

# PUBLIC-PRIVATE DIALOGUE FOR RESULTS



Implemented by

# About the ICR Facility

The ICR Facility supports business environment reforms so the private sector thrives and creates decent jobs and sustainable growth in Africa, the Caribbean and the Pacific. With more than 100 technical assistance projects across 60-plus countries delivered in its first five-year phase, this series of 'Wrapped' leaflets focuses on the work carried out with our partners in our key focus areas.



## FROM THE SAME SERIES:



### ACCESS TO FINANCE



### SOCIAL AND GREEN ECONOMY



### WOMEN'S ECONOMIC EMPOWERMENT



### YOUTH ECONOMIC EMPOWERMENT

# Our approach to public-private dialogue



## PUBLIC-PRIVATE DIALOGUE FOR RESULTS

Public-private dialogue (widely referred to as PPD) is an approach to policymaking that brings together governments, the private sector and other relevant stakeholders with the aim of working together to generate solutions to challenges they face, such as national competitiveness, inclusive growth and poverty reduction.

The ICR Facility aims to support the government and private sector to transform PPD from a simple communication channel between them, which is often only viewed as a 'talking shop', into a strategic and ongoing process which fosters collaboration, and which is focused on results. We call this 'public-private dialogue for results'.

A public-private dialogue for results approach examines not only how to achieve the outcomes from the dialogue, but also the system that enables the dialogue to take place effectively.



## FOSTERING INCLUSIVE PPDS

One of our key objectives is to support the inclusion of women and young people in public-private dialogue so that they can tackle the issues they face.

## SUPPORTING STAKEHOLDERS TO PARTICIPATE FULLY

We strengthen the ability of stakeholders to participate fully in public-private dialogues by helping them improve their advocacy through evidence-gathering studies, technical assistance for strategy development, and training for actual monitoring and implementation.



# Putting our approach into practice

Between 2020 and 2025, we delivered a number of interventions based on the needs of our partners. As we moved forward, our experiences influenced our approach, which was continuously refined.

## DEVELOPING EFFECTIVE COORDINATION MECHANISMS

Effective public-private dialogues require a lasting coordination mechanism to align the efforts of participating institutions and partners.

The ICR Facility supported such coordination mechanisms through 11 interventions, including national-level public-private dialogue platforms, as well as with regional organisations such as UEMOA (the West African Economic and Monetary Union), and the Economic Community of Central African States (ECCAS). For example...

### GETTING THE PROCESS STARTED

In [Togo](#), the ICR Facility's work with the leaders of the recently established public-private dialogue platform enabled it to create its structure and processes. Collaborative work enabled the platform to build trust among members, culminating in the first "Journée du partenariat public-privé", an event focused on public-private partnerships, which brought together public and private sector stakeholders to discuss the challenges they face and to develop proposals for improvements.

### CREATING ROBUST PPD ROADMAPS

In [Cape Verde](#) and [Botswana](#), the ICR Facility helped develop roadmaps to create more structured and regular public-private dialogue. In Botswana, this roadmap is supporting the implementation of the Private Sector Recovery Plan, with a focus on mainstreaming women's participation and priorities.

### SUPPORTING REGIONAL INTEGRATION

The ICR Facility took public-private dialogue mechanisms further in some cases, such as supporting [ECCAS](#) to set up a [High Business Council](#) to represent the private sector at a regional level, to help drive regional economic integration and, ultimately, to drive economic growth in the region. The support involved mapping existing national private sector representative organisations, as well as drafting the council's statutes, rules of procedure and strategic plan.

In West Africa, we designed a first-of-its-kind regional and multi-country public-private dialogue platform and roadmap for the West African Economic and Monetary Union (UEMOA) region, aimed at fostering collaboration across borders on key economic policies and reforms.

## BOOSTING CAPACITY OF REPRESENTATIVE BODIES

It is vital that all participants in PPDs have the skills and expertise they need to represent their interests effectively. The ICR Facility helped to boost their capacity, for example...

### ENSURING POLICIES DELIVER CHANGE

In Nigeria, the ICR Facility trained the staff of the representative body for small businesses, the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), to use an enhanced monitoring and evaluation system and to develop its organisational structure so that it could track the implementation of a new national policy on MSMEs in the country.

### BUILDING ADVOCACY CAPABILITIES

In Comoros we developed a White Paper on the Investment Climate of Comoros, which provided private and public sector stakeholders with a common advocacy tool on which to base their dialogue.

With the Southern African Development Community Business Council we developed a strategy to strengthen its role as a key voice of the private sector, to contribute to shaping the regional business environment.



***Our visibility has increased and in less than two years we have become the centre of the private sector in Côte d'Ivoire. We are now involved in all situations and government discussions, and people appreciate our contribution."***

Patricia Yao, President of Mouvement des Petites et Moyennes Entreprises, is now more confident about her members' future. [Read more](#)

## FOCUSING ON SUSTAINABLE GROWTH

Establishing effective public-private dialogues is crucial to achieving tangible results. PPDs should be more than just a meeting place, but they should be platforms to align objectives and drive agenda-setting progress. We have supported 26 existing PPDs to help achieve concrete contributions to sustainable and inclusive growth including...

### RENEWABLE ENERGY

In Tanzania we worked with the Tanzania Renewable Energy Association (TAREA) to boost dialogue with the government about renewable energy solutions. This resulted in an agreement on metering rules. Additionally, a group of 'public-private dialogue champions' was formed among TAREA members, who have been involved in other conversations too.

### WOMEN'S ECONOMIC EMPOWERMENT

In Saint Lucia we engaged employers to encourage equal involvement of women in the workplace by promoting co-responsibility for caregiving between the public and the private sectors, while in Liberia we addressed barriers for women-led businesses in hospitality and tourism. We also worked to protect the rights of women-owned businesses in cross-border trade in the Common Market for Eastern and Southern Africa (COMESA) region and in Western Africa through the Federation of West African Chambers of Commerce and Industry (FEWACCI).

### SOCIAL ENTERPRISES

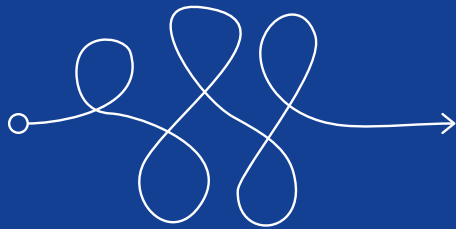
In Ghana, we supported the improvement of the public-private dialogue mechanism to address challenges specific to social enterprises, which often face unique obstacles in areas including financing, regulatory compliance and market access. We worked closely with stakeholders to develop a more systematic, inclusive and sustainable approach within the public-private dialogue framework.

### INCLUDING MSMEs

In Côte d'Ivoire, the ICR Facility played a critical role in enhancing the national public-private dialogue framework to more effectively include micro, small and medium enterprises (MSMEs) in economic policy discussions, as well as strengthening the capacities of the MSME confederation to advocate for reforms.

# Key lessons for practitioners

We have learned a lot from our work across Africa, the Caribbean and the Pacific. Here are just three of the most important lessons that we'd like to share.



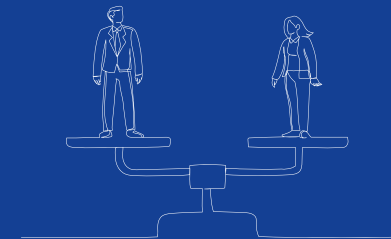
## Public-private dialogue is an ongoing process, not a one-off event.

Many practitioners mistakenly view public-private dialogue as a single event rather than a continuous mechanism. However, public-private dialogue is a structured, bilateral process with a clear vision, a defined agenda, and a commitment to periodic dialogue and results. It must go beyond isolated meetings and be sustained over time.



## Public-private dialogue should be designed for self-sustainability.

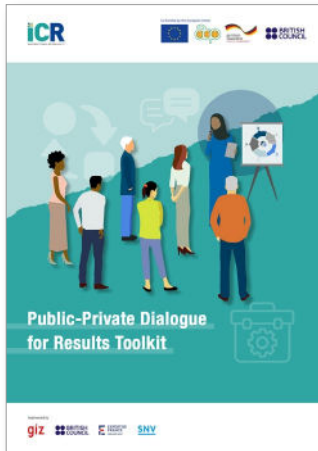
While donor funding may support the initial stages of a public-private dialogue mechanism, long-term success depends on self-sustainability. Effective public-private dialogue mechanisms should be structured to generate ongoing interest and commitment from stakeholders, encouraging both active participation and financial contributions.



## Capture by dominant stakeholders should be avoided.

Not all stakeholders can contribute equally – financially or otherwise – to a public-private dialogue. Without strong governance and participatory mechanisms, those providing the most funding may dominate the dialogue, undermining its inclusivity and effectiveness. A well-structured governance framework ensures balanced representation, particularly from underrepresented groups such as women and young people.

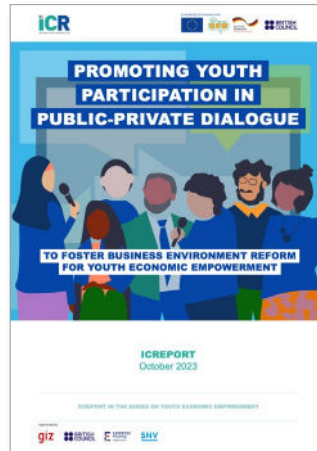
# Explore more



The [Public-Private Dialogue for Results Toolkit](#) sets out our approach to PPD, and offers practical suggestions to help move PPDs forward.



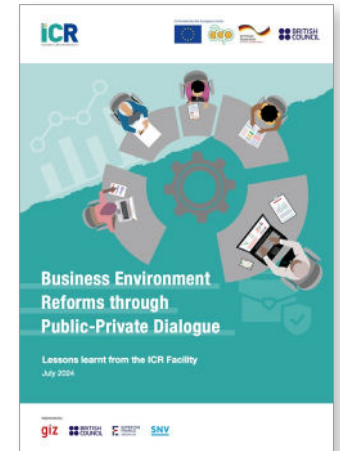
Our [Investment Climate Reform Toolbox](#) features a Gender-Sensitive Public-Private Dialogue Checklist that encourages innovative designs for inclusive dialogue processes. Other tools aim to help create well-structured public-private dialogues.



Our ICReport, [Promoting Youth Participation in Public-Private Dialogue](#) examines the barriers to young people's participation in PPDs, alongside providing advice about how to overcome these barriers.



Similarly, another ICReport, [Promoting Women's Organisations into Public-Private Dialogues to Foster Women's Economic Empowerment in ACP Countries](#), examines the barriers to women's participation in public-private dialogues and offers solutions.



Explore our conclusions from our experiences in more depth in [Business Environment Reforms through Public-Private Dialogue: Lessons learnt from the ICR Facility](#).

**Public private dialogue beyond borders: how a regional strategy for PPD can bolster inclusive growth in West Africa**  
22.11.2024

One of Africa's leading economic blocs is enhancing dialogue between the public and private sectors to foster sustainable development, regional integration and an export-led recovery. The adoption of a new public-private dialogue strategy for the West African Economic and Monetary Union (WEMU) will, besides the question the private sector as a key development partner [1]

[Read more >](#)

**How is the ICR Facility supporting women's voices in Public-Private Dialogue (PPD)? And why is it still needed?**  
14.08.2024

The ICR Facility is supporting its partners to increase women's participation in public-private dialogues. Our new e-Checklist aims to make the Business Environment reform for Women's Economic Empowerment (BEE) more gender-sensitive. The checklist is based on the results of Public-Private Dialogues in order to Foster Women's Economic Empowerment in ACP Countries and is available here [1]

[Read more >](#)

**Bringing the public and private sectors together to build a thriving business environment in Comoros**  
12.03.2024

The Union of the Comoros, an archipelago off the southeastern coast of Africa, has announced plans to liberalise its economy. It is the world's smallest per capita GDP among all 193 countries. The country's economic growth and development is hindered by its government's inability to attract private investment. The results of the Public-Private Dialogues in order to Foster Women's Economic Empowerment in ACP Countries and is available here [1]

[Read more >](#)

## Read our ICR Stories about public-private dialogues

Select the 'public private dialogue' option.

[READ HERE](#)

This publication was produced with the financial support of the European Union (EU), the Organisation of African, Caribbean and Pacific States (OACPS) under the 11th European Development Fund (EDF), the German Federal Ministry for Economic Cooperation and Development (BMZ) and the British Council. The ICR Facility is implemented by GIZ, the British Council, Expertise France, and SNV. The contents of the publication are the sole responsibility of the British Council and do not necessarily reflect the views of the EU, OACPS, BMZ or the other implementing partners.

The ICR Facility supports countries and regional institutions of the Organisation of African, Caribbean and Pacific States (OACPS) in their public-private dialogue process to create a more conducive and sustainable investment climate.

#### **PUBLISHER**

ICR Facility  
Rue du Trône 108, 1050 Brussels, Belgium  
[www.icr-facility.eu](http://www.icr-facility.eu)

#### **EDITING AND DESIGN**

Julie Pybus and Fanny Blanquier at *Pioneers Post*

Responsibility for the content of external websites linked in this publication always lies with their respective publishers. The ICR Facility expressly dissociates itself from such content.

Brussels, June 2025