"> <li>• Number of activities at other levels than the dialogue and partnership itself (none=0, many and at many different levels=10).</li> </ul>	Interviews (internal and external stakeholders)
<b>Sector Specific: Average scoring on all indicators on a scale from 0 to 10</b>			
17	Degree to which the dialogue or partnership addresses specific problems of participants	<ul style="list-style-type: none"> <li>• Number of (sub)sector or issue- specific working groups in the PPD (none=0, all relevant subsectors= 10).</li> </ul>	Desk study Interviews

18	Capacity of the dialogue or partnership to generate concrete solutions to specific problems of participants.	<ul style="list-style-type: none"> <li>• Number of (sub)sector or issue specific proposals generated (none=10, at least one per year for each (sub)sector or issue=10).</li> <li>• Quality of these proposals rated by the evaluator(s) (on a scale from 10-0).</li> </ul>	<p>Desk study Interviews</p> <p>Desk study</p>
<b>International Role: Average scoring on all indicators on a scale from 0 to 10</b>			
19	Presence and participation of participants in the dialogue or partnership at international forums and conferences	<ul style="list-style-type: none"> <li>• Number of international events in which representatives of the PPD participated (none=0, all relevant international forums and conference=10).</li> <li>• Number of presentations on the PPD for audience as a percentage of total events in which was participated (none=0, all=10).</li> </ul>	<p>Desk study Interviews</p>
20	Active consultation and contacts made by international actors to learn from the dialogue or partnerships	<ul style="list-style-type: none"> <li>• Number of international actors who made inquiries with the PPD (none=0, regular inquiries by different international actors (at least 10 inquiries of 5 different actors)= 10).</li> </ul>	<p>Desk study Interviews</p>
<b>Post-conflict – reconciliation: Average scoring on all indicators on a scale from 0 to 10</b>			
21	Capacity to put conflicts on the agenda of the dialogue or partnership and resolve them	<ul style="list-style-type: none"> <li>• Existence of an internal communication strategy to mitigate conflicts (not existent=0, existent (written and coherent)=10).</li> <li>• Percent of conflicts that have been peacefully resolved within the PPD according to respondents. Average % of all respondents (none=0, all=10).</li> </ul>	<p>Desk study</p> <p>Interviews (participants in the PPD)</p>
22	Contribution made by the dialogue or partnership to conflict resolution and peace building in its external environment.	<ul style="list-style-type: none"> <li>• Existence of an external communication strategy to mitigate conflicts in the direct external environment of the PPD (not existent=0, existent (written and coherent)=10).</li> <li>• Number of relevant conflicts in the direct context of the PPD positively influenced by the PPD, according to external stakeholders. (no influence at all=0, in all conflicts positive contribution noticeable=10).</li> </ul>	<p>Desk study</p> <p>Interviews (external stakeholders)</p>

Development Partners: Average scoring on all indicators on a scale from 0 to 10			
23	Degree of dependence of the PPD on financial support of development partners (DPs)	<ul style="list-style-type: none"> <li>Amount of financial support from DPs as a percentage of the total costs of the dialogue or partnership (total budget provided by DPs=0, more than %50 of budget provided by own resources=10).</li> </ul>	Desk study
24	Degree of autonomy of the agenda of the PPD from agendas of development partners	<ul style="list-style-type: none"> <li>Number of points on the agenda that were promoted by DPs as a percentage of total issues on the agenda. (all points promoted by DPs=0, no points promoted by DPs=10).</li> </ul>	Desk study Interviews

## 9.1 Conclusion

Strategically, the Jordan Sector PPDs will depend on the commitment of stakeholders to implement the PPD process as outlined in the PPD Handbook SOPs. This commitment will underwrite outreach to partners to secure the additional resources required to maintain implementation. Ultimately a successfully implemented Sector PPD will become its own advocate for support as it builds trust and has a direct impact on Jordan's economic development. Consequently, building a long term, sustainable, PPD is the strategic challenge for the PPD. Addressing this challenge drives the urgency surrounding implementation and the need to have a robust engagement with partners that see the commitment of the BMOs and the need for a robust economy based on trust between the public and private sectors in Jordan.

The challenge for all PPDs is delivery. Delivering on the PPD for Jordan, as for many other countries, will depend on the ability of the JCI Secretariats to maintain a consistent PPD delivery routine. Where the barrier for delivery may be in building Secretariat capacity then the PPD Handbook and the conduct of the Sector PPDs will provide a platform to seek the resources required to create a sustainable PPD. This is a critical step towards sustainability as it indicates that the implementation process has an institutional home with requisite links to industry and resources. With the vision already in place, the strategic approach for the PPD is focused on the near to medium term implementation of the PPD structure and the ability of the JCI and other BMOs to use the emerging PPD mechanism as a means to ensuring that it is well supported in the future.

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**Published by the**

Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

**Registered offices**

Bonn and Eschborn, Germany

**Employment-Oriented MSME Promotion Project (MSMEs)**

**Trade for Employment Project (T4E)**

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GIZ is responsible for the content of this publication

**On behalf of the**

German Federal Ministry for Economic Cooperation and Development (BMZ)

Amman, December 2020