

**The European Union's FWC COM 2011 - Lot 1 – Studies and Technical Assistance in all Sectors**

# **Private Sector Dynamics in FTA's and regional economic Integration: Lessons from the EU on accompanying Measures and Reforms necessary for successful regional Integration**

*Final Study Report*

*June 2014*



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**EUROPEAN UNION**

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**Private Sector Dynamics in FTAs and regional economic  
Integration: Lessons from the EU on accompanying Measures  
and Reforms necessary for successful regional Integration**

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**Team composition:**

Jan RAPACKI - Team Leader

Stefan ZICKGRAF

Diego RUIZ

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## Table of Abbreviations and Acronyms

AADIF	African Development Finance Institutions
ABA	Alexandria Business Association
ABRplus	Action Programme for Reducing Administrative Burden; follow-up
ACEA	Association des Constructeurs Européens d'Automobiles
ACER	Agency for the Cooperation of Energy Regulators
ACI Europe	Airports Council International Europe
AEA	Association of European Airlines
AERC	African Economic Research Consortium
AfDB	African Development Bank
AGI	Association of Ghana Industries
AIDA	Accelerated Industrial Development for Africa
AKIBOA	Association of Kilimanjaro and Arusha Bus Owners
AMF	Angolan Malaria Forum
AMU	Arab Maghreb Union
ANEC	European Association for the Co-ordination of Consumer Representation in Standardisation, now AISBL or short The European consumer voice in standardisation
APA	Alexandria Port's Authority
APPP	Africa Public Private Partnerships
APSF	African Private Sector Forum
ASCCI	Association of SADC Chambers of Commerce and Industry
ASFE	Alliance for Synthetic Fuels in Europe
ASPB	Private Business Southern Africa
AU	African Union
AUC	African Union Commission
AUSAID	Australian Agency for International Development
BAAC	Business Action Against Corruption
BAZ	Banker Association of Zambia
BBI	Better Business Initiative
BCI	Business Climate Index
BDA	Bundesverband Deutscher Arbeitgeber
BDI	Bundesverband der Deutschen Industrie e. V.
BDTA	British Dental Trade Association
BEDA	Bureau of European Design Associations
BEDIA	Botswana Export Development and Investment Authority
BEMA	Botswana Exporters and Manufacturers Association

BEST-AC	Business Environment Strengthening Tanzania Advocacy
BEUC	Bureau Européen des Unions de Consommateurs
BFTU	Botswana Federation of Trade Unions
BIAT	Boosting Inter-African Trade
BIC	Business and Innovation Centre
BIDPA	Botswana Institute of Development Policy Analysis
BLSA	Business Leadership South Africa
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit
BO	Business Organisation
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
BT	Business Trust
BUSA	Business Unity South Africa
BUSINESSEU ROPE	Confederation of European Business, 41 members (industrial and employers' federations) from 35 countries, including the European Union countries
CAADP	Comprehensive Africa Agriculture Development Programme
CAC	Extended Consultation Council
CAP	Common Agricultural Policy
CAR	Central African Republic
CASP	Annual Private Sector Conference
CBC	Commonwealth Business Council
CBF	Cameroon Business Forum
CBI	Confederation of British Industry
CCBG	Committee of Central Bank Governors
CCCI	Confederation of Chambers of Commerce and Industry
CCSPS	Commission for the Coordination of the State and the Private Sector
CDC	Centres for Disease Control and Prevention
CDE	Centre for Development of Enterprises
CDG	Centre for Democratic Government
CDP	Community Development Programme
CDSP	Comité de Développement du Secteur Privé
CEA	Consumer Electronics Association
CEA-PME	Confederation Européenne des Associations de Petites et Moyennes Entreprises
CEBBA	Confederation of Egyptian-European Business Association
CEC	Commission of the European Communities
CEC	Confédération Européenne des Cadres
CEE	Communauté Economique Européenne
CEEP	Centre Européen des Employeurs et Entreprises fournissant des Services Publics (European Centre of Employers and Enterprises providing Public Services)

CEFIC	European Chemical Industry Council
CEN	Centre Européen pour la Normalisation
CENELEC	Comité Européen de Normalisation Électrotechnique
CEO	Chief Executive Organisation
CEO Round Table	Chief Operating Officers' Round Table (Tanzania)
CEPF	Confédération Européenne des Propriétaires Forestiers
CESA	Committee of European Union Shipbuilders' Associations
CET	Common External Tariff
CFTA	Continental Free Trade Agreement
CHAWABIMO	Organisation of the Moshi Central Market Traders
CHOGM	Commonwealth Heads of Governments' Meeting
CHRAJ	Commission of Human Rights and Administrative Justice
CIAS	Commercial and Industrial Association of Sofala
CIDA	Canadian International Development Agency
CIFE	Conseil des Fédérations Industrielles d'Europe
CIPE	Centre for international private Enterprise
CISNA	Committee of Insurance, Securities and Non Banking Financial Authorities
CLECAT	European Organisation for Forwarding and Logistics
CLEPA	Comité de Liaison de la Construction d'Equipements et de Pièces d'Automobiles
CMZ	Chamber of Mines of Zambia
CNCE	Comité National de Coordination Economique
CNCES	Confédération Nationale de Employeurs du Sénégal
CNES	Confédération Nationale des Employeurs du Sénégal
CNPF	Conseil national du patronat français
COMESA	Common Market for Eastern and Southern Africa
COMFI	Committee of Ministers responsible for Finance & Investment
CONCAWE	Conservation of Clean Air and Water in Europe
COPA	Comité des organisations professionnelles agricoles
COPA-COGECA	United voice of farmers and their co-operatives in the European Union
CoR	Committee of the Regions
COSATU	Congress of South African Trade Unions
COTANCE	Confederation of National Associations of Tanners and Dressers
CPI	Centro de Promocao de Investimentos
CPMR	Conference of Peripheral Maritime Regions of Europe
CRASA	Communication Regulators' Association of Southern Africa
CRSP	Regional Conferences of the Private Sector

CSR	European business network for Corporate Social Responsibility
CTA	Confederation of Business Associations Mozambique
CTI	Confederation of Tanzania Industries
CZI	Confederation of Zimbabwe Industries
DDA	Dewah and Dewah and Associates
DEVCO/ EUROPEAID	EU Directorate for Development Cooperation/ Europe Development Aid
DFI	Development Financial Institution
DFID	Department for International Development
DFRC	Development Finance Resource Centre
DG	Directorate General
DG AGRI	Directorate General for Agriculture
DG ECFIN	Directorate General for Economic and Financial Affairs
DG EMPL	Directorate General for Employment, social Affairs and Inclusion
DG ENER	Directorate General for Energy
DG ENVI	Directorate General for the Environment Directorate General
DG MARKT	Directorate General for internal Market and Services
DG MOVE	Directorate General for Mobility and Transports
DG REGI	Directorate General for Regional and urban Policy
DG REGIO	Directorate General for Regional Development
DG SANCO	Directorate General for Health and Consumers
EABC	East African Business Community
EAC	East African Community
EACI	Executive Agency for Competitiveness and Innovation
EAOB	Exporters' Association of Botswana
EBA	European Boating Association
EBB	EuroBonus Blue
EBF	ECOWAS Business Forum
EBN	European Business and Innovation Centre Network
EBTP	European Business Test Panel
EC	European Commission
ECAM	Employers Consultative Mechanism of Malawi
ECCA	Egyptian Chamber of Commerce of Alexandria
ECCSA	Chamber of Commerce and Sectoral Associations
ECETOC	European Centre for Ecotoxicology
ECON	Committee of the European Parliament for Economic and Monetary Affairs
ECOSOC	European economic and social Committee
ECOWAS	Economic Community Of West African States
ECPA	European Crop Protection Association

ECRE	Regional Coordination Centre for Renewable Energy
ECSC	European Coal and Steel Community
ECTAA	Group of National Travel Agents' and Tour Operators' Associations within the EU
ECZ	Employers Confederation of Zimbabwe
EDPRS	Economic Development Poverty Reduction Strategy
EEB	European Environmental Bureau
EEC	European Economic Community
EEF	Enabling Environment Forum
EEN	Enterprise Europe Network
EENA	European Emergency Number Association
EESC	Economic and Social Committee
EFET	European federation of Energy traders
EFFAT	European Federation of Food, Agriculture and Tourism Trade Unions
EFPPA	European Fat Processors and Renderers Association
EFTA	European Free Trade Association
EIB	European Investment Bank
EIF	European Investment Fund
EIT	European Institute of Innovation and Technology
EMPL	Committee of the European Parliament for Employment
ENPF	Enlarged Focal Point on Trade Matters
EPA	Economic Partnership Agreement
EPEC	European Partnership Excellence Centre
EPEE	European Partnership for Energy and the Environment
EPPC	Economic Policy Coordinating Committee
EPPCF	Ethiopian Public-Private Consultative Forum
ERRADA	Egyptian Regulatory Reform and Development Activities
ERRT	European Retail Round Table
ERT	European Roundtable of Industrialists
ERTICO	European Road Transport Telematics Implementation Coordination
ESBG	European Savings Banks Group
ESTA	European Smoke and Tobacco Association
ETAA	Egyptian Travel Agents' Association
ETF	Egyptian Transport Federation
ETLS	ECOWAS Trade Liberalisation Scheme
ETSI	European Telecommunications Standards Institute
ETUC	European Trade Union Confederation
EU	European Union
EURACOAL	European Association for Coal and Lignite



EURADA	Association of Regional Development Agencies
EURATEX	European Apparel and Textile Organisation
EURATOM	European Atomic Energy Community
EUROCADRES	Council of European Professional and Managerial Staff
EUROCHAMBERS	European Umbrella federation, composed of 2000 Chambers of Commerce and Industry
EUROCOMMERCE	European Federation of national commerce federations in 31 countries
EUROCONTROL	European Organisation for the Safety of Air Navigation
EUROFER	European Confederation of Iron and Steel Industries
EUROFUEL	European Heating Oil Association
EUROGAS	Eurogas is an association representing the European gas wholesale, retail and distribution sectors
EUROSMART	International Association located in Brussels representing the Voice of the Smart (Security Industry for Multi-sector Applications)
FANR	Food, Agriculture & Natural Resources
FEDIL	Business Federation Luxembourg
FEDUSA	Federation of Unions in South Africa
FEFA	Federation of Women Entrepreneurs and Business Women of ECOWAS
FESARTA	Federation of Eastern and Southern African Road Transport Association
FEWAMA	Federation of West African Manufacturers' Associations
FEWACCI	Federation of West African Chambers of Commerce and Industry
FIB	Fédération Industrielle Belge
FKPCWV	Dutch co-founding Member of Business Europe
FMITI	Federal Ministry of Industry, Trade and Investment
FNCA	Fédération nationale du Crédit Agricole
FODEP	Forum de Dialogue Etat Secteur Privé
FOPAO	West African Federation of Employers
FPPCF	Federal Business Consultative Forum
FSEC	Federation of Swaziland Employers and Chambers
FTA	Free Trade Agreement
FYDP	Five year Development Plan
GAC	Ghana Arbitration Centre
GACC	Ghana Anti Corruption Organisation
GAFI	General Authority for Investment (Egypt)
GBC	Gaborone Business Council.
GCM	Ghana Chamber of Mines
GCRP	Ghana Conference of Religions for Peace
GDP	Gross Domestic Product

GEA	Ghana Employers' Association
GICAM	Groupement Interpatronal du Cameroun
GII	Ghana Integrity Initiative
GiZ	Gesellschaft für internationale Zusammenarbeit
GJA	Ghana Journalists Association
GNCCI	Ghana National Chamber of Industry
GoSS	Government of Southern Sudan
GRA	Government of the Republic of Angola
GTP	Growth and Transformation Plan (Ethiopia)
GTZ	Gesellschaft für technische Zusammenarbeit (former name of GiZ)
HEIA	Union of Producers and Exporters of Horticultural Crops
HIPC	Highly Indebted Poor Countries
HLCC	High Level Consultative Council
Horizon 2020	European Programme funding research and innovation
HRH	Human Resources for Health
IAA	Industry Association of Angola
IATA	International Air Transport Association
ICM	Integrated Committee of Ministers
IDA	Industrial Development Authority
IEA	Institute of Economic Affairs
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFIA	International Federation of Inspection Agencies
IHK	Internationale Handelskammer
IMCO	Internal Market and Consumer Protection (EU Parliament Committee)
IMF	International Monetary Fund
INTA	International Trade (EU Parliament Committee)
INTERREG	Interregional Cooperation across Europe
INW	Invest North West
IPAWAS	Association of Investment Promotion Agencies
IPR	Intellectual Property Rights
IR	Inception Report
ITC	International Trade Centre
ITRE / TRAN / ENVI	Industry, Research and Energy / Transport and Tourism / Environment, Public Health and Food Safety (EU Parliament Committees)
ITS	Intelligent Transport Systems
ITS Directive	Directive 2010/40/EU of the European Parliament and of the Council of 7 July 2010 on the framework for the deployment of Intelligent Transport Systems in the field of road transport and for interfaces with other modes of transport Text with EEA relevance

JAES	Joint Africa-EU Strategy
JCIBE	Joint Committee for the Improvement of the Business Environment
JICA	Japan International Cooperation Agency
JITAP	Japan International Technical Assistance Programme
KAM	Kenya Association of Manufacturers
KEPSA	Kenya Private Sector Alliance
LGA	Local Government Authorities
LHLCC	Local High-Level Consultative Committee
LIBE	Civil Liberties, Justice and Home Affairs (EU Parliament Committee)
MALR	Ministry of Agriculture and Land Reclamation
MAN	Manufacturers' Association of Nigeria
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MCTS	Medium Term Competitive Strategy
M&E	Monitoring and Evaluation
MEGS	Malawi Economic Growth Strategy
MFF	Multiannual Financial Framework
MIASA	Mining Industries Association of Southern Africa
MIGA	Multilateral Investment Guarantee Agency
MIPA	Malawi Investment Promotion Agency
MIT	Ministry of Trade and Industry
MOFED	Ministry Of Finance and Economic Development
MOHSW	Ministry of Health and Social Welfare
MOP	The Malaria Operational Plan
MOU	Memorandum of Understanding
MSME	Micro Small and Medium Enterprises
MTI	Ministry of Trade and Industry
MTS	Maritime Transport Sector
NACCIMA	Association of Chambers of Commerce, Industry, Mining and Agriculture
NACTU	National Council of Trade Unions
NAC	National Approval Committee
NAG	National Action Group
NANTS	National Association of Nigerian Traders
NATF	Namibia Agricultural Trade Forum
NBC	National Business Conference
NCBF	National Customs Business Forum
NCCI	Namibia Chamber of Commerce and Industry
NEAN	Namibian Employers Associations Namibia
NECF	National Economic Consultative Forum

NEDLAC	National Economic Development and Labour Council
NEEDS	Nigeria Economic Empowerment and Development Strategy
NEMIC	National Employment, Manpower and Incomes Policy Committee (NEMIC)
NEPAD	New Partnership for Africa's Development
NEPC	Nigerian Export Promotion Commission
NES	National Economic Forum
NESG	National Economic Summit Group
NGO	Non-Governmental Organization
NIPC	Nigerian Investment Promotion Agency
NMC	National Monitoring Committee
NMCP	National Malaria Control Program
NPC	National Planning Commission
NSGRP/MKUK UTA	National Strategy for Growth
NSI	North-South Institute
NTB	Non-Tariff Barriers
NTNT	National Trade Negotiation Team
NWPGTP	National Working Party Group on Trade Policy
OECD	Organisation for Economic Cooperation and Development
OEEC	Organisation for European Economic Cooperation
ONUDI	Organisation des Nations Unies pour le Développement Economique
OPS	Organised Private Sector
PACCI	Pan-African Chamber of Commerce and Industry
PEF	Private Enterprise Foundation
PEPFAR	President's Emergency Plan for AIDS Relief
PFP	Private For Profit
PIDA	Programme for Infrastructure Development of Africa
PIRT	Presidential Investors' Round Table
PMI	President's Malaria Initiative
PMRT	Prime Minister's Round Table (Kenya)
PNFP	Private Not For Profit
PPCR	Presidential Consultative Committee on Revitalisation of the Economy
PPD	Public Private Dialogue
PPP	Public Private Partnerships
PPP-TWG	Public-Private Partnership Technical Working Group
PPSWF	Presidential Private Sector Working Forum
PREAC	Programme de Réformes pour l'Amélioration de l'Environnement des Affaires et de la Compétitivité

PROGRESS	Financial instrument supporting the development and coordination of EU policy in employment, social inclusion and social protection ...
PSD	Private Sector Development
PSDID	Private Sector's Development and Investment Division
PSDRP	Private Sector Development Reform Programme
PSDS	Private Sector Development Strategy
PSF	Private Sector Federation
PSFU	Private Sector Foundation Uganda
PSI	Private Sector Initiative
PSP	Public Sector Participation
RABI	Removing Administrative Barriers to Investment
RCBF	Regional Customs Business Forums
RDB	Rwanda Development Board
REA	Research Executive Agency
REC	Regional Economic Community
REFIT	Regulatory Fitness and Performance Programme
RESC	Rwanda Economic and Social Development Council
RISDP	Regional Indicative Strategic Development Plan
ROPFA, EAFF, SACAU, KENFAP	African Agriculture Unions, quoted as such in public-privatedialogue.org Farmers' Dialogue: NEPAD Process Experience, no acronym definitions provided.
RPSF	Rwanda Private Sector Federation
RRA	Rwanda Revenue Authority
SAADPP	Southern Africa Agricultural Development Partnership Platform
SACAU	Southern African Confederation of Agricultural Unions
SACCI	South African Chamber of Commerce and Industry
SACOB	South African Chamber of Business
SADC	Southern African Development Community
SAEN	Southern Africa Enterprises Network
SAP	Structural Adjustment Programme
SCCC	Sub-Committee on Business Forums
SE	Senior Expert
SEA	Single European Act
SHOPS	Strengthening Health Outcome through the Private Sector
SIDA	Swedish International Development Agency
SME	Small and Medium Enterprises
SPPD	Sectoral Public-Private Dialogue
SPPPF	SADC PPP Forum
SPS	Sanitary and Phyto-Sanitary Measures

SPSP	SADC Payment System Project
SSA	Swaziland Sugar Association
SSBF	South Sudan Business Forum
SSCIA	Southern Sudan Chamber of Industry and Agriculture
TABD	Trans-Atlantic Business Dialogue
TBT	Technical Barriers to Trade
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCCIA-KILI	Tanzania Chamber of Commerce Industries and Agriculture - Kilimanjaro
TCLC	Tripartite Consultative Labour Council
TCS	Technical Committee on Sugar
TCZ	Tourism Council of Zambia
TEN-T	Trans-European Transport Network
TEN-TEA	Trans-European Transport Network Executive Agency
TFEU	Treaty on the Functioning of the European Union
TFO	Trade Facilitation Office (Canada)
TIFI	Trade, Industry, Finance and Investment
TIKZN	Trade and Investment KwaZulu-Natal
TIL	Trade and Investment Limpopo
TL	Team Leader
TMEA	Trademark East Africa
TNBC	Tanzania National Business Council
ToR	Terms of Reference
TPSF	Tanzania Private Sector Foundation
TRAN	Committee of the European Parliament on Transport
TSI	touristic and shipping industries
TTIP	Transatlantic trade and investment partnership
UEAPME	European Association of Craft, Small and Medium Sized Enterprises
UK	United Kingdom
UMA	Uganda Manufacturers' Association
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations' Development Programme
UNECA	United Nations Economic Commission for Africa
UNICE	Union of Industrial and Employers' Confederations of Europe (former name for BUSINESSEUROPE)
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
VAT	Value added Tax
VDA	Verb and der Automobilindustrie / German Association of automotive

	industries
VDMA	Verband Deutscher Maschinen- und Anlagenbau e.V.
VNO	Dutch Association of Entrepreneurs
WABA	West African Bankers' Association
WAEMU	West African Economic and Monetary Union
WAGP	West African Gas Pipeline
WATRA	West African Assembly of Telecommunications Regulation Authority
WB	World Bank
WBG	World Bank Group
WHO	World Health Organisation
Woreda	Not an acronym, name of Ethiopian district
WTO	World Trade Organisation
WW2	World War 2
ZAM	Zambia Association of Manufacturing
ZBC	Zambia Business Council
ZBF	Zambia Business Forum
ZCCI	Zambia Chamber of Commerce and Industry
ZCTU	Zimbabwe Congress of Trade Unions
ZFAWIB	Zambia Federation of Associations for Women in Business
ZFE	Zambia Federation of Employers
ZIBA	Zambia Indigenous Business Association
ZIBAC	Zambia International Business Advisory Council
ZIC	Zambia Investment Centre
ZNCC	Zimbabwe National Chamber of Commerce
ZNFU	Zambia National Farmers Union
ZRA	Zambia Revenue Authority
ZVEI	Zentralverband Elektrotechnik- und Elektronikindustrie e.V



## Executive Summary

1. The overall aim of the study is to support regional economic integration in Africa through the identification of the role and influence of private sector organizations in such regional integration developments, an analysis of lessons learnt from public-private dialogue (PPD) in the EU construction process, the identification of the major constraints limiting such PPD in Africa, and recommendations on how to alleviate or overcome such constraints.
2. The specific objectives of the study are to share experiences from the EU integration process with African stakeholders and present an overview of the role and contribution of the private sector to the process of EU economic integration, its structures and institutional arrangements, to carry out a similar analysis on PPD in Africa at continental, regional and national levels, and to assess the African private sector's current involvement in integration-related activities and regional integration processes, including challenges besetting the relations between public bodies at different administrative levels and private sector entities.
3. The methodology deployed was traditional and multi-faceted: it included a thorough review of existing information and analyses on PPD (documents, websites...), a detailed examination of PPDs and their role in regional integration, the sending of a standardized questionnaire to a large list of stakeholders in such PPD schemes, direct interviews of key participants in such schemes, field visits in nine African countries, and a Validation Workshop held in Addis Ababa (Ethiopia) on June 18, 2014.
4. In Europe, Business Organisations (BO) have been active and present long before the inception of the European integration process. PPD dialogue played therefore a very important role at the early stage of European construction, namely during the preparatory steps to the Treaty of Rome: each country's private sector influenced heavily on national positions regarding the Treaty and national concepts towards European integration partly reflected interests and priorities of the respective countries' private sectors. This initial set-up has been a major element for establishing PPD at the European level in the subsequent steps in EU integration.
5. PPD's role in the EU integration process has progressively evolved as the integration process itself was implemented, with different phases clearly associated with major steps taken at legislative levels to foster and deepen the economic integration in the EU.
  - 5.1. The early stages of EU construction followed the so-called Monnet method, aiming at reaching consensus at experts' level through technical meetings where business organisations were invited. The EU construction moved through a limited transfer of prerogatives from member states to the European institutions, with first integration steps centred on economic issues and with a nucleus of states (France and Germany) driving the process. During this phase, PPD established itself in Brussels, seat of the European Commission, and focused increasingly on policy issues and much less on political or institutional issues.
  - 5.2. From the early sixties, the PPD process structured itself along dual strategies at national and European levels. This enabled business organisations to convey their messages at the two levels simultaneously. Art. 149 of the European Treaty entrusted the European Commission with sole legislative initiative, which gave an impetus to PPD at Commission level. Other successive impetus were provided by the set-up of the Common Agricultural Policy and the European Round Table on innovation, competitiveness and standardisation. The latter initiated the dialogues with the business communities of the United States and Japan and was the origin of the Round Tables on Business Dialogues, today highly structured.
  - 5.3. In the eighties, the Single European Act provided for increased integration of the Single Market including VAT harmonisation and technical standardisation. The technical nature of the issues at stake and the willingness of enterprises to participate in the process caused an increase in PPD, notably in technical dialogue and topic-specific PPDs. This increased dialogue led to legitimising PPD and the Single Market developments with the business community.



- 5.4. With the treaties of Maastricht (1991) and Amsterdam (1997), the social dialogue was formalised and a protocol on social dialogue was annexed to the Treaty of Maastricht. The Treaty of Amsterdam included a social chapter regulating how European Institutions should conduct social dialogue. The involvement of business organisations in legislation or initiatives became systematic and formalised, through both Brussels-based umbrella organisations and a large network of business support organizations from more than 50 countries.
6. Today, PPD is formalised and governed by Art. 152, 154 and 155 of the Treaty on Functioning of the European Union. Since 2003, new standards for consultation require the European Commission to spell out the nature and objective of the consultation, to ensure that all relevant parties are given an opportunity to express their opinions, to publish consultations and to provide feedback to respondents. This process was further developed under the Better Regulation Principles. Business lobbying groups can now be accredited with the European Commission, while the Regulatory Fitness and Performance Programme (REFIT, a systematic review and evaluation of EU legislation) includes participation by interested BOs.
7. The main Integration Policies have their specific public private dialogue systems:
- Internal Market (including statistics, market information and surveillance);
  - Economic and social policies;
  - Competitiveness and innovation;
  - Competition;
  - Consumer protection;
  - Infrastructure policies (including common undertakings); and
  - External trade policy (within the scope of the integration process).
8. Europe has today a system of complex, multi-level dialogue schemes.. The Commission initiated numerous PPD schemes, looking for or requesting reactions from business organisations. The agenda setting, coordination and hosting is mainly with the Commission. Proactive business organisations complement this by organising one-off conferences or seminars. Increasingly, BOs engage in coalition-building to increase their weight and representativeness. Only the largest sector-specific associations engage in formal and structured dialogue. Most other ones rely more on targeted reactive campaigns regarding single issues proposed by the European Institutions.
9. The most common factors identified in the successful PPD schemes implemented in the European integration process include:
- A clearly defined issue / sector, on which the Treaties confer the EU and its institutions a clear role, and where major stakeholders are identified and involved (e.g. ITS Advisory Group);
  - An on-going or expected concrete legislative or regulatory proposal, i.e. legislation about to come out, for which the European Commission has carried out a diligent impact assessment and secured a priori support from major European Business Organisations;
  - PPD ought to be non-dogmatic and open to pragmatic solutions (e.g. MSDCT);
  - Once a PPD is established, follow-up, exchanges, meetings have to feed the process as long as the issue remains on the table (e.g. SME Finance Forum or Mission for Growth);
  - PPD should not become too large or too complex so that to avoid dispersion and fragmented results or involvement.
10. The starting point for PPD in Africa has been hugely different. Indeed, in most African countries, particularly Sub-Saharan African countries excluding South Africa, the corporate structure is characterised by the coexistence of large state-operated entities, subsidiaries of large multinational companies (most often in extractive industries), a very limited number of medium-sized private domestic companies, and a very large informal sector. The first two categories (State-owned and multinational companies) have usually a direct contact and dialogue with the highest levels of public authorities and they can have their views heard and listened to. The third category (medium-size

private domestic) include those most in need of a more formalized dialogue and inclusion in policy design or implementation, but their collective ability is always constrained by available resources (human and financial). The informal sector has a much deeper structural difficulty in getting organized and represented, even though they account for the largest source of employment in almost all countries.

11. In this background, the study shows that PPD is already quite developed in Africa. It is found at all decision levels (continental, regional, national and local levels). From a broad perspective, PPD's focus in Africa is evolving from policy design to policy implementation, from crosscutting and general issues to sectoral approaches, with a more widespread belief that PPD is a useful way of solving issues. This is mostly true at regional and national level, but is still a challenge at local level where local civil servants appear less inclined in participating in dialogue with the private sector.
12. Despite hugely different economic and institutional structures between countries or regions, PPD schemes tend to organise in a similar way. At local level, the schemes rely very much on "local champions". Regional integration and trade agreements have strong national consequences, creating a mechanic need for a transmission from regional to the national level. PPDs at these two levels (national and regional) tend to be interlinked. Links between continental and regional exist with for example CAAPD and PIDA Programmes but also with the regional FTAs negotiations that can be enhanced. Here again, the links are weaker with local organisations and local PPD.
13. At continental level, the African Private Sector Forum is a key instrument between the African Union and the private sector. It entrusts the private sector with a significant role in the African Union Strategic Plan, the New Partnership for Africa's Development (NEPAD), the Comprehensive Africa Agriculture Development Programme (CAADP) and the Programme for Infrastructure Development in Africa (PIDA).
14. At regional level, PPD can be found in all regional integration processes under way in the continent. As for most other aspect of trade and economic integration, there is a legitimate question about the multiple overlaps across the regional initiatives and the potential excess burden it puts on stakeholders. These PPDs deal primarily with trade and regional integration issues, including regional infrastructure. All have been involved in EPA position preparations and in most instances, these positions have been taken into consideration in the negotiations and discussions with the European Commission. The main areas where regional PPD have been active include:
  - Trade facilitation and NTB alleviation
  - Rules of origin
  - Customs cooperation / operations, Common External Tariff
  - Public private partnerships
  - Regional investment / Infrastructure priorities
  - Cross-border payments.
15. National PPD are today the most developed form of dialogue between the private sector and public bodies and governments. They deal primarily with improvement of the business environment, which ultimately have a tremendous influence on both economic development and regional integration. A typical form of PPD involves support from international organisations, notably the IFC through support for improving the indicators used in the Doing Business review. When reviewing a large number of PPD schemes at national levels across the continent, four broad forms and areas of dialogue can be highlighted:
  - Ways to improve immediate elements of business environment, notably company registration and alleviation of bureaucratic / administrative burdens;
  - Specific sector / industry issues when the industry plays a large role in the country or in its international trade (e.g. mining, telecom, finance, crops / flowers...);
  - Broad and high-level dialogue between selected private sector representatives and senior government members, up to the Prime Minister or President of the country; such high-level meetings are usually held once or twice a year;

- Issues directly related to international trade / international competition issues; this is particularly visible when there is a strong negotiating incentive (e.g. deadlines for regional discussions or the EPA process), more intense in land-locked countries for which international trade issues are particularly sensitive), and when the integration process moves forward with visible implementation or actions.
16. Local or District PPDs are the only chances of being heard for MSMEs including those from the informal sector and therefore their role is strategic. However, they still experience wide-ranging difficulties in defining their positions, identifying issues that are particularly relevant to them, and being able to convey such issues to upper levels, including the national or regional ones. A positive development is therefore efforts seen aiming at better integrating national, district and local schemes.
17. At all levels, most successful PPDs rely on “champions” among private sector representatives who take a leading role. They steer the group and help in identifying issues, help clarify why the issues are affecting all members of the group, and therefore serve as catalysts in coalition building. This supports the preparation of position papers as well as the monitoring of implementation. A critical element today is therefore that a successful PPD is dependent on a couple of business representatives finding enough personal interest, public motivation and charisma to lead on such PPDs.
18. Private sector involvement and PPD at regional level in Africa faces a number of key challenges:
- Overall coherence across initiatives and monitoring of implementation remain weak.
  - PPD successes are strongly related to the ability to adapting the level of decision to the source of authority in the regional culture.
  - REC Secretariats and often fragmented BOs often lack the technical expertise and human resource for preparing position papers and policy proposals.
  - The level of coordination for crosscutting issues remains national whether regional coordination can be more successful in sector-specific policies.
  - A national transposition and effective implementation should follow regional policies
19. Challenges are different at national and local Levels:
- The need to fully incorporating local political and cultural features is more critical.
  - Links between national and local PPDs are weak.
  - Operational and financial sustainability is not achieved.
  - Industry / sector approach is increasingly taken into consideration, but with more technical content.
20. The following lessons can be drawn from PPD experiences between the Treaties of Rome and Maastricht/Amsterdam on the European level in view of inspiring Africa for designing its own PPD setting and experience according to its own context.
- The development of PPD has been a gradual process. A step-by-step approach in selected areas with a technical focus is highly successful.
  - For many issues, a few Member States' private sector organizations can form the nucleus of initiatives, with others opting in or out.
  - On general subjects, PPD carried out with highly representative Business Organizations covering a broad spectrum of activities and with a diverse membership (including, for instance, both large corporations and SMEs) are more likely to be successful. Industry-specific Business Organizations are more efficient on sectoral issues with a high technical content. A technical or even “technocratic” approach to FTA issues can be more efficient for stimulating PPD.
  - In the process of trade integration, the development and issue creating the most dynamic involvement of the private sector came with the implementation of the Single Market. In other words, the positive implication of a unified market can better entice private sector participation in fostering regional integration than the negative implication of stiffer competition.

- With growing institutional complexity PPD has to take into account new institutional developments such as the role played by the legal and judiciary system;
- There has been a key role for pan-European and large umbrella organisations such as UNICE and UEAPME.
- PPD has been accompanied by a growing attention paid by EU institutions to the form taken by such consultations, from mandatory rules in the case of important policy or legislative initiative to specific “codes of good practice” and including impact assessment studies.

21. The study leads to suggest four main areas where progress or support would enhance private sector's involvement in regional integration processes and FTA in Africa:

- Reinforce the role of REC Secretariats in initiating PPDs for sector specific policies, through an effort to identify, define and clarify the issue(s) to be discussed, through potential impact assessment studies involving private sector's participation, through a clear and systematic identification of relevant stakeholders, and possibly through the definition of codes of good practice for such interactions.
- Reinforce monitoring capacity on trade integration outcomes, measuring actual changes in trading practices and patterns on the ground, in order to foster the private sector's interest in trade and integration-related issues.
- Encourage schemes / PPD that are flexible, adopting a step-by-step approach on concrete issues, and aiming at coordination of policies within a REC as much as (a more difficult) harmonization of such policies.
- Encourage schemes / PPD / coalitions that are concentrating on clearly defined issues, on more technical issues and on issues that are related to “positive” developments (e.g. market expansion).
- Investigate further the ways to foster greater sustainability in private sector organisation and the optimal type and nature of potential support to such organisations. This would include questions on donors' coordination, on potential concentration on regional organisation with a stronger “downstream” link to national and local organisations.

22. A workshop was organised on June 18, 2014 at the Headquarters of the African Union Commission in Addis Ababa to present and discuss the main findings of the Study. The African Union Commission chaired the workshop and the EU Delegation introduced and participated in the meeting. Participants came from European and African business organisations. The Workshop enabled some adjustments and corrections, and participants reacted positively to the analysis and the recommendation, while providing illustrations from their own experience.

## 1. Study objectives and methodology

As stated in the ToRs, the overall aim of the study is to support the regional economic integration agenda in Africa, through an identification of the role and influence of private sector organizations in such regional integration developments, lessons learnt from similar public-private dialogue in the EU construction process, the identification of the major constraints limiting such PPD in Africa, and recommendations on how to alleviate or overcome such constraints.

An Inception Report provided a detailed description of the approach and methods to be used in the study as well as a schedule for delivering the subsequent outputs, namely a Desk Report, the current (draft) Study Report, a one-day Workshop for dissemination and discussion with stakeholders, a Final Study report and the organization of a seminar in conjunction with a major development event.

The methodology deployed was both very traditional and multi-faceted: it included a thorough review of existing documents / websites on, and reviews of PPD and their role in regional integration (mostly from donors and occasionally from academia), the sending of a standardized questionnaire to a large list of stakeholders in such PPD schemes, direct interviews (face-to-face or remote) of key participants in such schemes, and a large set of field visits in various African countries.

The most disappointing element of the methodology has been the questionnaire: prior to the field visits, several hundreds of questionnaires were sent to the identified stakeholders, but only 3% answered, making it unusable in a formal analysis (even though the information provided by those who answered was used in the analysis).

The field visits concerned three RECs and 9 important countries with respect to PPD activities and experiences:

Ethiopia and AUC; Tanzania and EAC; Botswana and SADC; Nigeria and ECOWAS; Egypt; Ghana; Rwanda; South Africa; Uganda.

Each field visit was prepared in the following way:

- Sending meeting requests to all stakeholders identified in the Team prior research and to the contacts provided by the respective EU Delegations and other donors (notably UNIDO in Tanzania and AUC in Ethiopia);
- Sending meeting requests to the members of the Africa-EU Partnership on Migration, Mobility and Employment Meeting held in Arusha, Tanzania on 18-19 September 2013<sup>1</sup>;
- Carrying out briefings and debriefings with the respective Delegations at start and end of each country visit to ensure view sharing and consistent information between the EU Delegations and the team;
- Meeting stakeholders and analysing existing PPDs, together with their respective achievements, limits and challenges;
- Finding additional documents from the meetings or through own further research.

The field missions evidenced strong nuances to be applied to the provisional conclusions of the Desk Report, notably in two directions: (1) the observation that PPDs aiming at policy change and regional integration do exist and some are strong and successful. Such “evidence and success” was not incorporated fully in the Desk Report mostly because such schemes are insufficiently advertised. (2) The literature favours bottom up approaches, which is not supported by the evidence of successful regional and national PPDs which most often are “top-down” schemes involving high level officials and “visible” entrepreneurs or large leaders of large organisations.

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<sup>1</sup> The Africa-EU Partnership on Migration, Mobility and Employment works on one of the most important issues of EPAs and Regional Integration. A number of its members are involved in economic integration issues as well and if not, know well their colleagues involved. The Task Manager let the MME invite the Team Leader to its Meeting in Arusha, which was very useful for the field component of the mission.

## 2. Introduction and general observations

Before starting the detailed description, mapping and analysis of existing PPD schemes and organisations in Europe and in Africa, it is worth reminding a few broad elements that need to be kept in mind through all the analysis and document, even though most are well known:

- Regional integration is always and everywhere a multi-faceted process, involving obviously trade issues but encompassing also a vast range of other subjects and areas related to market functioning, competition, cost structure, supply side issues and infrastructure, etc. It is therefore extremely difficult to sort out precisely what relates “specifically” to the integration process and what are “supporting” developments (e.g. strengthening supply side in a specific country) that can accelerate or foster regional integration mechanisms even when not directly tied to the institutional process of regional integration. Similarly, PPD or other private sector involvement in trade issues or negotiations that are not part of a regional integration process can have a substantial influence on such processes.
- From a broader perspective of the influence of private sector on development paths, the role of PPD is first and foremost critical at national level. It can safely be said that the influence of PPD or of the private sector on regional integration processes and FTA is a direct result of (1) the role and influence of such private sector dialogues or initiative at the national level and (2) the importance given to such regional integration and FTAs by the national authorities and leadership of the country.
- It is a truism worth being repeated that Africa is a very heterogeneous continent with countries showing huge differences, in economic performances or natural endowment, in financial development and depth, in international competitiveness, in economic diversification and, last but not least, in political views regarding both international trade, regional integration and the role and place of the private sector. Added to an overall (but also differentiated) low level of institutional development in Africa, this simply suggests that caution should be exercised in the willingness to replicate schemes that may have been successful somewhere but would not be in a different economic, political or institutional setting.
- In most African countries, particularly Sub-Saharan African countries excluding South Africa, the economic and corporate structures are very peculiar, with the coexistence of large state-owned or state-operated entities, subsidiaries of large multinational companies (most often in extractive industries), a very limited number of medium-sized private domestic companies, and a very large informal sector. The first two categories (State-owned and multinational companies) have usually a direct contact and dialogue with the highest levels of public authorities and they can have their views heard and listened to. The third category (medium-size private domestic) include those most in need of a more formalized dialogue and inclusion in policy design or implementation, but their collective ability is always constrained by available resources (human and financial). The informal sector has a much deeper structural difficulty in getting organized and represented, even though they account for the largest source of employment in almost all countries.
- Africa as a continent (and more visibly Sub-Saharan Africa) has enjoyed strong macroeconomic performances (growth, inflation, governance and other economic indicators) over the past decade, with sustained and rapid economic growth, fast development of international trade, lower inflation and improvements in governance. Despite the current euphoria on Africa's medium- and long-term prospects, it is worth noting that a large part of the past performance can be attributed (1) to rapidly rising commodity prices and improving terms of trade, (2) a form of “investment competition” coming from China's growing interest in the continent, and (3) a broadly more stable political environment despite counter-examples, (4) a large number of debt reduction through the HIPC initiative (5) an increased domestic demand. In parallel, the global investment effort has not improved markedly at a time where the African demographic transformation leads to a rapidly increasing proportion working-age people. As is often mentioned, Africa faces “either a demographic boom or a demographic bomb” depending on whether the African economies will be able to create enough jobs, an issue clearly related to the potential role of private sector development.

- The favourable economic performances have bred a “new generation of African entrepreneurs” with a (now long) list of success stories involving innovations, ideas, the proper use of available capital and a (stated) willingness of such entrepreneurs to “influence” policy making in a direction of fostering entrepreneurship and private sector development. Such “examples” play a critical role in shaping many public policies and a more positive view of the role of the private sector and its contribution to both policy design and policy implementation.

### 3. European Integration experiences with public private dialogues

PPD development within the European communities and, later the European Union, has to be perceived along the lines of the Europe Integration milestones from the Treaties of Rome to the Treaties of Maastricht and Amsterdam. In essence, the following milestones have played a pivotal role in structuring PPD dialogue:

- The Treaty of Rome (1957),
- The Single European Act (1986),
- The Maastricht Treaty (1992),
- The Amsterdam Treaty (1997).

#### 3.1 Europe Integration-related PPD from the Treaty of Rome to the Treaties of Maastricht and Amsterdam

The importance of the involvement of Business Organizations is reflected in the Monti report of 2010 that ultimately highlights the mind-set which has accompanied European PPD development since the Treaties of Rome: *"It is also worth mentioning that the main Business Organizations, although of course promoting the business community's vision of the single market, show increasing awareness of the need to address the concerns of other stakeholders (...) if the single market is to be able to withstand the temptations of economic nationalism and to sustainably achieve the strong advances that are deemed necessary".*<sup>2</sup>

Indeed, the European PPD process is structured with a certain level of complexity due to the following factors:

- Multi-level governance: European, national and regional levels involved, with the EU itself and the Member States additionally being parties to international Treaties and organizations.
- On the level of the EU institutions the Commission is the institution with the principal need for PPD due to its role regarding policy drafting, implementation and enforcement as well as the width of technical issues covered by a relatively small number of staff, with the European Parliament addressing PPD via the discussions of its individual members with the business community rather than via committee work and with the Member States traditionally maintaining a preferential contact with their national Business Organizations.
- The dual role of the Commission (drafting, implementing and enforcing legislation and policies) can also generate ambiguous situations for the Business Organizations involved in PPD. For example UNICE faced a particular situation in the 1970s when UNICE increasingly played a role as a sounding board and provider of expertise in the field of competition legislation, while at a later time UNICE's advice was also requested in order to advise and shape the appropriate tools for enforcement.<sup>3</sup>
- The increasing number of Member States and administrative units (Directorates General and agencies) within the Commission made structured PPD increasingly more necessary and effective.

When reflecting on transferability, the period between the late 1950s and the 1990s is of particular relevance since it was then that the limits of national PPD became obvious and both the business community and public officials felt the need for truly European PPD mechanisms.

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<sup>2</sup> Weblink: [http://ec.europa.eu/bepa/pdf/monti\\_report\\_final\\_10\\_05\\_2010\\_en.pdf](http://ec.europa.eu/bepa/pdf/monti_report_final_10_05_2010_en.pdf) [16/9/2013].

<sup>3</sup> See Karen Heard-Lauréote, „Beyond Maastricht – social actors in European integration since 1992“, in W. Kaiser and J. Meyer, „Social Actors in European Integration“, 2013.



### 3.1.1 Pre-Treaty of Rome period

The early stages of European Integration took place in a difficult context since Europe had been ravaged by war and the "Cold War" was in its early stages at that time.

The Business Organizations of the future Member States of the European Communities had diverging interests according to the national settings. Furthermore, positions of the Business Organizations were also very different from the positions of trade unions: Notably, Business Organizations were strongly in favour of competition policies while the trade unions opposed them (unsuccessfully).

The following national differences became apparent:

- In most industry sectors, the German economy was stronger than the industries of all five other European partners. Germany was therefore interested in customs liberalisation that would provide for increased German exports. Already at the early stage of European Integration Germany was realising its so called "Wirtschaftswunder"<sup>4</sup>, including its leading role in Europe in industrialisation and growth, due amongst others to the successful implementation of the "Marshall-Plan" and the successful introduction of the Deutsche Mark in 1949.
- Italy favoured a strong economic integration to reduce disparities between future Member States and to secure financial assistance for the sectors in difficulties, with a view to reducing the differences in development levels and standards of living. Italy was then the least developed country in the first Europe 6 configuration and was eager to increase living standards and introduce social policies on an equal footing with the other Member States.
- France sought the establishment of a community that would encompass both economic and political solidarities and therefore favoured the approach of creating and developing a politically and economically stronger union.

The various national Business Organizations helped place the emphasis on economic issues, along with the trade unions. At this point in time, Business Organizations from industry influenced decisions, but tended to focus on lobbying their national governments. The way in which German and Italian Business Organizations approached the negotiations of the Treaties of Rome was quite different and can be used as a thorough example of how PPD can influence such decisions in the context of the negotiations prior to the Treaty of Rome.

#### **Example 1: Germany**

In the 1950s, the industrial landscape in Germany was still shaped by heavy industries. Despite the emerging role of machinery and the automotive industry, coal and steel still constituted the heart of German industrial success. The coal and steel industry was already integrated into the European Coal and Steel Community (ECSC), and thus the discussions around the Treaties of Rome did not concern this sector.

However, the discussions related to the German emerging industries did not stop the leading Business Organizations in this field from taking part in PPD. German industry was very developed at the time and the Business Organizations felt that reducing customs and tariff restrictions was in the interest of Germany since this would facilitate its exports.

The number of German Business Organizations, which were organized in chambers on one side and employer federations on the other, was extremely high and diverse. In addition to umbrella organizations, each sector disposed of at least one sector-specific association. This is still the case today.

In contrast to other countries, German Business Organizations were (and still are) responsible for the initial and continuous training curricula of employees. "Institutional self-organization" regarding social security, pensions and insurances was (and is) another striking example of the particular role that German Business Organizations assumed early on in comparison with their counterparts in other

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<sup>4</sup> *Wirtschaftswunder: Economic miracle in German. The word "Wirtschaftswunder" in German is commonly found in specialised articles and papers, as it stands for a commonly acknowledged successful economic policy.*

European countries. Another issue is the important role of trade unions in the management strategy of large enterprises.

This "institutionalisation" of their role conferred the German Business Organizations a preponderant place in the discussions around European integration issues and leverage in PPD in general, which includes tripartite discussions with unions and public institutions. German Business Organizations tend to be organised in a hierarchical manner and are structured in a way to communicate with all levels of policy-makers and public authorities (expert committees "lobby" representations in the regional capitals and Bonn/Berlin and now also in Brussels).

The positioning of German Business Organization towards the early stages of European integration was ambivalent at first but evolved towards a pro-European stance in the mid-1950s. The German Business Organizations tried to keep all doors open in the 1950s and 1960s. They welcomed the French initiative of a more political "union" but also favoured strong links to EFTA and the inclusion of the United Kingdom in the "club" of the EEC.

The BDI supported Adenauer's and Erhard's policies towards the Treaties of Rome against a more reserved stance from other Business Organizations, e.g. from the textile industry. In the 1960s, the BDI published a paper that asked for a transition from a customs union to an economic union and simultaneously for a regional enlargement of the Communities. The BDI as the strongest Business Organization was therefore not impressed by the political standstill at the time and pushed its agenda regardless of difficulties at the political level.

An interesting feature of this era is that the extremely structured nature of the sector-specific Business Organizations enabled them to work with the ministries on a day-by-day basis on the expert issues, while the umbrella organizations were in touch with the Chancellor and Foreign Secretary, often bypassing the Ministry of the Economy. In contrast to the Italian example, the German Business Organizations relied heavily upon public opinion and used the press to their ends.

By and large, the main German Business Organizations therefore supported principles such as free trade, the customs union and the enlargement of the territory to which these should be applicable rather than concrete policy initiatives. They did not opt for a particular concept but rather tried to support all measures that in their opinion promoted German exports and the idea of free trade.

### ***Example 2: Italy***

The Italian Delegation at the OEEC played a particular role in the negotiations leading to the Treaties of Rome. It released a memorandum on the principles to be followed in the formation of a free trade area, which were considered fundamental to "ensure harmonious economic development of all member countries".

In all the phases of the negotiations, the national Italian Authorities consulted with Confindustria, the leading national Business Organization. In this regard, the position of the Italian Confederation of Industry was that, without a single external tariff, Commonwealth goods entering the free trade area through the United Kingdom at preferential rates of duty would compete unfairly with similar goods imported through the tariff barrier of the Common Market.

Initially Confindustria had focussed its activities on the national Italian level, but already in early 1957, it raised its voice at the Council of European Industrial Federations. By means of press releases, direct talks to political leaders and via contributions on conferences Confindustria defended its position. Also, numerous informal and formal ministerial meetings between Confindustria and civil servants of the various ministries were part of a targeted and systematic PPD. Since Confindustria successfully contributed to opposing the British concept of free trade, it also defended the concept behind the Treaties of Rome as such and thus contributed to the first steps towards an internal market.

This case shows how an established and influential national Business Organization managed to adapt its dialogue tools to a reality, which in the future was to define the integration process on a supranational level.

The employment of press, mass media and public platforms have probably been as important as the bilateral high-level meetings and discussions with political leaders and national public officials. Such lobbying was also carried out across borders, for example at the Council of Industrial Federations, which had been founded in 1949. The Council of Industrial Federations can be considered historically as the matrix of all future pan-European business stakeholders, but at the time of the Treaty-negotiations, its members were still too divided, probably not yet mature enough for its role. More pertinent however, was the relevance and the role of the Union of Industries of the six founding

Member States, founded in 1952 with the Vice-President from Confindustria, Quinto Quintierei as first President. Within this Union, key questions of further integration were anticipated and discussed.

The continuity of the Italian Business Organizations, as far as the further development of the public private dialogue on the supranational level is concerned, can serve as an indication as to the extent that dialogue experiences and practices are sustainable or are themselves in need of change.

### 3.1.2 From the Treaty of Rome to the SEA: The Monnet method

#### **Historical background and setting for PPD**

The guiding principle of the period between the Treaties of Rome and the Treaty of Amsterdam was the “Monnet method” based on “integration by stealth”, i.e. on cooperation between experts on technical and legal matters in selected areas in which consensus could be reached.<sup>5</sup> The Monnet method was essentially characterized by the following key factors:

- Limited transfer of actual prerogatives,
- Economic tools as a means of European integration,
- Consensual decisions,
- Core countries as “nucleus of European integration” (Germany and France).<sup>6</sup>

In order to understand European integration processes between the 1960s and the 1990s it is therefore fundamental to understand the “technocratic” nature of the institutional approach, which corresponds to multi-level governance, including first and foremost national and European experts. Monnet's vision was that a few hundred European experts could coordinate a few thousand national experts. By definition, a technocratic approach is open to stakeholders from Business Organizations since technical solutions are sought in selected fields in which there is less “political manoeuvring”. At the forefront of the European approach, consensus and practicability were required on technical issues.

This section focuses on the hypothesis that the continuous movement towards a free trade system, and ultimately a fully-fledged integration process, within the European communities was based on the following success factors:

- Starting point by a few states with strong economic ties and similar interests,
- Consensual selection of a few concrete technical areas of cooperation (especially agriculture),
- Formalization through expert committees,
- Increasing formalization of PPD dialogue on the European level.

When discussing the “Monnet method” it is crucial to recall that representative pan-European Business Organizations such as UNICE/BUSINESSEUROPE are no monolithic entities. They have to find common positions beforehand despite often diverging interests amongst members in order to be able to advocate forcefully their positions within PPD (example of unanimity requirement within BUSINESSEUROPE<sup>7</sup>).

The main objective of the Treaties of Rome was “a customs union which shall cover all trade in goods and which shall involve the prohibition between Member States of customs duties on imports and exports and of all charges having equivalent effect, and the adoption of a common customs tariff in their relations with third countries” according to its article 9. Regarding the institution of the European Social Fund, article 124 stated that „the Commission shall be assisted in this task by a Committee

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<sup>5</sup> Albert Weale in „Europe in Change – Committee governance in the European Union“, Manchester University Press, 2000, p. 161 ff.

<sup>6</sup> Cf. Wolfgang Wessels in „Jean Monnet – Mensch und Methode – Überschätzt und ueberholt?“, May 2011, Institute for Advanced Studies, Vienna. This also paved the way for the possibility to „opt out“.

<sup>7</sup> Christian Welz, *The European Social Dialogue under the Articles 138 and 139 of the EC Treaty*, 2008, Kluwer Law International.

presided over by a member of the Commission and composed of representatives of Governments, trade unions and employers' organizations". Article 118 states the right of the Commission to promote cooperation in the field of "collective bargaining between employers and workers".

The creation of the "Union des Industries de la Communauté européenne" (UNICE, now BUSINESSEUROPE) in March 1958 reflects the responsiveness of the eight founding member organizations, namely the BDI and BDA (Germany), CNPF (France), Confindustria (Italy), FEDIL (Luxembourg), FIB (Belgium) and VNO and FKPCWV (Netherlands), with the Federation of Greek industries as an associated member. The fact that 7 employees forming 11 commissions and 12 working groups<sup>8</sup> started cooperating in Brussels directly with the experts from the European institutions evidences the "technical" nature of the Monnet method. The Association of European Chambers of Commerce and Industry (Conférence Permanente des Chambres de Commerce et d'Industrie de la CEE, now EUROCHAMBRES), which essentially represents SMEs, was equally founded in 1958 by six national members.

Experts from these Business Organizations cooperated closely with experts on the EC-level in order to further push for the implementation of an internal market for goods, services and people. The fact that these business federations opted for headquarters in Brussels and a permanent staff allowed for a much closer cooperation with EC officials than in the years between 1949 and 1956. This development paved the way for a "Brussels-based" PPD, with the option but not the necessity of involving national PPD in conjunction.

It can thus certainly be argued that Business Organizations in Europe were heavily favoured by a policy-oriented but less "politicized" approach in the late 1950s and in the 1960s. Smaller organizations did not at that time systematically coordinate their efforts to intervene on the European level, since in a "Europe of six" approaching only the Member State in which a Business Organization's main activities were deployed was certainly quite promising given the internal involvement of national experts in all decision-making processes.

#### **PPD Evolution after the Treaty of Rome**

At the beginning of the integration process in the 1960s the need for formalized PPD appeared to be reduced compared to today's situation, since a mere six Member States with comparable profiles (high level of industrialization, geographic proximity, cold war context) could more easily cooperate with each other and since the corresponding Business Organizations could apply a "dual lobbying strategy" both in Brussels (through their federations) and at national level. This dual strategy entailed high-level discussions with the national ministries and the provision of key information (position papers, data, argumentation schemes) to national policy-makers and officials on the one hand and, on the other hand, extensive advocacy efforts through umbrella federations acting on the European level. The same messages could thus be channelled on different levels to different decision makers, enabling Business Organizations to gain influence with different groups weighing in on EC-decisions.

Business Organizations, such as UNICE/Business Europe started participating at ad-hoc expert meetings with the European Institutions to discuss strategies and measures for further integration. Mainly, such ad-hoc meetings were initiated the European Commission. Those ad-hoc meetings were both informal and occasional, and were focussed in the main on the realization of the customs union. This less formal kind of PPD allowed preparing and defining further discussion and decisions.

In contrast to the encompassing documentation of the increasing number of Business Organizations becoming active in Brussels, the documentation about PPD structure and content is relatively limited. This may find an explanation in the fact that Business Organizations at large preferred to operate initially via the channel of Member States. Especially in tariff issues, the Member States would accrue their delegations by the involvement of representatives from Business Organizations. In the beginning, national Business Organizations considered influencing the Commission and sometimes even bypassing European Business Organizations.

For instance UNICE was initially bound to unanimity, when voting on positions, a binding which could limit their weight and influence. Regarding pertinent European issues, the initial PPDs provided expert-

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<sup>8</sup> Indeed that was the condition, in which UNICE started to act successfully. At the early stage, the employees would have several assignments in several commissions and working groups; one should bear in mind that this was the early stage, when the "Acquis" was just being defined.

platforms and hence access to expert groups and decision channels. However, the influence of UNICE as a genuine European Business Organization seemed to compete with national Business Organizations.

One of the first genuine European dialogues was probably about the European agricultural policies (CAP) and measures. The Common Agricultural Policy was introduced in the early sixties and provided grounds for intensive dialogue activities. The Committee of Professional Organizations in the European Union (COPA-COGECA) was one of the key Business Organizations. Representatives from Business Organizations were beginning to be involved systematically in committees, working groups and expert-panels. The various European and national sector-specific Business Organizations began to organise themselves in topic-oriented long-term platforms in order to better advocate common interests.

The so called "Merger Treaty" (1965) replaced the three Councils of Ministers (EEC, ECSC and EURATOM) on the one hand and the two Commissions (EEC, Euratom) and the High Authority (ECSC) on the other hand by a single Council and a single Commission. The institution of a single operative budget supplemented this administrative merger. This restructuring had an important impact on the PPD development of the future. In particular the new single Commission provided for a new framework to initiate or stabilise and professionalise existing PPDs. Hence, the Commission was given a pivotal role in the EU legislative process. The Commission's sole right of legislative initiative, based on Article 149(1), was the legal base for the further evolution of PPD. Among the most important results of this development was the establishment of common price levels for agricultural products in 1962. And in 1968, internal tariffs (tariffs on trade between Member States) were removed on certain products. In this period, the number of business stakeholders in Brussels grew considerably. The number of PPDs expanded alongside with the scope of policy areas. Already at that early stage, one can note how those increased activities had an impact on the setting of the further agenda. The further progress of European Integration can in fact be regarded as a co-evolution of both the European institutions and the PPD activities, which at first focussed on ad-hoc-expert meetings and consultations with a rather restricted number of interlocutors.

By the late 1970s, however, it was obvious that the initial Treaties of Rome did not allow for sufficient free trade opportunities between the Member States. An example for the growing discontent on the part of larger multinational companies in the aftermath of the oil crisis was the launch of the European Roundtable of Industrialists (ERT), created in 1983. According to its self-description the ERT was *"born out of a growing preoccupation with the state of the European economy in the early 1980s. Frequently diagnosed as "euroclerosis", the symptoms were an evident lack of dynamism, innovation and competitiveness in comparison with Japan and the United States. European markets, with the exception of agriculture, were still national, despite the Single Market objective set by the Treaties of Rome in 1957. Economies of scale were very hard to achieve and the burden of red tape was stultifying"*.<sup>9</sup>

The goal of the ERT was to advance competition and competitiveness on a European scale. It promoted and often led business dialogues between the EU and business circles in the US, in Japan and in developing countries. A more recent area for ERT contribution is international standardization. At present ERT plays a pivotal role in the numerous related PPDs. In some way, ERT initiated the nowadays highly structured «Round Tables and Business Dialogues».<sup>10</sup>

In the early phase of the European integration process PPD schemes were developed. In view of the involvement and roles of the public (mainly Commission and Council) and private (national and early European business associations and corporations) partners a co-evolution can be observed. The European institutions needed to make use of the expertise and implementation capacities of the business stakeholders to ensure an incremental and smooth progress for the integration process. However, the PPD topics, structures and procedures were at the definition and development stage.

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<sup>9</sup> Weblink: <http://www.ert.eu/about#Origins> [16/9/2013].

<sup>10</sup> Weblink: <http://ec.europa.eu/enterprise/policies/international/listening-stakeholders/round-tables/> [16/9/2013].

### 3.1.3 The Single European Act

#### **Creating a solid institutional framework for PPDs**

In the 1980s, the Commission developed ambitious plans to implement the full internal market, which resulted in the SEA, the Maastricht Treaty and the Amsterdam Treaty. The SEA defined a finite set of concrete policy areas in which additional measures were to be taken to further the internal market. The Maastricht Treaty provided for a comprehensive legal framework for deepening and enlarging the newly founded European Union simultaneously. The Amsterdam Treaty is to be seen in the continuation of the Maastricht Treaty, further detailing institutional mechanisms.

The Single European Act (SEA) revised the Treaty of Rome by amending the rules governing the operation of the European institutions and expanding Community powers at a time when the European Communities were growing in terms of Member States and after the creation of the European Parliament in 1979. In line with the Monnet method, the first half of the SEA was based on 279 concrete technical proposals aiming at an “area without internal frontiers in which the free movement of goods, persons, services and capital is ensured”. The SEA recognized that the idea of full harmonization was time-consuming and ineffective and that the principle of “mutual recognition” was definitely more appropriate to further the integration process. The second, more procedural, part of the SEA focused on institutional mechanisms including an expansion of the qualified majority decision process.<sup>11</sup>

Moravcsik explains that in the mid-1980s, business interest groups “hoped to bolster the competitiveness of European firms by calling for a more liberal EC market”.<sup>12</sup> The ERT called for VAT harmonization, technical standardization and increased procurement mechanisms early on – requests which were gradually fulfilled over time. The SEA allowed for a number of concrete steps towards liberalization while catering for the interest of the business community and therefore was based on successful PPD. The various working groups following its inception laid the groundwork for a formalized PPD on the European level, as we know it today.

The rather technical nature of the SEA-agenda and their technocratic handling led to criticism according to which the European Communities engaged in “liberal” or “corporate” policies. The following statement, which is characteristic of the criticism at the time, reflects this: *“Some of the major advocates of this European integration have been a handful of European-based multinational companies who reap the greatest benefits. Behind the scenes, these corporations are orchestrating the present and future shape of Europe”*.<sup>13</sup> Such analysis is however flawed as it disregards the very nature of the Monnet method, which is by definition more open to PPD, thus taking business interests into account more effectively.

The interpretation of the negotiations prior to the SEA varies among authors, some hinting at an “elite alliance between EC officials and pan-European business groups” while others attribute a higher importance to “interstate bargains between Britain, France and Germany”. The creation of the European Parliament in 1979 certainly contributed to a stronger polarisation, with the “crocodile group” (supported by German and Italian federalists) aiming at a strongly federalist reform of the Treaties of Rome while the “kangaroo group”, supported by British and Dutch business interests, focused on liberalizing the internal market, thus expressing a higher preference for purely economic integration rather than for a political one.<sup>14</sup>

Finally, the SEA created new and powerful instruments and institutions. In addition to the single market agenda, the Structural and Cohesion Funds were launched to allow for swifter and more effective enlargement programmes.

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<sup>11</sup> Andrew Moravcsik, „Negotiating the Single European Act: national interests and conventional statecraft in the European Community“, *International Organization*, Vol. 45, No. 1 (Winter, 1991), pp. 19-56.

<sup>12</sup> Andrew Moravcsik, „Negotiating the Single European Act: national interests and conventional statecraft in the European Community“, *International Organization*, Vol. 45, No. 1 (Winter, 1991), pp. 19-56.

<sup>13</sup> Ann Doherty and Olivier Hoedeman, „Misshaping Europe“, in *The Ecologist*, July/August 1994, Vol. 24, No. 4.

<sup>14</sup> Andrew Moravcsik, „Negotiating the Single European Act: national interests and conventional statecraft in the European Community“, *International Organization*, Vol. 45, No. 1 (Winter, 1991), pp. 19-56.

These conditions were propitious for an even broader and deeper involvement of the public and private sector in PPDs. The rather technical approach towards a genuine internal-market required a more intensive and in-depth involvement of the private sector. National chambers of commerce, pan-European chamber organisations and Business Organizations of all kinds sought participation. Simultaneously, this development encouraged more national business association to engage in the many European-based PPDs. The core objective of achieving a genuine internal-market at once attracted thousands of Business Organizations and individual firms.<sup>15</sup>

Business stakeholders started to gather and form an increasing number of European umbrella organizations, alliances and interest-groupings. Apart from the rather obvious interest of the private sector to access and influence the further development of European integration, there was also a growing interest in pan-European activities of all kinds. This ultimately led to the creation of new European Business Organizations in Brussels such as EuroCommerce or UEAPME, bringing more diversity and representativeness to the table. This rather dynamic process led to several joint efforts towards the identification and setting-up of PPDs. For example, would pan-European sectoral business associations engage in institutionalised expert committees organised and implemented by or with the Commissions' services? And occasionally those business associations would extend those activities on the national and European level, which again would generate new PPDs. However, from the thousands of firms that had shown interest in PPD activities, many could not access or keep up with the pace. PPDs under the SEA would for example also cover a social action programme and employment policies (i.e. the future working time directive). Increasingly the Commission issued call for tenders to "staff" stakeholder expert groups. The PPDs rapidly increased in numbers and became more structured and formalized.

With the SEA initially, an enormous increase of private sector participation occurred within a rapidly increasing number of topic-specific PPDs. Subsequently, consolidation and formalization followed. Most PPDs were closely monitored and steered by the Commissions services. These PPDs were of paramount importance for the increasing complexity of European legislation. The PPDs not only provided for expertise and better communication with the business community but also for an increasing legitimacy.

### **3.1.4 PPD in the context of the Treaties of Maastricht and Amsterdam**

In December 1991, the 12 Member States of the European Community debated how the dialogue with stakeholders from the business community and the labour representatives ought to be organized. While 11 Member States agreed to incorporate an agreement concluded between the European Social Partners, the organizations of employers (UNICE and CEEP) and trade unions, and the European Trade Union Confederation (ETUC), the United Kingdom refused to become subject to this agreement and therefore obtained an opt-out clause. 11 of the 12 Member States adopted policies strengthening the social dialogue, including PPD, creating a de-facto "two-speed Europe" in this field, with the UK later giving up its opt-out position once it had perceived the successful nature of the social dialogue. The opting-out of the UK had almost no consequences from a business point of view for social dialogue since UK businesses could still rely on their federations in Brussels.

The new feature of the PPD was the now official position of pan-European Business Organizations as social partners, which helped formalize PPD tremendously. Examples for legislative achievements in the aftermath of the Maastricht Treaty are the Directives on European Works Councils (1994), parental leave (1996) and part-time work (1997). Indeed the Maastricht Treaty had deepened the social dialogue instituted by the SEA by the protocol on social policy annexed to the Maastricht Treaty in 1991. Hence, the novelty was that agreements negotiated between the European social partners could now obtain binding legal effect via a decision by the Council if the social partners could reach an agreement to this effect.

In 1997 the Treaty of Amsterdam instituted a "social chapter" regulating how the institutions of the EU were to carry out structured social dialogue. This social chapter extended EU competencies in the field of employment and industrial relations, establishing an automatic consultation mechanism for business and labour organizations in the drafting and formulating period of Community law and during

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<sup>15</sup> Weblink: [http://ec.europa.eu/civil\\_society/interest\\_groups/docs/workingdocparl.pdf](http://ec.europa.eu/civil_society/interest_groups/docs/workingdocparl.pdf), page 12 [16.09.2013].

the ensuing legislative process.

The Maastricht and Amsterdam Treaties also enshrined economic and monetary unity based on a single currency and a common central bank system. The four pillars of the internal market, including the free movement of goods, capital, services and people triggered the need for comprehensive policies on competition, enterprise and industry, health and consumer protection, energy and transport, to name only a few examples, in addition to the already strongly implemented fields of agriculture and internal market extension.

During the 90s, Business Organizations became involved systematically in all relevant fields of legislation and initiatives. In particular, SME-related issues were taken into account in order to avoid an unnecessary administrative burden. According to the "think small first"-principle, a respective impact assessment became mandatory. The active involvement of business stakeholders in specific consultations and PPDs evolved into standard procedures. Schedules and procedures were defined and agreed in detail. Those consultations were however often limited to shorter periods and direct feedback was not always possible. Important legislative initiatives often started early with public hearings and consultations, inviting Business Organizations to participate. For example the consultation on data protection, prior to the legislative initiative for the Directive 95/46 started almost two years before publication of the draft directive. Since 1997, access to obtain information via the Internet has facilitated the consultation procedures considerably. On-line-consultations were however rarely available at that time.

The most active Business Organizations however preferred not to wait for such invitations. Direct personal ad-hoc-meetings with the Commission staff complemented the consultation procedures. In order to address major issues in the long running dialogue, forums and platforms were created jointly with the Commission services. Those PPDs were less formalised and access could be limited.

The development from the Treaty of Rome to the Treaties of Maastricht and Amsterdam brought about the following development for the European Communities/the European Union in terms of PPD:

- No "master plan" for PPD existed at the beginning, PPD gradually developed. The development may be understood as result of a co-evolution. This means that Business Organizations actively contributed to the progress of European integration and the European institutions themselves. With regard to their role in the ECOSOC and so-called standing committees and specialised groups, business stakeholders ultimately became "part" of the institutions since they were motivated to strive for further improvements.
- The increasingly technical nature of PPD in selected areas was helpful for the sectoral approach of specialised business stakeholders. This is ultimately reflected in the creation and set-up of numerous pan-European business federations. In the second half of the 1990s there were more than 3000 trade associations identified in Brussels. Many of them could benefit from the national experiences of their fellow members. This technical nature would also avoid or limit political and ideological disputes.
- Due to the technical nature of the subjects tackled (Monnet method) most subjects could be handled in a quite business-friendly approach up to the 1990s.
- The involvement of PPD at the European level increased in accordance with the "Europeanization" of key policies, due to the increasing competencies transferred to the European institutions, step-by-step from Treaty to Treaty. The most dynamic developments stem from the agenda for a genuine internal market. Business Organizations and corporations clearly understood the importance and took part actively in further shaping the European Single Market.
- The business community pushed widely for market liberalization in an attempt at increased integration and harmonization at the Community level where political resistance appeared to be of lesser importance compared to the situation in the Member States themselves. The Business Organizations and corporations therefore welcomed this opportunity. At the European level, business stakeholders would usually seek to endorse further liberalisation. More protectionist interests would have to be addressed via the Member States. Frequently, Business Organizations would pursue a so-called "double strategy", which means engaging in topical European and national PPDs simultaneously.
- Key principles such as "mutual recognition rather than full harmonization" emerged – the lessons learned being that practical and simple solutions are needed to steer a common



market with an increasing number of Member States. Business stakeholders usually proved to be pragmatic and understood well the difficulties of their Member States accepting full harmonisation. Some business stakeholders, such as the craft sector often preferred protectionist approaches. Their umbrella organization, UEAPME was quite successful in defending this line in numerous PPDs.

- The emergence of an “acquis communautaire” and the existence of major pan-European Business Organizations made it easier for Business Organizations from joining Member States to “fit in” without overly high delays. The European PPDs themselves contributed to gradual and incremental access and understanding of European integration.
- With increasing “Europeanization” of issues, it became increasingly crucial to involve both business and labour organizations (also including other types of NGOs in the meantime) in a structured dialogue, whereas PPD mechanisms had been somewhat informal and loose at the beginning.
- European PPDs continuously addressed external trade issues. The participation of business stakeholders was of paramount importance. The example of Trans-Atlantic Business Dialogue (TABD) demonstrates this very well. The TABD was established by the US government and the European Union in 1995 as the official business sector advisory group for EU and US officials on trade and investment issues. The forum not only served businesses coming together, it also served as a sounding board and early dialogue platform to jointly address interests and concerns.

### **3.2 Developments since the Treaty of Amsterdam**

Between the Treaty of Amsterdam and the Treaty of Lisbon, several changes in PPD can be witnessed. Whilst the “Monnet method” is still widely applied, the movement initiated by the ERT, which consisted in direct involvement of multinational corporations on the one hand and the presence of smaller sector-specific individual firms and associations on the other, has augmented significantly. This was due to the increasing role of the European institutions in policy-making and especially the growing importance of the European Parliament.

Yet, formalized PPD continues to be structured along close cooperation between the Commission and private sector representatives through advisory and expert groups, which evidently leaves the door open for stakeholders that feel they have not been heard sufficiently, or whose position cannot be implemented through PPD to engage lobbying efforts towards the Parliament and Council to amend the Commission's proposals. Interestingly, Business Organizations with PPD impact on the Commission often try to impose requests that they did not manage to include in these PPD by other means. They do so via additional lobbying campaigns towards the Parliament and the Council. Therefore, one can now use the term multi-level lobbying since the levels include the European level on the Commission side, the European level on the legislator's side (European Parliament and Council) and the national level.

The increasing importance of European legislation and policy-making for economic and business-related issues altered the modes of PPD involvement of Business Organizations, since the needs for PPD have tremendously increased from the private sector perspective. The Commission and Parliament are also in need of information and expertise from the business community due to lacking resources and on-hand experiences.

With regard to the Lisbon Treaty, the role of the European Parliament has been re-enforced. Whilst the Commission still has the privilege of being the initiator for most of the European legislation, it now has to more thoroughly consider and anticipate the other institutions and stakeholders positions. The Commission involves all parties as early as possible before launching draft legislation. PPDs are instituted and implemented according to a revised legal framework, explained later in more detail. In addition, inter-service consultations and respective impact assessment are supposed to complement the dialogue regularly.

Some recent examples of legislative initiatives, such as the on-going audit reform, illustrate that the Commission is exposed to increasing pressure from all levels. Successful dialogue with the concerned business stakeholders may well be the key to success, whilst flawed dialogues may translate into acute risks for legislative projects. In the case of the current audit reform an open polemic with the so-called “big four” audit firms preceded the launch of the draft legislation. The lobbying methods of the

“big four” have been strongly criticised, however they succeeded in winding down the project even before it was published. At the level of Commissioners and respective Cabinets, important corrections were introduced. Regardless of the technicality of the topic and the particularly controversial dispute in and around the Commission and the European Parliament, this case illustrates the importance of a fruitful and equitable PPD. Thus, unlike the previous phases of European Integration set out before, successful PPD nowadays requires high levels of transparency and acceptance. The institutions and the topics are becoming more political, and this is, as demonstrated, not simply or mainly due to the crisis management around the Euro.

The Commission undertakes considerable efforts to further improve the framework for PPDs. For example Directorate-General SANCO provided for a “Code of Good Practice For Consultation of Stakeholders”, including a code of conduct and a standard scheme for consultation procedures, which may be considered as point of reference for transparent and best practice for respective PPD.<sup>16</sup>

While the Member States have instituted PPD mechanisms at the national level (such as the SME policy monitoring of the Federal Ministry of Economics and Technology in Germany), the European Parliament engages in stakeholder dialogue via individual discussions of its members and their assistants as well as discussions between political groups and representatives from business and industry – quite aside from the traditional Parliamentary tasks carried out in the different sectoral committees in the context of which stakeholders are evidently heard and consulted.

The European Commission has adopted the principle of “better regulation” since early 2000, including for instance subsidiarity and proportionality. This ensured further development towards “Smart regulation”. Under the Lisbon Treaty, a further step was taken towards “regulatory fitness and performance”; the REFIT programme launched in 2012 provides for a crosscut PPD platform involving all interested business stakeholders.<sup>17</sup>

The European Business Test Panel (EBTP)<sup>18</sup> is a panel of individual companies regularly consulted on European Commission policy initiatives, which should also contribute to “Better Regulation” and improving European governance, now having been merged into the SME panels. The consultation mechanism is in the shape of questionnaires. The SME panels are in practice an important sounding board for the Commission to test the relevance and acceptance of its initiatives on any new legislation in liaison with national SME envoys.

Interesting examples for dialogue between business and Members of Parliament are also some of the Parliamentary inter-groups which focus on business-related areas and the Transparency Register which lists all business representatives having access to the European Parliament as permanently accredited lobbyists. Also, the European Transparency Register now applies to the European Commission, while its Code of Conduct bears interesting features for PPD, especially regarding conflicts of interest, the employment of former EU staff members and accurate information on the nature and scope of lobbying activities.

The Economic and Social Committee (EESC) is an example of a PPD platform with a consultative role regarding a major portion of EU legislation. The more than 350 Councillors are drawn from economic and social interest groups in Europe. Despite their nomination by the governments of the 28 Member States, they defend the interests of their organizations. From the business side the employer group within the EESC represents 117 members and closely cooperates with Europe's five major Business Organizations (BUSINESSEUROPE, CEEP, EUROCHAMBRES, EuroCommerce and UEAPME). The EESC is thus involved in continuous dialogue with the business community, labour representatives within the EESC and the European institutions.

Eurostat, the statistical office of the EU, provides an excellent statistical basis for PPD as it provides objective statistical data and facilitates the impact assessment studies of the Commission. It thus helps the mainstreaming of compromises at an early stage (fewer “battles over statistics”).

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<sup>16</sup> Weblink: [http://ec.europa.eu/dgs/health\\_consumer/dgs\\_consultations/docs/code\\_good\\_practices\\_consultation\\_en.pdf](http://ec.europa.eu/dgs/health_consumer/dgs_consultations/docs/code_good_practices_consultation_en.pdf) [as of 16.09.2013].

<sup>17</sup> Weblink: [http://ec.europa.eu/smart-regulation/better\\_regulation/key\\_docs\\_en.htm#\\_simplification](http://ec.europa.eu/smart-regulation/better_regulation/key_docs_en.htm#_simplification) [as of 16/09/2013].

<sup>18</sup> Weblink: [http://ec.europa.eu/yourvoice/ebtp/index\\_en.htm](http://ec.europa.eu/yourvoice/ebtp/index_en.htm) [as of 16/09/2013].

The Enterprise Europe Network provides a database platform for business support organizations from more than 50 countries. Local network contact points are spread all over Europe. Services include support with business abroad, technology transfer, access to finance, research funding, plus advice on standards and on intellectual property and patents. This is a special form of cooperation and field support between the European Commission and private sector supporting organizations and is often used as a test bench and sounding board.

### 3.3 The present PPD System in the EU

The European Union operates a single economic market across the territory of all its Member States and uses a single currency between the Eurozone members. Furthermore, the EU has a number of economic relationships with countries that are not formally part of the Union through the European Economic Area, EFTA and custom union agreements. An important part of the current Integration process is also the enlargement process including countries in the periphery of the EU. In July 2013, Croatia joined the EU as the 28th Member State.

The EU's standard decision-making procedure is known as 'co-decision' and covers most policy fields since the Lisbon Treaty. This means that the directly elected European Parliament has to approve EU legislation together with the Council (the governments of the 28 EU Member States).

European social dialogue refers to discussions, consultations, negotiations and joint actions involving organizations representing employers (public and private) and trade unions. It has to be differentiated between a tripartite dialogue involving the public authorities and a bipartite dialogue between the European employers and trade union organizations. Cross-industry level and sectoral-social dialogue committees are both involved depending on the subject. Article 152 of the Treaty on the Functioning of the European Union (TFEU) states: *'The Union recognises and promotes the role of the social partners at its level, taking into account the diversity of national systems. It shall facilitate dialogue between the social partners, respecting their autonomy.'* Articles 154 and 155 TFEU define the rules for the consultation of the social partners (see list below) by the Commission.

#### 3.3.1 PPD procedure in the legislative process

Before the Commission proposes new initiatives (such as directives and regulations), it assesses the potential economic, social and environmental consequences that these may entail. It does so by preparing 'Impact Assessments' based on a transparent broad collection of data, knowledge and stakeholder contributions.

Businesses, civil society groups and national administrations are formally consulted at different stages of EU policy-making. This is done through a variety of consultation tools, from the early stages of EU policy definition (conferences, hearings, Green Papers) to more definitive policy statements (White Papers). Other consultation tools include expert advisory committees, implementing committees composed of national civil servants (so-called 'comitology' committees) and ad-hoc consultations on specific issues (e.g. so-called advisory groups). Since the Lisbon Treaty, new legislative proposals usually contain provisions to periodically review certain details of such legislation through expert groups including representatives from the Commission and Member States. Even at this stage, stakeholders can be consulted.

National Parliaments can formally express their reservations in this process, which also calls for an early participation of private sector stakeholders at both national and European levels.

In addition, the Commission and the legislator (Council and Parliament) are assisted by two full-time advisory bodies - the already mentioned European Economic and Social Committee, which represents various social and economic interests at national level, and the Committee of the Regions, which is made up of representatives of local and regional authorities.

In 1997, Member States enshrined public consultations in the Amsterdam Treaty as a mandatory part of EU policy definition. Five years later, the Commission followed up by establishing minimum standards for public consultations. The standards, which have been applied since 2003, concern all major policy proposals before a decision is made. They require the Commission to:

- Spell out the nature and objective of the consultation;
- Ensure that all relevant parties are given an opportunity to express their opinions;

- Publish consultations (often in all 23 official languages) widely in order to meet all target audiences via the web portal "Your Voice in Europe";
- Ensure that participants are given sufficient time to respond (8 weeks for open public consultations);
- Provide feedback to respondents.

The Commission has further developed this consultation practice in the framework of the Better Regulation Principles. The larger Business Organizations usually apply those principles when they initiate dialogues.

When discussing European policy initiatives, a crucial element are the funding schemes, especially those that include structural funds (European Social Fund and European Regional Development Fund), the Research and Innovation Programme (Horizon 2020), the Trans-European Networks (mainly transport and energy), the European Development Fund and individual projects supported by the EIB and the EIF, as well as the multiple support measures by the individual Directorates General of the European Commission.

Due to requests from the civil society (NGOs and Business Organizations in particular) the European Parliament started in the 1990s to officially accredit stakeholders/lobbyists, initially in a fairly lax manner. In 2009, the Parliament and the Commission started to discuss stricter and compulsory conditions for accreditation, which ultimately led to a common "Transparency Register" for both the Parliament and the Commission. In order to be accredited, stakeholders must now provide detailed individual information, including financial information about the resources invested into the EU lobbying process (staff, travel, back office at EU and national levels). Not all stakeholders have accepted this system, which is so far voluntary. Still, those stakeholders can access the institutions by individual invitation.

The public-private dialogue between the private sector and the EU institutions in particular is however not limited to the above mentioned somewhat formal and structured interaction, which is especially prescribed in the case of directives and regulations. Besides the institutional consultations mentioned above, both the private and the public sector have access to a multitude of options and tools to initiate and implement PPD. Both sides may arrange, for example, for open or closed platforms such as conferences, forums, workshops or missions and common projects. Some of the actions last only half a day; others are operated in the medium and long term.

### 3.3.2 Legal basis for social dialogue under the Lisbon Treaty

The full legal basis for PPD is the Treaty on the Functioning of the European Union, Title X Social Policy, which is reproduced in Annex of the present report. The main article for PPD is Art. 154 that we reproduce hereunder for quick reference.

#### **Article 154 TFEU on Social Dialogue:**

*"The Commission shall have the task of promoting the consultation of management and labour at Union level and shall take any relevant measure to facilitate their dialogue by ensuring balanced support for the parties.*

*To this end, before submitting proposals in the social policy field, the Commission shall consult management and labour on the possible direction of Union action.*

*If, after such consultation, the Commission considers Union action advisable, it shall consult management and labour on the content of the envisaged proposal. Management and labour shall forward to the Commission an opinion or, where appropriate, a recommendation. (...)"*

The Council has adopted a specific and complex system of preparatory bodies for preparing its deliberations for which PPD can apply on various levels through the Member States.<sup>19</sup> The European

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<sup>19</sup> Weblink: <http://register.consilium.europa.eu/pdf/en/13/st05/st05581.en13.pdf> [as of 22.09.2013].

Parliament's Committees are involved in PPD regularly and maximum transparency is reached through the public broadcast of committee meetings.<sup>20</sup>

### **3.3.3 Specific integration policy dialogue systems**

The main integration policy areas in the context of regional integration are:

- Internal Market (including statistics, market information and surveillance);
- Economic and social policies;
- Competitiveness and innovation;
- Competition;
- Consumer protection;
- Infrastructure policies (including common undertakings); and
- External trade policy (within the scope of the integration process).

Each individual policy dialogue system is described below, with the responsible European Union DG and the involved private sector organizations. This section also contains a detailed list of expert and advisory groups, which reflect these individual policy dialogue systems.

#### **3.3.3.1 Internal Market**

The main policy areas cover financial services, public procurement, company law, accounting and auditing, recognition of professional qualifications, copyright, and industrial property. By definition, especially the Internal Market DG of the Commission is crucial to major regional integration topics and is also regularly involved in legal and institutional matters.

Within the European Commission DG Internal Market is clearly in the lead, with support from e.g. DG Enterprise, DG ECFIN, DG Justice, DG Competition, DG AGRI, Eurostat. In the European Parliament the IMCO, ECON and ITRE committees mainly deal with internal market related issues. The Council deals with internal market issues at many levels, mainly in the preparatory committees on Competitiveness and Economic and Social Affairs. The EESC and the Committee of the Regions are also closely involved with internal market issues.

The main forms of dialogues and partnerships include social dialogue according to articles 152, 154 and 155 of the TFEU and involve the EESC sections INT and ECO as well as various national platforms on internal market issues. A high frequency of dialogue is palpable since this is the cornerstone of EU policy but a considerable amount of informal discussions and lobbying take place towards the Parliament.

Best practices (especially with regard to replicability criteria) include the reduction of barriers to the free movement of goods and services (e.g. European public procurement, e-commerce legislation, legislation on the recognition of qualifications).

An example for PPD constraints is the case when individual Business Organizations express reservations towards the advancement of the internal market and use social dialogue together with the trade unions in their sector to block initiatives (e.g. provisions of the service directive which were judged "abusive").

A high number of other stakeholders should also be mentioned (smaller Business Organizations, corporations, non-European stakeholders) whose positions have to be incorporated in PPD even though they do not participate in the formal social dialogue according to the Lisbon Treaty.

The TFEU has proven to be extremely useful for deepening the internal market in advancing the EU integration process. Experience shows that both cross-sectoral and sectoral Business Organizations need to get involved, and agreements and alliances should be sought especially for internal market

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<sup>20</sup> For a list of committees: <http://www.europarl.europa.eu/committees/en/full-list.html> [as of 22.09.2013].

issues that are by definition mostly cross sectoral. With regard to internal market issues the institutions ought to involve social dialogue partners early on due to the complexity of the dossiers and their far-reaching consequences across sectors.

Your Voice in Europe is the legislative process open to all stakeholders involving simultaneously additional private sector stakeholders that are not part of the formal social dialogue. It has proved fruitful to achieve better consensus on policy.

Best practice cases such as public procurement, e-commerce legislation and legislation on the recognition of qualifications proved to be drivers for business growth and should, in principle, be replicable outside the EU context.

### **3.3.3.2 Economic and social policies**

Economic policies are understood as drivers for the production of goods and the delivery of services under competitive conditions. Social policies address the socioeconomic role of companies. In the context of European integration however, economic and social policies mainly address economic and social cohesion, which involves a large financial redistribution mechanism.

In the European Commission the DG Enterprise, DG REGIO, and DG EMPL mainly deal with these policies. The involved committees of the European Parliament are mainly the IMCO, EMPL and ECON committees. Council preparatory committees include the committees on Employment and Social Policy as well as Economic and Financial Affairs.

Private sector stakeholders include the social partners (see list below) and individual corporations.

In the field of economic and social policies, social dialogue is applied in accordance with articles 152, 154 and 155 of the TFEU. The EESC section ECO is actively involved. Since economic and social policies are only partly decided at the Union level and since, due to regional disparities, national and regional actors are especially important in this field, several regional and national platforms on economic and social issues are worth mentioning, including coalitions between regions and the Business Organizations from these regions. This field traditionally involves a high frequency of dialogue, with both business and labour representatives around the table.

The European Commission incentivizes cooperation between stakeholders, including Business Organizations, across borders thanks to co-funding schemes, for instance via the INTERREG programme, financed by the European Regional Development Fund and which promotes interregional knowledge and experience transfer to improve regional policy; plus the PROGRESS programme which was used in the period 2007-2013 to develop and coordinate EU policy in different areas, inter alia regarding employment and working conditions.

In the field of Corporate Social Responsibility, the European Commission chairs the European Multi-Stakeholder Forum on CSR in close cooperation with a Coordination Committee, which gathers business, trade unions, non-governmental organizations and other groups.

In terms of lessons learned, because economic and social policies infringe upon national competencies and imply competition issues, the topics treated have to be defined most precisely and are subject to scrutiny by EU and national policy makers. Particular attention is paid to the position of formal and informal stakeholders from the labour side in view of the social dimension of policy-making. Economic support programmes should be targeted and focused on cross-border issues. The promotion via best practices is best carried out at the European level through concrete examples, such as flexicurity promotion through the PROGRESS programme. Innovative approaches stemming from the private sector itself, including new forms of employment organization or safety at work, could be facilitated at the regional level, for instance via cross-border experiences, usually meaning pilot and test cases

### **3.3.3.3 Competitiveness and innovation**

Up until 2014 the European Union promoted competitiveness and innovation through the competitiveness and innovation framework programme, which will now be merged into "horizon 2020", a programme funding research and innovation and specific legislation across policy areas (e.g. transport and energy as well as telecommunications). Specific assistance has traditionally been granted to SMEs and small midcaps.

At the institutional level, the European Commission intervenes via DG Research and Innovation, DG Enterprise and Industry, the Joint Research Centre, the newly founded European Institute of Technology and via specialized implementation agencies such as EACI, REA and TEN-T EA. The European Parliament covers the field through its ITRE Committee while the Council focuses on competitiveness and transport, telecommunications and energy through its preparatory committees. Funding support is offered via the European Investment Bank and the European Investment Fund.

In addition to the social dialogue partners, under the TFEU specific organizations were created around specific topics such as ERTICO on intelligent transport systems and the European Business and Innovation Centre Network on cluster building and competitiveness. Dialogue comprises the social dialogue under the Treaties as well as specific consultations of private sector stakeholders before research and DG Enterprise launches innovation programmes as well as the specific dialogue platforms that are instituted.

The European Business and Innovation Centre Network (EBN) is an example of best practice. EBN started as a project of the European Commission in 1984 after which it developed into a business innovation support scheme across the whole of the EU, and has become a reference point in Europe on innovation, spin-offs, incubation, entrepreneurship, SMEs, and regional economic development to date. Nowadays EBN gathers private and public participants (155 BICs and 75 associate members in the EU Member states and in 11 other countries from Central and Eastern Europe, Turkey, Canada, USA, Egypt and China). EBN regularly takes part in EU-funded projects and played a major role in defining the Horizon 2020 programme in its fields of interest. EBN is very actively involved in all forms of informal and formal PPD.

The European Commission has developed a best practice approach in favour of SMEs, including impact assessments for each piece of legislation analysing the effect on SMEs' competitiveness and Horizon 2020 foresees a special role for SMEs. The EIB and EIF adopted special programmes to support SMEs and small midcaps (e.g. consultation with stakeholders in the shaping of national and regional policies affecting small businesses).

The EIT 'Strategic Innovation Agenda' should provide an impetus for creating up to 600 start-up companies and for training 25.000 students and 10.000 PhDs in new curricula combining excellent science with a strong entrepreneurship component.

In terms of lessons learned from a private sector perspective the PPD practices regarding innovation and competitiveness are very successful; this is partly due to the technical nature and responsiveness to specific needs and priorities affecting the private sector. A most positive and smooth development from informal first meetings and pilot projects towards sustainable and long-term networks and platforms for PPD must be acknowledged. European innovation and research projects directly contribute to PPD (e.g. standardization of electric batteries through FP 7 research and development projects).

On the other hand, cross-sectoral Business Organizations may have difficulties in understanding and following the wide range of opportunities and EU initiatives aiming at bottom-up developments systematically. In this context, coalitions between private sector actors are formed. For example, ERTICO, an association of stakeholders in the field of intelligent transport systems which was created around the EU legislation in this field, influenced the Intelligent Transport System directive and also carries out almost all EU-projects around ITS.

### **3.3.3.4 Competition**

The main policy areas of competition policy include antitrust, cartels, mergers and State aid.

Institutional responsibilities lie with the European Commission (DG Competition as one of the most influential DGs), the European Parliament (IMCO and JURI committees), the Council and the EESC. This however only applies to legislation and consultation since the implementation of competition policy lies with DG Competition exclusively, conferring it substantial power.

The private sector representation setup essentially involves the social partners under the TFEU, while PPD is generally less open than other sectors due to the discretionary nature of public intervention. PPD plays the role of providing feedback on the implementation of existing rules and procedures. DG Competition engages in dialogue concerning legislative proposals but not individual cases. The cases are dealt with via law enforcement tools and give little room for dialogue. In this situation, DG Competition acts with authority and power.

Regarding state aid, however, the dialogue between institutional levels in the EU is very intense and private sector involvement targets specific issues while the EU and Member State levels ultimately have to agree.

DG Competition aims at enhancing PPD through surveys (e.g. Eurobarometer survey on DG Competition's actions from 2010) in which private sector stakeholders give their feedback on DG Competition's practices.

Regarding State Aid, Member States are the first point of contact for Business Organizations. However, the major issues are also discussed at the Brussels level (e.g. SME envoys discussing *de minimis* subsidies with the European Commission and business representatives).

In essence, competition is one of the major policies where the EU system has achieved a high level of sophistication and implemented streamlined solutions and procedures. Within the EU internal market, there is a high level of coordination and cooperation between EU and national institutions. The initiative of collective redress (White Paper 2009) represents one of the particular initiatives involving PPD. The participation of the private sector regarding feedback and initiation mechanisms is significant despite the perception that competition issues are usually perceived as addressing large corporate firms.

### 3.3.3.5 Consumer protection

Consumer protection is a key policy issue in the EU and reflects the need to accompany the advancement of the internal market from a consumer perspective. Consumer Protection is a policy area in which public participation is crucial. Both public consumer organizations and private sector representatives are actively involved, often with conflicting interests. Policy areas include food and agro-products, product quality and safety as well as legal issues with services and contracts.

Institutional responsibilities lie with the European Commission (DG SANCO, DG MARKT, and DG Enterprise), the European Parliament (IMCO, ITRE, LIBE committees), the Council preparatory committees on Health and Consumer Affairs as well as the EESC and the Committee of the Regions.

Regarding private sector organizations, BEUC (members include 41 independent national consumer organizations from 31 European countries) is certainly the most prominent organization from the consumer side, with the European social partners representing the business sector. Trade Unions and staff representatives (ETUC, EUROCADRES, CEC) also play a major role in this policy area.

The main forms of dialogues and partnerships include social dialogue according to articles 152, 154 and 155 of the TFEU, stakeholder dialogue; consultative groups, action platforms, training courses for staff of consumer organization and transatlantic consumer dialogue.

There are highly differentiated and structured multiple forms of PPD platforms, groups and forums, however they are often reserved to consumer protection representatives, the business community being involved in open and general consultation platforms. The PPD process in this area follows not only the provisions on Social Dialogue but also a code of good practice for consultation between stakeholders by DG SANCO that promotes proportionality, representativeness and transparency.<sup>21</sup>

While experiences of PPD are broad and rich, they mostly involve and target consumer protection stakeholders. This policy area is important to make the public aware of the European Union's positive impact on their issues of concern but it also represents a challenge for Business Organizations due to the importance of BEUC in this area.

### 3.3.3.6 Infrastructure policies (Trans-European Networks)

Trans-European Networks mainly cover transport and energy networks and address in essence classical infrastructure policy. Institutional responsibilities involve the European Commission (DG REGIO, DG MOVE, DG ENER, and DG ENVI), the European Parliament (TRAN, ITRE, ECON, JURI

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<sup>21</sup> Weblink: [http://ec.europa.eu/dgs/health\\_consumer/dgs\\_consultations/docs/code\\_good\\_practices\\_consultation\\_en.pdf](http://ec.europa.eu/dgs/health_consumer/dgs_consultations/docs/code_good_practices_consultation_en.pdf) [as of 22.09.2013].



and ENVI committees). Council preparatory committees include Transport / Telecommunications / Energy and the Environment. The EESC and the Council of the Regions have a consultative role and the European Investment Bank acts as a major financier.

Within the social partners, the sectoral organizations with links to transport and energy networks are worth highlighting, e.g. in the field of airports, railways, ports and roads as well as network operators.

In addition to the social dialogue under the TFEU, a specific and targeted interaction between the public and private sector can be perceived (limited number of large firms for infrastructure development). In particular, national involvement is strongly felt due to the strategic nature of infrastructure policy and the often expressed need for concrete cooperation across specific borders, e.g. when building a bridge, a tunnel, a motorway or an electricity transmission grid. Trans-European Networks require specific forms of PPD (priority projects).

PPDs are required in Trans-European infrastructure projects since it is mostly private or semi-private stakeholders who help drive infrastructure investments. Successful strategic initiatives often include the involvement of the EIB.

Unbundling in the energy sector is an overall success (despite the slow implementation of the Internal Market packages and growing criticism that unbundling needs to be complemented with other policies favouring large-scale infrastructure build-up) since PPD was and is well implemented in the energy community. PPPs in this field are often successful and in the case of problems the importance of co-funding forces stakeholders to address critical issue early on.

A common effort of public and private stakeholders and PPD at the inception phase of large infrastructure projects has proven to be very successful as can be seen in the Trans-European networks and various innovative projects (e.g. alternative propulsion systems infrastructure or integration of renewable energies) executed and under way.

The funding mechanisms are functioning well in the European environment and are constantly adapted. The EIB plays a driving role as a promoter of large-scale infrastructure projects. Parts of its approach to infrastructure funding could be used for replicability purposes.

### 3.3.3.7 External trade policy

Trade policy addresses trade relations with non-EU countries and therefore includes negotiations/changes in the common external tariff as well as a large range of technical (standards, SPS...) and legal (IPR...) issues, in both multilateral and bilateral/regional trade agreements.

At the institutional level the Commission DG Trade, the INTA committee in the European Parliament, several preparatory groups in the Council (e.g. foreign affairs) and the EESC (environmental, social, labour and sustainable development aspects in the EESC) are involved.

Business Organizations at the European level dealing with trade-related issues mainly include the social partners. In addition to the social dialogue under the TFEU, DG Trade holds a civil society dialogue under which regular structured meetings on trade policy issues of interest to a wider audience are organized. DG Trade aims to promote an active and inclusive participation of civil society through this process.

### 3.3.4 European social partners – Business Organisations<sup>22</sup>

The European Commission consults the social partners on the possible directions and the contents of initiatives.

Sectoral social dialogue committees are composed of social partner organizations that must apply jointly to the European Commission. To become social partners the European Business Organizations essentially have to fulfil the following conditions:

- “Relate to specific sectors or categories, and be organised at the European level;

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<sup>22</sup> Weblink: <http://ec.europa.eu/social/main.jsp?catId=480&langId=en> [16.9.2013].

- Consist of organizations, which are themselves an integral and recognised part of Member State's social partner structures (...)
- Have adequate structures to ensure their effective participation in the work of the committees.”

### **3.3.5 Private sector role in the European Economic Integration**

The examples below show that PPD takes different shapes when it comes to concrete policy areas:

- Formal consultation takes place in the context of the compulsory consultation of social partners by the Commission.
- In line with this requirement, the Commission has established a whole series of expert and advisory groups with formal application procedures (followed by a selection and evaluation process) and rules of procedure.
- Working procedures and meeting design and frequency vary considerably amongst the expert and advisory groups.
- In parallel, other expert and advisory groups are created on a voluntary basis with the support of the private sector since they are deemed to provide governance and policy advice.
- The Member States are involved in many of these groups, for instance the “European Ecolabelling Board” in which they have decisional power to decide on the ecolabelling of specific product groups together with the Commission and stakeholders from Business Organizations and environmental and consumer NGOs.
- The continuation or discontinuation of such groups is related to the actual drafting and implementation of policies, they therefore vary highly in terms of composition, impact and duration.
- In addition to PPD officially orchestrated by the Commission's, other informal PPD mechanisms such as the ones around the Danube strategy platform (bottom-up approach) exist. These are however very difficult to access, quantify and classify due to their informal nature, which would make transferability an important challenge.

#### **European Commission**

##### ***Trade:***

The consultations and dialogue schemes in the field of external trade regularly deal with Free Trade Agreements or Partnerships or other forms of bilateral agreements. The dialogue between Business Organisations and the Directorate General for Trade in the European Commission is crucial for successful negotiations. As it can be noticed in the Transatlantic Trade and Investment Partnership (TTIP) consultation process, Business Organisations are not only expected from the Commission to provide input in terms of expertise and knowledge, but also to help convey the message to the public and mass media that they are involved and appreciate the state of negotiations. This is partly due to the fact the Commission has neither the tools nor the national communities or media to convince public opinion of its position. Business Organisations are insofar also given the function or opportunity (as one sees it) to feedback to the competent national ministries. Pan-European Business Organisations are in a good position to coordinate this task with their national members.

##### ***Health and consumer protection:***

The stakeholder consultation instruments and practices from DG SANCO appear to be among the most mature and efficient ones within the context of the Commission's PPD activities. DG SANCO has created a well-established dialogue-culture with the consumer protection community. Thanks to close and continuous working experiences the national consumer protection agencies benefit from a quite immediate feedback at the national level, which they can convey to SANCO.

However, Business Organisations merely participate as another stakeholder of civil society in this dialogue. What is more, Business Organisations are also quite often directly exposed to the pressure of leading consumer protection stakeholders. Nonetheless it has been confirmed that Business Organisations appreciate - at least in some areas or on some issues the transparent and pragmatic

way in which the dialogue is managed. Especially in new fields of policies open, transparent and pragmatic debates can lead to a win-win-situation even for stakeholders defending opposing positions in the dialogue.

In cases of conflicting views on key consumer legislative issues the dialogue can be even antagonistic from the point of view of Business Organisations. Throughout the European Institutions consumer protection is perceived as a positive issue *per se*. For Business Organisations however the cost-effectiveness ratio is the key preoccupation. Once real consumer protection standards are established, they become not only the usual "EU *acquis*", but a value in its own right, while Business Organisations generally prefer self-regulation.

However the dialogue schemes from DG SANCO help canalise different viewpoints and generate sustainable solutions and political compromise. The political compromise is of eminent importance on the level of parliamentary debates and negotiations. Most Members of the European Parliament avoid exposing themselves to direct controversial pressure from the side of leading consumer protection stakeholders. This is due to the apparent perception that the wider electorate understands consumer protection as a good cause to stand for. Possibly this factor is even stronger on the European than on the national level.

### ***Justice:***

The services of DG Justice have developed an efficient and mature dialogue-culture and process with civil society. With regard to the development of a genuine European justice area (European Council's Stockholm Programme: [http://ec.europa.eu/justice/effective-justice/files/com\\_2014\\_144\\_en.pdf](http://ec.europa.eu/justice/effective-justice/files/com_2014_144_en.pdf)) there is a momentum of particular interest for Business Organisations, which is further strengthening the Internal Market by developing continuously cross-border solutions, for example in the field of commercial claims. Thus numerous leading pan-European Business Organisations support this development and are interested in a constructive and continuous dialogue.

The pictures changes when fundamental rights are concerned. Actually the key topic insofar is the reform of data protection. The dialogue process was less open and transparent from the Business Organisations' viewpoint and in addition several sectoral European Business Organisations (i.e. insurance and banking Business Organisations) had diverging individual concerns or followed a more individual approach. With regards to the NSA scandal the data protection debate also involves a strong emotional component, which does not play in favour of the Business Organisations at large. In a nutshell, it seems to be by far more difficult to satisfy the dialogue partners in that field.

What was missing on the dialogue level with the Commission's services could however partly been addressed by the Business Organisations through their increased efforts to fuel the debate in the European Parliament. Nonetheless, the mainstream amongst the responsible Members of Parliament is so far also geared in favour of fundamental rights and privacy advocates. Business Organisations seem to have difficulties to align themselves to a coordinated coalition, which is also due to the fact that data protection concerns all businesses but in very different ways.

In any case the prevailing dialogue schemes substantially helped all parties to take part in the further development of the integration process. This plays a key role inasmuch as the public perception and acceptance are concerned.

### ***Enterprise and Industry:***

DG Enterprise and Industry adopts a positive attitude towards business interests and stakeholders by definition. The Directorate General provides for a wide spectrum of PPD schemes. With regard to the implementation of the Better Regulation principles it plays a key role in the overall PPD-culture of the European Commission. Apart from numerous formal and structured dialogues with Business Organisations lesser formal dialogue formats are used as well.

As in the case of the EEN consultative forum Business Organisations can also be initiators of strategic dialogue. For some purposes informal PPDs – such as the involvement of Business Organisations and businesses in the mission for growth – serve as a basis to initiate a new dialogues and activities.

### ***Internal Market:***

PPDs engaged by or with the services of DG Internal Market are crucial and most important for Business Organisations since DG Internal Market guarantees that the Internal Market, which is the largest growth driver in the EU, functions properly. To participate is indispensable for Business Organisations and the Commission services require the feedback of Business Organisations to learn

about shortcomings and market obstacles. And yet there are still numerous burdens to tackle on the way to a genuine and complete internal market.

**Employment:**

The consultations on the posting of workers show how complex PPD schemes are in the field of employment policies, in which European directives set the framework but Member States have large room for manoeuvring. They also indicate the difficulties to coordinate the differing interests, which prevail between the Member States.

**Competition:**

PPDs with its services are also of high importance. However the position of DG Competition towards Business Organisations is defined by its role as "watchdog" of the European "Acquis" and solely responsible authority in the field of competition in the internal market. Regarding its daily activities in dealing with cases of infringement the dialogue culture is distant and technical.

**Transport:**

DG MOVE a focus on transport infrastructures, which of high relevance to Business Organisations of all kinds since it involves intelligent transport systems, logistics, key infrastructures as well as maritime, air and land transport. Lately DG MOVE oriented a part of its programmes towards innovation in transport. This is of great interest for the concerned Business Organisations. The dialogue culture and experience is open and pragmatic as is evidenced by the example of the ITS Advisory Group.

**Research and Innovation:**

DG Research engages in regular and fruitful dialogues with Business Organisations. In addition to the usual consultation practice the projects in which it is engaged with entrepreneurs and partly also with Business Organisations represent a particular opportunity to learn from each other and adapt swiftly to challenges and changes. Lately, DG Research changed its focus and now dedicates its efforts to research policy, delegating operational matters to subordinate agencies. This is a laudable development since PPD is much facilitated by this clarification of responsibilities.

**Agriculture:**

DG Agriculture is involved in a large number of specific PPDs with the agricultural community. The recent changes of the Common Agricultural Policies go hand in hand with intensified dialogue practices, which are considered fruitful and efficient by most parties from either side.

**General Observations and Lessons at Commission level:**

PPD schemes with the Commission are characterised by formal and structured procedures, for which there are legal bases and provisions that formalise them to a high degree. Apart from legal obligations there are several reasons for the Commission services to engage in dialogues with civil society in general and Business Organisations in particular. The most pertinent are sharing of knowledge, better understanding of stakeholder interests and concerns, rising of awareness on both sides and increasing acceptance for policy options, measures and legislation.

The Commission generally hosts and coordinates these structured dialogues. In the case of on-line-consultations a broader participation is desired by the Commission. A better visibility and understanding also depends on the understanding and attitude of Business Organisations.

Business Organisations are actively involved in respective campaigns and dissemination activities, i.e. via the EEN-network. For Business Organisations such engagement requires considerable efforts and resources. A successful participation involves good knowledge of the institutions and long term thinking and planning. Leading pan-European Business Organisations seek for more active participation in the coordination and agenda-setting of relevant PPD-schemes. Some prefer thus informal high-level dialogues on the Cabinet-level, involving think tanks and renowned individual academic institutions. The latter seems of particular convenience for so-called trend-setter activities.

In the course of the last decades the key parties (Commission services and Business Organisations) learned from each other and built up a trustful and pragmatic dialogue relationship. The forms and methods of PPDs constantly evolve. Also technological (mainly IT) progress contributes thereto. Both sides push increasingly for improved transparency and efficiency in this dialogue.

## **Involvement of institutions other than the European Commission**

### ***European Parliament:***

The dialogue schemes with the European Parliament are less formal and structured. Currently the leading Committees and the political groups call for open stakeholder debates, once a legislative initiative reaches the European Parliament or when the European Parliament envisages an initiative report. In controversially debated issues there can be a series of meetings in a short lapse of time. Debates on data protection and audit-reform for example took place almost once per month.

If all the informal dialogues initiated and steered by the Business Organisations were added, they would amount to genuine topical working weeks. In particular the personal meetings with the key Members of the European Parliament are of major importance. Members of the European Parliament are open to such dialogues and interested in facts and figures provided by the Business Organisations. Insofar there is for instance an evident interest to consider all possible unintended consequences resulting from legislation. The European Parliament has its own services for surveys, evaluations and impact assessments. However, Members of the European Parliament also have a political interest to reflect the positions from all relevant and active stakeholders.

Each political group also disposes of expert secretariats and many informal Parliamentary Intergroups gather Members of Parliament involved in specific topics. The group experts require Business Organisation input for their preparatory and coordination work and the Intergroups (e.g. Water Intergroup headed by Richard Seeber) are small PPD schemes themselves.

### ***European Economic and Social Committee:***

The EESC is a highly formalised form of European Social dialogue while is not an open forum. Its members are delegated by their referring Member States. Especially for labour issues its role is of great importance, even if it formally "only" provides recommendations to the key European institutions, such as the Commission or the European Parliament. In addition it has an important role to play in feeding back to the social dialogue on the national level.

### ***Council:***

The Council itself, staffed by a rather small internal structure and the representatives of Member States' representations in Brussels, is not available for typical PPD. PPD takes place on national level and, in addition, the representations of Member States to the EU are available for discussion but it is entirely up to them what they take up in the Council working groups which debate in closed session. Since the Council debates are not published, it is difficult to assess the impact of the arguments of Business Organisations on the European level.

### ***National PPD:***

PPD schemes on the national level exist and some good practices can be mentioned. For instance the German ministries regularly start open on-line consultations and the ministry of economic affairs and industry even asks SMEs to provide structured input on EU legislation affecting them for the ministry to be able to defend the position of German SMEs in the Council. Direct meetings of Business Organisations with administrative decision makers are quite frequent and complement the structured dialogue forms.

With regard to the final decision-making in the EU legislative procedure, namely the informal trilogue (informal discussions between the European Commission, Council and Parliament), these dialogues became indispensable for the leading national Business Organisations, which are usually members of the leading Pan-European Business Organisations. The case of UEAPME relation and interaction with its German member ZDH or its French member CGPME is useful to illustrate this.

### ***Closing remark:***

The European PPD-experience is well developed and mature. It offers all interested parties opportunities to participate in furthering European integration. In Brussels and Strasbourg the dialogue culture is well accepted and part of the daily works of Business Organisations and institutions. The complexity of the European decision making process is a challenge for all parties and even the Commission has to invest increasing efforts to "lobby" successfully for their initiatives and measures.

### 3.3.6 Major PPD platform and players from the 1960s to date

The **European Economic and Social Committee** was established in 1957 as a forum to discuss issues regarding the single market. The EESC delivers advisory documents and opinions and is formally consulted on major EU legislation.

The Employers' Group gathers entrepreneurs and representatives of entrepreneur associations working in industry, commerce, services and agriculture in the 28 Member States of the European Union at the EESC, with currently 117 Members.

Members, who are selected amongst national employer organizations pro rata to the national population, are nominated by national governments and appointed by the Council.

The EESC serves as a platform for PPD and allows for taking into account the point of view of national social partners on the European level, especially since it also enables discussions with the two other groups, the workers' group (labour representatives) and the various interests group (mostly civil society NGOs). With the Lisbon Treaty, the EESC has obtained a stronger consultative role and now perceives itself as a "bridge" between civil society and the EU institutions.

**BUSINESSEUROPE.** The Conseil des Fédérations Industrielles d'Europe (CIFE) was created in 1949, including the Union des Industries des pays de la Communauté européenne. The organization evolved into the Union des Industries de la Communauté européenne (UNICE) in March 1958 following the need for PPD after the Treaties of Rome. It then contained 11 Commissions and 12 working groups. In 2007, the name was changed to BUSINESSEUROPE, The Confederation of European Business. BUSINESS EUROPE now has 41 members (industrial and employers' federations) from 35 countries, including the European Union countries, the European Economic Area countries, and some central and Eastern European countries. BUSINESSEUROPE is composed of seven Main Committees and about sixty Working Groups. BUSINESSEUROPE is a European social partner (article 152 of the Lisbon Treaty).

**UEAPME** is the leading SME association at the European level, originally it focused on crafts but is now covering a whole range of issues. Originally founded in 1980 UEAPME was established 1991 as an international association in Brussels. UEA-PME has around 80 full and associated members and engages in a variety of fields, including standardization for SMEs. According to the EU definition, an SME can employ a maximum of 250 persons and have a maximum annual turnover of 50 million Euros or a maximum balance sheet total of 43 million Euros.<sup>23</sup> UEAPME is a European social partner (article 152 of the Lisbon Treaty).

**EUROCHAMBRES**, the Association of European Chambers of Commerce and Industry, was originally created in 1958 as the "Conférence Permanente des Chambres de Commerce et d'Industrie de la CEE" and was later registered in 1977 as an international association with the name EUORCHAMBRES in Brussels. The association is composed of 2000 Chambers of Commerce and Industry, most of which are based in the EU and most of whose members are small and medium enterprises.

**EUROCOMMERCE** was created in 1993, just after the Maastricht Treaty. The association essentially focuses on e-commerce, entrepreneurship and SMEs, environmental issues and the food and nutrition sector. EUROCOMMERCE consists of national commerce federations in 31 countries, retail and wholesale companies, and federations representing specific sectors of commerce.

### 3.3.7 Successful PPD schemes (case studies)

It has already been mentioned that the Sub-Sahara African context is marked by a very large proportion of MSMEs with limited institutional and economic skills. The aim of most African PPD's is to improve the business climate through the elimination of bureaucratic barriers to trade and predatory behaviour by public organs or individuals.

For this reason, past EU experiences dedicated to business-friendlier regulatory and institutional context creation are very interesting in the African context.

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<sup>23</sup> Weblink: [http://ec.europa.eu/enterprise/policies/sme/files/sme\\_definition/sme\\_user\\_guide\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf) [16/9/2013].

## Case study 1: Business environment

A core aspect of European integration for businesses is the evolving internal market. In the context of globalisation, the dimension of the internal market became increasingly crucial to businesses in the EU. More and more businesses in general, but also SMEs in particular, take advantage of cross-border activities. The internal market provides opportunities for numerous so-called hidden champions, enterprises that grow fast and develop strong competitiveness qualities.

In the recent years national and Pan-European BOs invested considerable efforts in dialogues and consultations with the EC, the European Parliament and the Council to participate in the further shaping of the respective business environment.

The field research provided evidences for a series of successful dialogue schemes. The common nominator was the interest and concern for a better business environment.

There are so-called horizontal issues, such as the simplification and better regulation. The respective dialogue involves open and highly structured consultations with interested BOs from all areas and sectors. In a nutshell, it addresses any European legislative initiative with regard to its potential impact for businesses. For example, the **Regulatory Fitness and Performance Programme (REFIT)** systematically reviews the EU legislation in order to evaluate its efficiency and effectiveness, to detect regulatory burdens, gaps and inefficiencies, to identify opportunities for simplification and to enable the Commission to propose the revision or repeal of legislation where appropriate. In all those steps, interested BOs are consulted and heard. Even if some BOs perceive the consultation procedure involved as reactive, the importance and value of this proceeding as such is widely accepted.

More specific successful schemes to be mentioned in this context are for example the Small Business Act-Follow-Up and the EEN-Consultative Forum. It results from the previous experience with the Small Business Act, which started as top-down- policy-initiative from the EC, namely DG Enterprise. The initiative sought to develop answers to the financial crisis after 2008. In contrast to the initial Small Business Act, the follow-up-scheme is realised in a more bottom-up way and is therefore better accepted by BOs. Most BOs involved appreciate the open and rather transparent way in which the dialogue is conducted by the EC's services. With regard to the importance of the issues tackled and the participatory dialogue method, this dialogue is experienced as relevant and effective.

The EEN-Consultative Forum involves a more restricted, but highly representative circuit of BOs. It is appreciated for its strategic level of dialogue, addressing quite immediately relevant aspects of the evolving European integration. The EEN pursues to serve businesses in their cross-border activities, but also in any other relevant European issue, i.e. European legislation, funding schemes, addressing for example competitiveness and innovation. Individual businesses and even local BOs often ignore the European issues or dimension of European integration. The interest of BOs and their members to master barriers to cross-border trade partly still needs to be challenged. However the involved BOs are convinced about its relevance and success, even if important results still need to be delivered.

The highly differentiated and complex dialogue schemes require some particular understanding and efforts to be well understood and applied. However they seem to provide good examples to inspire the AU to implement similar schemes.

## Case study 2: ERTICO

ERTICO is a success story regarding European transport policy. It exemplifies the possibility for Business Organizations to contribute to shaping, implementing and further developing European policies in the distinct and very specific area of Intelligent Transport Systems (ITS).

According to the official definition, ITS enable the integration of information and communications technology with transport infrastructure, vehicles and users. By sharing vital information, ITS allows users to benefit fully from transport networks, in greater safety and with less impact on the environment.

While ERTICO was founded in 1991 by 15 organizations, about 100 organizations are involved today in ERTICO - ITS Europe. These organizations include vehicle manufacturers, suppliers, organizations from traffic and transport industry, service providers, public stakeholders and research organizations. A few household names include IBM, Tom Tom, Nokia, Xerox, FIA, Renault, Volvo, BMW, Siemens, Bosch, Continental, Deutsche Telekom, Ericsson, Orange, Allianz, DEKRA, Mitsubishi, Michelin, VDA,

IRU and many others.

Since the European Commission comprises a unit that is fully dedicated to ITS (DG MOVE DDG1.C.3), Public Authorities from all Member States are associated with ERTICO as well as practically all relevant corporations and business associations and user representatives. It is obvious that in all areas around the ITS directive 2010/40/EU (on the framework for the deployment of Intelligent Transport Systems in the field of road transport and for interfaces with other modes of transport) and its delegated acts, ERTICO is a privileged partner and feed-back organization concerning the Commission's objectives and their implementation. This is evidenced by its role in the initiative for automated emergency call for road accidents mandatory in cars from 2015 that is about to be finally voted by the Council and European Parliament in fall of 2014.

This case study shows that on very specific issues in the area of new technologies, it is rather simple for Business Organizations to partner with stakeholders from the Member States in order to achieve a fruitful dialogue with the European Commission.

### **Case Study 3: Danube Strategy**

One of the current examples for activities in regional integration is the so-called Danube Strategy. The local public and private stakeholders of the Danube Region launched this initiative in a bottom-up process. It embraces all countries and regions alongside the river Danube and benefits from regional, national and EU-support (DG REGIO).

One of the key aspects of this strategy is to better address any particular private and public interests and needs of this vast region, also integrating candidate countries for EU membership such as Serbia. A holistic regional strategy encompasses research and innovation, infrastructure, regional economic development, business and growth as well as environmental and cultural matters.

The business stakeholders are participating, inter alia, via the EESC, but also via campaigns and actions directed at the European Commission, the European Parliament and local administrations.

Following the EESC action, a European action plan integrating and coordinating all those efforts jointly with the private and public stakeholders has been worked out. It will be included into the next EU Budget, and special funds will be dedicated to this strategy.

PPD was triggered at local and national levels by private and public organizations. In a process of more than two years, by involving systematically the EESC, the European Commission and the European Parliament, a common strategy was finally established, which should provide for following-up PPD at all levels. The initiative is also of particular interest, because it is even targeted beyond the EU-territories. It has proven to be flexible and enduring enough to drive long-term strategic interests of all involved parties. It can be considered as an economic, social and cultural integration effort.

This concrete and recent example reflects both the strengths and weaknesses of the existing more formalized mechanisms. This initiative is a classic joint cross-border effort, trying to tie together public and private interest-groupings at almost all levels with various tools. It also addresses a classic regional growth and development issue, for which all other existing instruments appear not to suffice. This is the case for EU-Member States and for candidate and neighbouring states.

The Danube Strategy has not been constituted based on any of the "classical" PPD mechanisms as it originated not from purely institutional or purely business or labour driven interests but rather from a joint effort of regional actors alongside the Danube, including the business community. It shows that PPD at these levels also impacts EU policy and funding mechanisms though it may be less formalized at the onset.



## 4. African experiences with public private dialogues in economic development and regional integration

Factors for success of PPD schemes appeared different at continental, regional, national and local levels. Therefore, these factors will be presented. The present analysis reflects the lessons learnt at the level of the field visits that allowed for a deeper analysis of PPD realities and achievements.

Overview of private sectors organisations in Africa - regional integration related – thus the mapping of all organisations is embodied in the PPD fiches and list of Contacts of Annexes A to E of this study. A Synthetic Table on selected PPD schemes in Africa is included at the beginning of the annex D.

### 4.1 Continental PPDs

The *African Private Sector Forum* is a key instrument of interface and partnership between the African Union policy makers and the private sector. The key objectives of the Forum:

- Assess the case for Africa's industrial development and consider lessons learned from other regional experiences;
- Highlight the significance of the good corporate governance and corporate citizenship as promoted by the UN Global Compact for business development;
- Examine the role of the private sector in accelerating Africa's industrial drive and showcase good practices that contribute to sustainable development;
- Promote partnerships between the public and the private sectors (PPPs).

The Forum also acts a vehicle for empowering the African Private Sector through advocacy, sharing business and market information and skills. This gives emphasis to the significant role that African private sector can play in the implementation of the AU Strategic Plan and the New Partnership for Africa's Development (NEPAD) Programme.

Also, among different continental programmes, the Comprehensive Africa Agriculture Development Programme (CAADP) is the agricultural programme of the New Partnership for Africa's Development (NEPAD), which in turn is a programme of the African Union (AU). CAADP focuses on improving food security, nutrition, and increasing incomes in Africa's largely farming based economies. It aims to do this by raising agricultural productivity by at least 6% per year and increasing public investment in agriculture to 10% of national budgets per year. Through NEPAD, CAADP addresses policy and capacity issues across the entire agricultural sector and African continent.

Although CAADP is continental in scope, promotion of growth in the agriculture sector and economic development is realised through national efforts. As such, CAADP is not a set of supranational programmes, but a framework embodying a set of key principles and targets. The national roundtables lead to national pacts called "Compacts", signed by government, private sector, civil society and donors. Compact do agree on specific targets at national and regional levels. It is expected that concrete investment priorities, for all of the countries that have kick-started the CAADP process, will be defined for support from the international development community who are actively involved in the CAADP Roundtable process. Compacts are followed by action plans in each country. Also, each RECs does elaborate its own regional Compact. The next step is made of meetings once a year between private and public sectors to prioritize projects. These meetings do monitor afterwards implementation on what we call "joint sectoral review".

So far, 43 African countries have adopted the CAADP process and 10 countries on the continent have achieved consistent six percent in the sector. Six countries currently invest over 10% of their national budget in Agriculture. Regional compacts do target on harmonization (ECOWAS) and setting common standards (COMESA one standard for maize allowing now trade from Rwanda to Tanzania).

Programme for Infrastructure Development in Africa: the programme designed as successor to the NEPAD Medium to Long Term Strategic Framework (MLTSF), to develop a vision and strategic framework for the development of regional and continental infrastructure (Energy, Transport, Information and Communication Technologies (ICT) and Trans-boundary Water Resources).

## 4.2 Regional PPDs

Regional trade-related and integration PPDs exist at all Regional Economic Communities' levels, ECOWAS, COMESA-EAC-SADC.

In all RECs, existing regional PPDs have been involved in discussing positions to EPA and these positions have been taken into account in the final REC positions.

All RECs have regional integration-fostering PPD schemes that deal mainly with regional infrastructure and regional services in form of public private partnerships, tariffs and rules of origin, trade facilitation and standards.

### ECOWAS

#### The Trade Liberalisation Scheme

The dialogue partners are the ECOWAS Commission and the member country Trade Ministries for the public sector and the intra-regional exporters for the private sector. This scheme deals primarily with rules of origin and acceptance of complying companies and products in the entire REC.

#### ECOWAS Business and Investment Forum

These schemes establish a dialogue on facilitating public-private partnerships on regional investment. It is considered successful but is more PPP.

This Forum, with an active role played by regional ECOWAS Business Council made of regional Chambers of Commerce and ECOWAS, has achieved an impressive record of good results and impact in the whole Region supporting the private sector development through several public private partnerships since the eighties:

- ECOBANK: The Federation of West African Chambers of Commerce promoted and initiated a project for the creation of a private regional banking institution in West Africa. Today, ECOBANK is the leading pan-African bank with operations in 35 countries across the continent;
- ASKY: The Executive Secretariat of ECOWAS, the ECOWAS Bank of Investment Development (EBID), the UEMOA Bank Of Development (BOAD), the Central Bank of West Africa States (BCEAO) and ECOBANK group created a company for the promotion of the next Community Airline that led to the establishment in November 2007 of ASKY. ASKY's network currently covers 23 destinations in 20 countries of West and Central Africa. ASKY currently operates 174 flights a week on its network with an average of 10 000 passengers per week;
- The West African Power Pool (WAPP) covers 14 countries of the regional economic community. WAPP is made up of Public and Private Generation, Transmission and Distribution companies involved in the operation of the electricity in West Africa. It has to date, 26 member companies.
- Proposed in early eighties by ECOWAS, the West African Gas Pipeline (WAGP) is a natural gas pipeline to supply gas from Nigeria's Escravos region of Niger Delta area to Benin, Togo and Ghana. It is the first regional natural gas transmission system in sub-Saharan Africa. The West African Gas Pipeline Company limited (WAPCo) is a limited liability company that owns and operates the West African Gas Pipeline (WAGP). WAPCo is a joint venture between public and private sector companies from Nigeria, Benin, Togo and Ghana.
- The Borderless Alliance<sup>24</sup> is a strong coalition of private sector stakeholders backed by regional bodies providing strong evidence based advocacy to decrease NTBs in the region. It also includes Public authorities such as the shippers' council from Ghana.

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<sup>24</sup> <http://www.borderlesswa.com>

## **SADC<sup>25</sup>**

### **Regional and National Customs PPD**

The dialogue partners are the Sub-Committee on Customs Cooperation (SCCC) made of the national Heads of Customs and the SADC Secretariat for the public sector, the concerned business organisations (like freight forwarders) for the private sector.

This scheme takes part in the Tripartite African Free Trade Zone task force on NTB and its online notification system.

### **Regional Forum on Infrastructure**

This dialogue is organised within NEPAD and involves the NEPAD Business Foundation. The scheme is a networking platform to discuss investment projects and commercial activities. The forum's partners pre-select investment projects and explore co-financing opportunities with the public sector.

### **SADC Payment Integration System<sup>26</sup>**

The SADC Payment Project lays the foundation for further economic integration in the region. The objectives of the project/sub-committee are to assist individual countries in SADC, to define a payment system strategy and development plan, and to define a co-ordinated regional approach to cross-border payments. In this regard, the implications for, inter alia, trade; central bank policy and foreign exchange positions and controls need to be taken into account. At this stage, the focus is developing a sound and robust domestic payment system within each SADC country, a prerequisite for defining a cross-border payment strategy.

A Committee of Central Bank Governors meet with all National Banking Associations organised under the umbrella of the SADC Banking Association. Meetings deal with all aspects of the project and time-lines. Regular reports are provided to the Committee of Central Bank Governors (CCBG) and in turn regular reports are provided to SADC Ministers of Finance. CCBG officially recognised the SADC Banking Association via a MOU. SADC Banking Association attend all relevant meetings and provides input on all aspects where required.

## **EAC**

The EAC regional PPD involves the EAC Secretariat and the EABC for the private sector. This scheme is a forum for voicing concerns on trade facilitation and involving the private sector in regional economic policy decisions.

Policy proposals or concerns can be voiced by anyone. The issues are worked out jointly by the Secretariat and EABC. EAC Secretariat does not have a right to make decisions at national levels, therefore it prepares files for the consideration of the EAC Summit. Once adopted by the Summit involving all national Heads of State, the decisions are final and are implemented in each member country.

### **The COMESA, EAC and SADC Non Tariff Barrier Monitoring Mechanism<sup>27</sup>**

COMESA, EAC and SADC have created the Tripartite African Free Trade Zone. Its primary aim was to unify the rules of origin system. It passed and implemented a unique Customs Law for the entire region as well as a Common External Tariff (TEC).

It created a NTB elimination system that includes sms and online notification system for the private sector<sup>28</sup>. Remaining NTBs like standards and their implementation are gradually eliminated. The main difficulties arise at the level of implementing decisions or setting new barriers and are usually the responsibility of control officers. In such cases, the traders notify the hindrances immediately per sms

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<sup>25</sup> See also BERTELSMANN-SCOTT Talitha, 2013, *The Private Sector as a Driver of Regional Integration*, PERISA Series: private Sector case studies, South Africa.

<sup>26</sup> See WENTWORTH Lesley, 2013, *SADC Payment Integration System*, PERISA Series: private Sector, case study 2, South Africa.

<sup>27</sup> See CHIKURA Cynthia, 2013, *The Non Tariff-Barrier Monitoring Mechanism*, PERISA Series: private Sector, case study 1, South Africa.

<sup>28</sup> <http://tradebarriers.org>

and their national authorities are informed. They complain to the other country's authorities, often without success. However, the PPD process obtains more tangible success.

The method for progress lies in considering the source of authority in this part of Africa: Heads of State have the final say and their decisions are implemented. Consequently, the Secretariats and involved business organisations voice concerns and prepare positions, try to bring the issues to the agendas of the Heads of States Summits and, if approved, their issues will be solved.

### **4.3 National PPDs**

Some national PPDs are briefly exposed hereunder to provide an outline of most typical PPDs.

#### **Egypt**

Egypt's Business Registration Procedure Simplification (BRSP) is often considered as a success story and model for PPD in Africa. This scheme, established with IFC assistance by Alexandria Business Association and successive public authorities, has indeed succeeded in establishing the Islah Index now not only in Alexandria but also in Cairo. However, this scheme lacks public partners since the 2011 Revolution: frequent changes in Ministries and Ministers hamper the efficiency of PPD in Egypt nowadays and limits its achievements.

However, PPD is mushrooming in Egypt: all ministries have consultations with the private sector on projected laws and decrees that need to be consulted before they pass Cabinet. Notably, the Ministry of Trade and its related independent Authorities (Competition, Consumer Protection, Standards and Specifications, etc.), the Egyptian Business Association (EBA), Junior Business Association, ABA, etc. may input in the consultations. Any BO may have access to the consultation process and may add comments, suggestions or critics at any time. The voice of sectors is taken into account by the fact that the Federations have sector chambers that work on issues before they give their position. However, the Ministry has the final say. ABA states that the final decrees, laws or policies have little to do with its suggestions.

In addition to Ministry-wise PPDs, public dialogues involving academics, think tanks and civil society are very active today in Egypt. They produce papers, symposiums, etc. where the main economic issues, notably infrastructure and logistics are widely discussed and where Ministers are invited, usually for the closing conference.

The result of these PPDs is that the main economic, reform and infrastructure issues are widely discussed among academics and advisers, thus creating a consensus at intermediary level. A notable feature of these PPDs is that donors take a major part in them and often drive the discussions. IFC, ILO, AfDB, USAID, GiZ, WB and the EU are active partners in the economic consensus building. It is however unclear today, whether this debate results in concrete decisions, laws or reforms. This is due to the present political uncertainty and instability. The situation would need to go back to some normality to enable lessons learnt.

#### **Ethiopia**

Ethiopian Public-Private Consultative Forum (EPPCF) is the centralised PPD scheme of Ethiopia. Two exclusive partners administer it, ECCSA and the Ministry of Trade. The scheme has three levels (national, regional and district). A challenge is to include Woreda (district) level issues into the higher forum agenda. The scheme includes sector forums where sectoral associations work out issues, therefore the voice of sectors is taken into account. Issues worked out at the different levels are submitted to the National Business Forum, chaired by the Prime Minister. This forum meets once a year. IFC and UNDP provide assistance to the functioning of the units at the Ministry of Trade and at ECCSA.

#### **Kenya**

Kenya has a centralised PPD system that has replaced several former schemes. The scheme involves the President, the Prime Minister and the concerned ministries. The BO representing the private sector is the Kenya Private Sector Alliance (KEPSA).

The scheme has four organs:

- The Presidential Private Sector Working Forum, meeting twice a year, discussing economic issues and issues of the private sector;
- The Prime Minister's Round Table (PMRT), the main PPD platform, meets quarterly
- The Minister-level PPDs, meeting twice a month;
- The Speakers' Round Table Meeting (Parliament).

Two bilateral committees, PMRT Planning Committee and the PMRT Tracking Team monitoring the implementation of agreed reforms. Issues are brought first to the Minister-level, then to PMRT, then to the Presidential Working Forum.

## Rwanda

Rwanda has a new PPD system where the public partner is the Rwanda Development Board (RDB) and the private one the Private Sector Foundation (PSF). Both organs form the joint Secretariat. This PPD system encompasses all levels (local, district and national). GiZ provides assistance at local and district level, IFC and TMEA at national level.

The PSF works out issues into position papers and passes them to the RDB that establishes an issue paper. The issue is then passed to the concerned Ministry that issues a concept paper. The discussion starts at the level of the Ministry. If it is inconclusive, it is brought to the PPD Summit.

If an issue is on trade facilitation, it is brought to EAC.

The scheme was founded in 2013 and replaced a former one. It is early to draw lessons but the partners report that the scheme is successful and allows solving a number of issues. Like Uganda, Rwanda is a landlocked country. It is the Government's interest to solve the trade facilitation issues that arise with the port countries, Kenya and Tanzania. Therefore, the Government is proactive in the discussions and often brings proposals to the table ahead of the private sector's requests. In this case, the PPD allows the Government to receive feedback on its proposals.

The weakness of the scheme is that both RDB and PSF need assistance to prepare position and issue papers and to conduct research. This assistance is provided by GiZ (local PPD) and by IFC and TMEA (national level).

## Uganda

Uganda has two PPD schemes involving the President: the Presidential Economic Council and the Presidential Investors' Round Table. The first scheme involves a meeting once a year, issues needing to wait that long. The second involves noted business people and investors, whose feedback is needed to assess the level of adequacy of Uganda reform and proceedings.

As Rwanda, Uganda is a landlocked country and needs access to the ports of Kenya and Tanzania. Therefore, on trade facilitation issues, the Government and the private sector are partners and the dialogue may be two-ways. The private partner is Private Sector Foundation Uganda but this organisation does not have exclusivity and virtually anyone can bring issues to a public authority that decides if it brings it forward to higher authorities or not. The important issue is that the request or policy proposal attains the highest level of decision-making, where a decision will be final.

Ugandans insist that respect of institutions is not in their culture, and therefore it is not abnormal that issues are brought to whichever institution, with the final aim of reaching the President. The other element of culture is that decision-making involves the President.

## Nigeria

The *Better Business Initiative* is a PPD scheme on the same model as the schemes identified in East Africa: It involves the President, the private sector has established the secretariat to monitor the implementation of decided reforms. A Summit meets annually but the Secretariat has become the focal point for dialogue, beyond the summit.

The *Enlarged Focal Point on Trade Matters* (ENFP) involves several business organisations and several ministries. It intervenes in the area of trade negotiations and treaties, including WTO. This is one of the all-trade PPDs existing in Africa. The private sector is consulted on all trade negotiation issues. The consultation is not legally compulsory, but in fact mandatory.

The *Cocoa Cluster Development – Sector PPD* scheme involves the Ministry of Agriculture and the cocoa value chain: producers, processors, exporters and related NGOs.

The aim is to streamline the cocoa value chain with the Ministry of Agriculture and Ministry of Finance enabling environment. The members will build a corporation that they will need to run themselves, the Government being only a facilitator.

### **Senegal**

Conseil Présidentiel de l'Investissement. This scheme is similar to the East African ones: This PPD involves the President, the Prime Minister and the Secretary General of the Government. The private sector is represented by the Confédération Nationale des Employeurs du Sénégal. The accepted requests are announced formally by the President in presence of the television at an annual summit.

### **Cameroon**

The Cameroon Business Forum Programme. This PPD scheme involves the Office of the Prime Minister and the GICAM and Chamber of Commerce. The highest instance is the Forum, meeting twice a year and chaired by the Prime Minister. It has a permanent Secretariat and working groups made of public and private representatives. It proposed 27 business reforms, of which 12 have been implemented. Among them, one-stop-shops have been created in Douala and Yaoundé with the effect of reducing the business procedures to 3 days. It is also the origin of the laws on e-trade, e-communication and cyber security.

### **Botswana**

High Level Consultative Council. This scheme involves the line ministries and their permanent secretaries and the Confederation of Commerce, Industry and Manpower (BOCCIM). The Council meets twice a year. The Secretariat is provided by the Permanent Secretary for Development of the President's Office and by two members of the private sector. The scheme is the origin of the abolition of foreign exchange controls, for the definition of the privatisation policy, the national long-term vision for the country, the law on public procurement and asset disposal.

### **South Africa**

The NEDLAC has a structured approach covering different policy areas, mostly working on legislative drafting. It is a tripartite forum where the public as well as private sector do work with labour unions on a equal weight for every decision.

## **4.4 Local or District PPDs**

Local PPDs have a strategic role because MSMEs of the informal sector have only this chance of being heard. Recent schemes tend to integrate national, regional and local schemes and this allows issues raised at local level to be brought to the upper levels if needed.

The leading role in local PPDs is taken by "champions" who identify issues, identify other members suffering from them, therefore serve as catalysts in coalition building. At the next step, champions prepare position papers and then organise PPD meetings with the private sector and the local public sector.

A significant challenge of such meetings is the unwillingness of local civil servants to sit in circles on equal footing with the private sector and to accept their rulings to be challenged. Making them accept this takes frequently several years, which delays the time when the scheme will be able to produce concrete results. But when this happens in the end, the atmosphere surrounding MSME and their activity is more positive and their social contribution is understood.

One interesting case of local PPD is the Promoting public-private Dialogue for Self-motivated Reforms in the Municipality of Moshi in Tanzania. This scheme has the originality of having finally succeeded after two earlier failures. The successful scheme is an advocacy scheme to identify issues blocking businesses and farms and presents them to the City Council for action, copying them to the press for maximum audience and pressure. This scheme is successful.

## 4.5 Cross-border private sector coalitions (case studies)

### 4.5.1 Coalition for NTBs Monitoring in the Tripartite Region

Identification, removal and monitoring of Non-Tariff Barriers (NTBs) to trade by the Member States in the Tripartite Community is one of the priority areas for policy harmonisation and coordination under the Tripartite framework. With tariff liberalisation largely achieved, the challenge remains to eliminate non-tariff and other barriers to trade that contribute to the high cost of doing business across the region thereby inhibiting intra/inter-regional trade.

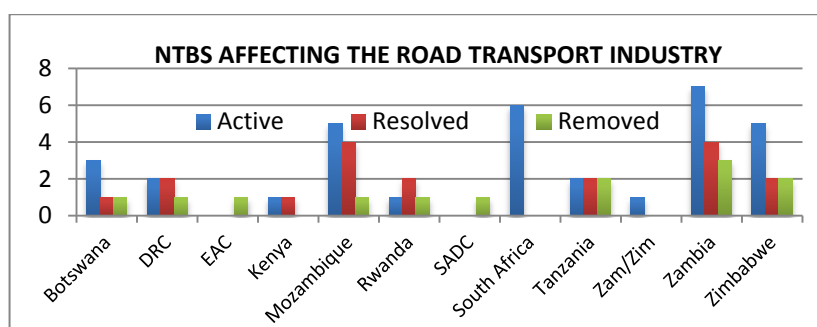
To this end, COMESA, EAC and SADC are implementing a NTBs reporting, monitoring and eliminating mechanism that incorporates concrete timelines for the removal of NTBs. All three RECs have established NTB monitoring mechanisms to address NTBs. The Tripartite Region has created a single web-based NTB reporting and monitoring system ([www.tradebarriers.org](http://www.tradebarriers.org)) that is backed by NTB structures in 22 Member/Partner States and Focal Points in 19 countries, with more than half (14) of the Tripartite countries now processing complaints on-line. it operates as follow:

- **a complainant sends a text message or registers a complaint online.**
- A complaint is stored in the NTB system & an Administrator is notified.
- The Administrator assigns RECs & Focal Points to resolve the complaint.
- RECs & Focal Points start resolution process & post comments.
- The Administrator changes the status of the complaint to Resolved in system.
- **the Complainant is notified that the complaint has been resolved.**

Focal points are both, public and private ones in each country. The private sector involved is largely represented by Chambers of Commerce and Business Associations but also by more specific entities like Export Promotion Agencies and other Export Associations<sup>29</sup>.

In 2014, 465 complaints have been registered: 381 complaints are resolved & 84 complaints are unresolved

Although initially this is a top down framework approach, a private sector (complainers) ownership and active participation is crucial to make this process work properly. Important regional trade players lead the implementation of the mechanism such as the Federation of East and Southern African Road Transport Associations (FESARTA).



<sup>29</sup> Botswana Exporters and Manufacturers Association (BEMA); Burundian Manufacturers' Association – AIB; Federation of Egyptian Chambers of Commerce; Ethiopian Chamber of Commerce & Sectorial Associations; Kenya Association of Manufacturers; Lesotho's Youth Chamber of Business; FIVMPAMA Malagasy Private Sector Federation; Malawi Confederation of Chambers of Commerce and Industry (MCCCI); Mauritius Chamber of Commerce and Industry; CTA - Confederation of Business Association; Namibia Chamber of Commerce and Industry; Rwanda's Private Sector Federation; Seychelles Chamber of Commerce and Industry; Business Unity South Africa (BUSA); Sudanese Businessmen & Employers Federation; Federation of Swaziland Employers and Chambers of Commerce; Tanzania Chamber of Commerce and Industry and Agriculture TICCIA; Uganda Export Promotion Board; Zambia Chambers of Commerce and Industry; Confederation of Zimbabwe Industry.

Source: FESARTA, 2014

A such success must be considered in a cautious way. A large amount of resolved issues is said to be largely due to a lack of clarity in the definition of NTBs, making easier to record any kind of missing information on the ground. Share of information later solves the complaint. There is nevertheless a certain amount of barriers to trade that are being increasingly and effectively tackled.

*“Kariba Dam wall connecting Zambia and Zimbabwe supported trade between the two countries. Although the bridge is able to bear the reasonable passage of heavy vehicles, as per the limits and volumes specified by the ZRA’s well-documented policy, vehicles over three tonnes were stopped from crossing the bridge in 2005. There was no technical reason for this tonnage restriction, but it was nevertheless enforced. This restriction affected commercial trucks, cross-border buses ferrying traders moving merchandise between Zambia and Zimbabwe, and the movement of exports and imports by local companies into the region. The trade information desk officer based at the Kariba border post, noticed that some large overland trucks were still allowed to cross. An investigation into the tonnage restriction showed that there was no technical basis for the restriction, making it a classic example of a NTB and was followed by an online complaint. The complaint was logged and directed to the relevant national monitoring committee member in the ministry of transport. They were able to sort out the tonnage restriction and the bridge re-opened for business in July 2011.”*

#### 4.5.2 Coalition for NTBs Monitoring in the ECOWAS Region

The Borderless Alliance, launched in 2005 is a collaboration between public and private sector stakeholders including ECOWAS, WAEMU, USAID, the World Bank, the Abidjan-Lagos Corridor Organization (ALCO), TransAlloman Togo, Verhad Trucking and Haulage Ltd. in Ghana, Burkinabe Shippers’ Council (Since 1998, CBC has become a professional public institution, mainly represented by its private sector members), the Chamber of Commerce and Industry of Côte d'Ivoire (CCI-TR), the Chamber of Commerce, Industry and Agriculture of Dakar, the Chamber of Commerce and Industry of Mali (CCIM, a public institution), the Chamber of Commerce and Industry of Togo (CCIT, a public institution), and the Ghana Shippers' Authority (GSA, operating under the ministerial responsibility of the Ministry of Transport). Among the sponsors we find larger companies such as DHL.

Borderless fosters change by bringing clear evidence of inefficiencies throughout the region. The findings are published and the data is used to pressure decision makers to take action.

In order to address the issues of sustainability and effectiveness, the Borderless Alliance has evolved from an advocacy campaign to the region’s leading advocacy platform, with a membership base upwards of sixty five and representing the lead actors from the various supply chains; port authorities, freight forwarders, logistics operators, manufacturers, traders and farmers, all united in their desire to promote a better business environment in West Africa, as well as a positive, long-term impact for the benefit of all involved. Borderless Alliance is a private sector-led partnership<sup>30</sup>.

At the Ghana-Togo border, one of the busiest corridors in West Africa, a truck filled with sandals (made in Abidjan, Cote d'Ivoire and hypothetically duty free) destined for Nigeria was stuck in the complex procedures. Thanks to the work of the Borderless Alliance’s Border Information Center, a form was corrected and then properly stamped. The truck was free to continue its travel. According to ALCO’s 2011 report, the Ghana-Togo border imposes the longest delays on average on traders, more than the Benin-Nigeria border.

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<sup>30</sup> Membership made of: Port Autonome de Cotonou; Fludor Benin SA; Chambre de Commerce et d'Industrie du Burkina Faso; Conseil Burkinabè des Chargeurs (CBC); Cooperative de Commercialisation et de Transformation des Produits Agricoles (COPRA); Ivoirienne de Plastique; Scanning Systems S.A; Société Ivoirienne de Manutention et de Transit (SIMAT); British American Tobacco Ghana; Bollere Africa Logistics Ghana LTD; Damco Logistics Ghana Limited; DHL Global Forwarding; Ghana Ports and Harbours Authority; Ghana Shippers' Authority; Pasico Ghana LTD; Safety Transport & Logistics Solution; Satellite Trans LTD; Tarzan Enterprise LTD; Cat Logistics; Groupe Sanecom ASPS SARL; La Laitiere du Sahel; Adrog Cargo Handlers LTD; Association of Nigerian Licensed Customs Agents; Legacy Investment and Management Company; PZ Cussons Nigeria PLC; Schub Nigeria LTD; Unilever Nigeria PLC; Westrend LTD; Sierra Leone Investment and Export Promotion Agency (SLIEPA).



The general trend on the eight corridors is encouraging. From 2009 to the first quarter of 2013, bribery fell significantly (from 9,72 to 4,3 us dollars/100km) while the length of delays (from 18 to 15 minutes/100km) and the number of controls (from 2,5 to 1,7 checkpoints per 100km) decreased at a lower pace. Togo continues to show the least harassment while Mali was, again, the worst performer among the participating countries.<sup>31</sup>

### 4.5.3 Coalition to implement infrastructure projects in the SADC Region

Following the adoption of the NEPAD strategic framework in 2001 by the AU, the NEPAD Business Group is formed in 2002. This formation focused on supporting the new framework as the main continental programme for the development of Africa. In 2005, the NEPAD Business Foundation (NBF), a non-profit company with the financial support of Founding members Anglo American, Eskom, MTN, Old Mutual and Transnet replaces the NEPAD Business Group. In 2010, the NBF signed a Memorandum of Understanding with the newly mandated NEPAD Planning and Coordinating Agency to render more effective the support of the private sector in the implementation of NEPAD programmes, building on already successful programmes for continental cooperation under CAADP and PIDA. New partners are: KPGM, South African Breweries, SizweNtsalubaGobodo, Mott Macdonald, Rio Tinto. NBF organises members<sup>32</sup> into 16 sectoral working groups to facilitate information exchange, introduce NEPAD programmes to private sector and incorporate private sector perspectives in NEPAD programmes.

First in 2010, NBF launches the programme “Removing the Barriers in Agriculture” with partners like Trans-Farm Africa and funding from the William and Flora Hewlett Foundation and USAID. More recently, the NBF has launched the Africa Infrastructure Desk's (Afri-ID) to establish a multi-stakeholder platform - where private sector, SOCs, DFIs, multi-lateral development agencies and public sector partners cooperate - to expediently develop regionally integrated infrastructure in Africa. This Desk aims to provide research, business linkage and relationship services. The Afri-ID will contribute to the development of investment and commercial opportunities for participating member companies, allow coordination on pursuing projects, provide leading information on developments in infrastructure and allow engagement between public and private sector, with so far impact for spatial development and regional integration in SADC and the North South Corridor. Afri-ID initially focused on three areas - Rail/Locomotives, Ports and Pipelines.

The added-value of the Afri-ID is the accelerated identification, development and implementation of regional infrastructure projects that translate to concrete business opportunities to the ID members.

*“The Afri-ID adds value through an operating model that:*

- *accumulates and shares information on regional integration infrastructure projects in Africa such as but not limited to, along the North South Corridor,*
- *proactive identification of infrastructure projects with a regional integration impact,*
- *coordination of stakeholders to identify barriers and find solutions to unlock business opportunities on a regional basis;*
- *develop an integrated approach to provide complete infrastructure packaged solutions (project pre-feasibility, preparation, coordination, funding, operations, implementation).”*

In 2013, the NBF co-organised with the SADC PPP Network (made of all public sector PPP unities) a public private dialogue to bring to discussion 9 best ranked projects out of 655 PIDA - NSC - SADC preselected projects. The selected projects are on: Telecommunications (ICT); Transport Road; Transport Rail; Water Infrastructure; Port Infrastructure (EDZ). Highlights of the selected projects are presented, followed by expert inputs of finance, stakeholder engagement, strategy process, and legal issues for these projects.

<sup>31</sup> Last available Borderless Alliance's Road Governance Report from 1<sup>st</sup> quarter 2013.

<sup>32</sup> General Electric; Mott MacDonald; Rio Tinto; Anglo American; Eskom; MTN; Old Mutual; Transnet; Agricultural Business Chamber; ACSA; The Aveng Group; The Banking Association South Africa; BEPEC; Blue; Business Connection; Citybank; Coca Cola Africa; Dell; Deloitte; DBSA; Group Five; Illovo; Imperial Logistics; Johannesburg Stock Exchange; Nampak; Nedbank; Nestlé; Piasa; Pwc; Rand Water; Rendels Four Consulting; Sasol; SNC Lavalin; SEDF; Ubank; UCW; Bansho; Crane; Globesec; LGIT; Life College Group; NAPM; Railroad Association of South Africa; South African Electrotechnical Export Council; ISF.

## 5. Lessons from the EU experience and the way forward in Africa

Looking back to the founding times of public-private dialogue in both Africa and Europe, early initiatives came after conflicts and in order to overcome distrust among partners.

In Europe, PPD started in the immediate after-WW2 period. The “talking partners” did not feel much sympathy or trust for each other at start but they decided to concentrate on solving practical issues related to economic reconstruction and development. The process evolved afterwards with a new European spirit being enhanced. Following the Monnet method, a number of schemes remained informal.

In Africa, PPD started in most cases in the aftermath of a major or systemic shock, either in the form of acute economic difficulties or through political instability and violence. Very often, dialogue partners were likely to distrust each other. Like in Europe, the initial schemes concentrated on solving practical issues, notably removing some of the most business-unfriendly constraints.

**In Europe**, a system of complex, multi-level dialogue schemes was built over the years between the European Institutions and the Business Organisations. The Commission initiated numerous PPD schemes, looking for or requesting reactions from business organisations. The agenda setting, coordination and hosting is mainly with the Commission. Proactive business organisations complement this by organising one-off conferences or seminars. Increasingly, BOs engage in coalition-building to increase their weight and representativeness.

Only the largest sector-specific associations engage in formal and structured dialogue. Most other ones rely more on targeted reactive campaigns regarding single issues proposed by the European Institutions.

The most common factors identified in the successful PPD schemes implemented in Europe include:

- A clearly defined issue / sector, on which the Treaties confer the EU a clear role, and where major stakeholders are identified and involved (e.g. ITS Advisory Group);
- An on-going or expected concrete legislative or regulatory proposal, i.e. legislation about to come out, for which the European Commission has carried out a diligent impact assessment and secured a priori support from major European Business Organisations;
- PPD ought to be non-dogmatic and open to pragmatic solutions (e.g. MSDCT);
- Meetings must be held regularly and follow-up must be reflected within PPD (SME Finance Forum or Mission for Growth are excellent PPD examples and show considerable successes but presently lack proper follow-up mechanisms);
- PPD should not become too large or too complex so that to avoid dispersion and fragmented results or involvement.

**In Africa**, PPD is already quite developed and its focus is evolving very often from policy design to more policy implementation, from crosscutting to sectoral approaches. It is present in every country and now quite well established: it is now a much more common belief that PPD is a useful way of solving issues, government officials and the executive levels take part in various schemes and appreciate more consulting the private sector. This is mostly true at regional and national level, but is still a challenge at local level where local civil servants appear less inclined in participating in dialogue with the private sector.

Despite hugely different economic and institutional structures between countries or regions, PPD schemes tend to organise in a similar way:

For regional and national PPDs, the first organ is the Secretariat, usually composed of members of the state organ and the business organisation commonly in charge of the process. Both parties have usually equal representation. The role of the Secretariat is to prepare position papers on the issues brought by the private sector or the civil society and to forward these papers to the upper organs.

The upper organs are the concerned ministries, the Cabinet and the President. Issues may be solved at Ministry level if they concern a measure by a single Ministry. If they involve more than one ministry, they need to go to Cabinet. Important issues need to go to the President.

In some countries, once a year or twice a year, a Summit is organised and chaired by the President. He may send issues back to an experts' committee. If not or after the experts' committee, the President takes the decision and gives the Government the order of following up with implementation.

At local level, the scheme relies on "champions": Champions are members of a PPD scheme who demonstrate a high level of involvement in the scheme, its sessions and its discussions and who appear able to facilitate dialogue and suggest solutions. Usually, they are selected by the involved donors and receive specialised training, after which they take charge of preparing meetings, animating and facilitating discussions and ensuring follow up on decisions. These champions are supplemented by donor technical assistance on file preparation and follow up.

Regional integration and trade agreements have strong national consequences, creating a mechanic need for a transmission from regional to the national level. PPDs at these two levels (national and regional) tend to be interlinked. Here again, the links are weaker with local organizations and local PPD. The examples of the newer PPD schemes in Rwanda and Uganda, where the overall national scheme includes from the beginning the local level, to ensure awareness-raising at local levels, are interesting here.

## **5.1 Useful lessons learnt from the EU experience**

The European Union integration process and the African one show huge differences. However, the following lessons can be drawn from PPD experiences between the Treaties of Rome and Maastricht/Amsterdam on the European level in view of inspiring Africa:

- The development of PPD and the increase in private participation in policy design and implementation regarding the economic integration process has been a gradual one. A step-by-step approach in selected areas with a technical focus is highly successful. The more states join in the integration process and the more subjects are covered (increasing complexity), the more formal and the more permanent PPD involvement and mechanisms need to become.
- The European experience shows that it might be useful to foresee opt-out mechanisms for those countries not willing to encourage social dialogue (including PPD) too far at a given point in time, different speeds being feasible. A few Member States can form the nucleus of initiatives, with others opting in or out.
- On general subjects, PPD carried out with highly representative Business Organizations covering a broad spectrum of activities and with a diverse membership (including, for instance, both large corporations and SMEs) are more likely to be successful. The reasoning is that such organizations debate within their membership and have a tendency to come to the table with a more balanced and representative position.
- Smaller and more sectoral Business Organizations should be consulted on sectoral issues with a high technical content. In parallel, a technical or even "technocratic" approach to FTA issues can be more efficient for stimulating PPD on the subject.
- The business community pushed widely for market liberalization in an attempt at increased integration and harmonization at the Community level where political resistance appeared to be of lesser importance compared to the situation in the Member States themselves. The Business Organizations and corporations therefore welcomed this opportunity. At the European level, business stakeholders would usually seek to endorse further liberalisation. More protectionist interests would have to be addressed via the Member States. Frequently, Business Organizations would pursue a so-called "double strategy", which means engaging in topical European and national PPDs simultaneously.
- The development of the European Internal Market recognized that the idea of full harmonization was time-consuming and ineffective and that the principle of "mutual recognition" was definitely more appropriate to further the integration process. Key principles such as "mutual recognition rather than full harmonization" emerged – the lessons learned being that practical and simple solutions are needed to steer a common market with an increasing number of Member States. Business stakeholders usually proved to be pragmatic and understood well the difficulties of their Member States accepting full harmonisation. Some business stakeholders, such as the craft sector often preferred protectionist approaches. Their umbrella organization, UEAPME was quite successful in defending this line in numerous PPDs.

- More procedural, part of the Single European Act (SEA) focused on institutional mechanisms including an expansion of the qualified majority decision process.
- In the process of trade integration, the abolishment of customs and tariffs is an important element in fostering PPD and private sector involvement. However, the development and issue creating the most dynamic involvement of the private sector came with the preparation and implementation of the Single Market and the effective introduction of the “four freedoms” (free movement of goods, capital, services and people). Only then, enterprises were able to export and develop within a unified European market clearly offering larger opportunities for the private sector. In other words, the *positive* implication of a unified and larger markets can better entice private sector participation in fostering regional integration than the *negative* implication of stiffer competition on the domestic market.
- With growing institutional complexity PPD has to take into account new institutional developments such as the role played by judiciary system (e.g. competition and free movement of goods and services);
- There has been a key role for pan-European and large umbrella organisations such as UNICE and UEAPME, which have initiated dialogue between themselves so as to take part in PPD more efficiently. They have been at the forefront of disseminating EU-related information and requests for dialogue and discussions from EU authorities. Such major Business Organizations aim at maintaining the highest possible degree of participation on all major legislative issues, and have a keen interest in participating in as many PPD schemes as they deem relevant for their activities, if only to be “kept in the loop”.
- PPD in the EU is mainly based on formalized schemes of interaction between European social partners and the European institutions on the one hand (under the TFEU), and less formalized PPD on the other. This has been accompanied by a growing attention paid by EU institutions to the form taken by such consultations, from mandatory rules in the case of important policy or legislative initiative to specific “codes of good practice”, with a balance to be found between the need to incorporate private sector’s views on one side, and the caution vis-à-vis excessive lobbying activities and defence of vested interests.

## 5.2 PPDs in Africa: Success Factors and Challenges

### 5.2.1 At continental and regional Levels

#### Overall Coherence

The Continental Forums are aimed to help improve in a coherent way overall policies in the continent, it is therefore crucial to have a strong and relevant private sector network made of all key sectors in Africa. Follow up of implementation of priority actions made by private sector is still weak as to check how coherent policies/actions have been put in place across Africa.

#### Ownership of the process

Despite its many weaknesses, PPDs well appropriated exist in Africa. CAADP for example is a cross-continental agricultural strategy acclaimed to be fully Africa owned and Africa led. Countries are continuously adapting the CAADP Agenda into their agriculture and rural development strategies and programmes. Such framework is helping building an evidence based approach in policy making in Africa.

#### National transposition of regional policies

As an example, in SADC’s telecom sector, policy transposition lags behind, as is the case with most regional efforts, but the element of competition among the private sector on issues like roaming costs ensures that there is a level of urgency in implementing regionally agreed guidelines. Thus, in most African RECs, one main concern is when the process of regional integration is blocked by national inefficiencies to transpose regional agreements. There are two exceptions with the WAEMU and the

EAC, where regional legislation can trump national legislation in order to promote further regional integration and an investment platform.

### **Coordination versus Harmonization<sup>33</sup>**

As an example, the SADC Payment Integration System is achieving good results and potential high impact in flow of capital across the region with no need of harmonization. Coordination is enough among different member states to allow transfer money between countries (i.e. remittances)<sup>34</sup>.

### **Adapting the level of decision to the source of authority in the regional culture**

As demonstrated in East Africa, the source of authority is the Head of State. Intermediary levels cannot solve all issues, which is not a sign for inefficiency. The tasks for REC Secretariats or high civil servants are rather to prepare issues and positions, prepare agendas and let the Heads of State take decisions.

### **Strengthening REC Secretariats and BOs in preparing position papers and policy proposals:**

A recurring difficulty in Africa is the need for REC Secretariats and BOs for additional capacity to prepare issues, positions and agendas to strengthen evidence based on policy advocacy approaches. The challenge therefore for RECS and BOs should be the recruitment of qualified human resources according to the ever challenging needs of their environment. BOs explain that they do not have the financial means to recruit staff, notably because their member contributions are overdue and not of very high amounts. This should advocate for substantial training actions, both at university level to ensure that curricula include economic analysis and advocacy in an African context and vocational training of the staff already working at PPD-related institutions. The aim is to equip human resources with the right skills to create "pockets of efficiency" in administrations and for the private sector.

### **Monitoring decisions implementation and reporting on abuse**

Part of the success of the COMESA-EAC\_SADC and ECOWAS private sector coalitions lays with the implementation of a sms notification system allowing traders facing abolished NTBs may report to their authorities at the moment of the abuse. This tends to limit such issues. Often, local authorities are not aware of decisions made at regional levels or at national level and continue implementing abolished hindrances. Therefore, a monitoring system on agreed reforms is always very important. Also, there is clear challenge to reinforce monitoring capacity on trade integration outcomes (change of trading practices on the ground). Most existing integration monitoring systems tend to be focus on scorecard-based compliance assessments (transposition of common commitments into national law). Surveys and online complaints tools are specific and outcome related, they are useful but remain limited in size (small samples) and can be subjective whereas monitoring trade in services is almost inexistent<sup>35</sup>. Indicators of trade transaction costs potentially can improve trade integration assessments, with selection based on policy priorities and the availability of suitable data.

### **The right level of coordination for crosscutting issues remains national whether regional coordination can be more successful in sector specific related policies.**

National PPDs working properly are needed prior a Regional PPD set up in crosscutting areas involving different actors. Like customs (e.g. NTBs).

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<sup>33</sup> For the case of harmonization, see also BERTELSMANN-SCOTT Talitha, 2013, Regional Cooperation in the Telecommunications Sector via CRASA, PERISA Series: private sector, case study 4, South Africa.

<sup>34</sup> This is similar to the European Integration Process. See Chapter 2 above.

<sup>35</sup> Walkenhorst Peter, 2013, Indicators to Monitor Regional Trade Integration in Africa, Africa Trade Practice Working Paper Series Number 1

## BOs engage in cross-border coalition-building to increase their weight and representativeness

A new generation of private sector coalitions across Africa do exist at regional level to help implement regional policies. These alliances do campaign collectively on the ground directly at regional levels, avoiding the classic model of national action towards market access and defence (business organisations asking their governments to support them at regional level). Private sector from different sectors and countries do create specific networks to cooperate on concrete policy implementation. They own their advocacy agenda and harmonised tools. That way, different private sector actors with vested interest do work together cross border as to push the integration agenda.

In trade related policies implementation, evidence based advocacy is the main approach taken. These coalitions use several monitoring tools to alert public authorities of either the lack of national transposition of regional policies or simply lack of commitment from governments to comply with national rules supporting regional integration and Free Trade Areas.

An effective development of public private partnerships is at work. Most particularly in infrastructure cross border larger projects, such as transport and energy, business coalitions help the public sector to focus on most relevant and sustainable projects.

Many of these regional coalitions can be considered as such as a positive result of on-going regional economic integration where free trade takes over protectionism. Regional Networks are at work and push for Free Trade and the development of a regional internal market. The results of their actions have a strong potential impact in terms of increased intra-African trade and must be supported.

### Tripartite African Free Trade Zone COMESA-EAC-SADC:

Its primary aim was to unify the rules of origin system. It passed and implemented a unique Customs Law for the entire region as well as a Common External Tariff (TEC). It created a NTB elimination system that includes sms and online notification system for the private sector. This monitoring system is private sector led and has recorded NTBs in most countries of the region.

**Borderless Alliance:** is a strong coalition of private sector stakeholders backed by regional bodies providing strong evidence based advocacy to decrease NTBs in the **ECOWAS** region. It also includes Public authorities such as the shippers council from Ghana. Their online monitoring system has proved to be effective in mapping in most checkpoints along the main trade roads across the region.

### The Regional Forum on Infrastructure in the SADC Region:

This dialogue is organised within NEPAD and involves the NEPAD Business Foundation. The scheme is a networking platform to discuss investment projects and commercial activities. The forum's partners pre-select investment projects and explore co-financing opportunities with the public sector.

## 5.2.2 At national and local Levels

### ***Industry / sector approach***

Integrating the sector approach into the national and regional PPDs is increasingly taken into consideration in national PPDs as larger business organisations have sector chambers that take up industry-specific issues as working groups and provide the input of the concerned sector. This practice should be encouraged.

### ***Incorporating local political and cultural features***

PPDs function in a cultural and political environment with characteristics that need to be taken into account. The role of seniority, of family or groups' ties and relation, of traditions in decision-making process have a strong influence on the success or failures of dialogue initiatives. This is particularly strong in the African context, and consultation processes working in Europe must be taken very cautiously.

### ***Involving the highest levels of political power***

National PPDs are often centralised structures involving the President or the Prime Minister to chair summits where decisions are made in a formal way and yearly or twice a year. In such settings, the decisions need to wait but trying to make decisions at lower levels would result in no decisions, because in African tradition, the authority is vested with the President alone.

Therefore the primary dialogue partners are responsible for channelling issues and preparing policy papers, managing the agenda and monitoring the implementation of decisions.

### ***Following the traditional way issues are submitted***

In Uganda, a formalised PPD exists with two appointed partners for receiving and working out issues. However, issues are submitted by virtually anyone to any state authority or business organisation. This follows the tradition of submitting issues to the state organs. It does not translate into disorder or inefficiency. Therefore, this model or organisation is the best possible in the Uganda context.

### ***Linking national, regional and local PPDs***

Integrating the three levels of PPD is a crucial condition for success: The weak part of the chain is the local PPD, because it lacks finance and capacity and because its capacity of finding an echo beyond its town limits is limited. Basically, they cannot function without support and their issues are unlikely to be channelled to the upper levels if they are not included into a network of PPDs.

National PPD organisations present at regional and local levels tend to take up the assistance to the local and regional levels: training champions, channelling issues, monitoring implementation of decisions taken at national level and concerning local levels, etc.

### ***Sustainability***

Sustainability of PPD schemes remains a major issue in Africa. External assistance is both material and operational. Involved donors mentioned that they do not foresee the possibility of discontinuing assistance in a foreseeable future because enterprises are not yet in the position to pay higher contributions. TMEA in Uganda has an interesting plan of providing training massively to create a large number of employment candidates with the skills needed by PPD schemes. It will be interesting to see the results of this idea when it is implemented and produces results. Sustainability is a two-level issue:

- Financial sustainability;

Financial sustainability issues come mainly from the fact that BOs do not receive high contributions from their enterprise members, umbrella organisations often even less.

Donors tend to support BOs financially, notably in paying the salaries of their executives, paying running and equipment expenses, etc. In other cases, the BO responsible for running the Secretariat with the public sector is financed by the Government. Sometimes, even the public institution running the Secretariat together with a BO receives financial donor support.

- Operational sustainability.

Operational sustainability issues are found almost everywhere and this is the most critical weakness of PPD schemes in Africa today. Both BOs and public institutions have difficulties carrying out their tasks autonomously. The difficulty comes notably at the level of preparing position papers because the exercise involves transforming requests or complaints into policy issues and the organisations lack the qualified human resources.

This is partly related to their financial situations: economists or lawyers cannot be hired for the wages the BOs and public institutions can afford to pay. However, this may also be because of the inadequate qualification of the human resources in relation to these specific needs.

Most national PPDs receive donor assistance on these issues, with institutions like IFC, USAID, TMEA and GiZ frequently involved in such assistance. Donor assistance takes the form of: Training on economic analysis and study of the particular context; Coaching on performing the tasks; Supplementing TA to perform specific tasks; In Uganda, TMEA is planning a large training programme for all involved staff to upgrade skills and qualifications massively.

TMEA initiative may partly solve the problem in Uganda: Qualified staff is scarce and providing to the market significant numbers of qualified candidates for hiring may contribute to solve the scarcity of qualified resources and partly the salary levels. However, this programme is still in the limbs.

#### **Local PPDs main challenges:**

- Identifying champions and supporting their work: champions must emerge from the PPD process, which takes time, then they must take up their roles and become able to act as the secretariat of the PPD scheme. In Rwanda, GiZ provides intensive training to the champions, one session was organised in South Africa.
- Even if champions are trained, donor support is still needed to prepare positions. Until now, local PPDs need donor support.

### **5.2.3 Similarities across regions in Africa: same needs, same agenda.**

"The poor infrastructure among African countries has made it cheaper to import food". *NEPAD Business Foundation - 2013 Report.*

As 80% of the population of Africa relies on agriculture for its living, there is an urgent need to connect these producers with their local markets, for their integration to the local and regional value chains. That is the development of the internal market. Consequently, in Africa public - private dialogues on business enabling environment ranks first followed and increasingly important, by public private dialogues value chain related and those aimed at providing better infrastructure to the continent, most of the time as public private partnerships.

As a matter of fact, most governments recognise now their need to partner with private sector. Two decades ago, under the SAP they agreed to privatise their economies but kept distance and mistrust one each other. Now they rely directly on private sector to invest in most sectors through the so-called PPP framework. This is all across Africa and sectors<sup>36</sup>.

Nineties was devoted to open economies domestically and to the rest of the world. PPDs were meant to basically perform policy reforms, and in many cases, in post-conflict contexts, to reconcile different groups in society. In the last decade, in a context of economic growth, a growing number of new PPDs focus on implementing micro policies and develop common services (infrastructure, energy, transport, financial) to develop the internal markets.

Previous PPD structure (multi-sector and crosscutting) remains in place most of the time without preventing new ones to emerge and these new ones are specialised, very often on a sector basis.

Most active PPDs trade related are focus on an enlarged internal market, that's the regional market (thus the ones related to existing RECs and beyond next to it). PPDs devoted to Africa external

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<sup>36</sup> Not only infrastructure (e.g. ECOWAS opened the energy sector to private investors). Also agriculture. For instance, CAADP's projects portfolio everywhere must increasingly rely on the private sector investment/support.



markets, focusing in market access (e.g. WTO and EU) are less active<sup>37</sup>, and very specific particular interests (e.g. banana sector, automotive industry) come at play. These PPDs are felt weak, with little private sector involvement across Africa. The rationale being in most cases that most of the private sector in Africa aims to develop first its internal market<sup>38</sup>. NTBs fight by the private sector across regions shows how important is now the enlarged internal market.

The private sector in its dialogue with the public sector in Africa is more often than not implementing economic policies rather than design it. See all business environment improvement actions as well as NTBs and PPP development. Coupled with the fact that despite Africa has been negotiating trade agreements along decades now, visible PPDs are few only. This shows that African private sector is more concern with internal market concerns, both business climate, value chain development and infrastructures.

Although the African Union recognises RECs (eighth of them), Regional Private Sector Forums do not link in a straight manner to the continental Private Sector Forum, and the same the other way round<sup>39</sup>. Concerns' being the same, since actors are the same, only changes the scope: the African FTA is the largest enlarged - African - internal market<sup>40</sup>.

From the national level point of view, since intra-african trade is only 12%, regional PPDs seems to be less important for both private and public sectors. As it happen in Europe in the earlier stages of integration, the bilateral and informal lobby is easier. It is with increasing member states and trade that formal PPD is really needed. Notwithstanding that fact, regional PPDs are at work in Africa with new types of enlarged private sector led advocacy coalitions, in different manners with different sometimes-good results.

#### 5.2.4 Diversities across regions in Africa: regional set ups

While ECOWAS seems centralised, SADC looks decentralised and EAC is closer to a supranational set up.

At ECOWAS, a private sector directorate is clearly identified<sup>41</sup>, with next to its door, in the same building, sitting the FEWACCI, the Regional Chamber of Commerce. Both lead annually in a regular basis the regional public private dialogue ECOWAS business forum. The forum debates and foresees all kind of initiatives. Such centralization seems to take into consideration WAEMU interests in the region. In ECOWAS, as in all Africa now, policy implementation works better than policy design, with different PPDs remaining under the same umbrella. Like most of PPPs in the region, which started under the ECOWAS Business Council auspices<sup>42</sup>. Although the private sector is effectively pushing its agenda, centralization allows for a more top down approach (e.g. one big forum).

On the other hand, SADC does not have Regional Business Council anymore, thus one strong single voice for the private sector sitting next to the SADC Secretariat in Bostwana. SADC's institutional set up has National Committees on different matters that must provide inputs on regional policy formulation. Everything comes to intergovernmental dialogues divided by sectors. This is mirrored in the private sector with sector representativeness in the regional arena, but no one body representing

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<sup>37</sup> Larger companies in concentrated sectors were active certainly. The so-called low private sector – visible - involvement in EPA negotiations applies to most parts of business associations busy with their domestic market. Therefore, representativeness is not an issue in trade negotiations. It's more about priorities of each sector.

<sup>38</sup> Most of trade agreements out of the region are felt as unwanted and we sign them together because of the shake of regional integration.

<sup>39</sup> NEPAD's Programmes like CAADP do make efforts to work at national level, having hard to rely on the regional level;

<sup>40</sup> Evidence based and agenda inputs come from UNECA supported by donors (e.g. national focal points), making ownership of this process half way only.

<sup>41</sup> Similar to the African Union approach where the private sector is seeing as a crosscutting issues and one large PPD deals with different sector issues. Where ECOWAS is more focus in implementing policies, the AU remains committed to policy design (e.g. African FTA);

<sup>42</sup> The Financial, Energy and Transport sectors treated all together in the same PPD.

them. Therefore, a broad regional PPD forum does not seem to emerge. SADC PPDs grow up on a sector basis<sup>43</sup>, thus providing ground for more bottom up processes with competing PPDs<sup>44</sup>.

SADC PPDs function independently from one another since not coordinated by a single regional body both in the public and the private sectors. Some dealing more with NEPADs initiatives, other with the Tripartite region (SADC, COMESA and EAC). Some other are SADC concern only. Some are the result of a more bottom up processes. Some other come from a top down approach, some are a mix.

PPD results<sup>45</sup> and failings<sup>46</sup> do exist in both institutional set ups, making hard to have a clear best practice in one region to share with the others. What we see in every selected PPD we know, there are some best practices alongside lesson learnt.

In EAC (and WAEMU), a supranational approach is at play when regional decisions and measures are automatically transposed at national level.

## 5.2.5 Some lessons learnt and best practices

**LL1:** National PPDs working properly, prior a Regional PPD set up, are needed for issues/policies involving different sectors, like customs (e.g. NTBs). There is a need for more national coordination and compromise<sup>47</sup>. Single sector coordination, when concentrated (and competitors are the same in different countries), like the financial and telecom sectors, do have easier to pass through an active regional network rather than national governments, meaning national PPDs. Since the regional point of view has a strong position for all network members, coordination or harmonization are at work<sup>48</sup>. Similarly, National PPDs are easier to handle and have good results when sectors involved are few. The PPD HLCC in Botswana has a long track of good results partly because of the single sector at stake, with shared ownership between State and private sector for the mining sector<sup>49</sup>;

**LL2:** Private sector, broader umbrella associations, both national and regional, remain weak because of donor support to intermediaries associations. Since most of the umbrella associations cannot rely on membership, they survive with donor support. This makes them compete one to each other;

**LL3:** Fragmented private sectors tend to react to governments decisions because of a lack of joined capacity for evidence based advocacy making them proactive actors. Even in a country with government good will and support to private sector, some governmental decisions come unilaterally (i.e. increase in electricity tariffs). Umbrella organisations then do only exist to claim withdraw of such measures. Initiative capacity before the government remains at the individual level of each Member Association for particular interests. In such contexts, common interest of the private sector is reactive.

**LL4:** Donors mistake: many times, donor support focuses on results, not in capacity development to have champions. Champions are ad hoc and there is no exit strategy<sup>50</sup>.

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<sup>43</sup> See the SADC PPD called SPSP: SADC Payment System Projects aimed at the development of the financial sector in the enlarged internal - SADC - market.

<sup>44</sup> The new PPD SPPPF made of the SADC PPP Network and NEPAD Business Foundation seems to tackle the PPD called AfricaPPP supported by the AfDB.

<sup>45</sup> Ecobank & Asky performances in ECOWAS. SADC's Payment System starting crossborder payments in a relatively short time.

<sup>46</sup> Ecorail & Ecomarine PPP failed experiences in ECOWAS; NTBs tracking system still small impact in SADC countries.

<sup>47</sup> As the European Union shown, regional integration in Africa does not need to harmonize necessarily. Reciprocal recognition is also at work.

<sup>48</sup> In some sectors, operators are the same across the region. Meaning that they are less competitors than countries to agree to harmonize. Coordination alone can also have good results without need of harmonisation (see SADC Regional Payment Integration System).

<sup>49</sup> With 50% of government ownership of the mining sector and this sector representing 40% of government revenue, the PPD is basically dealing with one business – mining – association. The private sector, without its common sectoral diversity, easily mirrors government structure and match interests.

<sup>50</sup> Support to the Cameroon Business Forum could be one such case.

Best practices are not easy going, they are quite difficult to start and results are long waiting in many cases, like the first two here below. Nevertheless, all actors do recognise their need to improve outcomes of any PPD.

**BP1: Tripartite approach**<sup>51</sup>. Although bargaining between the parties can drive the PPD agenda, sometimes the issues at stake being not enough strategic in their scope, it ensures political sustainability to any policy reform right implementation.

**BP2: Evidence based advocacy approaches.** Private sector led monitoring tools & mechanism such as *borderless alliance initiative* in ECOWAS and *trade barriers organisation* in the Tripartite region are helping governments' awareness of unnecessary trade shortcomings, growing support to put an end to it, making the case of a freer trade of an enlarged African internal market.

**BP3: PPD2PPP.** In a context of increased focus to policy implementation, PPDs can end up in specific shared regional projects (i.e. PPPs). It not only focus discussions, but does provide very often clear deliveries in a very short time<sup>52</sup>, sometimes with higher impact on third beneficiaries<sup>53</sup>.

**BP4: Value chain value added:** business representativeness weakness very often is seen in a context of trade negotiations, trade facilitation, etc. SMEs are missing, thus not involved. This is less due to government lack of commitment with private sector and failure to champion PPD processes than to supply constraints. SMEs need first strong linkages to produce volume and quality before they start really asking (external) market access. Their first concern is the internal market and/or competitiveness. This entails a common interest in improving the sector and value chain. A PPD calling one sector to improve its competitiveness has it easier than a PPD calling different sectors with different interests to agree on one position (i.e. trade negotiations).

All in all, with lesson learnt and best practices simultaneously present in different regions, similarity seems to be the main voice across the continent, saying: "Of course you need public financing of critical things like infrastructure, roads, and irrigation facilities – those are public goods that governments are obviously spending money on. But the greatest way is through the private sector." *Nigeria's minister for agriculture, Akinwumi Adesina*

## 5.3 Strategy forward

The detailed examination of a large number of private sector involvement in the process of EU integration as well as in regional integration / FTA design or implementation, the analysis of factors for success or failure, the incorporation of the highly diverse range of economic and institutional settings, and a thorough review of the literature on the subject allow to suggest five main areas where progress or support would enhance private sector's involvement in regional integration processes and FTA in Africa:

- Reinforce the role of REC Secretariats in initiating PPDs for sector specific policies, through an effort to identify, define and clarify the issue(s) to be discussed, through potential impact assessment studies involving private sector's participation, through a clear and systematic identification of relevant stakeholders, and possibly through the definition of codes of good practice for such interactions. Reinforce National PPDs first for all crosscutting policies.
- Reinforce monitoring capacity on trade integration outcomes (change of trading practices on the ground). Most existing integration monitoring systems are scorecard-based compliance assessments (transposition of common commitments into national law). Surveys and online complaints tools are specific and outcome related, they are useful but remain limited in size (small samples) and can be subjective whereas monitoring trade in services is almost inexistent. Indicators of trade transaction costs potentially can improve trade integration assessments, with selection based on policy priorities and the availability of suitable data.

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51 NEDLAC in South Africa.

52 Most of donors support to private sector are small PPPs with a PPD inside as the Board.

53 PPP framework ensures public interest and commitment, and it is seen preferable compared to more unilateral evidence based advocacy which outcome remains uncertain.

- Encourage schemes / PPD that are flexible, adopting a step-by-step approach on concrete issues, and aiming at coordination of policies within a REC as much as (a more difficult) harmonization of such policies.
- Encourage schemes / PPD / coalitions that are concentrating on clearly defined issues, on more technical issues and on issues that are related to “positive” developments (e.g. market expansion).
- Investigate further the ways to foster greater sustainability in private sector organisation and the optimal type and nature of potential support to such organisations. This would include questions on donors' coordination, on potential concentration on regional organisation with a stronger “downstream” link to national and local organisations.

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## Annex A: List of Business Organisations being social partners in the EU

Business Organization	Weblink	Phone number
BusinessEurope	<a href="http://www.besnesseurope.eu">www.besnesseurope.eu</a>	+32 2 237 65 11
European Association of Craft and Small and Medium-Sized Enterprises (UEAPME)	<a href="http://www.ueapme.com">www.ueapme.com</a>	+32 2 230 75 99
Eurochambres	<a href="http://www.eurochambres.be">www.eurochambres.be</a>	+32 2 282 08 50
Airports Council International (ACI EUROPE)	<a href="http://www.aci-europe.org">www.aci-europe.org</a>	+32 2 552 09 77
Airport Services Association (ASA Europe)	<a href="http://www.asaworld.aero">www.asaworld.aero</a>	+41 61 599 7634
Association of Commercial Television in Europe (ACT)	<a href="http://www.acte.be">www.acte.be</a>	+32 2 736 00 52
Association of European Airlines (AEA)	<a href="http://www.aea.be">www.aea.be</a>	+32 2 639 89 89
Association of European Professional Football Leagues (EPFL)	<a href="http://www.epfl-europeanleagues.com">www.epfl-europeanleagues.com</a>	+41 22 308 5111
Association of European Public Postal Operators (PostEurop)	<a href="http://www.posteurop.org">www.posteurop.org</a>	+ 32 2 761 9650
Association of European Radios (AER)	<a href="http://www.aereurope.org">www.aereurope.org</a>	+32 2 736 91 31
Association of Mutual Insurers and Insurance Cooperatives in Europe (AMICE)	<a href="http://www.amice-eu.org">www.amice-eu.org</a>	+32 2 503 38 78
Association of National Organizations of Fishing Enterprises in the EU (EUROPECHE)	<a href="http://www.europeche.org">www.europeche.org</a>	+32 2 230 48 48
Civil Air Navigation Services Organization (CANSO)	<a href="http://www.canso.org">www.canso.org</a>	+31 23 568 5380
Community of European Railway and Infrastructure Companies (CER)	<a href="http://www.cer.be">www.cer.be</a>	+32 2 213 08 70
Confederation of European Paper Industries (CEPI)	<a href="http://www.cepi.org">www.cepi.org</a>	+32 2 627 49 11
Confederation of European Security Services (CoESS)	<a href="http://www.coess.org">www.coess.org</a>	+32 2 462 07 73
Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE)	<a href="http://www.euroleather.com/cotance.html">www.euroleather.com/cotance.html</a>	+32 2 512 77 03
Council of European Employers of the Metal, Engineering and Technology-Based Industries (CEEMET)	<a href="http://www.ceemet.org">www.ceemet.org</a>	+32 2 706 84 72
Employers' Group of the Committee of Agricultural Organizations in the European Union (GEOPA-COPA)	<a href="http://www.copa-cogeca.be">www.copa-cogeca.be</a>	+32 2 287 27 11
European Aggregates Association (UEPG)	<a href="http://www.uepg.eu">www.uepg.eu</a>	+32 2 233 53 00
European Apparel and Textile Organization (EURATEX)	<a href="http://www.euratex.eu">www.euratex.eu</a>	+32 2 285 48.83
European Association for Coal and Lignite (Euracoal)	<a href="http://www.euracoal.org">www.euracoal.org</a>	+32 2 775 31 70
European Association of Co-operative Banks (EACB)	<a href="http://www.eacb.eu">www.eacb.eu</a>	+32 2 230 11 24
European Association of Employers' Organizations in Hairdressing (Coiffure EU)	<a href="http://www.coiffure.eu">www.coiffure.eu</a>	+31 355 280 280
European Association of Mining Industries (Euromines)	<a href="http://www.euromines.org">www.euromines.org</a>	+32 2 775 63 31
European Banking Federation (EBF)	<a href="http://www.ebf-fbe.eu">www.ebf-fbe.eu</a>	+32 2 508 37 11
European Barge Union (EBU)	<a href="http://www.ebu-uenf.org">www.ebu-uenf.org</a>	+31 10 411 6070
European Broadcasting Union (EBU)	<a href="http://www3.ebu.ch/cms/en/home">www3.ebu.ch/cms/en/home</a>	+41 22 717 2111
European Chemical Employers Group (ECEG)	<a href="http://www.eceg.org">www.eceg.org</a>	+32 2 290 89 71

Business Organization	Weblink	Phone number
European Club Association (ECA)	<a href="http://www.ecaeurope.com">www.ecaeurope.com</a>	<a href="mailto:info@ecaeurope.com">info@ecaeurope.com</a>
European Committee of Sugar Manufacturers (CEFS)	<a href="http://www.comitesucre.org/site">www.comitesucre.org/site</a>	+32 2 762 07 60
European Community Shipowners Association (ECSA)	<a href="http://www.ecsa.eu">www.ecsa.eu</a>	+32 2 511 3940
European Confederation of Iron and Steel Industries (Eurofer)	<a href="http://www.eurofer.org">www.eurofer.org</a>	+32 2 738 79 20
European Confederation of Private Employment Agencies (Eurociett)	<a href="http://www.eurociett.eu">www.eurociett.eu</a>	<a href="mailto:info@ciett.org">info@ciett.org</a>
European Confederation of Woodworking Industries (CEI-Bois)	<a href="http://www.cei-bois.org">www.cei-bois.org</a>	+32 2 556 25 85
European Construction Industry Federation (FIEC)	<a href="http://www.fiec.eu">www.fiec.eu</a>	+32 2 514 55 35
European Coordination of Independent Producers (CEPI)	<a href="http://www.cepi.tv">www.cepi.tv</a>	+32 2 231 56 33
European Federation of Cleaning Industries (EFCI)	<a href="http://www.feni.be">www.feni.be</a>	+32 2 225 8330
European Federation of Contract Catering Organizations (FERCO)	<a href="http://www.foodserviceeurope.org">www.foodserviceeurope.org</a>	+32 2 808 0644
European Federation of National Insurance Associations (Insurance Europe)	<a href="http://www.insuranceeurope.eu">www.insuranceeurope.eu</a>	+32 2894 3000
European Furniture Industries Confederation (EFIC)	<a href="http://www.efic.eu">www.efic.eu</a>	+32 22861252
European Furniture Manufacturers Federation (UEA)	<a href="http://www.ueanet.com">www.ueanet.com</a>	+32 2 218 18 89
European Hospital and Healthcare Employers' Association (HOSPEEM)	<a href="http://www.hospeem.eu">www.hospeem.eu</a>	+32 2 229 21 57
European Industrial Minerals Association (IMA)	<a href="http://www.ima-europe.eu">www.ima-europe.eu</a>	+32 2 210 44 10
European Rail Infrastructure Managers (EIM)	<a href="http://www.eimrail.org">www.eimrail.org</a>	+32 2 234 37 70
European Regions Airline Association (ERA)	<a href="http://www.eraa.org">www.eraa.org</a>	+44 1276 856495
European Savings Banks Group (ESBG)	<a href="http://www.esbg.eu">www.esbg.eu</a>	+32 2 211 11 11
European Ships and Maritime Equipment Association (SEA Europe)	<a href="http://www.seaeurope.eu">www.seaeurope.eu</a>	+32 2 230 27 91
European Skippers Organization (ESO)	<a href="http://www.eso-oeb.org">www.eso-oeb.org</a>	+32 50 47 07 20
European Telecommunications Network Operators' Association (ETNO)	<a href="http://www.etno.be">www.etno.be</a>	+32 2 219 3242
European Union of the Natural Gas Industry (EUROGAS)	<a href="http://www.eurogas.org">www.eurogas.org</a>	+32 2 894 48 48
Europe's Food and Drink Industry Organization (FoodDrinkEurope)	<a href="http://www.fooddrinkeurope.eu">www.fooddrinkeurope.eu</a>	+32 2 514 11 11
Hotels, Restaurants and Cafés in Europe (HOTREC)	<a href="http://www.hotrec.eu">www.hotrec.eu</a>	+32 2 513 63 23
International Air Carrier Association (IACA)	<a href="http://www.iaca.be">www.iaca.be</a>	+32 2 546 10 60
International Federation of Film Producers Associations (FIAPF)	<a href="http://www.fiapf.org">www.fiapf.org</a>	+33 1 44 77 97 50
International Federation of Insurance Intermediaries (BIPAR)	<a href="http://www.bipar.eu">www.bipar.eu</a>	+32 2 735 60 48
International Road Transport Union (IRU)	<a href="http://www.iru.org">www.iru.org</a>	+41 22 918 27 00
Performing Arts Employers Associations League Europe	<a href="http://www.pearle.ws">www.pearle.ws</a>	+32 2 203 62 96
Retail, Wholesale and International Trade Representation to the EU (EuroCommerce)	<a href="http://www.eurocommerce.be">www.eurocommerce.be</a>	+32 2 737 05 98
Union of the Electricity Industry (EURELECTRIC)	<a href="http://www.eurelectric.org">www.eurelectric.org</a>	+32 2 515 10 00

## Annex B: Overview table of preselected relevant expert and advisory groups

PPD name	DGs involved	Private Stakeholders	Member States Y/N	Start date	Legislative impact Y/N	Formal/informal	Representative Y/N
<b>Structured Dialogue with Civil Society Organizations</b>	REGIO - Regional Policy DG EMPL - Employment, Social Affairs and Equal Opportunities DG	Various BOs and other Associations, e.g.: BusinessEurope, Eurochambres, UEA-PME, COPA-COGECA, CEEP	No	01 Aug 2011	No	Informal	Yes
<b>Commission group of experts on SESAR Interim Deployment Steering</b>	MOVE - Mobility and Transport DG	Various associations and agencies, e.g.: Association of European Airlines, European Low Fair Airlines Association, International Air Carrier Association	Yes	01 Feb 2012	Yes	Informal	Yes
<b>Consultative Group of Stakeholders on Air Passenger Rights</b>	MOVE - Mobility and Transport DG	Various associations and BOs, e.g.: AEA, IATA, ECTAA	No	29 Jun 2011	No	Informal	No
<b>European ITS Advisory Group (Intelligent Transport Services)</b>	MOVE - Mobility and Transport DG	Various BOs, corporations and associations, e.g.: ACEA, IBM, SIEMENS, Volkswagen	No	02 Feb 2012	Yes	Formal	No
<b>Expert Group on Future Transport Fuels</b>	MOVE - Mobility and Transport DG	Various BOs and associations, e.g.: ACEA, AEA, ASFE, CLEPA, CONCAWE, COPA-COGECA, EBA, EBB, Eurochambres	No	02 Jul 2010	No	Informal	Yes
<b>Inland Waterway Transport (IWT)</b>	MOVE - Mobility and Transport DG	Various BO's and associations, e.g.: AECC, CESA, DBD, ECS, ETF, VDMA	Yes	25 Jan 2006	No	Informal	Yes
<b>Stakeholders' Advisory Group on Aviation Security</b>	MOVE – Mobility and Transport DG	Various BOs and associations, e.g.: ACI Europe, AEA, CLECAT, ECA, EEA, EUROCONTROL	Yes	07 May 2013	No	Informal	Yes
<b>Commission expert group for Community Strategy on endocrine disruptors</b>	ENV - Environment DG, EMPL - Employment, Social Affairs and Equal Opportunities DG, JRC - Joint Research Centre, RTD - Research DG, SANCO - Health and Consumers DG	Various BOs, agencies and associations, e.g.: BAYER Group, ECETOC, ECPA, CEFIC	Yes	25 Jan 2006	No	Informal	No
<b>Commission's Expert Group on</b>	ENV - Environment	Various BOs, NGOs	Yes	26 Oct	No	Informal	Yes



PPD name	DGs involved	Private Stakeholders	Member States Y/N	Start date	Legislative impact Y/N	Formal/informal	Representative Y/N
<b>Integrated Product Policy</b>	DG, ENTR Enterprise and Industry DG, JRC Joint Research Centre, MARKT Internal Market and Services DG	and associations, e.g.: ANEC, BusinessEurope, EEB, Eurochambres, Eurocommerce		2005			
<b>Co-ordination Group for Biodiversity and Nature</b>	ENV Environment DG, Numerous other DG	Various BOs, NGOs and associations, e.g.: BusinessEurope, COPA-COGECA, CEPF	Yes	30 Jun 2008	Yes	Informal	Yes
<b>European Union Eco-labelling Board</b>	ENV Environment DG, JRC - Joint Research Centre	Various BOs, NGOs and associations, e.g.: BusinessEurope, CEA-PME, EuroCommerce, EEB	Yes	24 Feb 2006	Yes	Formal	Yes
<b>Expert Group on the exchange of information on Best Available Techniques related to industrial emissions</b>	ENV Environment DG, JRC - Joint Research Centre	Various BOs, NGOs and associations, e.g.: ACEA, BusinessEurope, COTANCE, EFPPA, EURATEX, EURACOAL, COPA-COGECA, FoodDrinkEurope	Yes	23 Mar 2011	Yes	Formal	Yes
<b>Informal Green Public Procurement Advisory Group</b>	ENV Environment DG, ENTR Enterprise and Industry DG, JRC Joint Research Centre, MARKT Internal Market and Services DG, ENER Energy DG, MOVE Mobility and Transport DG	Various BOs, NGOs and associations, e.g.: BusinessEurope, UEA-PME	Yes	26 Jun 2009	No	Informal	No
<b>Retail Forum</b>	ENV Environment DG, ENTR Enterprise and Industry DG, JRC Joint Research Centre, MARKT Internal Market and Services DG, SANCO Health and Consumers DG	Various BOs, corporations and associations, e.g.: C&A, Carrefour, COPA-COGECA, IKEA, METRO Group, Rewe Group, Coca Cola	Yes	2009	No	Informal	Yes
<b>Stakeholder Expert Group on the Review of EU Air Policy</b>	ENV Environment DG	Various BOs, corporations and associations, e.g.: ACEA, AECC, CEFIC, CONCAWE, COPA-COGECA, EUROFER, UEA-PME	Yes	01 Jun 2011	No	Informal	Yes
<b>Advisory Committee on Community Policy regarding Forestry and Forest-based Industries</b>	ENTR Enterprise and Industry DG	Various BOs, corporations and associations, e.g.: CEPF, EADP, ENPA, FEROPA, UEF	Yes	22 Nov 2005	No	Formal	Yes

PPD name	DGs involved	Private Stakeholders	Member States Y/N	Start date	Legislative impact Y/N	Formal/informal	Representative Y/N
<b>CARS 2020 Expert Group</b>	ENTR Enterprise and Industry DG, EMPL - Employment, Social Affairs and Equal Opportunities DG ENV - Environment DG RTD - Research DG TRADE - Trade DG ENER - Energy DG CLIMA - Climate Action DG MOVE - Mobility and Transport DG CNECT - Communications Networks, Content and Technology DG	Various BOs, corporations and associations, e.g.: AECC, CLEPA, ACEA, EUROPIA, FIA	Yes	11 Mar 2013	No	Informal	No
<b>Consultative forum for the Enterprise Europe Network</b>	ENTR Enterprise and Industry DG RTD Research DG	Various BOs, corporations and associations, e.g.: BusinessEurope, Eurochambres, EURADA, UEA-PME	No	24 Jul 2012	No	Informal	Yes
<b>Eco-Design Consultation Forum/ Enterprise and Industry Energy and Transport</b>	ENTR Enterprise and Industry DG ENER Energy DG MOVE Mobility and Transport DG	Various BOs, corporations and associations, e.g.: ANEC, CENELEC, EAA, EuroCommerce, UEA-PME	Yes	17 Feb 2006	No	Informal	Yes
<b>European Design Leadership Board</b>	ENTR – Enterprise and Industry DG	Various BOs, corporations and associations, e.g.: BEDA, German Design Council, UEA-PME	No	27 May 2011	No	Informal	Yes
<b>European Multi-Stakeholder Forum on Electronic Invoicing</b>	ENTR – Enterprise and Industry DG MARKT – Internal Market and Services DG	Various BOs, corporations and associations, e.g.: BEUC, BusinessEurope, EACT, Eurochambres, UEA-PME	No	08 Jun 2011	No	Formal	Yes
<b>Expert group on the revision of the LeaderSHIP strategy</b>	ENTR - Enterprise and Industry DG ECFIN - Economic and Financial Affairs DG COMP - Competition DG EMPL - Employment, Social Affairs and Equal Opportunities DG ENV -	Various BO's, corporations and associations, e.g.: CPMR, ECSA, EMF, EWEA, Rolls Royce, VSM	Yes	30 Mar 2012	No	Informal	Yes

PPD name	DGs involved	Private Stakeholders	Member States Y/N	Start date	Legislative impact Y/N	Formal/informal	Representative Y/N
	Environment DG RTD - Research DG TRADE - Trade DG MARE - Maritime Affairs and Fisheries DG ENER - Energy DG MOVE - Mobility and Transport DG						
<b>High Level Forum for a Better Functioning Food Supply Chain</b>	ENTR - Enterprise and Industry DG AGRI - Agriculture and Rural Development DG MARKT - Internal Market and Services DG SANCO - Health and Consumers DG AGRI - Agriculture and Rural Development DG	Various BOs, corporations and associations, e.g.: AIPCE-CEP, COPA-COGECA, ELC, EuroCommerce, ERRT, UEA-PME	Yes	30 Jul 2010	No	Formal	Yes
<b>KETs High Level Commission expert group</b>	ENTR - Enterprise and Industry DG REGIO - Regional Policy DG RTD - Research DG CNECT - Communications Networks, Content and Technology DG	Various BOs, corporations and associations, e.g.: EADS, ETUC, Green Cars PPP, IEEP, SIEMENS, UEA-PME	No	21 Jan 2013	No	Informal	Yes
<b>Working Group on Motor Vehicles</b>	ENTR – Enterprise and Industry DG	Various BOs, corporations and associations, e.g.: ACEA, ANEC, CEA, CONCAWE	Yes	25 Jan 2006	No	Informal	Yes
<b>Eco-Design Consultation Forum/ Enterprise and Industry Energy and Transport</b>	ENTR - Enterprise and Industry DG ENER - Energy DG Associated DG: MOVE - Mobility and Transport DG	Various BOs, corporations and associations, e.g.: ANEC, CECED, EAA, EPEE, EuroCommerce, EUROFUEL, UEA-PME	Yes	17 Feb 2006	No	Informal	Yes
<b>Gas Coordination Group</b>	ENER - Energy DG	Various BOs, corporations and associations, e.g.: ACER, EFET, EURELECTIC, EUROGAS, IEA	Yes	2012	No	Formal	Yes
<b>Euro Cash User Group</b>	CFIN - Economic and Financial Affairs DG Associated DG:	Various BO's, corporations and associations, e.g.: ESTA, BDTA, BEUC,	No	27 Sep 2005	No	Informal	No

PPD name	DGs involved	Private Stakeholders	Member States Y/N	Start date	Legislative impact Y/N	Formal/informal	Representative Y/N
	ENTR - Enterprise and Industry DG MARKT - Internal Market and Services DG OLAF - European Anti-Fraud Office SANCO - Health and Consumers DG	EuroCommerce, ESBG, FNCA, UEA-PME					
<b>Macroeconomic Dialogue at technical level</b>	ECFIN - Economic and Financial Affairs DG EMPL - Employment, Social Affairs and Equal Opportunities DG	Various BOs, corporations and associations, e.g.: BusinessEurope, CEEP, ETUC, UEA-PME	No	05 Apr 2006	No	Formal	No
<b>European eCall Implementation Platform</b>	CNECT - Communications Networks, Content and Technology DG Associated DG: ENTR - Enterprise and Industry DG MOVE - Mobility and Transport DG	Various BOs, corporations and associations, e.g.: ACEA, EENA, EUROSMART	Yes	01 Jul 2010	Yes	Informal	Yes
<b>iMobility Forum</b>	CNECT - Communications Networks, Content and Technology DG Associated DG: ENTR - Enterprise and Industry DG MOVE - Mobility and Transport DG	Various BOs, corporations and associations, e.g.: ACEA, ALTEA, BMW, CLEPA, Daimler AG, DEKRA, VDA, Volkswagen, ZVEI	Yes	22 Nov 2005	No	Informal	Yes
<b>Internet of Things Expert Group</b>	CNECT - Communications Networks, Content and Technology DG	Various BOs, corporations and associations, e.g.: BusinessEurope, EuroCommerce, ERRT	Yes	02 Jul 2010	No	Formal	Yes
<b>Expert Group Forests Groupe consultatif "Forêts"</b>	AGRI - Agriculture and Rural Development DG	Various BOs, corporations and associations, e.g.: COPA-COGECA, CELCAA, EuroCommerce, EFFAT, FoodDrinkEurope,	No	17 Jan 2006	No	Formal	Yes

## Annex C: Detailed PPD fiches - Europe

### Expert and advisory groups in specific areas

#### Internal Market

Identified PPD scheme	Payment Systems Market Expert Group
Public Institution(s) involved	European Commission – DG Market and European Central Bank.
Business Organizations involved	Business Organizations from financial services-related sectors, e.g. European Banking Federation, American Express or EUROCOMMERCE.
Description	The expert group's objective is to advise the Commission in the area of payments and to assist the Commission in the preparation of legislative acts or policy initiatives regarding payments, including fraud prevention issues related to the payment industry and users.
Scope of activities	Assist the Commission in the preparation of legislation or in policy definition.
Methodology	The rules of procedure applying to the Payment Systems Market Expert Group are based on the standard rules of procedure adopted by the Commission.
Starting Year	15 <sup>th</sup> of December 2008.
Legal base	Commission Decision setting up a Payment Systems Market Expert Group, 2009/72/EC - Commission Decision setting up a Payment Systems Market Expert Group (recast), 2011/830/EC.
Categorisation	Sector-specific.
Composition	Academia, Associations (including BOs), Trade Unions, Financial Institutions.
Relevance	The relevance is high due to the high level of representativeness of stakeholders.
Efficiency	The variety of interests enables expert discussions amongst different stakeholders such as banking federations, consumer organisations and payment services such as Paypal. There is a selection via a call for applications in order to be a member of the Payment System Market Expert Group. The 40 members represent stakeholders from the whole spectrum of the financial services industry.
Effectiveness	While costs associated to this Expert Group are certainly low, the handling seems complex due to the high number of involved participants.
Impact	The irregular frequency of meetings undoubtedly lowers the impact of this expert group.
Sustainability	The group only deals with a limited number of legislative acts.

Identified PPD scheme		European Multi-Stakeholder Forum on Electronic Invoicing
Public Institution(s) involved		European Commission – DG MARKT and DG ENTR (enterprise and industry).
Business Organizations involved		Sectoral Business Organizations such as Business Europe or UEAPME.
Description		The group's main task is to monitor the uptake of e-invoicing and to help developing the e-invoicing market across the Member States.
Scope of activities		Assist the Commission in the preparation of legislation or in policy definition; Coordinates with Member States, exchange of views; Monitors the development of national policies and the enforcement of EU legislation by national authorities.
Methodology		The necessary rules of procedure are adopted based on the standard rules of procedures applied by the Commission.
Start Date		11 <sup>th</sup> of June 2011.
Legal base		Commission Decision of December 2 <sup>nd</sup> 2010 (C(2010)8467).
Categorisation		Sector-specific.
Composition		Associations (including BOs), European Bodies, Financial Institutions.
Relevance		High since e-invoicing will affect major business stakeholders as well as private consumers.
Efficiency		Since major stakeholders are represented, the efficiency of the forum meetings and recommendations is likely to be significant. So far, the EU has not adopted major legislation on e-invoicing but has introduced a draft directive on e-invoicing in public procurement in June 2013.
Effectiveness		The effectiveness seems rather high since many stakeholders are present in Brussels.
Impact		The impact remains to be seen after the expert group for e-invoicing had also been active for two years (2008-2009).
Sustainability		The forum will probably only be active for a limited time (interim report published in 2013).

## Economic and Social Policies

Identified PPD scheme	Structured Dialogue with Civil Society Organizations
Public Institution(s) involved	European Commission (DG Regional Policy, DG Employment), EFTA, Assembly of the Regions
Business Organizations involved	BUSINESSEUROPE, EUROCHAMBRES, UEAPME
Description	The platform deals with the implementation of the EU Cohesion Policy. The Structured Dialogue aims at bringing Cohesion Policy closer to civil society, assisting the Commission in the development of this policy in the different areas of expertise (partnership, environment, gender, Roma issues, etc.) and discussing the implementation of the funds.
Methodology	Meetings with the group are organised rather rarely (once or twice per year) in order to discuss with experts from civil society organizations issues related to cohesion policy, e.g. the role of cohesion policy in Europe 2020 strategy, the Fifth Cohesion Report or the new legislative package for cohesion policy in 2014-2020.
Start date	August 2011.
Legal base	No formal legal basis. The decision on who to invite as members to the group was taken by DG Regional Policy, according to the following criteria: European umbrella organizations working in the field of regional policy, being NGOs (environmental, social, roma, gender), European social partners (including BOs) and Associations representing local and regional authorities.
Categorisation	Expert Group without formalized working structures
Composition	Associations (including BOs), NGOs, Trade Unions, public institutions.
Relevance	The relevance is high due to the pivotal role of Cohesion Policy.
Efficiency	Efficiency is high since the reports show that all major themes of Cohesion Policy are tackled and major actors involved in national and regional implementation are involved.
Effectiveness	The less formal character of this Group favours effective workflows.
Impact	The impact on the cohesion package 2014-2020 remains to be seen.
Sustainability	Sustainability is ensured since Cohesion Policy is one of the pillars of the EU and the members of the group are all significant umbrella organizations.



## Competitiveness and Innovation

Identified PPD scheme	European ITS Advisory Group
Public Institution(s) involved	European Commission – DG MOVE
Business Organizations involved	ACEA, IFIA, ERTICO as well as several individual corporations (SIEMENS, VOLKSWAGEN asf.)
Description	Assist the Commission in the preparation of specifications under the Intelligent Transport Systems (ITS) Directive 2010/40/EU.
Scope of activities	Expert input, i.e. opinions on the technical and commercial aspects related to specifications, monitoring the evolution of policy in the field of ITS and guidance to the Commission on other issues related to the EU-wide deployment and use of Intelligent Transport Systems (ITS).
Methodology	The Group meets at least twice a year. The results are made available to the ITS Committee under the ITS Directive.
Start date	February 2012.
Legal base	Commission Decision of 4 May 2011 on setting up the European Intelligent Transport Systems (ITS) Advisory Group (2011/C 135/03).
Categorisation	Sector-specific, very precise tasks.
Composition	Associations (including BOs and individual corporations) from the field of transport and IT and associations such as Transport Unions.
Relevance	High in the framework of the ITS Directive.
Efficiency	High since the Advisory Group is explicitly foreseen in the Directive. Players have been thoroughly selected based on a call for applications in May 2011.
Impact	High regarding the implementation of the ITS directive which is a driver for modern technologies in the transport, IT and communication sector.
Sustainability	The subject of ITS is one of the key policy areas of DG MOVE, which is why the Advisory Group helps shape sustainable decisions.



## Competition

Identified PPD scheme	Consultative forum for the Enterprise Europe Network
Public Institution(s) involved	ENTR - Enterprise and Industry DG and RTD - Research DG.
Business Organizations involved	BUSINESSEUROPE, EUROCHAMBRES, UEAPME and research and innovation associations such as the European Business and Innovation Centre Network.
Description	The forum provides advice and recommendations to the Commission regarding the policy and strategic direction of the Enterprise Europe Network.
Scope of activities	The Enterprise Europe Network (EEN) brings together business support organizations from more than 50 countries advising SMEs on a range of EU-related issues such as finding international business partners, sourcing new technologies and receiving EU funding or finance. The forum is supposed to provide strategic advice to the Commission on how to manage the EEN.
Methodology	The members reflect the different types of host organization in the Enterprise Europe Network. The number of members is capped at ten. This informal expert groups functions without rules of procedure.
Start date	July 2012.
Legal base	Informal.
Categorisation	Trans-sectoral.
Composition	Associations (Science, Economy, Research, Education, Development, Industry, SMEs, Regional Development).
Relevance	The relevance is high due to the large scope of the EEN but the issues to be discussed are likely to remain at a general level.
Efficiency	High since the limited amount of key associations will allow for an efficient workflow.
Impact	The impact of the forum's recommendations has not yet translated into policies.
Sustainability	The forum is likely to provide sustainable input due to the representativeness of its members and the need for a functioning EEN.

## Consumer Protection

Identified PPD scheme		Advisory Group on the Food Chain and Animal and Plant Health.
Public Institution(s) involved		European Commission - DG SANCO.
Business Organizations involved		European Business Organizations such as EUROCHAMBRES or UEAPME.
Description		The objective of this advisory group is to advise the European Commission on food safety policy (labelling and presentation of food and feed, food and feed safety, human nutrition in relation to food legislation animal health and welfare and plant health).
Scope of activities		The advisory group provides expertise to the Commission when drafting implementing measures and therefore plays a pivotal role on sensitive subjects such as food safety.
Methodology		The group is entitled to set its own rules of procedures according to the related Commission Decision.
Start date		January 2006.
Legal base		Commission decision of 6 <sup>th</sup> of August 2004 (2004/613/EC).
Categorisation		Sector-specific.
Composition		45 associations (Trade, Industry, Consumer) as well as Trade Unions.
Relevance		High relevance for sector-specific issues.
Efficiency		High since the European Commission takes into account the advice of the expert group before drafting implementing measures on a rather broad scope of issues. The advisory group meets twice a year and on request by the Commission.
Effectiveness		Most participants have Brussels-based structures at their disposal which favours effective workflows.
Impact		The impact is high since all major business stakeholders are represented and heard, and also since the group replaces five consultative bodies that existed before 2006.
Sustainability		European food safety regulation is known to be efficient and thus the involvement of key stakeholders especially favours sustainability.

## Infrastructure

Identified PPD scheme		Smart Grids Task Force.
Public Institution(s) involved		DG Enterprise.
Business Organizations involved		Several Business Organizations from the energy sector such as EURELECTRIC, EUROGAS or the European association of medium-sized energy companies as well consumer protection organizations and the European Committee for Standardization (CEN), the European Committee for Electrotechnical Standardization (CENELEC) and the European Telecommunications Standards Institute (ETSI).
Description		The task force advises the Commission on coordinating the first steps towards the implementation of Smart Grids under the Third Internal Market Energy Package. Advice on policy and regulatory measures on a European scale are in the focus of activities.
Scope of activities		Discussing, assisting and providing recommendations at the Commission's request, e.g. <i>"collecting, or initiating and overseeing the preparation of guidelines on the industry best practices; proposing incentives and any regulatory activities that may improve the effective implementation of Smart Grids and Smart Metering systems"</i> .
Methodology		The activities of the Task Force are led by a Steering Committee. A number of working groups are designated according to the topics identified in the work programme.
Start date		18 <sup>th</sup> of June 2013 (renewed, originally 2009).
Legal base		The goal is to help implement the Third Energy Package (inter alia unbundling of electricity and gas networks and smart grid rollout).
Categorisation		Sector-specific.
Composition		Representatives of the concerned sectors (including BOs), including national regulators, industry, research organizations, NGOs, relevant Union Agencies. Third countries and other stakeholders may take part if agreed upon.
Relevance		Smart grid rollout remains a technically complex and financially complex system, which is why the mandate of the task force is relevant.
Efficiency		The Commission consults private stakeholders and standardization bodies but Member States are not part of the group, which lessens the efficiency since Member States ultimately have to implement smart grid rollout. The scheme works along detailed annual work programmes.
Effectiveness		The limited number of participants most of whom have structures in Brussels at their disposal increases effectiveness and the technicality of the subject requires that a limited number of people specialize in this field in every concerned BO.
Impact		Impact remains to be seen since the implementation of smart grids is still insufficient in the EU.
Sustainability		The group is likely to be disbanded once smart grid rollout takes off and standardization issues are cleared.

## External Trade

Identified PPD scheme	EU-US Transatlantic Trade and Investment Partnership (TTIP)
Public Institution(s) involved	European Commission, Member States, European Parliament
Business Organizations involved	Major corporations and Business Organizations such as BUSINESSEUROPE, AmCham, BDI, CBI or ACEA, notably not only via the European umbrella organizations.
Description	Negotiations are underway between the EU and the US. Business Organizations are not consulted through new formal channels such as Advisory or Expert Groups but rather individually or via already existing Expert and Advisory Groups.
Scope of activities	Among other transparency initiatives, the Commission discusses its positions with Member States before and after each round and regularly informs the European Parliament. It is looking into the possibility of setting up a group of expert advisors, who would have access to more detailed information along the line of the current practice in the US.
Methodology	The mandate is composed of a decision of the Council and a decision of the representatives of the Member States authorising the opening of negotiations, as well as directives for the negotiation of the agreement. The directives foresee an agreement made up of three key components: market access; regulatory issues and non-tariff barriers; and rules. PPD are consulted upon the Commission's and Member States' discretion.
Start date	June 2013.
Legal base	Council mandate for the Commission to negotiate a comprehensive trade and investment agreement with the United States, the "transatlantic trade and investment partnership" (TTIP).
Categorisation	PPD within a broad negotiation round.
Composition	Diverse, so far there seems to be no systematic approach as the issues to be discussed currently emerge.
Relevance	High since an impact assessment by the Commission shows that a comprehensive trade and investment agreement could increase EU GDP by between 0.27 % and 0.48 %, and EU gross national income by up to € 86 billion.
Efficiency	Efficiency will be determined once the negotiations really take off. Effectiveness will be assessed once the negotiations really take off.
Impact	Impact of PPD is high since it will have direct consequences for businesses.
Sustainability	Sustainability cannot be foreseen as the result and timeline of negotiations are unknown.

## Examples of PPD schemes in other policy fields

Identified PPD scheme	Group on agricultural commodity derivatives and spot markets.
Public Institution(s) involved	European Commission – DG AGRI (and to a lesser extent DG MARKET) and Member States.
Business Organizations involved	Sectoral Business Organizations such as Food Drink Europe.
Description	The expert group provides advice and expertise to the Commission regarding the functioning of the agricultural commodity derivatives and spot markets, including legislative proposals.
Scope of activities	The expert group supports the Commission with advice on policy drafting and implementation, coordinates with Member States and monitors the national policies in this field.
Methodology	There are no formal rules of procedure.
Start date	26 <sup>th</sup> of November 2012.
Legal base	Commission Communication C(2010) 7649 on 10 November 2010.
Categorisation	Sector-specific, broad.
Composition	Associations (External trade, Agriculture, Industry), National administrations.
Relevance	High relevance for sector-specific issues.
Efficiency	High since both Member States and Commission services discuss with the major sectoral associations on a European level. The associations were selected through a call for applications.
Effectiveness	Highly effective since procedures in the field of agriculture are tested and cost-effective due to the long tradition of such schemes in this field.
Impact	The Commission wishes to gain a better understanding of how the agricultural commodity derivatives and spot markets function and to identify problems and concerns towards EU-legislation. The group is supposed to analyse the Commission proposals for the functioning of the financial markets from the perspective of agricultural commodities, thereby complementing the work of DG MARKET.
Sustainability	The creation of this group is rather recent, it has to be seen which types of legislation are impacted.

Identified PPD scheme	Expert Group for Markets and Trade in Fishery and Aquaculture Products.
Public Institution(s) involved	European Commission – DG MARE, DG AGRI, DG SANCO, DG TAXUD, DG TRADE and national administrations.
Business Organizations involved	Associations related to fishery and aquaculture as well as business associations.
Description	The aim is to assist the Commission in the implementation of the Common Market Organization and in trade issues related to the fishery and aquaculture products.
Scope of activities	Assist the Commission in the preparation of legislation or in policy definition. Coordination with Member States, exchange of views. Monitors the development of national policies and the enforcement of EU legislation by national authorities. Provides expertise to the Commission when drafting implementing measures.
Methodology	No special procedure is foreseen.
Start date	22 <sup>nd</sup> of May 2012.
Legal base	No official legal decision, informal permanent group.
Categorisation	Sector-specific.
Composition	Associations (including BOs), Trade Unions.
Relevance	High relevance for the sector due a broad sectoral coverage.
Efficiency	Due to the recent creation of the group, it is difficult to assess the sustainability.
Impact	Due to the recent creation of the group, it is difficult to assess the impact.
Sustainability	Due to the recent creation of the group, it is difficult to assess the sustainability.

Identified PPD scheme	Multi-Stakeholder Dialogue on Comparison Tools (MSDCT)
Scope of decision	EU-Level
Sector coverage	Digital Single Market, online services and products
Start date	29th of May 2012 (at the European Consumer Summit 2012)
Legal base	Informal (set up by the European Commission)
National public Institution(s) involved	The European Commission's Directorate-General for Health and Consumers (DG SANCO), national authorities within Member States (for example the National Telecommunications Authority of Portugal)
Business Organisation involved	Consumer organisations at national and EU-level (for example: The European Consumer Organisation), EU-wide business associations (for example: EuroCommerce)
Rationale	The Multi-Stakeholder Dialogue on Comparison Tools is aimed at providing consumers with transparent and reliable information on comparative websites and online consumer reviews, which are tools used by consumers in order to purchase products or services online.
Description	<p>The purpose of this Multi-Stakeholder Dialogue on Comparison Tools (MSDCT) is to provide a better understanding of the functioning of the various types of comparative tools, analyse the interaction between all stakeholders involved, map best practices regarding the comparison of products and services across different sectors and identify potential areas of improvement.</p> <p>By identify existing shortcomings in their functioning and exploring ways of addressing them the Multi-Stakeholder Dialogue on Comparison Tools handles the issues of transparency and reliability of comparative tools.</p> <p>The Commission organises and hosts the meetings that take place on a regular basis. All major Business Organisations take part in the dialogue. The Business Organisations involved are mainly interested in contributing to the policy approach. The dialogue is open to all interested stakeholders and, objectively, important efforts are made to keep it transparent.</p> <p>The European Parliament has not participated so far. Neither does the Council participate in any way. However, on the national level the Member States are represented by their respective ministries.</p> <p>Business Organisations seek to exert influence via position papers, contributions to studies and participation in negotiations - with more or less success as the interviews show.</p> <p>The Multi-Stakeholder Dialogue on Environmental Claims (MDEC), which deals inter alia with problems resulting from misleading "green claims", is not directly related, but the dialogue cultures influence one another. Here the national level is obviously not yet prepared to participate.</p>

Identified PPD scheme	Multi-Stakeholder Dialogue on Comparison Tools (MSDCT)
Results	<p>The dialogue fruitfully resulted, so far, in “soft measures” in a quickly changing environment and market. Business Organisations at national level and businesses are obviously encouraged to participate.</p> <p>In terms of the procedural approach recommendations are elaborated (recently at the Consumer Summit on 1st and 2nd of April 2014), followed by a comprehensive study to which all stakeholders are invited to contribute.</p> <p>Concrete results so far were: mapping of comparative tools, awareness-raising, discussion on how to approach unfair practices and misleading advertisements.</p> <p>The dialogue is appreciated by most Business Organisations as non-dogmatic and open to pragmatic solutions. It appears to be a well-managed and flexible platform to exchange knowledge and views effectively and efficiently.</p>
Challenges	<p>The dialogue becomes more and more important with regard to cross-border e-commerce. A fragmented approach on national level could harm consumers and business likewise according to both the Commission and the involved stakeholders.</p> <p>The quickly evolving situation in e-commerce requires a flexible approach. Usual legislation will not suffice, hence only a framework may be considered. Therefore a trustful and transparent dialogue is crucial for the future. Lack of trust can be an issue on the national level in some of the new Member States.</p> <p>Red tape should be avoided to keep the dialogue attractive and to focus on suitable solutions. If less legislation is effectively aimed at, new instruments may be required.</p>
Website	None
Resource persons	<p>Carina Törnblom, European Commission, DG SANCO, Head of Unit, Consumer strategy, Representation and International relations;</p> <p>Pedro Oliveira, Advisor at Business Europe.</p>



Identified PPD scheme		Regulatory Fitness and Performance Programme (REFIT)
Public involved	Institution(s)	European Commission
Business involved	Organizations	Over 300 companies involved in the consultation process and relevant Business Organizations (including BUSINESSEUROPE and UEAPME).
Description		Strengthening and improving the European regulatory framework and ensuring the "regulatory fitness" via smart regulation and cutting regulatory cost deemed unnecessary.
Scope of activities		Initiatives that will result in significant regulatory cost reduction and simplification. Follow-up to the Action Programme for Reducing Administrative Burden (ABRplus) to ensure that the reduction of red tape by 25% is successful).
Methodology		Improvement of impact assessments, more comprehensive and critical evaluations, improved stakeholder consultations, and additional support to implementation of measures to that effect.
Start date		December 2012
Legal base		Communication on EU Regulatory Fitness of December 2012 (COM(2012)746)
Categorisation		The Commission controls the process. No specific stakeholder process is foreseen regarding the REFIT setup as such but REFIT itself uses the communication platform "Your Voice in Europe" in which all interested Business Organizations can take part.
Composition		The PPD linked to REFIT is not composed of determined stakeholders, the Commission measures resulting from REFIT provide for open and changing platforms.
Relevance		Relevance is high since all relevant partners involved and the EU can undoubtedly exert an influence on red tape, both regarding EU-legislation and national implementation processes. The Commission annexed a "Review of the Commission Consultation Policy" to the REFIT Communication in December 2012.
Efficiency		Efficiency remains to be seen due to the recent creation of this PPD platform and the high number of stakeholders, which might have differing viewpoints on contentious issues.
Effectiveness		This scheme is rather complex and the number of stakeholders is rather high, which diminishes cost-effectiveness and ease of management.
Impact		A few policy examples are already visible in which the REFIT platform influenced EU-policies (notably exemptions for SMEs).
Sustainability		Impact remains to be seen due to the recent creation of this PPD platform.

Identified scheme	PPD	The Transatlantic Trade & Investment Partnership
Scope of decision		EU and US-Level
Sector coverage		Trade
Start date		Negotiations for TTIP started in July 2013
Legal base		The Council mandated the European Commission to negotiate a trade partnership between the US and the EU in June of 2013.
National public Institution(s) involved		European Commission (DG Trade, DG Agriculture and Rural Development, DG Taxation and Customs Union, DG Internal Market and Services, DG Enterprise and Industry, DG Health and Consumers and DG Competition); United States Trade Representative; US Congress; European Parliament; Council.
Business Organisation involved		Trade associations, consumer organisations, industry and other representatives of civil society
Rationale		The objective of the Transatlantic Trade & Investment Partnership is the conclusion of a trade partnership between the United States and the European Union. The negotiations aim at removing trade barriers (such as tariffs, unnecessary regulations, restrictions on investment) in a wide range of economic sectors so as to make it easier to buy and sell goods and services between the EU and the US – resulting in job creation, increased consumer protection and wealth on both sides of the Atlantic.
Description		<p>Four rounds of negotiation have taken place already. Regular, on-going meetings are scheduled between the EU and US chief negotiators. Media coverage is extensive, yet information is thinly spread due to the closed-door character of the negotiations.</p> <p>Stakeholder briefings take place prior to and post negotiation sessions. The general public is informed and stakeholders are aware, although quite subjective campaigns seem to be conducted by a certain number of actors in the NGO sector.</p> <p>Pivotal aspects of trade are being negotiated to ensure that the highest level of integrity is maintained for everyone involved. The EU negotiation mandate involves market access, regulatory issues and non-tariff barriers, shared global trade challenges and opportunities (such as intellectual property rights, trade and sustainable development).</p> <p>The Consultation of Business Organisations is embedded in a larger civil society consultation to ensure the political acceptance on all relevant levels. Business Organisations participate in practically all working groups, providing position papers and expertise. However, many of them discuss directly with both US and EU levels plus the national level in selected Member States (such as the German Institute for Standardisation).</p> <p>The real influence of Business Organisations is however formally marginal as the US chief negotiator does at present not dispose of a fast-track mandate and the Commission cherry-picks the stakeholders it wishes to consult. The opportunity of defending investor claims against either EU, its Member States or the US settled by independent bodies under TTIP is however obviously in the interest of Business Organisations, which is why the scope of their contributions focuses more on which sectors will be covered and which standards will apply at a mandatory level.</p> <p>The European Commission (cabinet of Commissioner De Gucht) announced a PR-</p>

Identified scheme	PPD	The Transatlantic Trade & Investment Partnership
		offensive in selected Member States such as Germany due poorly informed stakeholders being very vocal and press representatives not informing the public adequately, which will serve as a basis for "informal PPD".
Results		Business Organisations approve of the kick off of free trade partnership negotiations last year after almost two decades of their advocating such partnership. The negotiations are still at a quite initial stage at present.
Challenges		TTIP is not "a done deal". In media and public opinion opposition can be noticed, which may condition the acceptance at national level. In some of the debriefing and consultative meetings the number of attendees is very high, in which case there may be little opportunity for debates. Business Organisations need to address the formally organised working groups and negotiators, as much as they have to observe and react to hostile NGOs and stakeholders. In some fields, such as financial services and intellectual property the debate is already notably controversial. The Business Organisations are not united themselves. Representatives of smaller businesses show reservations and concerns, partly due to poor information on their side and improperly developed dialogue structures. Some Business Organisations even question the relevance of the consultation.
Website		<a href="http://ec.europa.eu/trade/policy/in-focus/ttip/">http://ec.europa.eu/trade/policy/in-focus/ttip/</a> (official website of the European Commission for the Transatlantic Trade & Investment Partnership).
Resource persons		Frank Hoffmeister, cabinet of Commissioner De Gucht Hendrike Kuehl; Policy Director TRANS-ATLANTIC BUSINESS COUNCIL Sabine Erikens, Legal Advisor UEAPME

Identified PPD scheme	European ITS Advisory Group
Scope of decision	EU-Level
Sector coverage	Intelligent Transport Systems
Start date	February 2012
Legal base	Commission Decision of 4 May 2011 on setting up the European Intelligent Transport Systems (ITS) Advisory Group (2011/C 135/03)
National public Institution(s) involved	European Commission – DG MOVE
Business Organisation involved	ERTICO, ACEA, IFIA, as well as several individual corporations
Rationale	Expert input, i.e. opinions on the technical and commercial aspects related to specifications, monitoring the evolution of policy in the field of ITS and guidance to the Commission on other issues related to the EU-wide deployment and use of Intelligent Transport Systems (ITS).
Description	<p>The objective is to assist the Commission in the preparation of specifications under the Intelligent Transport Systems (ITS) Directive 2010/40/EU. This directive is the cornerstone of the Commission's policy in this area, which is considered one of the major EU transport challenges in the next decades. ITS are focused on vehicle-to-vehicle and vehicle-to-infrastructure components such as e-call (emergency call service in case of accidents to be mandatory in all vehicles homologated on the EU-market from 2017 onwards).</p> <p>De facto ERTICO, a European Association focusing exclusively on ITS, represents the interests of private and public stakeholders from the Member States in their discussions with the European Commission. Since ERTICO was created specifically to carry out this mandate and its members encompass national authorities, telecom operators, car manufacturers, service providers as well as testing and certification companies, the discussions are well managed and the swift conclusion of the discussions around the e-call draft directive to be agreed by Council and Parliament in October 2014 show the beneficial effects of such a dedicated association.</p>
Results	<p>The PPD resulted in ERTICO's e-Call pilot project (emergency alarm system in case of road traffic accident, EU-wide coverage to be implemented from 2017 onwards). The pilot project HeEro is now followed by HeEro II. Based on this PPD the Commission could prepare their directive proposal on e-call while discussing – and clarifying – major issues (politically and technically) beforehand with affected stakeholders.</p> <p>The dialogue scheme in place allows a close coordination between the interests of ERTICO members involved in different policy fields with the Commission (e.g. automotive issues, telecoms, safety, vehicle-to-vehicle and vehicle-to-infrastructure solution providers, issues pertaining to Smart Cities and Communities). The members are heavily involved in different EU-projects whose outcomes help shape EU-policies.</p> <p>The existence of a dedicated forum such as ERTICO, which was specifically created around the preparation and implementation of the ITS-directive, allows for a continuous, targeted, detailed and field-oriented dialogue between the Commission and private and public sector actors.</p>
Challenges	No challenges are identifiable at present. When issues other than e-call will be tackled (touchy subjects such as the build-up of tailor-made modern infrastructure for ITS) issues around financing will certainly arise.
Website	<a href="http://ec.europa.eu/transport/themes/its/road/action_plan/">http://ec.europa.eu/transport/themes/its/road/action_plan/</a>
Resource persons	Oliver Deiters, Head of Global External Affairs and Public Policy, DEKRA SE (leading member of ERTICO)

Identified scheme	PPD	Enterprise Europe Network-Consultative Forum
Scope of decision		EU-level
Sector coverage		Mostly SMEs
Start date		24 July 2012
Legal base		Informal, no legal basis
National Institution(s) involved	public	European Commission (DG Enterprise and DG Research)
Business Organisation involved		Eurochambres, Union Européenne de l'Artisanat et des Petites et Moyennes Entreprises (UEAPME), European Association of Research and Technology Organizations (EARTO), European Associations of Regional Development Agencies (EURADA), European Business and Innovation Centre Network, European Network of Innovation Agencies (TAFTIE), European Regions Research and Innovation Network (ERRIN), European University Association.
Rationale		The Enterprise Europe Network (EEN) brings together business support organisations from over 50 countries advising SMEs on a range of EU-related issues such as finding international business partners, sourcing new technologies and receiving EU funding or finance. The forum is supposed to provide strategic advice to the Commission on how to manage the EEN.
Description		<p>The forum provides advice and recommendations to the Commission regarding the policy and strategic direction of the Enterprise Europe Network, which is the contact point for SMEs wishing to benefit from EU-funds or which face EU-related issues.</p> <p>The forum is only open to EEN members. The Chambers – represented by Eurochambres – play a key role as they provide for about 30% of the EEN-partners. The attendance is not compulsory and decisions are not binding. The Commission however integrated several of the discussed features in the latest call for the enlargement of the EEN network, published in February of 2014.</p> <p>Eurochambres pushed for the consultative forum to be able to address strategic issues, such as EU-support for SMEs facing internationalisation challenges.</p> <p>On the Cabinet level the Commission supports the strategic debate via the initiative “small business – big growth”.</p>
Results		<p>Preparation and input to the call for proposals on how to renew the EEN network February this year. The European Commission co-finances the EEN network partners' efforts with up to 60%. Within the new EEN-network there will be about 600 partners throughout the EU.</p> <p>With regards to the strategic issues the activities of the forum merely started. Assumedly the Commission already aligned its priorities. The national level is involved directly through the regional EEN networks partners. However, in the context of the consultative forum they mainly make themselves heard via their pan-European organisations, such as Eurochambres.</p> <p>The effectiveness of the input from the members of the forum varies considerably since not all the members contribute with input on a comparable quality level. The pan-European Business Organisations however commit important resources to the forum.</p> <p>The transparency of the way in which the forum is managed is questioned by some Business Organisations. Some frustration is caused by late circulation of documents and different views on what the Forum should focus on primarily. Some key Business Organisations would prefer to clearly separate operational from strategic issues.</p> <p>So far Business Organisations seem to agree that it is fruitful and necessary to attend the regular forum meetings, get together and share views and experiences.</p>

Identified scheme	PPD	Enterprise Europe Network-Consultative Forum
Challenges		<p>The strategic focus still needs to be improved along with the symmetry of the dialogue. The conciliation of differing interests, mainly stemming from the national level, is an important issue as well.</p> <p>From the perspective of Business Organisations the agenda setting could be improved (e.g. draft agenda to be circulated in advance, so that the members can make suggestions).</p> <p>The direct involvement of the national members is apparently an issue as well. When, for example, regional chambers receive questionnaires from the Commission services, they are not sure how to deal with these. Internal re-alignment efforts are required.</p> <p>The Business Organisations are heard, but the openness and genuine interest in the forum requires to keep the "participation feeling" alive to a greater extent.</p> <p>The hosting, managing and moderation of the dialogue within the forum might require more coordination. In the interviews Business Organisations also suggested to involve independent moderators to provide a more stringent guidance for the sessions.</p>
Website		<a href="http://een.ec.europa.eu/">http://een.ec.europa.eu/</a>
Resource persons		Robert Sanders, European BIC Network; Head of international projects; Typhaine Beaupérin-Holvoet, Senior Advisor, EU Affairs, EUROCHAMBRES.

Identified scheme	PPD	Audit Reform
Scope of decision		EU-level
Sector coverage		Financial and Risk Management
Start date		2011
Legal base		Legislative process (co-decision between Council and European Parliament)
National Institution(s) involved	public	European Parliament (ITRE, JURI, ECON, IMCO Committees), Council, European Commission (Internal Market and Services)
Business Organisation involved		Larger Audit firms (so-called "big 4", mid-tier audit firms and respective national and European Business Organisations)
Rationale		The objective was to reform the mandate for audit companies in the EU in view to contain future risks for investors and company owners through increased competition and transparency amongst auditors.
Description		The ITRE committee was entrusted to provide an opinion. However, the rapporteur could convince other members of Parliament that in essence the reform was necessary.
Results		The reform has been adopted according to the legislative process under the TFEU recently. Especially the principle of audit rotation of audit firms was heavily disputed and did not materialise in a stringent manner. However, audit firms will be required to rotate every 10 years. Public interest entities will only be able to extend the audit tenure once, upon tender. Joint audits will be encouraged but mandatory provisions will not be imposed.
Challenges		Not only the so-called big 4 audit firms opposed the initial – quite prescriptive – proposal of the Commission, but also most of the concerned large corporations. The influence of the interested Business Organisations was remarkable but also sought for, especially from the Parliament side.
Website		None
Resource persons		Jürgen Creutzmann, Member of the European Parliament, ALDE group.



Identified PPD scheme	Social Dialogue - SME Observatory
Scope of decision	EU-Level
Sector coverage	SMEs
Start date	1st of May 2004
Legal base	Under the purview European Economic and Social Committee
National public Institution(s) involved	Representatives from other 28 Member States (European Economic and Social Committee) European Parliament, European Commission
Business Organisation involved	For example: The Entrepreneurs Association of Slovakia
Rationale (Objectives)	Meeting on a regular basis to foster relations for Slovakian businesses in order to increase trade and employment within the 28 Member States. The EESC bases its interaction with the group on its internal structures and comprehensive membership.
Description	<p>Ten plenary sessions take place per year. In addition, there are tripartite social dialogues as well as with "national" EESC. The mandatory meetings are a result of the EU Treaty provisions. The EESC prepares opinions on EU draft legislation as well as strategic documents.</p> <p>The Observatory of European SMEs was established in 1992 to improve monitoring of the economic performance of SMEs in Europe. The Annual Reports of the SME Observatory fulfil the needs of policy makers and the business community. In 2003-2004 the Observatory monitored and analysed the performance of SMEs in their (national and supranational) business environment and assessed the impact of the Internal Market. The project covered all countries of the European Economic Area, including Switzerland. Apart from quantitative information on the role of SMEs, the project dealt with many important aspects for SME development, such as access to finance, competence development, internationalisation, co-operation and liberalisation of network industries and enlargement. To obtain more insight in the behaviour of SMEs a telephonic survey was held among 7.500 companies in 19 countries.</p>
Results	<p>The SME observatory provides a monitoring and debate tool. The findings are a basis for opinions and recommendations to the Commission and the European Parliament. The opinion, once agreed in EESC-plenary, is not binding. The immediate influence of Business Organisations depends on their role in the EESC.</p> <p>In addition to their positions and advice in the EESC the Business Organisations also communicate their respective priorities directly to Members of the European Parliament, the European Commission and the governments of the Member States. Inter alia such priorities currently encompass the labour market policies and the legal and institutional framework of the business environment.</p>
Challenges	<p>The visibility and public perception of the EESC:</p> <p>A more direct involvement of real entrepreneurial experience and knowledge would be helpful to increase both the knowledge about the activities of the EESC and the understanding of its role on the national level.</p> <p>Coordination with Member States (national social dialogue) could be improved. In addition more activities in international social dialogue schemes (e.g. the International Labour Organisation) could be helpful, especially with a view to rapid globalisation development.</p>
Website	<a href="http://www.etuc.org/sites/www.etuc.org/files/ETUC_UEAPME_SME_Expert_Report_2009040609a.pdf">http://www.etuc.org/sites/www.etuc.org/files/ETUC_UEAPME_SME_Expert_Report_2009040609a.pdf</a>
Resource persons	Jan Oravec, president of The Entrepreneurs Association of Slovakia, Slovak representative at the EESC.



Identified scheme	PPD	SME- Finance Forum
Scope of decision		EU-level
Sector coverage		SMEs
Start date		06.05.2010
Legal base		A permanent Forum set up by the Commission
National public Institution(s) involved		European Commission (DG Enterprise)
Business Organisation involved		Bundesverband mittelständische Wirtschaft – Federal Association of German SMEs, EUROCHAMBRES; UEA-PME, amongst others (304 Members)
Rationale (Objectives)		Access to finance remains one of the key challenges for the growth of SMEs as the European Investment Bank has notably explained. In an effort to address this challenge the SME Finance Forum enables knowledge-sharing and collaboration among key stakeholders, including financial institutions, development agencies, policy makers and researchers.
Description		The Forum offers data, research, and best practices in SME finance. It provides tools for policy makers and financial institutions to share knowledge, encourage innovation and promote scaling-up of successful SME finance models. The SME Finance Forum is part of the G-20 Global Partnership for Financial Inclusion (GPFI) framework -- an inclusive platform for all G-20 member countries, interested non-G20 members and other relevant stakeholders to advance the financial inclusion agenda.
Results		<p>The SME finance forum brings together actors from banking and finance (e.g. the European Banking Federation or the European Business Angels Associations) with SME representatives (e.g. UEAPME), economists and European institutions such as the European Investment Bank.</p> <p>The results have been very promising in the aftermath of the financial crisis when SMEs voiced a strong need for access to loans that were obviously not available in a large number of Member States. The Commission acted as a moderator in these debates, not willing to introduce legislative proposals but rather committed to further best proactive exchange and integrate reflections of the Forum into the COSME loan programme that was ultimately launched in 2014 and which is supposed to provide targeted instruments to financial intermediaries serving SMEs.</p>
Challenges		Since 2012, activities have slightly decreased, obviously. It would be very interesting to follow up on this Forum since with COSME and the new European Investment Bank pledge for stronger SME support the SME Finance Forum could assume its role as a catalyst and facilitator more strongly and convincingly.
Website		<a href="http://smefinanceforum.org/">http://smefinanceforum.org/</a>
Resource persons		Mario Ohoven, President of the Confederation of Associations of Small and Medium sized Enterprises and of the German SME Association BVMW.

Identified PPD scheme	Crowd Funding
Scope of decision	Communication of the European Commission
Sector coverage	Financial services
Start date	March 2012
Legal base	Informal, no legal basis
National public Institution(s) involved	None
Business Organisation involved	EURADA, EESC, Sectoral Business Organisations – European and national-, investors, individual entrepreneurs
Rationale	Following the workshop on Crowdfunding organised on 3 June 2013 in Brussels, the European Commission launched a consultation inviting stakeholders to share their views about crowdfunding, including its potential benefits, risks, and the design of an optimal policy framework to untap the potential of this new form of financing.
Description	<p>Based on the immediate initiative of Eurada and other interested business stakeholders about three years ago the European Commission organised a workshop on 3 June 2013 in Brussels, with around 250 participants.</p> <p>The workshop was followed by consultation covering all forms of crowdfunding, ranging from donations and rewards to financial investments. All interested stakeholders were invited to share their opinion and fill in the on-line questionnaire, including citizens who might contribute to crowdfunding campaigns and entrepreneurs who might launch such campaigns. National authorities and crowdfunding platforms were particularly encouraged to reply. The consultation ran until 31 December 2013.</p>
Results	<p>Results include the mapping of crowd-funding practices in Europe and subsequently the organization of the workshop, an open stakeholder consultation via online questionnaires. Results also encompass the communication:  <a href="http://ec.europa.eu/internal_market/finances/docs/crowdfunding/140327-communication_en.pdf">http://ec.europa.eu/internal_market/finances/docs/crowdfunding/140327-communication_en.pdf</a> as well as the creation of the European Crowd funding network.:  <a href="http://www.europecrowdfunding.org/">http://www.europecrowdfunding.org/</a></p> <p>These results are based on an immediate initiative of EURADA (Association of Regional Development Agencies), a so-called “soft pen” initiative. The overall acceptance by other Business Organisations as well as national and European institutions of this initiative was extraordinarily good so far.</p>
Challenges	<p>Challenges include access to and convincing the rights persons in the European Economic and Social Committee and the Commission services, avoiding dispersion of national crowdfunding-practices, facing the risk that Member States initiate their own national schemes without contemplating more effective pan-European solutions</p> <p>In addition a major challenge consists in encouraging the business stakeholders and investors on an EU-wide level to participate in this action, which is focused on the long run. This includes the alignment with the objectives of the business angle community and the venture capital industry, providing for a swift and successful dissemination in Europe to show intermediate results for other stakeholders to join in.</p> <p>According to EURADA these challenges were simultaneous drivers for this initiative, which so far has evolved swiftly and efficiently. In the further development administrative constraints are to be faced if crowdfunding regulations increase due to its success.</p>
Website	<a href="http://ec.europa.eu/internal_market/consultations/2013/crowdfunding/index_en.htm">http://ec.europa.eu/internal_market/consultations/2013/crowdfunding/index_en.htm</a>
Resource persons	Christian Saublens, EURADA

Identified scheme	PPD	Social Dialogue - Sectoral Committee Programme on Health, Safety, Work Place, Third Party violence and harassment related to work
Scope of decision		EU-level
Sector coverage		Health and Safety, Work Place
Start date		Ongoing since 2010
Legal base		No legal basis
National public Institution(s) involved		National concerned authorities, European Commission (DG Employment), European Parliament
Business Organisation involved		EPSU, UNI europa, ETUCE, HOSPEEM, CEMR, EFEE, EuroCommerce, CoESS
Rationale		The aim of the Guidelines is to ensure that each workplace has a results-oriented policy, which addresses the issue of third-party violence. The Guidelines set out the practical steps that can be taken by employers, workers and their representatives to reduce, prevent and mitigate related problems. The steps reflect the best practices developed in our sectors and they can be complemented by more specific and/or additional measures.
Description		<p>With the support of the European Commission the social partners from various sectors organised two major conferences in Brussels on 14 March 2008 and 22 October 2009 at which the employers' and trade unions' research addressing third-party violence was presented along with case studies and joint conclusions. These Guidelines were built on these initiatives and the accompanying dialogue. They complement the cross-sectoral Framework Agreement on Harassment and Violence at Work of 26 April 2007.</p> <p>The social partners from various sectors recognise that practical measures for the prevention and management of work-related harassment and/or third party violence have yet to be developed in many workplaces. These measures should increase awareness and understanding of employers, workers, their representatives and other public authorities (e.g. health and safety agencies, police, etc.) of the issue of third party violence, demonstrate the commitment of recognised social partners to work together and share experiences and good practices in order to help each other prevent and manage problems of harassment and/or violence instigated by third parties in order to reduce the impact on employees' health and well-being, sickness absence and productivity and provide employers, workers and their representatives at all levels with Guidelines to identify, prevent manage and tackle problems of work related harassment and violence instigated by third parties.</p>
Results		<p>Results encompass policy recommendations, mainly for "soft law" solutions (i.e. codes of conduct), but also some initiatives for a more formal legislative approach. The legal instruments are still under appraisal.</p> <p>The overall coordination and management of the dialogue, mainly implemented by the Commission services, seems to be well appreciated by the Business Organisations.</p>
Challenges		<p>The Business Organisations are reluctant to engage in a debate on regulations regarding labour law details since they feel that subsidiarity should be respected, i.e. that the European level should only partly interfere in this sphere. The trade unions however push for European legislation and full harmonisation. Some Member States, i.e. the Scandinavian countries, strictly oppose such attempts since their social standards are high and they feel that they have more to lose than to gain in the process.</p> <p>The choice of the adequate instrument (i.e. code of conduct vs. directive or regulation) is rather political. The role of the Commission between a fair moderator and interested party may not be clear at all times.</p> <p>Business Organisations would prefer that the Commission does not impose so much their own agenda and issues in this field. On the other hand the Commission is expected by trade unions and interested NGOs to show more determination and commitment. Interests are therefore clearly divided amongst social partners.</p> <p>Business Organisations fear a lack of transparency and increased red tape in the</p>

Identified scheme	PPD	Social Dialogue - Sectoral Committee Programme on Health, Safety, Work Place, Third Party violence and harassment related to work
		<p>dialogue process. They would welcome a more global approach, i.e. a global tripartite dialogue forum with the International Labour Organisation.</p> <p>DG Employment wishes to keep a constructive European level of debate. The ambitions of the Commission services appear to have suffered from the impact of the financial crisis and the political pressure not to impose cumbersome obligations on businesses.</p>
Website		file:///C:/Users/admin/Downloads/Multi-sectoral_guidelines_third_party_violence.pdf
Resource persons		Ilaria Savoini, Senior Adviser, Employment, social affairs & social dialogue, EuroCommerce

Identified PPD scheme	Consultation on “Internal Market for products”
Scope of decision	EU-level
Sector coverage	Commerce
Start date	22.01.2013-17.04.2013
Legal base	TFEU article 155
National public Institution(s) involved	European Commission (DG Enterprise)
Business Organisation involved	Eurochambres, national Chambers of Commerce
Rationale	The objective was to address the issues facing industry as regards the remaining barriers to the Internal Market for products and the simplification of existing rules within the Internal Market.
Description	The Commission used the well known website entitled “Your Voice in Europe” in order to consult the public on these issues. They received only 144 replies to the public consultation.
Results	<p>A small number of contributions were also submitted by e-mail. One third of the 144 replies are identical, but have been posted by different individuals, organisations or institutions from Germany, which indicates that a campaign had been organised by stakeholders on Germany. This has significant impact on a large number of questions where the block of identical replies radically alters the statistical balance and renders the representativeness of replies rather invalid.</p> <p>The next step shall be an impact assessment allowing studying the choice of appropriate instruments. Insofar the “better regulation guidelines” will have to be respected.</p>
Challenges	<p>The choice of on-line consultations implies risks in terms of representativeness as was clearly witnessed here. Concerted input (coalition building) by stakeholders can provoke draw-backs from the point of view of the institution having launched the consultation.</p> <p>Since the Commission however prefers to avoid face-to-face meetings at this stage, online-consultation are valued, for which one of the reasons is a certain level of prudence because of eventual reproaches of being biased by individual stakeholders.</p> <p>Complaint-mechanisms exist (Ombudsman), however so far there have not been any accusations of maladministration. Clear policy options appear to better too detailed at this stage, which is why merely generic technical proposals have been published.</p> <p>The portal “Your voice in Europe” should be better known and used according to the responsible Commission services, also by individual companies and citizens. A broader participation could also support the representativeness of the surveys from the point of view of the Commission.</p> <p>Business Organisations are in the process of sending more detailed and comprehensive position papers to the Commission than the consultation allowed them to.</p>
Website	<a href="http://ec.europa.eu/enterprise/newsroom/cf/itemdetail.cfm?item_id=6375">http://ec.europa.eu/enterprise/newsroom/cf/itemdetail.cfm?item_id=6375</a>
Resource persons	Daniel Bunch, Deputy Head of Unit “Internal Market and its International Dimension”

Identified PPD scheme	Civil Society Dialogue on conflict minerals
Scope of decision	International level
Sector coverage	Raw materials/conflict minerals
Start date	27.03. 2013 - 26.06.2013
Legal base	TFEU article 155
National public Institution(s) involved	European Commission (DG TRADE, Commissioner Karel De Gucht), High Representative (HR) of the EU for Foreign Affairs and Security Policy Catherine Ashton
Business Organisation involved	VDMA, VDA, BUSINESSEUROPE, AmCham EU, The Federation of German Industries (BDI), World Gold Council amongst others (182 contributors).
Rationale	The aim of this consultation is to collect the views of interested parties on a potential EU initiative for responsible sourcing of minerals from conflict-affected and high-risk areas – for example, war zones, post-war zones, and areas vulnerable to political instability or civil unrest. The Commission wishes to deepen its understanding of issues such as the sourcing and security of supply of minerals, supply chain transparency and good governance.
Description	<p>The European Commission launched a three month consultation in 2013 in order to deepen its understanding of issues such as the sourcing and security of supply of minerals, supply chain transparency and good governance. The aim was to use the results to help it decide whether and how, in a reasonable and effective manner, to complement and to continue on-going due diligence initiatives and support for good governance in mineral mining, especially in developing countries affected by conflict.</p> <p>So far the Commission has been setting the agenda. DG Trade coordinates the dialogue, also involving other services such as DG Enterprise, whenever needed.</p> <p>Position papers from Business Organisations are of importance, however at this stage it more relevant to exchange points of view and keep in touch with the stakeholders in general from the Commission's point of view.</p>
Results	<p>The dialogue is its early stage, which is why results are not tangible yet. Business Organisations participate in a wider civil society dialogue. Position papers from Business Organisations will carry more weight when the subject evolves in the direction of more concrete measures on the European level.</p> <p>National Business Associations, such as VDMA (German Engineering Federation), appreciate the quality of the dialogue which adequate and effective as they see it. The Business Organisations have also appreciated the agenda setting and implementation as the field research has shown.</p>
Challenges	The challenge is to make oneself heard as a national Business Organisation given the multiplicity of stakeholders and interests.
Website	<a href="http://trade.ec.europa.eu/consultations/index.cfm?consul_id=174">http://trade.ec.europa.eu/consultations/index.cfm?consul_id=174</a>
Resource persons	Daniel Kern, Trade Policy Advisor at Verb and Detacher Machine- und Anlagen au - German Engineering Federation



Identified scheme	PPD	Bank account Directive
Scope of decision		EU-level
Sector coverage		Financial services
Start date		2012
Legal base		TEA article 294
National Institution(s) involved	public	European Commission, European Parliament, Council
Business Organisation involved		EBF-EBIC
Rationale		Financial inclusion for unbanked customers (not disposing of access to bank account).
Description		<p>Dialogue was initiated between stakeholders from the banking industry and the Commission as well as the European Parliament about the scope of legislative measures. The dialogue was partly focussed on the possibilities of self-regulation, given the fact that only in few Member States there is an eminent problem with the access to bank accounts. Many stakeholders did not perceive this issue as a truly European problem.</p> <p>The concerned stakeholders from the financial industry, such as the European Banking Federation, negotiated solutions with the aim to pre-empt overly far-reaching legislative constraints and argued that self-regulation could come to the same result.</p>
Results		<p>Finally the Council and the European Parliament agreed on the respective directive, without however excluding self-regulatory solutions. For the concerned Business Organisations the campaign required considerable efforts. In terms of coordinated actions it was a positive learning process. The compromise seems to satisfy all stakeholders.</p> <p>The compromise on the directive from March 2014 foresees a right to a basic payment account irrespective of a citizen's place of residence or financial situation, thus the obstacles faced by many in accessing basic banking services across borders are removed. The directive also aims at improving the transparency of bank account fees and at facilitating the switch of a bank account from one bank to another, within a Member State or from one EU country to another.</p>
Challenges		The challenge consisted in coordinating multiple levels of action, providing information and arguments to Members of the European Parliament, keeping a balance between transparency and efficient campaigning and getting effectively involved on the national level with governments.
Website		<a href="http://europa.eu/rapid/press-release_STATEMENT-14-75_en.htm?locale=en">http://europa.eu/rapid/press-release_STATEMENT-14-75_en.htm?locale=en</a>
Resource persons		Enrique Velázquez, Senior Adviser Financial Markets at the European Banking Federation.

Identified PPD scheme	Euro-Mediterranean Partnership (EUROMED)
Scope of decision	EU and Mediterranean level
Sector coverage	Economic integration and democratic reform
Start date	2008
Legal base	Barcelona Declaration in 1995
National public Institution(s) involved	European Commission, European Parliament, Representatives of national governments, ECOSOC, Committee of the Regions, EIB, EBRD, OECD, UNIDO, EEN, ETF.
Business Organisation involved	UEA-PME, Business Europe, Businessmed.
Rationale (Objectives)	The Union for the Mediterranean has a number of key initiatives on its agenda: The depollution of the Mediterranean Sea, including coastal and protected marine areas; The establishment of maritime and land highways that connect ports and improve rail connections so as to facilitate movement of people and goods; A joint civil protection programme on prevention, preparation and response to natural and man-made disasters; A Mediterranean solar energy plan that explores opportunities for developing alternative energy sources in the region; A Euro-Mediterranean University, inaugurated in Slovenia in June 2008; The Mediterranean Business Development Initiative, which supports small businesses operating in the region by first assessing their needs and then providing technical assistance and access to finance.
Description	Along with the 28 EU Member States, 15 Southern Mediterranean, African and Middle Eastern countries are members of the UfM: Albania, Algeria, Bosnia and Herzegovina, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, Palestine, Syria (suspended), Tunisia and Turkey. Currently meetings are co-chaired and organised over by one Mediterranean and one EU Member State in order to address the issues at hand. The dialogue is steered by national ministries. The business organisations participate in and co-decide on the agenda setting and priorities for actions. In addition the European Investment Bank and the European Bank for Reconstruction and Development are involved in the dialogue.
Results	The dialogue schemes started after the so-called Arab spring; The private sector is keen on being heard. However, the southern Member States (i.e. ASCA-MED) seems to be more interested. At present the northern EU-member states are less active, which is understandable in view of geographical and cultural ties of the Member States in the southern part of the EU.
Challenges	A real challenge consists in keeping track of the various initiatives, taking into account cultural and political developments in the non-EU countries. Involving the private sector is not evident in all countries and resources for effective actions are often hampered by red tape and formal issues. It is rather difficult to assess the effectiveness of the different dialogue schemes and the concrete impact of actions, which is why challenges remain high and results are partly disputable. Nonetheless the EU is certainly right to involve Business Organisations to the greatest possible extent.
Website	<a href="http://www.eeas.europa.eu/euromed/index_en.htm">http://www.eeas.europa.eu/euromed/index_en.htm</a>
Resource persons	Marie Corman, Policy Officer - Euro-Mediterranean coordination - Maghreb – Mashrek, DG Employment, European Commission



Identified scheme	PPD	Mission for Growth EU-Tunisia
Scope of decision		Bilateral (EU – Tunisia)
Sector coverage		Industrial and economic cooperation
Start date		2012
Legal base		Guidelines by DG Enterprise and Industry, Follow-up by the SME Envoys
National public Institution(s) involved		European Commission – Commissioner for Enterprise and Industry, Tunisian Government
Business Organisation involved		European and national Business Organisations, individual companies and entrepreneurs.
Rationale		The objective is to reinforce partnerships to help industry and SMEs to fully exploit the potential for commercial relations between Tunisia and the EU thanks to bilateral high-level discussions followed-up by DG Enterprise and Industry and the SME Envoys.
Description		In general Missions for Growth have been conducted to seventeen different countries, in the Americas (US, Brazil, Argentina, Mexico, Colombia, Peru, Chile, Uruguay), Asia (China, Myanmar, Vietnam and Thailand), North Africa and the Middle East (Egypt, Morocco, Tunisia, Israel) as well as the Russian Federation. Vice President Antonio Tajani initially travelled to Tunisia in November of 2012, accompanied by a large business delegation composed of 39 representatives of 37 European companies and industry associations.
Results		The dialogue supports European enterprises, in particular small and medium sized enterprises, to gain better access from fast growing emerging international markets. For SMEs this is of particular relevance since they allegedly face difficulties in entering the Tunisian market. The creation of a high-level group to support the young Tunisian government in its reform projects is a result which could prove valuable when the country gets up to speed with its North-African neighbours whose growth outlook is more promising than the Tunisian economic growth at present.
Challenges		The major challenge is sustainability of the dialogue without Commission support, trade and administrative barriers remain high indeed and the transferability of experiences and solutions from the EU to Tunisia proves to be rather complicated.
Website		<a href="http://europa.eu/rapid/press-release_MEMO-12-920_en.htm">http://europa.eu/rapid/press-release_MEMO-12-920_en.htm</a>
Resource persons		Marie Corman, Policy Officer - Euro-Mediterranean coordination - Maghreb – Mashrek, DG Employment, European Commission ; Mario Ohoven, President of the Bundesverband mittelständische Wirtschaft, a German SME federation Didier Herbert, DG ENTERPRISE, Enterprise Competitiveness, Industry and Growth Policies.

Identified scheme	PPD	Family farming: a review of the role of family farming
Scope of decision	of	EU and Member State level
Sector coverage		Agriculture
Start date		29th of November 2013
Legal base		Informal
National public Institution(s) involved		European Commission, national ministries
BOs		Copa-Cogeca
Rationale		The objective focuses on assessing and discussing the role of family farming, the key challenges and priorities for the future as well as addressing the best means of supporting family farms since agriculture is one of the top priorities of the EU.
Description		A dialogue towards more sustainable and resilient farming in Europe and the world, organised by the European Commission's Directorate-General on Agriculture and Rural Development, will draw attention to the important role of family farming, the key challenges and priorities for the future, as well as address the best means of supporting family farms. The outcome of the conference will contribute to the FAO European Regional Conference scheduled in 2014 in Bucharest (Romania) as well as other events related to family farming that will be organized in several EU Member States in the course of 2014.
Results		The European Commission records the dialogue outcome at head of unit level. In this specific case, the recommendations were consultative and not binding, feeding into the referring European Conference and recommendations being drawn up by the Food and Agriculture Organization of the United Nations to improve the situation for family farms on a global level in the context of the United Nations Year of Family Farms. Copa-Cogeca's response and participation played a key role in this and Copa-Cogeca (representing European farmers and agri-cooperatives) also held its own conferences on the same theme. The dialogue process enabled a better understanding of the key challenges which family farms face and raising their profile in comparison to larger farming interest representatives that do not face the same issues. The consultation process was useful and dialogue with the European Commission is good according to the stakeholders asked in the field. Copa-Cogeca was happy to have a large number of participants in the European conference on this theme but they believe that a more prominent role must be given to the operators/farmers themselves. The stakeholders also believe the recommendations by the Food and Agriculture Organization of the United Nations must be improved and the Commission could play a strong role here.
Challenges		This is a very specific issue concerning a sub-group of agricultural farming at a time when EU-budgets increasingly move towards Research and Innovation and away from small-scale agriculture. The challenge will consist in upholding legitimate claims and particular issues concerning family farms.
Website		<a href="http://ec.europa.eu/agriculture/events/family-farming-conference-2013_en.htm">http://ec.europa.eu/agriculture/events/family-farming-conference-2013_en.htm</a>
Resource		Ms. Pekka Pesonen, Secretary General, Copa-Cogeca

Identified PPD scheme	Transatlantic Trade and Investment Partnership – Intellectual Property.
The scope, website stakeholders, etc. are identical with the PPD scheme on TTIP (see above). This table aims at showing the specific field of Intellectual Property.	
Results	Already in this early stage of negotiation NGOs show strong opposition to the discussion on intellectual property clauses to be included in TTIP as this is also the case on financial services.
Challenges	Regarding the workshop on Intellectual Property the debate is particularly controversial, some stakeholders even try to isolate or remove it from the scope of the negotiations. Major Business Organisations fear a true domino effect for their core business. Increased efforts will be necessary in the public debate to take on the arguments of opposing NGOs sufficiently. The advantages in terms of innovation and new jobs should be highlighted more clearly.
Resource persons	PEDRO VELASCO MARTINS, Deputy Head of Unit, DG Trade B.3, Public Procurement and Intellectual Property

Identified PPD scheme	Consultation Web-Entrepreneurship-Horizon 2020
Scope of decision	EU-Level
Sector coverage	Web-entrepreneurship
Start date	November-December 2012
Legal base	Consultation (Article 155 TFEU)
National public Institution(s) involved	European Commission
Business Organisation involved	Web-entrepreneurs, investors, advisors, accelerators, Co-working space operators, consultants, researchers and journalists.
Rationale	The objectives encompass the consultation with Business Organisations on the referring part of the Horizon 2020 Programme. While Horizon 2020 is the European Programme for Research and Innovation funding running from 2014 to 2020, a major focus is on innovative drivers for industry and SMEs. It shall be ensured that the programme is tailored to the actual needs of businesses and understood by them and their Business Organisations.
Description	An online-consultation was realised by the end of 2012: <a href="http://ec.europa.eu/digital-agenda/en/news/your-voice-horizon-2020-innovation-and-financial-aspects-impacting-web-entrepreneurs">http://ec.europa.eu/digital-agenda/en/news/your-voice-horizon-2020-innovation-and-financial-aspects-impacting-web-entrepreneurs</a> Business Organisations contributed position papers and specific proposals to shape the programme. Indeed the Commission spent a lot of time and effort to consult various stakeholders in the run-up to Horizon 2020, which is its major flagship programme in this decade.
Results	The European Commission has received over 120 inputs from members of the web entrepreneur ecosystem, including web entrepreneurs, investors, advisors, accelerators, consultants, researchers and journalists. The responses varied based on personal experience, and touched on the weak spots in Europe in the various stages of the tech start-up lifecycle, from company creation to raising funds to hiring/firing to international expansion. Technology start-ups asked for financial help from the European Commission in order to build the world's next leading web & technology companies. Suggestions were taken into consideration, while part of the programme was even adapted before publication of the Work Programmes and the calls for proposal.
Challenges	Challenges include evidencing the importance of the programme for the European industry in this area, particularly with regard to future job-creation since statistics are based on extrapolations and assumptions. Diverging interests and priorities between businesses and Business Organisations need to be aligned.
Website	<a href="https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/13-03%20-%20Liam%20Boogar%20-%20Consultation%20on%20Horizon%202020%20innovation%20and%20financial%20aspects%20-%20Final.pdf">https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/13-03%20-%20Liam%20Boogar%20-%20Consultation%20on%20Horizon%202020%20innovation%20and%20financial%20aspects%20-%20Final.pdf</a>
Resource persons	Christian D.de Fouloy, Chairman of the Association of Accredited Public Policy Advocates to the European Union

Identified scheme	PPD	Capital Requirements Directive IV – “SME clause”
Scope of decision		EU, International level
Sector coverage		Financial services
Start date		09.02.2011
Legal base		Co-decision procedure between Council and Parliament (article 294 TFEU)
National public Institution(s) involved		European Commission, European Parliament, Council (Member State economic and finance ministries)
Business Organisation involved		Banking federations (European Banking Authority, European Banking Federation) and all relevant Business stakeholders, including Business Europe, Eurochambres, UEAPME, German Association of SMEs
Rationale		<p>On 9 February 2011, the Internal Market and Services Directorate General of the European Commission launched a public consultation seeking stakeholders' views on proposed measures to strengthen bank capital requirements for counterparty credit exposures arising from derivatives, repo and securities financing activities.</p> <p>The measures are based on the work of the Basel Committee on Banking Supervision, and are supposed to implement Basel III reforms into EU law. The measures form an integral part of the EU's efforts to ensure efficient, safe and sound derivatives markets.</p>
Description		<p>In the run-up of the legislative proposal the Commission invited stakeholders to provide their opinion on the matter. The European Commission delivered its formal legislative proposals on the on 20 July 2011.</p> <p>In the further legislative co-decision procedure the responsible committees in the European Parliament also engaged in stakeholder dialogue and the responsible national ministries held consultations with national stakeholders from business and financial associations.</p> <p>A high number of direct informal meetings and dialogues between Business Organisations and staff of the European Commission, the Permanent Representations of the Member States as well with Members of the European Parliament took place in Brussels on top of discussions in the legislative bodies (Council and Parliament).</p>
Results		<p>Only 34 responses were handed in regarding the original consultation that had been organised by the European Commission. After nearly two years of debate agreement was reached on the legislative texts in April 2013.</p> <p>Crucial sections of the legislative package entered into force on 28 June 2013 and 17 July 2013 respectively. It is applicable as of 1st of January 2014. Implementation issues such as technical standards are still being elaborated at present.</p> <p>The question of how risks of single asset classes should be weighted regarding banking capital requirements was a contentious issue since SME representatives felt that SMEs were likely to be disadvantaged. SME stakeholders suggested successfully a so-called SME-clause, preventing dis-incentivising SME loans.</p> <p>Finally the risk weighting of SME-lending was therefore adapted as suggested by the SME-stakeholders.</p>
Challenges		<p>This kind of multi-level stakeholder dialogue requests a considerable effort and resources from Business Organisations. In addition to the online-consultation and other topical conferences and workshops Business Organisations have to mind dialogues with officials in the Member States and their Permanent Representation to the EU, Members of the European Parliament and their staff and Commission officials.</p> <p>In particular SME-stakeholders have to reflect on the need for building coalitions with other Business Organisations such as banking federations, which has proven successful in this case.</p>
Website		<a href="http://ec.europa.eu/internal_market/consultations/2011/credit_risk_en.htm">http://ec.europa.eu/internal_market/consultations/2011/credit_risk_en.htm</a>
Resource persons		<p>Mario Ohoven, President of the German Association of SMEs</p> <p>Member of the European Parliament Othmar Karas</p> <p>Member of the European Parliament Burkhard Balz</p>

Identified scheme	PPD	Data Protection Reform – Multilevel-Stakeholder Dialogue
Scope of decision		EU level, national level
Sector coverage		Fundamental rights (privacy, digital agenda)
Start date		July 2010
Legal base		Art. 155 TFEU (social dialogue), Art. 194 TFEU (co-decision)
National public Institution(s) involved		Commission, European Parliament, Member States, Data Protection Officers
Business Organisation involved		All relevant Business Stakeholders
Rationale		The reform of the EU data protection rules from 1995 aims at strengthening online privacy rights and boosting Europe's digital economy. As data protection also has an important impact on businesses of any kind Business Organisations decided at an early stage to follow the reform initiatives.
Description		<p>In May 2009 the Commission organised a conference on personal data use and protection and new challenges for privacy.  <a href="http://ec.europa.eu/justice/newsroom/data-protection/events/090519_en.htm">http://ec.europa.eu/justice/newsroom/data-protection/events/090519_en.htm</a></p> <p>As a follow-up to the public consultation launched in 2009 on the review of the EU's regulatory framework for data protection, the Commission arranged a series of targeted consultation meetings with a number of key stakeholders.  <a href="http://ec.europa.eu/justice/newsroom/data-protection/events/100701_en.htm">http://ec.europa.eu/justice/newsroom/data-protection/events/100701_en.htm</a></p> <p>The purpose of these meetings was to consult non-public sector stakeholders on a range of issues pertaining to existing data protection rules, identify problems and discuss possible solutions. The meetings took place on 1 July 2010. Background document:  <a href="http://ec.europa.eu/justice/news/events/data_protection_regulatory_framework/background_paper_en.pdf">http://ec.europa.eu/justice/news/events/data_protection_regulatory_framework/background_paper_en.pdf</a></p> <p>On 15.01 2011 a follow-up consultation was realized.  <a href="http://ec.europa.eu/justice/newsroom/data-protection/opinion/101104_en.htm">http://ec.europa.eu/justice/newsroom/data-protection/opinion/101104_en.htm</a></p> <p>On the 25 of January 2012 the Commission published its proposal for a basic data protection regulation.  <a href="http://ec.europa.eu/justice/newsroom/data-protection/news/120125_en.htm">http://ec.europa.eu/justice/newsroom/data-protection/news/120125_en.htm</a></p> <p>Based on this intense debates and consultations of all sorts took place in the responsible committees in the European Parliament. In addition interested stakeholders initiated multiple discussions and dialogue platforms. In the first half of 2014 there were almost monthly major debates to which the rapporteurs and political fractions were invited.  <a href="http://www.europarl.europa.eu/news/de/news-room/content/20130502BKG07917/html/QA-on-EU-data-protection-reform">http://www.europarl.europa.eu/news/de/news-room/content/20130502BKG07917/html/QA-on-EU-data-protection-reform</a></p> <p>In addition to these consultations Business Organisations and individual businesses sought for direct dialogues with key members of the European Parliament.</p>
Results		As a first result there are numerous consultation reports, impact assessments, studies, position papers and amendment proposals. The Committee on Civil Liberties, Justice and Home Affairs of the European Parliament finally discussed about 3,000 amendment proposals and managed by November 2013 to negotiate on a compromise which has since then constituted the Parliament's position. An informal trilogue with the Council and the Commission is under way.
Challenges		<p>At the last stage, before publishing the draft proposal, it was difficult to access Commission was difficult for further dialogue. Despite the numerous consultations the Commission's proposal from January 2012 provided for some real surprises. From the point of view of numerous Business Organisations the proposal appeared to be driven by fundamental rights and consumer protection consideration in the first place, disregarding the views of Business Organisations to a large extent.</p> <p>The proposed legislative instrument has been changed from a directive to a regulation</p>

Identified scheme	PPD	Data Protection Reform – Multilevel-Stakeholder Dialogue
		<p>while some of the wording still follows the logic of a directive. This does not facilitate readability and evaluation from the point of view of Business Organisations. Several Business Organisations had the impression to face a “lex-Google” whilst the legal impact will concern all businesses directly.</p> <p>Also in the European Parliament numerous Business Organisations had the impression not really to be heard. In one stakeholder conference organised last year in May, each Business Organisation representative was granted about two minutes for a statement.</p> <p>Coalition building has so far been quite tedious. Many Business Organisations were focussed on sectoral or topical exceptions and clauses, which were however hardly negotiable.</p>
Website		<a href="http://www.europarl.europa.eu/news/de/news-room/content/20130502BKG07917/html/QA-on-EU-data-protection-reform">http://www.europarl.europa.eu/news/de/news-room/content/20130502BKG07917/html/QA-on-EU-data-protection-reform</a>
Resource persons		<p>Markus Russ, Senior Adviser European Union at AmCham Germany e.V.</p> <p>Michael Speiser, adviser on justice and civil liberties matters at the EPP group within the European Parliament</p>



Identified PPD scheme		European Justice Forum, European Judicial Network, private expert groups
Scope of decision		EU-level
Sector coverage		Justice
Start date		20.4.2010
Legal base		Co-decision (article 194 TFEU)
National public Institution(s) involved		European Parliament - Council (co-decision) EESC, ECJ
Business involved	Organisation	FENCA-BDIU, UIHJ, CCBE, UEAPME, LSE&W, DAV, EBF, EuroChambres, Business Europe, BEUC, INSOL Europe, OTIF, IAWG
Rationale		Judicial cooperation instruments, harmonisation directives for the creation of the European Judicial Area. Mainly at policy preparation level and mid-term reviewing level
Description		<p>Different topics are covered by this PPD scheme.</p> <p>Example 1: Call for expression of interest with a view to establishing a Group of Experts on the attachment of bank accounts, 02.12.2010. Via a public call for proposal the Commission identified and selected experts from the private sector to provide expertise regarding the initiative on the attachment of bank accounts; from an early stage the Commission envisaged a legislative solution.</p> <p><a href="http://ec.europa.eu/civiljustice/news/whatsnew_en.htm">http://ec.europa.eu/civiljustice/news/whatsnew_en.htm</a></p> <p>Example 2: Revision of the Insolvency Regulation launching a new approach regarding business failure and insolvency (2013):</p> <p><a href="http://ec.europa.eu/justice/newsroom/civil/opinion/130624_en.htm">http://ec.europa.eu/justice/newsroom/civil/opinion/130624_en.htm</a></p>
Results		The recommendations are consultative and non-binding. However, the EU has the duty to take them into account in the further legislative process. The dialogue is influential and provides for positive results for the European integration.
Challenges		<p>The existence of a representation in Brussels or a European Affairs department in the Member State is likely to facilitate dialogue for practical reasons (e.g. possibility to attend ad-hoc events and meetings). For technical issues expert knowledge is an advantage in these very detailed fields.</p> <p>The outcome of the dialogue should be formulated and presented to the Commission in a consistent way (memorandum, specific amendments to a legal text, supporting evidence such as statistical data, case study).</p>
Website		<a href="http://ec.europa.eu/civiljustice/index_en.htm">http://ec.europa.eu/civiljustice/index_en.htm</a>
Resource persons		Jerome Carriat, Policy Officer at the European Commission Salla Saastamoinen, Head of Unit, Human rights at the European Commission, DG Justice



Identified scheme	PPD	Consultation on the reform of the Directive on posting of workers
Scope of decision		National level and EU level
Sector coverage		Labour and social policy
Start date		2012
Legal base		Non-compulsory
National Institution(s) involved	public	European Commission, European Parliament and Council.
Business Organisation involved		Business and Labour Organisations such as the German Employers Association or the German Labour Confederation at national level; UEAPME, ETUC at European level
Rationale		Free movement of workers across borders within the limits of the posting directive
Description		Legislative negotiations and debates about the further progress of this fundamental economic freedom.
Results		<p>While the dialogue is of consultative nature, the German Crafts Association tries to coordinate actions on national and European level since it understands that it could contribute to defending the competitiveness of its members. On the European level the German Crafts Association closely coordinates its actions with UEAPME. The coordination is efficient. The dialogue leads to tangible results. The example for Germany is also applicable to Business Organisations from other Member States.</p> <p>The German Crafts Association managed to generate a joint statement with the German Labour Confederation. With regard to the key issues (articles 3, 9 and 12) the German Government followed their views. On the European level the German Crafts Association and UEAPME could convince the key rapporteur in the European Parliament to conciliate the diverging views between new Member States, such as Poland, and founding Member States, such as Germany.</p> <p>These two sides had initially set out in rather opposed directions. Poland was rather interested to ensure access of its citizens to labour markets, such as the German one, with as little limitations as possible. The German business stakeholders and government were interested in sustaining a high level of compliance with the provisions of the posting of workers directive.</p>
Challenges		<p>Members were fully aware and participated in the decision making process following a bottom-up approach. However, the actual dialogue entirely depended on the initiative of the German Crafts Association and its European umbrella organisation, UEAPME.</p> <p>Due to the good contacts with the German government and the Permanent Representation of Germany to the EU the time was sufficient and helpful feedback could be provided. The knowledge-level was adequate. The level of discussions was mainly on a high political level. The technical legal level could have been dealt with better.</p> <p>More information should be available at this stage; more transparency should prevail (the trilogue between Council, Parliament and Commission is still a "black box") and the timeline should be more generous based on the perception of Business Organisations.</p> <p>On related issues there are best practices. The tripartite social summit shall be mentioned. The Commission usually drives initiatives, consulting with Business Organisations quite openly.</p> <p>At the European Parliament various Committees, such as IMCO, discuss with business stakeholders on the various implications. The EESC follows-up the initiatives with own dialogue schemes, providing consultative views and recommendations. A real impact can be best achieved by a coordinated and multi-level dialogue-chain.</p>
Website		<a href="http://ec.europa.eu/social/main.jsp?catId=471">http://ec.europa.eu/social/main.jsp?catId=471</a>
Resource persons		Fabian Uebbing, Head of Unit for Social Dialogue at the German Crafts Association

Identified scheme	PPD	Advisory Groups dealing with matters covered by the common agricultural policy
Scope of decision		EU-level
Sector coverage		Agriculture
Start date		1.5.2004
Legal base		Commission decision of 23.4.2004
National Institution(s) involved	public	European Commission
Business Organisation involved		40 different EU-level NGOs, including civil society organisations, namely agricultural producers and agricultural cooperatives, agricultural and food-manufacturing industries, agricultural products and foodstuffs trade, farm workers and workers in the food industry, consumers and environmentalists.
Rationale		The advisory groups may be consulted by the Commission on all matters relating to the common agricultural policy and to the policy of rural development and its implementation, and in particular the common organisation of the market and the measures which the Commission is mandated to adopt in that context.
Description		<p>The Commission shall invite the socio-economic organisations established at EU level and listed in the Commission's register of interest groups to designate experts. The socio-economic organisations must be those that are most representative of the interests, including the social partners, and their activities must be connected with the common agricultural policy and rural development.</p> <p>The Advisory Groups are consulted on agricultural topics about 90 times per year in all stages of policymaking and implementation. One to four meetings per year and per Advisory Group are realised. The consultation may be mandatory under for Impact Assessments (usually used to prepare legislation).</p> <p>There are coordinated working sessions across Commission services and contacts with Members of the European Parliament. At present a review of the activities of the Advisory Groups is under way.</p>
Results		<p>Joint undertakings and resolutions are generated within the consultation process. The resolutions and opinions are not binding. The influence on legislative process is tangible.</p> <p>Example: <a href="http://ec.europa.eu/agriculture/consultations/advisory-groups/wine/index_en.htm">http://ec.europa.eu/agriculture/consultations/advisory-groups/wine/index_en.htm</a></p>
Challenges		There could be a better balance of represented interests and transparency could be enhanced. Calls for applications could be organised more regularly to allow other or new Business Organisations to join the Advisory Groups.
Website		<a href="http://ec.europa.eu/agriculture/consultations/advisory-groups/index_en.htm">http://ec.europa.eu/agriculture/consultations/advisory-groups/index_en.htm</a>
Resource persons		J.P. Schoffer Petriček, Policy Officer at the European Commission

Identified PPD scheme	Social Dialogue – Consultation on the Working time directive
Scope of decision	EU-level
Sector coverage	Labour
Start date	2010
Legal base	Art. 155 TFEU (social dialogue)
National public Institution(s) involved	European Commission, EESC
Business Organisation involved	UEAPME, BUSINESSEUROPE, CEEP
Rationale	The European Commission is currently reviewing Directive 2003/88/EC through a 2-stage consultation of EU-level workers' and employers' representatives and a detailed impact assessment.
Results	The main outcome of the second stage of consultation, launched in December 2010, was that all the main cross-sectoral workers' and employers' representatives favoured the option of negotiating the Working Time review themselves. In November 2011 they took a joint decision to start negotiations. Extensive talks were held throughout 2012, but no agreement was reached.
Challenges	The Social partners need to agree in order to be able to progress. However, views differ quite substantially on the kind of changes needed since businesses call for more flexibility, while unions seek for more effective protection. Business Organisations are concerned about the competitiveness of European companies and would prefer to further develop flexicurity-solutions.
Website	<a href="http://ec.europa.eu/social/main.jsp?catId=706&amp;langId=en&amp;intPagId=205">http://ec.europa.eu/social/main.jsp?catId=706&amp;langId=en&amp;intPagId=205</a> <a href="http://www.ueapme.com/IMG/pdf/UEAPME_reply_to_2nd_consultation_Working_time_final_180311.pdf">http://www.ueapme.com/IMG/pdf/UEAPME_reply_to_2nd_consultation_Working_time_final_180311.pdf</a>
Resource persons	Gerhard Huemer, Economic and Fiscal Policy Unit, UEAPME

Identified scheme	PPD	Dialogue on Competitiveness
Scope of decision		EU-level
Sector coverage		Industrial development
Start date		-
Legal base		Informal
National Institution(s) involved	public	Commission, European Parliament
Business Organisation involved		European Roundtable of Industrialists and its own members consisting of 50 leading European corporations.
Rationale		The European Roundtable of Industrialists believes that Europe needs to transform itself to keep pace with global developments in order to sustain and strengthen the well-being of its societies. A modern industrial and technological base will play a central role in this essential transformation as well as a completion of the Single Market according to the European Roundtable of Industrialists. It has developed benchmarking indicators to monitor the progress of European competitiveness and makes recommendations for practical actions towards European governments and policy-makers.
Description		<p>The European Roundtable of Industrialists tries to avoid being reactive and therefore rarely participates in consultations initiated by the European Institutions. On the contrary it rather prefers to initiate high-level political debates with the European institutions. Regarding singular projects the European Roundtable of Industrialists supports the promotion of key infrastructures, such as the Euro-Tunnel.</p> <p>The Commission and Members of the European Parliament appreciate and require the European Roundtable of Industrialists' input and follow invitations to discuss and debate in smaller workshops or engage in individual meetings</p>
Results		Recommendations, position papers, press releases
Challenges		<p>In this dialogue the European Roundtable of Industrialists wishes to be constructive and trend setting since it calls for dialogue and manages it itself. For example with regard to energy consumption, industry stakeholders wish to present solutions to prevent energy shortcuts and further innovation in this field.</p> <p>Another example is the challenge related to youth unemployment since destabilisation effects are feared while there is a growing demand for engineers throughout Europe and a lack of skilled workers is foreseeable.</p> <p>Here also, if the European Roundtable for Industrialists does not wish to rely on proposals stemming from the European Commission it must shape the debate, which is not an easy task.</p>
Website		<a href="http://www.ert.eu/working_groups">http://www.ert.eu/working_groups</a>
Resource persons		Brian Ager, Secretary General at European Round Table of Industrialists

## Annex D: Detailed PPDs fiches - Africa

In the following identification fiches, the identified African PPD schemes are presented in the following order:

- Overall- Africa PPDs;
- REC PPDs:
  - North Africa;
  - East Africa;
  - West Africa;
  - Central Africa;
  - Southern Africa.

National or sub-national PPDs by country in alphabetic order under each of the above region.

Farmers' Dialogue, NEPAD Process Experience<sup>54</sup>

- This short paper provides insights into the rationale for farmers' organisation set up and development. It insists on their advanced level of organisation and integration, and capacity of addressing the right level of dialogue: village, sub-national, national, regional and WTO conferences. It further reminds that 80% of the population of Africa relies on agriculture for its living, thus making agriculture a key partner for development.
- It lists a number of typical farmers' organisations' initiatives, like NEPAD consultation supported by IFAD that addressed all levels to build awareness of NEPAD process.
- The author mentions the participation of African farmers' organisations in the WTO Hong Kong Ministerial Conference.
- A few farmers' organisations are mentioned: ROPPA, EAFF, SACAU, KENFAP.

The author of the paper, Mr Philip Kiriro [info@eaffu.org](mailto:info@eaffu.org) is the Vice-President of KENFAP and IFAP and the President of EAFF.

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<sup>54</sup> Source: International Workshop on Public-Private Dialogue; Paris, 1-2 February 2006: Working Group 8b Farmers Dialogue – NEPAD Process Experience.- [public-privatedialogue.org](http://public-privatedialogue.org), 2006.

## Synthetic Table on selected PPD schemes in Africa

SELECTED PPDs:	Macro policies	Internal Market				External Market
PPDs SCOPES (See detailed PPDs fiches in Annexe)	Multisectoral & Crosscutting	Business Climate	Agriculture	Infrastructure	Services	Trade
Focus on POLICY DESIGN						
Focus on POLICY IMPLEMENTATION						
AFRICAN UNION	APSF		CAADP	APPP		
CEN-SAD					TBTs	NTBs
COMESA					PPP	PSF
EAC						
ECCAS						
ECOWAS					EBF	ETLS
IGAD						
SADC			SAADPP & TCS	SPPPF	SPSP & CRASA	SN-RCBF
UMA						
Algeria		NTBs				NTBs
Angola	Doing Business			PPP		
Benin			Doing Business		Value Chain	
Botswana	HLCC					
Burkina Faso		CCSPS				
Burundi						
Cameroon	Bottom-Up Business (NBC) mirror # of Govt	CBF				Bottom-Up Snowball scheme Islah Reform Index
Cape Verde		JCIBE				
Central African Republic		FODEP				
Chad						
Comoros						
Cote d'Ivoire	CTC		CC-PPP		Value Chain	
Democratic Republic of Congo		CPCAI				
Djibouti	Doing Business					
Egypt		BRPS	SPPD		TSI	
Equatorial Guinea	National Budget input					
Eritrea						
Ethiopia		EPPCF		Local coalitions advocacy	Value Chain	
Gabon						
Gambia						
Ghana	PSOC	NBP	FBBR			
Guinea						
Guinea-Bissau						
Kenya	PPSWF		Doing Business			
Lesotho						
Liberia		LBBF		Doing Business	Doing Business	
Libya						
Madagascar		Local Dev				
Malawi	NAG					NW/GTP
Mali	PPSD					
Mauritania						
Mauritius						
Morocco		NCBE			Value Chain	
Mozambique	CASP					
Namibia		LBEF				
Niger						
Nigeria	NES	BBI	CCD		Value Chain	ENFP
Republic of Congo						
Rwanda	RESC					
Sao Tome e Principe						
Senegal	Doing Business	CPI / SMEs				
Seychelles						
Sierra Leone		SLBF				
Somalia						
South Africa	NEDLAC		APSF		Local coalitions advocacy	
South Sudan		SSBF				
Sudan						
Swaziland	Tripartite					
Tanzania		TPSF	MOSHI			
Togo						
Tunisia						
Uganda	PEC			Doing Business		
Zambia	ZIBAC	ZBC				
Zimbabwe						

Acronyms listed in this table refer to the related PPD below in this annex.

## Overall Africa

PPD	Africa Public Private Partnerships (APPP) Forum
Scope of decision	Continental
Sector coverage	All including PPPs (i.e. Infrastructure, Transport, Energy, etc.)
Start date	2009
National public Institution(s)	African Development Bank and African Governments.
Business Organisation	BO interested in being part of PPPs
Rationale	<p>Private investment is undoubtedly a necessary component for infrastructure development in Africa. Strong infrastructure is vital for GDP growth. The basic purpose of the public private partnership model is to attract and engage private sector investment in projects to develop modern infrastructure and reliable services. Gain insight into the medium- and long-term outlook for PPPs across Africa.</p> <p>Meet and learn from the sector's principal stakeholders and leading experts. Find out what it takes to participate in forthcoming PPPs across the region. Spend valuable time with existing clients and benefit from unrivalled business development opportunities. Discover solutions to country and sector specific challenges. Benefit from the opportunity to attend sessions dedicated to your specific area of interest. Share best practice from the region and all over the world. Allow companies to market their activities and be the first to learn of new PPP opportunities.</p>
Description, main characteristics	<p>The event will consist of:</p> <p>Co-located trade exhibition; CPD-certified training workshop</p> <p>Two-day conference programme featuring over 50 industry speakers; Numerous networking opportunities during high-level social functions</p>
Results	6 editions of Africa PPP were given to the whole continent a platform to discuss and learn about public private partnerships and promote their successful implementation across the continent. The event is attended by hundreds of participants representing both the public and private sectors from countries across the globe. Previous editions have taken place in Tunisia (2009 and 2010), Kenya (2011), Nigeria (2012) and South Africa (2013). APPP 2014 will be held in Cote d'Ivoire.
Challenges	Complementarity with similar forums like the SADC PPP Forum.
Website	<a href="http://www.africappp.com">http://www.africappp.com</a>



PPD	African Private Sector Forum (APSF)
Public Institutions	African Union Commission; Ministers and Government officials; Policy Makers, Political Leaders, Ministers, senior government officials from Africa; Regional Economic Communities; Investment Promotion Agencies.
Business Organisations	Private sector / Project owners / SMEs with investment opportunities; Business Associations & Multinationals; Farmer organizations; Consultants/Analysts/Economists/ Legal Experts/Academics/ Risk Professionals / Investments consultants and economic advisors/ Business Schools & Research Institutes; Microfinance Institutions, Commercial Banks, Private Equity & Venture Capital Orgs; NGOs & Foundations, donor and development Orgs; Leading international and local Media; Chambers of Commerce; Business councils.
Start date	2008
Legal base	AU Executive Council Abuja Decision Number EX/CL/Dec.183 (VI), which institutionalized the African Union Private Sector Forum.
Categorisation	Formalised continental scheme
Level	Continental
Rationale	The Forum is a key instrument of interface and partnership between the African Union policy makers and the private sector. The key objectives of the Forum: Assess the case for Africa's industrial development and consider lessons learned from other regional experiences; Highlight the significance of the good corporate governance and corporate citizenship as promoted by the UN Global Compact for business development; Examine the role of the private sector in accelerating Africa's industrial drive and showcase good practices that contribute to sustainable development; Promote partnerships between the public and the private sectors (PPPs). The Forum also acts a vehicle for empowering the African Private Sector through advocacy, sharing business and market information and skills. This gives emphasis to the significant role African private sector can play in the implementation of the AU Strategic Plan and the New Partnership for Africa's Development (NEPAD) Programme.
Description	Over 400 experts and decision makers including private entities, financiers, donors, multinationals, researchers, governments, int'l organisations, NGOs and consultants from around the world meet in the annual forum. This forum/outreach will take the form of Four (04) days event to deepen general awareness and enable: Specific B2B pre-scheduled meetings in 48 hours organized through match-making software, according to participant's wishes with the assistance of interpreters as needed; Matchmaking sessions: connecting Arab investors with potential African partners; A village of partners representing a first hand promotional showcase for all institutional partners and major sponsors; A village of "experts" for professionals in finance, consulting firms and business services providers, etc....; A village dedicated to national and international institutions to promote Public Projects; A village dedicated to National Investment Promotion Agencies to promote Doing Business in their respective countries and accompany their members; A side trade fair to showcase specific potentialities and cultural diversity.
Results	The main results of the forum are networking and help improving overall policies. The Forum serves as a platform for dialogue between the private sector and policy makers as well as an opportunity for the private sector to network and exchange views on ways of eliminating bottlenecks to doing business in Africa. The final outcome declaration from the Private Sector Forum, that is negotiated and adopted by the participants, is presented to the relevant policy organs of the Africa Union. The "African Private Sector Forum Declaration" outlines priority actions for implementation by the private sector, governments, the Regional Economic Communities and the African Union with the objective of enhancing the competitiveness of African industries and improving the continent's share of global



PPD	African Private Sector Forum (APSF)
	trade and investment flows. The Declaration is later presented to Heads of State and Government during the official lunch of the African Union Summit, which is co-sponsored by the UN Global Compact.
Resource persons	African Union Commission, Private Sector Directorate, Head, Djamel GHRIB
Challenges	Follow up of implementation of priority actions made by private sector is weak as to check how coherent policies/actions have been put in place across Africa.

PPD	Comprehensive Africa Agriculture Development Programme (CAADP)
Public Institutions	African Union Commission; NEPAD; Regional Economic Communities
Business Organisations	Regional networks of farmers.
Donors	Multi-donor Trust Fund, hosted at the World Bank; IFAD
Start date	Established in 2003
Categorisation	Agriculture
Level	National and Regional
Rationale	CAADP is the agricultural programme of the New Partnership for Africa's Development (NEPAD), which in turn is a programme of the African Union (AU). CAADP focuses on improving food security, nutrition, and increasing incomes in Africa's largely farming based economies. It aims to do this by raising agricultural productivity by at least 6% per year and increasing public investment in agriculture to 10% of national budgets per year. Through NEPAD, CAADP addresses policy and capacity issues across the entire agricultural sector and African continent.
Description	Consultations help develop farmers' positions on the priority areas they wished to see supported and implemented in CAADP, both on a short and long term basis. In view of the ongoing regional integration process, and the fact that some important issues of interest to farmers require a regional approach, farmers decided to form regional networks. We now have in existence regional farmers organizations such as ROPPA, EAFF, SACAU and others, with african farmers forums taking place at the continental level. They are all viewed as additional capacity to national farmers organizations. NEPAD coordinates CAADP through five strategic functions: 1. Promote CAADP principles. 2. Manage communication and information. 3. Facilitate and coordinate monitoring and evaluation. 4. Link resources with programmes. 5. Harness key thinking and experience. The CAADP Pillars are CAADP's four key focus areas for agricultural improvement and investment. A different pillar leader heads each pillar. These four key pillars are 'Sustainable Land and Water Management'; 'Market Access'; 'Food Supply and Hunger'; and 'Agricultural Research'. Each pillar oversees various programmes working to achieve CAADP's goals. Each Regional Economic Community establishes their own priorities based on the continent-wide Pillars. Although CAADP is continental in scope, it is realised through national efforts to promote growth in the agriculture sector and economic development. As such, CAADP is not a set of supranational programmes, but a framework embodying a set of key principles and targets. The national roundtables lead to national pacts called "Compacts", signed by government, private sector, civil society and donors. Compact do agree on specific targets at national and regional levels. It is expected that concrete investment priorities for all of the countries that have kick-started the CAADP process will be defined for support from the international development community who are actively involved in the CAADP Roundtable process. Compacts are followed by action plans in each country. Also, each RECs does elaborate its own regional Compact. The next step is made of meetings once a year between private and public sectors to prioritize projects. These meetings do monitor afterwards implementation on what we call "joint sectoral review".
Results	So far, 43 African countries have adopted the CAADP process and 10 countries on the continent have achieved consistent six percent in the sector. Six countries currently invest over 10% of their national budget in Agriculture. Regional compacts do target on harmonization (ECOWAS) and setting common standards (COMESA one standard for maize allowing now trade from Rwanda to Tanzania). Despite its many weaknesses, CAADP remains the only cross-continental agricultural strategy acclaimed to be fully Africa owned and Africa led. Countries are continuously adapting the CAADP Agenda into their agriculture and rural development strategies and programmes. Such framework is helping building an evidence based approach in policy making in Africa.

PPD	Comprehensive Africa Agriculture Development Programme (CAADP)
Challenges	Farmers to be able to consult, dialogue and eventually have an agreed position need for mobilization of ideas from members. Improve analytical skills and capacities of Private Sector Organisations; Help the dialogue partners to come to a shared vision on the basic macro-economic problems affecting business ("White Paper"); Develop a tool for impact monitoring of PPD; Make the dialogue a structured one: preparation, doing the dialogue, monitoring the results. Finally, there is some concern on representativeness of the private sector when signing Compacts.
Website	<a href="http://www.nepad-caadp.net">www.nepad-caadp.net</a>

## North Africa

### Algeria

Algeria does not have Association Agreement or regional integration-related PPD. There are however national PPDs on social issues like on setting the minimum wage.

### Morocco

PPD	The National Committee for Business Environment (NCBE) in Morocco
National public Institution(s) involved	Ministries concerned with promotion of business environment (Finance, Interior, Industry and Trade, etc.
Business Organisation involved	General Confederation of Enterprises of Morocco, Federation of Moroccan Chambers of Commerce, Industry and Services, Haut Commissariat au Plan, Central Bank, Anti-corruption Committee, Professional Group of Banks
Description	Permanent Secretariat prepares project fiches, taken up by working groups, the National Committee provides orientations and mandates, its work is prepared by the technical committee
Rationale	To harmonise all initiatives aiming to promote investment and develop the business climate
Methodology	Prepare annual programmes, coordinate Government efforts to ensure effective implementation of the adopted measures, institutionalise public-private dialogue, develop a communication strategy to raise national and international awareness, assess the impacts of reforms.
Start date	2009:
Identified resource persons	Thami Elmaaroufi, Khalid Benabdallah, Lhoussaine Wahib, Hamid Khail
Legal base if any:	National Pact for Industrial Emergence signed between the Government and the private sector
Categorisation	Top-down approach with private representation at highest level
Level (local, national level)	national
Results and challenges	Significant improvement of the Doing Business ranking
Relevance	Very relevant

### Tunisia

Tunisia has now an interesting PPD case, where the Business Organisation and the Workers' Organisation worked together on a platform to unlock the political situation.

## Egypt

PPD	PPD scheme between the Ministry of Trade and Industry / selected Agencies and the Private Sector
National public Institution(s) involved	Ministry of Trade and Industry, Egyptian Competition Authority, Egyptian Consumer Protection Authority, Egyptian Authority for Standards and Specifications, Investment Authority (now Ministry of Trade and Industry),
Business Organisation involved	<p>The main business associations are active in dialogue but indirectly (Egyptian Business Association, Egyptian Junior Business Association, Alexandria Business Association, various other associations may input with their proposals in the dialogue)</p> <p>The private sector institutions officially involved In the dialogue with the Ministry and the related Agencies are:</p> <p>Federation of Egyptian Industries, Federation of Chambers of Commerce, Federation of Contractors, Federation of Touristic Projects,</p> <p>Under the federations: 19 chambers by sectors</p> <p>Under the Federation of Chambers: 26 chambers (one per Governorate) –</p> <p>Composition of Federations Boards:</p> <p>Federation of Industries – 19 elected board members, the Minister appoints 5 additional members; there are as many elected board members as sectors – the Chairman and the Vice Chairman are appointed by the Minister.</p> <p>Federation of Chambers – 27 elected members, 5 appointed by the Minister</p> <p>Export councils – 17 councils (1 per sector) 100 members, all appointed by the Minister.</p>
Description	All draft legal or regulatory texts need to be submitted to the Private Sector before being submitted to the Cabinet
Rationale	To organise public private dialogue to policy making; this dialogue setting accompanies the progressive privatisation of the economy
Methodology	Every text is submitted to Federations and all other associations declaring an interest in it
Start date	1998
Identified resource persons	Tarek Tawfik, President of Egyptian Business Association Said El Bous, Adviser to the Minister of Trade, Industry and Investment
Legal base if any:	Legal text unknown
Categorisation	Top down approach where the public sector has the right to appoint part of the private sector representation and has the final say after discussions
Level (local, national level)	National level
Results and challenges	<p>The private sector is not always convinced of having a real say in government policies and decisions</p> <p>The Ministry of Trade, Industry and Investment claims to always take the private sector's views into consideration and to serve the private sector towards the latter achieving economic growth and export</p>
Relevance	The different meetings and councils provide the public sector with the private sector's feedback and requests, the public sector decides to use them or not

Identified PPD scheme	Dialogue of Ministry of Transport, and Infrastructure, Ministry of Supplies and Internal Trade, Ministry of Agriculture, Stock market Agency, etc. with the private sector
Involved donor(s)	IFC, various donors
National public Institution(s) involved	Above Ministries and Agencies
Business Organisation involved	Main business organisations in the country
Description	Each Ministry engages in dialogue with the private sector at two levels: Submission of legal and regulatory texts before their passing to Cabinet; Discussions on policies and infrastructure setting (ex. Warehouses for agricultural products before export, port and handling installations, etc.)
Rationale	To gather opinions and suggestions before making policy and legal decisions
Methodology	For legal and regulatory texts, the concerned Ministry communicates the text to the business organisations that comment it; for policies like infrastructure decisions, the dialogue process is very wide and includes many associations, not only business associations. This dialogue is a long process.
Start date	1998
Identified resource persons	
Legal base if any:	unknown
Categorisation	Top-down approaches with initiative resting with Government bodies
Level (local, national level)	National level and governorate levels
Results and challenges	The main result is that the dialogue is ongoing and involves a large number of advisory bodies and business associations; government organs receive as may feedback and advice as possible, the final decision-making remains slow
Relevance	The dialogue is focussed on real priority issues and they are fully documented
Efficiency	The unclear element is the influence of dialogue on final decision-making and the existence of decisions after dialogue

Identified PPD scheme	Think Tanks of Academics
Involved donor(s)	IFC, ILO, AfDB, AFD, USAID, GiZ, WB, EU
National public Institution(s) involved	All ministries
Business Organisation involved	Main business associations and mainly academics and think-tank groups: Egyptian Centre for Economic Studies, includes a former Finance Minister Cairo University Economic Forum NGOs in trade, horticulture, export, agriculture Ministry of Agriculture technical committee with private sector representatives NGOs in diplomacy, defence, politics A large number of members are members of several forums
Description	All participants start discussions on various issues, including donors: ILO started a discussion on the minimum wage, USAID on the reform of the informal sector, AfDB and AFD on industrial policy, etc.
Rationale	To create a wide debate on all issues of policy in all sectors
Methodology	The main policy issues involve a large number of workshops, conferences, talk shows, policy papers, academic workshops. At the end of the debates, the Minister attends a final meeting. Present main issues in debate: Energy Reform, Energy Sector Reform, Supply chain optimisation
Categorisation	Multilateral debate involving a very large number of personalities that are potential Minister advisors
Level (local, national level)	All levels
Results and challenges	The main result is that all issues are well documented, but the influence on the final decision and the existence of a final decision are unknown
Relevance	Relevant

Identified PPD scheme	Business Registration Procedures Simplification (BRPS)
Involved Donor	<p>IFC: Business Start-up Simplification Project, performed and submitted a detailed review on administrative procedures to registering a business in Alexandria. This donor sought Egyptian public and private sector entities to adhere to the simplification process. ABA was interested and IFC signed a cooperation agreement and started concrete steps with this BO. The first achievements convinced other BOs to join the procedures simplification and business-friendlier action. Stage by stage, more partners joined in. Today, it is a strong PPD scheme. The most important BOs and relevant ministries are in.</p> <p>Since 2011, IFC is involved in influencing the Government notably after having talked with ABA on specific positions: In the aftermath of the Revolution, donors have become involved voicing their concerns or advice publicly to the Government in the interest of the private sector and fostering the market economy.</p>
National public Institution(s) involved	General Authority for Investment and Free Zones (GAFI); Alexandria City, Alexandria Governorate; and now, Ministers' recognition and support.
Business Organisation involved	The first BO was Alexandria Business Association (ABA) and then all-important ones joined.
Description	<p>Business Registration Simplification Procedure (BRPS) started in Alexandria City and is now nation-wide.</p> <p>Phase 1 June 2007 – June 2009: Alexandria city: Private Sector Observatory to monitor the implementation of reforms implemented by the Business Registration Simplification Programme</p> <p>Phase 2 January 2010 – April 2011: Establishment of an Advocacy Unit</p>
Rationale	<p>Foster business registration procedures simplification, based on IFC Doing Business Climate Improvement Programme.</p> <p>The IFC project was the basis of the PPD construction and its first positive results showed both public and private other organisations that the method used was the right thing to obtain better business environment.</p> <p>The first extension of the scheme was limited to Alexandria City, they to Alexandria Governorate, and progressively all Egypt and the top decision-making entities.</p> <p>The choice of the first business organisation was crucial for father success. ABA was chosen for its reputation, dynamism and institutional as well as staff skills capacities.</p> <p>First Phase achievement: Set up of a Private sector observatory: Monitor the implementation of the business registration simplification, using an index developed by the partners: Islah Reform Index.</p> <p>Second Phase achievement: Set up of an Advocacy Unit to provide a private sector view on the business climate in Egypt and raise public awareness on the need for private sector contribution to reform. The Advocacy Unit has access to Government bodies (relevant Ministries) works with the Government agencies as a recognised partner, sets the reform agenda and becomes a platform to launching the Islah index every year. Is to continue its advocacy role beyond the project validity.</p>
Methodology	<p>Phase 1: pilot survey on 100 enterprises (33% of ABA members' base), 11 policy areas identified, and development of the Islah Reform Index.</p> <p>Phase 2: further development of indexes (for developing first micro-enterprise reform policy index) and increase of national recognition.</p>
Start date	2005 IFC Project, PPD Phase 1 established in 2007, still on-going
Identified resource	Hisham El Attal: President of Egyptian Traders' Company, Vice-Chairman for El Ahram for Development, Board Member of ABA and of the Advocacy Unit,



Identified PPD scheme	Business Registration Procedures Simplification (BRPS)
persons	<p>Member of several important Committees and Councils.</p> <p>Marwan Sammak: General Manager of Medlevant Shipping Company, Worms Group and agent of Hapag Lloyd Container Line, Secretary General of ABA and other business associations</p> <p>Maha Hussein: Investment Climate operations officer, former MENA M&amp;E team, works for IFC.</p>
Legal base if any:	<p>Collaboration Agreement IFC/ABA, mandate and responsibilities identified, organisational structure defined, reinforced by hiring 3 permanent staff in 2010.</p> <p>ABA prepared a formal scheme paper but this has not been approved and this PPD continues on an informal way.</p> <p>Launch of Islah Reform Index: 4 May 2009, the Minister of Trade and Industry and the Minister of Administrative Development attended and delivered keynote speeches on the importance of including the reform agenda. Other institutions represented: GAFI, IFC and the Swiss Embassy. GAFI and IFC delivered speeches as well.</p> <p>ABA signed a Memorandum of Understanding with the Ministry of Trade and Industry and IFC to develop the first micro enterprise reform index.</p> <p>ABA signed cooperation agreements with the Egyptian Business Association and the Confederation of Egyptian-European Business Association to widen the scope of Islah to become a national climate reform index. The EBA Cooperation involves extending the Islah index to Cairo.</p> <p>2012: Second agreement with IFC – Micro Islah Reform Index on small and micro enterprises. Launched in 2013, still difficulties, is being further developed.</p> <p>Phase 2: ABA is to function as a sustainable mechanism to advocate private sector reform in Egypt and become self-sustainable after the reform completion: Enhancing diagnostic tools, develop new tools and identify regulatory constraints for enterprises, causing improvement of public policies, governance and transparency.</p> <p>ABA discusses also with the banks. The latter are still insufficiently involved in private sector enterprises financing.</p> <p>ABA position in the private sector is strengthened by its activity as microfinance institution (IFC assistance). It has over 60 branches in 6 Governorates, employs 1300 persons and distributes 5 billion EGP loans to 400 000 clients.</p> <p>Suppressing or improving 28 procedures, policies or practices related to business registration.</p> <p>Public Authorities to implement the changes: Ministry of Investment, Industrial Development Authority (IDA), Ministry of Industry and Trade and GAFI, Ministry of Housing, Utilities and Urban Development.</p>
Categorisation	<p>Snowball-type donor-sponsored PPD: Donor sponsored initiative towards improving regulatory, institutional setting and practices for a better business environment. The Partners are a Donor and public / private Partners, Official recognition at Ministers' level. The first "selling argument" of the scheme was compiling and dissemination of a new benchmarking business environment index, to advocate reform by Authorities and participation by the business community. Scheme managed to gain a wider audience with time.</p> <p>However, it is difficult to speak of a scheme since 2011, but more of ABA trying to pursue PPD with available partners in the Government, because of the high turnover in the executive. ABA uses today a number of means to advocate private sector positions: direct talks with Government officials, gathering forces with EBA to talk with the Government or talking with IFC to advocate its positions, then IFC talks with the Government.</p>
Level (local, national, regional, AU)	First local, then regional, then national

Identified PPD scheme	Business Registration Procedures Simplification (BRPS)
level	
Results and challenges	The Islah index set up and calculated with IFC assistance is widely recognised and serves as base for further business environment improvements. Must keep in pace with advocacy requests by stakeholders.
Relevance	Excellent example of a successful snowball scheme.
Efficiency	Very efficient until 2011. ABA claims that dialogue on legal and regulatory texts is not very efficient: its positions are ignored by the public decision makers.
Effectiveness	Seems to have involved limited funds at least at start
Impact	Has managed to gain general recognition by private and public players until 2011. ABA is still a widely known and respected business organisation but the rules of the game are changed.
Sustainability	The scheme has been disrupted by the consequences of the Revolution: there have been many changes at the executive level and frequently, a Minister who started a discussion is replaced and all needs to start over. ABA continues to advocate its concerns with available talking partners, at both national and local or governorate level but with mixed results.

Identified scheme	PPD	Citrus fruit export SPPD (Sectoral Public-Private Dialogue)
Involved Donor/Authority		FAO, BMZ (GiZ), USAID, IFAD, WB
National Institution(s) involved	public	Egyptian Ministry of Agriculture and Land Reclamation (MALR); Ministry of Industry and Trade; Agricultural Research Institute / Horticultural Research Institute; Egyptian National Competitiveness Council; Egyptian Regulatory, Reform and Development Activities (ERRADA), Donor-funded (USAID) public scheme responsible for the regulatory management system through public-private dialogue. Reviewed the regulatory environment of the citrus fruit sector. Concerned national strategy: Agenda 2030
Business Organisations involved		Egyptian Chamber of Commerce of Alexandria; Horticultural Export Improvement Association (HEIA) Union of Producers and Exporters of Horticultural Crops; Bilateral Chambers of Commerce (British, American, Canadian Chamber, French Chamber, etc.)
Name and identification	and	Citrus export SPPD: Scheme to join public and private promotion and regulatory compliance forces to improve all stages of the citrus value chain increase citrus fruit export.
Rationale		To improve and facilitate Egyptian exports of citrus fruit: The aim of the SPPD is to consolidate export positions with quality products matching standards and safety and to implement coordinated supporting actions at each level of the value chain, by both public and private organisations, with donor support.
Methodology		Conduct an inventory of concerned legal and regulatory environment texts; Subsidy of physical infrastructure and entrants (airport facility, port repair or extension, transport, electricity, ICT, seeds); Construction in partnership with HEIA of the Perishables' Terminal at Cairo Airport; Establishment of a Citrus Council and provision of extension services, post-harvest services, packaging and services to exporters (market information notably); Builds on previous public and donor-supported initiatives: 1999 to 2006, MALR with German BMZ <sup>55</sup> on the Citrus improvement Programme: provision of improved planting material, public and private nurseries, establishment of a certification scheme
Start date		1980 to nineties: first efforts; 2009: effective dialogue start with World Bank and IFAD support, USAID being the reference partner for structuring HEIA and assistance to its service provisions to farmers
Legal base if any:		Structured public-private dialogue in which the Government is a member
Categorisation		Sector cooperation of large number of players with the aim of improving the products and logistics and increase exports of an economic sector.
Level (local, national, regional, AU level)		All levels involved
Results and challenges	and	The SPPD in its final version started in 2009 to address a number of challenges. Some remain, like the proportion of new tree plants, still needing increase to achieve productivity. Government and private institutions should

<sup>55</sup> Bundesministerium für internationale Zusammenarbeit (German Ministry of economic Cooperation)

Identified scheme	PPD Citrus fruit export SPPD (Sectoral Public-Private Dialogue)
	improve their coordination and the attributions of the various participants. Many components are still in the limbs: improvement of the logistics value chain and formalities, adequacy of the infrastructure sector, insufficient available land in the Nile Valley, land reclamation on the fringes of the Delta.
Relevance	Common scheme to gather all elements of the value chain to achieve win-win results: Government: export increase; Private sector: sales and profits increase.
Efficiency	Improvements are recorded
Effectiveness	Overlapping efforts subsist
Impact	The impact is already significant on export but not yet to the EU or US, where quality and safety requirements are very strict.

Identified scheme	PPD Cruise industry PPD on touristic and shipping industries (TSI)
Involved Donor	USAID supporting ERRADA
National public Institution(s) involved	Egypt Tourism Authority (ETA): Government body promoting Egypt as a tourism destination. Autonomous public agency, the Tourism Minister is chairperson of ETA. Website provides information on cruise routes and places, conducts market research and expand its markets, notably with the Gulf. Maritime Transport Sector (MTS): Development of maritime transport facilities. Provides support to port development projects and liaises with interested parties to coordinate the legal and regulatory framework. Alexandria Port Authority (APA): Public authority providing services to vessels in port. Works with tourism agencies towards better promotion of Alexandria. Egyptian Regulatory Reform and Development Agency (ERRADA), launched in 2008 with USAID support: Build the legal and regulatory system based on dialogue between public and private institutions. Consults with the Ministry of Tourism and practices SPPD in reviewing laws and regulations.
Business Organisations involved	Alexandria Chamber of Shipping: Private institution, voluntary membership, has several committees, including the Ship Agency Committee, in charge of analysing the regulations concerning maritime activities. Egyptian Tourism Federation: Association proposing national initiatives towards growth of the sector; represents the sector at meetings with public institutions, notably on regulations; on shipping-related laws, ETF must be taken into consideration before Parliament submission. Proposes staff training programmes to the member companies. Egyptian Travel Agents Association (ETAA): non-government association promoting tourist agents and transportation companies, funded by voluntary contributions. Provides training programmes and networking/communication platforms. Egyptian Tourism Federation (ETF). The Federation plays the role of an interface between Government and private sector. This Federation needs to approve legal text projects before their submission to Parliament. The Board is composed of members of each tourism association plus four members appointed by the Minister of Tourism. ETF is the most relevant tourism BO for PPD in Egypt.
Research bodies and NGOs involved	Egyptian Maritime Data Bank: Official information source in the maritime transport field.
Rationale	PPD on touristic and shipping industries (TSI), notably with the view of upgrading and adapting legislation. The environment is challenging for the success of this PPD: The cruise sector is not a Government priority and the entire sector

Identified PPD scheme	Cruise industry PPD on touristic and shipping industries (TSI)
	suffered since January 2011.
Methodology	Regular meetings with little formalisation: The high public decision makers representing the Ministry of Tourism are at the same time the major cruise and tourism companies high executives or owners. Decisions or measures may serve the large companies' needs but the sector SMEs do not feel represented or supported.
Categorisation	Government and high-end private sector operators meet whenever necessary. No formalised forum for small operators.
Level (local, national, regional, AU level)	National, regional and local
Results and challenges	Tangible results are the construction of additional port and airport infrastructure.
Relevance	The SPPD framework exists: Structures and partners are officially in charge but the discussions do not involve the small operators.

## East Africa

### EAC<sup>56</sup>

Identified PPD scheme	East African Community (EAC)
Level	Regional
Start date	Established in 2006
Donors involved	GiZ, DFID-TMEA, UNIDO
Rationale	<p>Involve the private sector in the preparation of EAC regulations and policies at regional level;</p> <p>Solve issues of regional integration: trade facilitation, transit, common external tariff, customs union and unique territory;</p> <p>Provide landlocked countries a forum to push forward trade facilitation improvement;</p>
Regional economic Organisation: EAC and African Free Trade Zone (AFTZ)	<p>EAC Secretariat: Human and institutional capacities limited, positions papers and events prepared with external support. In 2008, EAC joined the NTB monitoring mechanism already developed and adopted by COMESA and SADC. A number of transit hindrances have been alleviated at least in the law: Implementation needs specialised human capital, which is presently scarce.</p> <p>A number of countries joined more than one REC, which makes the reconciliation of different rules of origin and tariffs a difficult task. Therefore, the three RECs (COMESA, EAC and SADC) created the Tripartite African Free Trade Zone. A number of negotiations (notably transit and access to ports) tend to take place at tripartite level.</p> <p>The Secretariat has a few MoUs with other Business Organisations, like the East African Farmers' Federation on agricultural issues.</p> <p>EAC member countries share the same Customs Law and have a common external tariff (CET). EAC Secretariat organises and facilitates training on Customs issues for member countries' concerned staff.</p> <p>The Secretariat is developing an industrial policy with EABC, which is not yet fully elaborated.</p> <p>The Secretariat is developing a trade strategy with EABC.</p> <p>The Secretariat is elaborating an "Upgrading and Modernization Programme for SMEs" with UNIDO assistance.</p> <p>The Secretariat is organising investment promotion in the form of yearly events in member countries. Public authorities, private sector and international companies attend these events.</p> <p>EPA position making: Each country prepares its own position papers and submits them to EAC Secretariat. Negotiations take place at EAC level.</p>
Business Organisations involved	<p>East African Business Council (EABC), founded in 1997, supported by GiZ. DFID continues support through Trademark East Africa (TMEA) that second a permanent expert the Secretariat.</p> <p>EABC is the APEX institution representing the national business organisations. Influential members of national organisations are often members of EABC, which ensures coherence with national policies and requests.</p> <p>Requests or proposals presented to the EAC - level PPD must be already agreed at national levels. Therefore, the positions represented to the EAC forum have already been agreed within national PPDs.</p>

<sup>56</sup> Source: GiZ (op. cit.)



Identified PPD scheme	East African Community (EAC)
Legal base if any:	<p>EAC Treaty of 1999: Art. 127 - 129) stipulates: EAC is to formulate a "Private Sector Development Strategy" including a continuous dialogue on the national and regional level for the implementation of agreed decisions and opportunities ties to participate in the decision making. The Secretariat should provide the forum for consultations. The linkages between the business organisations should be strengthened through implementing joint activities and recognition/contribution of the business organisations. Also, a business-related Dispute Settlement Mechanism should be formulated."</p> <p>A Private Sector Development Strategy is included in the 2006-10 EAC Development Strategy. A Unit for the coordination of the implementation of the PSDS is to foster the direct involvement of the private sector. The strategy mentions explicitly the East African Business Council (EABC) as PPD partner.</p> <p>The EAC Development Strategy for 2011 – 2015 includes the participation of the private sector as one of the main crosscutting issues.</p> <p>Priority activities are the formulation and implementation of an EAC Public-Private Partnership strategy. The PSDS<sup>57</sup> is to incorporate Rwanda and Burundi and institutionalise the private sector participation at all levels.</p> <p>The EAC Secretariat is not empowered to take decisions applicable in the member countries. It makes recommendations and prepares dossiers on important issues at regional level.</p> <p>The EAC Treaty provisions include a EAC Summit composed of Heads of State: important issues involving policy and legal changes in member countries are taken at this level and applied by each country upon order of its respective President to the national Cabinet.</p>
Rationale	<p>Established with the aim of including the Private Sector in decision-making at Regional level.</p> <p>One private sector institution, EABC enjoys an official role and status:</p> <p>EABC is the focal point between regional enterprises and the EAC Secretariat. EABC participated in EPA position, integration and policy. It is to be involved in integration-enhancing issues and policies. EABC also co-organises workshops and seminars with the EAC Secretariat.</p> <p>EABC has an official observer status allowing it to attend all official EAC meetings and summits. This BO meets the Secretariat bi-monthly.</p> <p>The Secretariat and EABC have set up a Non-tariff barrier (NTB) monitoring mechanism. This monitoring mechanism is tripartite and includes COMESA and SADC.</p> <p>Companies or BOs may raise complaints to the involved national authorities first. If the national institutions do not take action, EAC Council of Ministers functions like a second instance authority. It meets quarterly.</p> <p>EABC disseminates the results on NTB elimination and publishes an annual Business Climate Index (BCI), which bases on more criteria than IFC Doing Business.</p> <p>The EAC Secretariat has signed MoUs with other BOs as well, but EABC enjoys a dominant position among BOs.</p>
Description	<p>The EAC-level PPD mechanism deals essentially with trade facilitation issues (NTB, Customs Law, CET, transit hindrances alleviation and complaints originating from exporters complaining from still existing NTBs that have been removed legally, but are not implemented).</p> <p>Meetings between the EAC Secretariat and EABC take place bi-monthly.</p> <p>The dialogue preparation and exploration process works out the issues but in</p>

<sup>57</sup> PSDS: Private Sector Development Strategy

Identified PPD scheme	East African Community (EAC)
	<p>practice, decisions are not taken at the level of the Secretariat and the EABC, but of the Heads of State: the files are submitted to them and they make decisions on the occasions of the Summits.</p> <p>The same goes for important decisions of the Tripartite.</p>
Categorisation	<p>Regional forum involving public and private partners from national levels. This ensures coherence with national PPDs.</p> <p>The EAC PPD involves public and private organs that prepare important decisions to be made by the EAC Summit.</p> <p>It is therefore a top-down approach that fits in national cultural principles of the respective countries.</p>
Level (local, national, regional, AU level)	Regional level and supra-regional level, as some issues are brought to the tripartite decision-making process.
Results and challenges	<p>Results: Customs Law in place and implemented in the entire region, transit improvement measures. Usually, important issues are dealt with at summits involving the high decision-makers.</p> <p>EAC publishes the BCI annually.</p> <p>Challenges:</p> <p>The Secretariat's and EABC's institutional and human capacities need strengthening: TMEA and UNIDO are providing capacity strengthening to the dialogue and its preparation.</p>
Relevance	Relevant, allows addressing trade issues among member countries and allows involvement of reforms at tripartite level. Tangible results exist (TEC, NTB abolition and monitoring, etc.)
Efficiency	<p>A number of important trade facilitation measures have been passed and their implementation is monitored: exporters facing NTBs on the road to or from the ports can send sms complaint messages. Normally, the relevant authorities take action, sometimes immediately.</p> <p>The EAC level is the relevant decision level for the alleviation of trade hindrances between member states.</p>
Impact	<p>Customs Law developed and implemented;</p> <p>NTB system in place and monitored;</p> <p>CIB elaborated and published;</p> <p>Training on Customs Law implemented.</p>

## Burundi

An IFC Investment Climate Reform Program is operating in Burundi. The persons in charge are Fabrice Lusinde wa Lusangi Kabemba [klusinde@ifc.org](mailto:klusinde@ifc.org) and Laurent Corthay [lcorthay@ifc.org](mailto:lcorthay@ifc.org)



## Ethiopia

Identified PPD scheme	Ethiopian Public-Private Consultative Forum (EPPCF) <sup>58</sup>
Involved Donor	IFC and UNDP provide support to the functioning of the coordination units at the two ministries and at the Secretariat.
National public Institution(s) involved	Government, federal and Woreda <sup>61</sup> level authorities
Business Organisation involved	Chamber of Commerce and Sectoral Associations (ECCSA). This organisation had strong technical capacities.
Name and identification (place, sector)	Ethiopian Public-Private Consultative Forum (EPPCF).
Rationale	<p>Reconcile Government and private sector towards greater cooperation and coordination based on respect and accountability. Creating trust between public and private partners. To this, the dialogue addresses from the beginning strong substantive issues. It achieved important measures.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>Creating a conducive investment climate that enables the private sector to fully develop business;</li> <li>Finding lasting solutions for the constraints relating to business regulations and their implementation;</li> <li>Fostering strong partnership, mutual trust and cooperation between business and government.</li> </ul>
Methodology	<p>Government and private partners: EPPC has three levels, Federal, State and Woreda.</p> <p>The National Business Consultative Forum is held once a year; the chairperson is the Prime Minister. It addresses national level issues.</p> <p>Federal Public-Private Consultative Forum (FPPCF): The Ministry of Trade (MT) and ECCSA review remaining issues from the EPPC consultations. The FPPCF decides which issues will be submitted to NBCF.</p> <p>Sector Forums: dialogue centred on six sectoral associations. The issues discussed at this level are technical issues focused on the six sector pillars of the ECCSA.</p> <p>Regional and Woreda levels: Second and third level of dialogue. The main challenge is to ensure that issues raised at Regional and Woreda levels are put to the highest level of dialogue if they are of national importance.</p> <p>One EPPCF Unit at the Ministry of Trade, the Secretariat is hosted by ECCSA.</p> <p>The National Business Forum is chaired by the Prime Minister. It meets once a year.</p> <p>Donor strategy: Address the challenges of Doing Business ranking of Ethiopia and specifically:</p>

<sup>58</sup> Source 1: Ethiopian Public-Private Consultative Forum (EPPCF) by Mamo Mihretu and Eyob Tekalign Tolina.- Presented at the Public-Private Dialogue 2014 Workshop (Frankfurt, March 3-6 2014).

<sup>59</sup> Source 2: IFC.- Dialogue for better Business in Ethiopia; the Ethiopian Public Private Consultative Forum

<sup>60</sup> EPPCF.- Public Private Dialogue in Ethiopia: Communication Measures, by Abebe Ababayehu Chekol, PSD Specialist, Network of Reformers, Lusaka, Zambia, May 09, 2013.

<sup>61</sup> Woreda: Ethiopian district

Identified PPD scheme	Ethiopian Public-Private Consultative Forum (EPPCF)585960
	Providing on-going support to EPPCF Secretariat; Supporting the discussion, elaboration and enforcement of 10-15 investment climate improvements measures; Communicate the EPPCF messages across the country and maximising their impacts. Improving the business climate.
Start date	Start of negotiations: 2005. EPPCF MoU signed in June 2010. First Sector Forum in Addis Ababa on 22 February 2011: Discussions on price cap and taxation: Two issues addressed by Government. The process needs to continue at federal level
Identified resource-persons	Authors: Mamo Mihretu, IFC Programme Manager, James Brew, Consultant with the Investment Climate Department of the World Bank
Legal base if any:	Memorandum of Understanding June 2010 to make EPPCF the main vehicle for public private consultation in Ethiopia. 2011: Ethiopian Growth and Transformation Plan (GTP) sets the goal of doubling GDP within 5 years, which requires active participation of the private sector, notably on necessary reforms. EPPCF was structured by common decision of Ministry of Trade and Industry (MoTI) and ECCSA after several meetings.
Categorisation	Scheme built by consensus of Government and ECCSA.
Level (local, national, regional, AU level)	Central, Federal, Regional and Woreda (local) levels
Results and challenges	Institutional establishment: Secretariat being established, WBG support. Premises within ECCSA The Ministry of Trade and the Ministry of Industry have created EPPCF Units, responsible for facilitating and coordinating government input into the EPPCF
Players involved	At Government level: Prime Minister and Ministers of Trade and of Industry; At federal and local levels: local governments; Private Sector: ECCSA at central level and relevant BOs at federal and local levels.
Relevance	PPD process is established and contributes to improve relations between public and private partners

## Kenya<sup>62</sup>

Identified PPD scheme	Public-Private dialogue in Kenya
Involved Donor	World Bank
National public Institution(s) involved	President 'Office, Prime Minister's Office and concerned line Ministries

<sup>62</sup> Sources: *Public-Private Dialogue in Kenya*. - by Emmanuel Lubembe, Sara Ochieng and Carole Kariuki, presented at the *Public-Private Dialogue 2010 Workshop* (Vienna, June 1-3 2010. *Public-Private-dialogue.org* and Republic of Kenya, Office of the Prime Minister. - *Public Private Dialogue* (the two texts are almost identical).

Identified PPD scheme	Public-Private dialogue in Kenya
Business Organisations involved	Several business associations speaking with one voice through Kenya Private Sector Alliance (KEPSA), and umbrella organisation for all BOs. The Kenya Association of Manufacturers (KAM) participates also in the PMRT.
Rationale	Bringing public and private sectors together around a table to improve business environment and pro-poor growth within the framework of Kenya's Vision 2030.
Methodology	<p>The present PPD system based on previous case-by-case dialogue initiatives lacking structure and systematic approach.</p> <p>The system is organised along a four-tier approach:</p> <p>Presidential Private Sector Working Forum (PPSWF): The President meets bi-annually with selected private sector representatives to discuss the general economic climate and fast-tracking of private sector issues agreed upon in previous forums;</p> <p>Prime Minister's Round Table (PMRT, the main PPD platform in the country): The Prime Minister and selected Cabinet Ministers meet with the Private Sector players on a quarterly basis and discuss the National Business Agenda (NBA), selected government and private sector issues and agree on the way forward;</p> <p>Ministerial Stakeholders For a (Mess): The line ministries meet with the sector boards of the Private Sector. The meetings are bi-monthly and co-chaired by the Minister and a member of the Private Sector;</p> <p>Speakers Round Table Meetings: participation of private sector in law formulation at the level of Parliamentary Departmental Committees.</p> <p>The PRMT process is led by two bilateral committees: The PRMT Planning Committee composed of the Office of the Prime Minister, the Ministry of Planning and National Development and Vision 2030, Kenya Investment Authority and the Private Sector: the Committee puts together a matrix of up to four issues for discussion (main themes of private sector concern). The second Committee is the PMRT tracking Team that monitors the implementation of the agreed reforms. It is composed of representatives of the Office of the Prime Minister, the Ministry of Planning, the Ministry of Finance, Kenya Investment Authority and the Private Sector.</p> <p>PRMT process:</p> <p>Planning meetings;</p> <p>PMRT.</p> <p>Public announcements of commitments at a press conference;</p> <p>Further discussions at the Ministerial Stakeholder For a;</p> <p>Progress reports on the implementation of commitments, including support by the Ministries by the PMRT Tracking team;</p> <p>Preparation of quarterly progress reports and planning for the next PMRT</p>
Legal base	KEPSA incorporated in 2003 under Kenya Companies (Chapter 486 of the laws in Kenya) to provide one voice for the Private Sector to engage in public policy dialogue and influence on public policy formulation.
Start date	<p>Genesis: 2007 Post election violence, KEPSA played a significant role in bringing the political sides together and start dialogue;</p> <p>Kenya's Vision 2030 aims at rapid industrialisation with key player being the private sector, this made dialogue absolutely necessary;</p> <p>Kenya's business associations were already strong before effective start of present PPD.</p>
Identified resource persons	<p>Authors of the Communication:</p> <p>Mr Emmanuel Lubembe, Secretary, Public Service Transformation Department, Office of the Prime Minister, Government of Kenya;</p> <p>Ms Sarah Ochieng, Programme Coordinator, Private Sector Development, Public Service Transformation Department, Office of the Prime Minister, Government of Kenya;</p>

Identified PPD scheme	Public-Private dialogue in Kenya
	Mrs Carole Kariuki, CEO of the Kenya Private Sector Alliance (KEPSA)
Categorisation	The KEPSA as speaker for all BOs is a coalition of private sector enterprises. The Government addresses the demands at each level of decision. The PMRT bilateral Planning Committee plans the activities and a follow-up and monitoring capacity closes the system. The PMRT Tracking Team ensures monitoring of concrete implementation of agreed measures. PPD system with a Cycle Management System.
Level (local, national, regional, AU level)	Four levels of dialogue issues at each level of public decision-making.
Results and Challenges	The system is reported to function satisfactorily; The classification of issues for each level of dialogue seems adequate; The Government does not bring its own economic policy issues or measures. The PPD turns a forum for private sector demands and Government response; The schedule is not always respected, which is mainly due to the complexity of the political environment.

## Rwanda

Identified PPD scheme	Public-private Dialogue in Rwanda (Replaces the former RESC Rwanda Economic and Social Development Council)
Involved Donor	GiZ, IFC,
National public Institution(s) involved	Government (all Ministries) Advocacy and Research: Rwanda Development Board (RDB)
Business Organisations involved	All private sector Advocacy and Research: Private Sector Foundation (PSF)
Rationale	To create a PPD system encompassing all existing schemes if they want to join
Methodology	The scheme encompasses the national PPD at highest level and the local PPD, including other stakeholders like the existing PPD groups, third party studies, the diaspora and investors, etc. Different levels are addressed separately but are interrelated: Local level (district level): district PPD groups exist, with public and private members, animated and monitored by champions: issues are voiced, turned into position papers by the champions, brought into meetings for discussion and decision, then monitored by the champions who propose follow up. If local or district issues have implications at national level, they are brought to the joint PPD Secretariat. National level: RDB and PSF form the joint PPD Secretariat. The private sector brings an issue, which is worked out by PSF into a position paper and passed to the Secretariat that establishes an Issue Paper. The matter is brought to the public authorities, which issue a Concept Paper. The discussion starts between the concerned Ministry and the Secretariat on the basis of these papers. Issues not solved immediately are brought to the PPD Summit meeting. They are discussed and the Joint Advisory Board, jointly chaired by the RDB and PSF ensures follow up. If issues concern EAC, they are brought to the EAC Secretariat. PSF is member of EABC and some members have double membership. This ensures representation of national interests.

Identified PPD scheme	Public-private Dialogue in Rwanda (Replaces the former RESC Rwanda Economic and Social Development Council)
Start date	2012
Categorisation	National and district scheme encompassing the highest level of the executive. Since December 2013, there is a platform at Parliament level
Level (local, national, regional, AU level)	National, local
Results and Challenges	In a relatively short time, Rwanda made impressive progress in Doing Business related reforms. In the 2013 Report, Rwanda ranks 52 out of 185 countries. At the same time, growth is strong but international investment is still lagging behind. Private sector is growing in all sectors. PSF needs assistance: position papers, research, training, etc. It is supported by donors (GiZ and TMEA).

## Sudan<sup>63</sup>

Public-privatedialogue.org mentions PPD preparations in Sudan from 2006 to 2008. There is no further indication on effective setup and functioning.

## South Sudan<sup>64</sup>

Shortly after independence, the government has embarked on private sector support policy and improvement of the business climate<sup>65</sup>.

Investment and Commerce, a review published by the South Sudan Chamber of Commerce, includes an article on the South Sudan Business Forum, by Gabriel Aliga, Programme Coordinator, Southern Sudan Business Forum (SSBF) Secretariat (included in the Team resource persons' list).

The article mentions the date of creation of the SSBF on 29 January 2010 BY H. E. General Salva Kiir Mayardit, 1<sup>st</sup> Vice-President of the Republic of the Sudan and President of the Government of Southern Sudan (GoSS).

The dialogue involves the GoSS for the public sector and the Southern Sudan Chamber of Commerce, Industry and Agriculture (SSCIA) for the private sector.

<sup>63</sup> Source: Public-privatedialogue.org. - Public-Private Dialogue Forum.- Dakar Workshop 2-3 April 2008.

<sup>64</sup> Investment & Commerce in South Sudan.- South Sudan Business Forum; a Public-Private Dialogue.- July-August 2011.

<sup>65</sup> Creating PPD schemes in post-conflict countries seems to be frequent and aiming at contributing to national coherence.

## Tanzania<sup>66</sup>

Identified PPD scheme	General PPD Framework in Tanzania
Involved Donor	IFC, GiZ
National public Institution(s) involved	Tanzania Investment Centre and Unit in the Ministry of Finance
Business Organisation involved	<p>Various stakeholders of the Private Sector established the Tanzania Private Sector Foundation (TPSF) on 4th November 1998. Their aim was to ensure that the private sector would speak with one voice. Today TPSF is the main private sector PPD body. The TPSF was established as a company limited by guarantee to promote private sector-led social and economic development in Tanzania.</p> <p>Other involved private sector organisations: Tanzania Chamber of Commerce, Industry, Agriculture, and the Confederation of Tanzania Industries (TCI) that are still involved in direct dialogue with the public authorities.</p>
Rationale	Involve the private sector in development policies and poverty reduction; create a favourable business environment and increase synergies towards meeting Development Vision 2005.
Methodology	<p>Legal and regulatory framework created in 2009. A Presidential Circular created the dialogue platform in 2001: the Tanzania National Business Council (TNBC). It has 20 private sector members and 20 ministerial members. It meets 4 times a year. Agenda proposed by TPSF and agreed by TNBC. The Government finances TNBC.</p> <p>Other forums: Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) and Confederation of Tanzania Industries (CTI) and CEO Round Table: policy round table bringing the 60 largest enterprises' CEOs. This forum deals with strategic issues.</p> <p>Local PPD schemes relay the strategic PPD at regional and local levels to monitor the effective implementation of measures agreed within the TNBC.</p> <p>A PPD process also exists between TBSF and the Parliament since 2011. Involved Parliamentary Committees: Committee on Energy and Minerals (since 2011) and Committee on Finance and Economic Affairs since 2012. The private sector represented by TBSF has the possibility of comment on draft legislation.</p> <p>A PPD with the Judiciary is also planned, notably in support of the Business Action against Corruption (BAAC).</p> <p>TPSF is involved in the EAC-level dialogue with the private sector. A Secretary General for Private Sector and Civil Society is being prepared.</p> <p>TPSF is member of the National Monitoring Committee on non-tariff barriers (NTBs, including TBT and SPS), and at Tripartite Committee (EAC, COMESA and SADC).</p> <p>TPSF has been involved in the EPA negotiation preparation process, as well as in the dialogue on Energy, Infrastructure and Mining.</p> <p>TPSF plans to embark on the Buy Local/Branding Tanzania awareness campaign. It has been involved in the Doing Business Road Map. TPSF webpage complains on poor preparation at the level of working groups and lack of commitment by the private sector.</p>

<sup>66</sup> Sources: GiZ.- Cooperation with the Private Sector in Tanzania ; Tanzania Partnership Landscape.- Eschborn, 2013. TPSF website [www.tpsftz.org](http://www.tpsftz.org) IFC.- Private Sector Assessment – Tanzania.-Washington DC, 2013 <https://www.wbginvestmentclimate.org/advisory-services/health/health-in-africa/upload/TPHSA-Fact-Sheet-2013-2.pdf>



Identified PPD scheme	General PPD Framework in Tanzania
	TPSF is also involved in the CEO Roundtable forums and the PSOs dialogue forums.
Start date	2001: TNBC institutional setting. Legal Act on Public-Private Dialogue: 2009
Legal base if any:	Development Vision 2025, articulated in: The National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) and The new Five Year Developing Plan (FYDP): Partnerships are encouraged between the following players: Citizens and civil society with private sector on development initiatives; Public-private-NGO partnership to improve access to and quality of public services; Partnerships with development agencies to harmonise national policy processes. National PPP Act <sup>67</sup> 2009 designs a cooperative policy framework to implement institutional frameworks for cooperation and to set rules, guidelines and procedures. The Prime Minister Office has created a Private Sector Development and Investment Division (PSDID) to coordinate dialogue and provide guidance on private sector development and investment. The PPD legal enabling environment seems to be established.
Categorisation	Government top-down approach supported by TPSF
Level (local, national, regional, AU level)	National, relayed by local business councils
Results and challenges	Distrust between public and private partners is still to overcome. The Forum is entirely financed by the Government. TPSF needs assistance to elaborate discussion cases and monitoring of implementation. Concern is voiced that TPSF engaging in too many activities and have too much responsibilities. Coordination among the private sector entities is unclear: In a press article, the Chairman <sup>68</sup> of CTI complains that the Authorities do not address yet the private sector requests, notably on trade facilitation and logistics. These issues are part of the TNBC attributions.

Identified PPD scheme	Promoting Public-Private Dialogue for Self-motivated Reforms in the Municipality of Moshi <sup>69</sup>
Involved Donor	German International Chamber of Commerce and Industry- Wiesbaden <sup>70</sup> (IHK)
National public Institution(s) involved	Municipality of Moshi
Business Organisation	Tanzania Chamber of Commerce Industries and Agriculture Kilimanjaro (TCCIA-KILI)

<sup>67</sup> Used also for PPD

<sup>68</sup> <http://www.cti.co.tz/highlights/view/cti-pushes-for-public-private-sector-dialogue>

<sup>69</sup> [public-privatedialogue.org](http://public-privatedialogue.org) .-

<sup>70</sup> IHK: Industrie und Handelskammer

Identified PPD scheme	Promoting Public-Private Dialogue for Self-motivated Reforms in the Municipality of Moshi <sup>69</sup>
involved	
Rationale	Reform by-laws, administrative procedures and regulations at local government level in the Municipality of Moshi, after two unsuccessful attempts
Methodology	<p>First Attempt 2001-2002: Dialogue sponsored through a chamber project twinning agreement in September 2001, IHK developed the advocacy tools. TCCIA-KILI conducted a business survey on investment climate and presented the results on 26 July 2002. The Municipality was not interested and the private sector was unable to advocate its requests.</p> <p>Second Attempt 2004: Involvement of local experts to advocate the project and the IHK expert trained their advocacy skills, helped establishing the advocacy committee and conducted a private sector appreciation dialogue workshop for the Municipality. Still no political will by the Municipality and short time allocated to the project discontinued the action;</p> <p>Third Attempt: 2005: The Private Sector Advocacy Fund – Business Environment Strengthening Tanzania Advocacy Component (BEST-AC) accepted the proposal to for ten-months project. This time, the action is an advocacy project to identify issues blocking businesses and farms and to establish a public-private partnership dialogue platform in the form of coalition committees organised by sector. Name: Private Sector Advocacy Committee, grouping the existing business associations of the Moshi region: Association of Kilimanjaro and Arusha Bus Owners (AKIBOA) and the Organisation of the Moshi Central Market Traders (CHAWABIMO) and TAFOPA food processors (women) joined the coalition. Dialogue Platform: Moshi Business Council with 5 members, Coalition 5 members and Chair: the Council Director, co-chair: TCCIA. Quarterly meetings and decision by consensus. Process: Members fill in questionnaires identifying issues affecting their businesses. The Secretariat makes a cost analysis and presents the advocacy issues to the Committee. It communicates these issues also to the press for maximum impact. In case of a positive response, the Monitoring Committee tracks satisfactory implementation of the reform.</p>
Start date	Lure; 2004 Failure; 2005 Success
Resource	Felician John Ifunya
Legal base if any:	National framework for PPP and PPD
Categorisation	Coalition: Operators individually lacking the possibility of curbing public policies obtain the result through a coalition.
Level (local, national, regional, AU level)	Local
Results and challenges	Increased voicing of small private businesses



## Uganda

Identified scheme	PPD	Presidential Economic Council Trade PPD: National Trade Negotiation Team (NTNT) under the Ministry of Trade. The NTNT takes the views of the Inter-institutional Trade Committee (IITC) that is composed of representatives of the Public Sector, of the Private Sector and civil society and academia.
Involved Donors		USAID, TMEA
National Institution(s) involved	public	President and Government, usually Ministry of Trade but on specific issues, Ministry of Finance, Ministry of Transport, etc. Presidential Economic Council <sup>71</sup> meeting once a year and dealing with unsolved issues at the level of NTNT.
Business Organisation involved		Mid-eighties: Structural Adjustment Programmes (SAP) initiated upon IMF and World Bank suggestions. SAP goal setting and implementation involved the private sector and were the first PPD experiences. 1992-1997: Uganda National Forum, 1995 onwards: Private Sector Foundation Uganda (PSFU). The PSFU is the APEX organ representing the business organisations: The large BOs, Uganda Manufacturers' Association as well as the Allied Chamber of Commerce and the National Chamber of Commerce are represented by the PSFU. Other institutions participate in the dialogue: the civil society and academia. Their views may be conflicting with those of the private sector. In reality, the dialogue under PSFU does not have exclusivity.
Rationale		The government has embarked on a liberal economic policy and aims at reducing trade barriers and foster market access for all enterprises. This concerns both the internal market and the international trade. International Trade: Uganda is a landlocked country and its consumer base is unable to absorb the national production. Export is the engine of development. The transit corridors and their respective ports (Kenya-Mombasa and Tanzania-Dar Es Salaam) must be accessible and the handling may not reduce the national products' competitiveness. Therefore, the Uganda Government and the private sector organisations / for a share common interests and dialogue may be even two-ways: At times, the public sector voices needs for policy reforms and partners with the private sector to push them, as much as the private sector voices issues. National trade policy: The liberal international policy goes with a liberal national trade policy, which fosters market access for all enterprises, aims at developing a market information system and institutionalises a Public-Private Sector Dialogue in the formulation and implementation of trade development strategies and programmes. Issues may be different for the two components: International trade PPD focuses on trade facilitation, while domestic PPD issues are more related to taxation, infrastructure and service needs.
Methodology		Centralised cooperative PPD system: The private sector's representative is PSFU. It is the APEX umbrella organisation entrusted with requests and positions from the business associations: The Private Sector Foundation Uganda (PSFU) has 66 BO members, including the major business associations and chambers of commerce. PSFU has a large number of sector dialogue working groups to elaborate the

<sup>71</sup> Has been revived in 2012

Identified scheme	PPD	Presidential Economic Council Trade PPD: National Trade Negotiation Team (NTNT) under the Ministry of Trade. The NTNT takes the views of the Inter-institutional Trade Committee (IITC) that is composed of representatives of the Public Sector, of the Private Sector and civil society and academia.
		<p>policy proposals in every sector:</p> <p>Trade; Wax; Agriculture; Tourism; Education; Health; Judiciary; Police (not exhaustive list).</p> <p>Proposals are first elaborated at working group level, then formalised at PSFU level.</p> <p>Proposals to the Parliament are examined by the Budget Committee first and by the Budget Advisory Committee, before being submitted to the Ministry of Finance.</p>
Start date		<p>1992 first scheme</p> <p>1995 second scheme</p> <p>2008: National Trade Strategy, founding the NTNT.</p>
Legal base if any:		<p><sup>72</sup>National Trade Policy, 2008.</p> <p>The dialogue scheme is consultative. The implementation of suggested reforms depends on the will of the relevant ministries and Cabinet.</p>
Categorisation		Centralised PPD system involving two main partners responsible for channelling and advocating each sector's positions.
Level (local, national, regional, level)	(local, AU)	<p>National level, some issues brought to the regional level</p> <p>Local or district level</p>
Results and challenges	and	<p>In terms of policy reform, the scheme is successful at the level of decision-making: 80% of proposals are adopted but only 10% implemented (insufficient capacity of public authorities at all levels).</p> <p>Challenges remain mainly at local levels, where reforms are implemented only slowly. PSFU has not been able to improve enterprise access to finance (banks are reluctant). Another issue: cost of electricity.</p> <p>The following reforms seem to have involved all PPDs: One-Stop-Centre, Reform of the Tax regime and its electronic process, the electronic land registry, the reform of the Company Registry Bureau, etc.</p> <p>Capacity strengthening issues: PSFU considers itself in need of TA for problem analysis and preparation of position papers and Information technology means to correspond better with local levels. TMEA confirms this and identifies additionally the costs of participation to regional meetings, TA to awareness and advocacy, as well as policy and issues analysis to carry out a fully proactive role (research, policy briefs, position papers preparation, capacity building, structure and management strengthening,</p>

<sup>72</sup> Republic of Uganda, Ministry of Tourism, Trade and Industry. - National Trade Policy ; Trading out of Poverty, Into Wealth and Prosperity, August 2008

Identified scheme	PPD	Presidential Investors' Roundtable PIRT
National Institution(s) involved	public	The State President and the Government. The President chairs all meetings
Business Organisation involved		Private sector members are businesspeople and international or national investors
Rationale		Noted businesspeople and investors share with the president their difficulties and concerns resulting from the functioning of public institutions and procedures. They propose reforms. Once the President agrees in principle, the issue is decided and he gives instructions to the Government to implement the reform.
Methodology		At regular meetings, concerns are voiced. After this, technical working groups are formed and after their discussions they make recommendations to the plenary meeting. If the President agrees, the Government will implement the reform.
Start date		2006
Categorisation		Centralised top-down approach, with involvement of the executive at highest level
Level (local, national, regional, level)	AU	National level
Results and challenges	and	The process of reform engaged under the PIRT is slow but some issues have been solved: tax registration, licensing, etc.

Identified scheme	PPD	Bilateral Dialogue with each Ministry
National Institution(s) involved	public	All ministries and public institutions, including Parliament
Business Organisation involved		All business organisations and enterprises
Rationale		To voice general or individual concerns to the concerned public authorities, often to several ones
Methodology		Bilateral discussions upon or without appointments. The public talking partner decides whether he will follow up with the issue
Categorisation		Informal dialogue at all levels
Level (local, national, regional, level)	AU	National and regional
Results and challenges	and	This dialogue is also involved in the Licencing Act, taxation, budget, the one-stop-centre, the reform of the tax regime and the electronic progress, the electronic land registry, the reform of the company registry bureau, etc.

Identified PPD scheme	Virtual Forums
National public Institution(s) involved	Virtually all public institutions including the Parliament
Business Organisation involved	Virtually all
Rationale	Voice one's opinion or concern in a public audience with the hope that it will be relayed to top decision-makers
Methodology	Participation in forums
Results and challenges	unclear

## West Africa

### ECOWAS

Identified PPD scheme	ECOWAS Business Forum (EBF) and ECOWAS Investment Forum
Level	Regional
Coverage	Services : financial, transport, energy
Start date	1993, new ECOWAS Treaty new forum 2006
Legal base if any:	<p>ECOWAS Revised Treaty 1993 Art. 2 the community shall cooperate with socio-economic organisations "with a view of ensuring their involvement in the integration process".</p> <p>Vision 2020 declares that the private sector is one of the five pillars of integration and development. The private sector is to be involved in all official ECOWAS dialogues and participate in the preparation of regional strategies. The preparation of the Community Development Programme (CDP) to provide a plan of action for the implementation of Vision 2020. The CDP should be implemented in the Vision 2020 in consultation with the Regional Advisory Body incorporating the private sector.</p> <p>The private sector strategy has not been developed yet.</p>
Involved Donor	EU, UNIDO, ITC
Public organisations involved	ECOWAS Commission officials, Association of Investment Promotion Agencies (IPAWAS), West African Assembly of Telecommunications Regulatory Authority (WATRA).
Private Business Organisation involved	Federation of West African Chambers of Commerce and Industry (FEWACCI), the Federation of West African Manufacturers Association (FEWAMA), and the Federation of Women Entrepreneurs and Business Women of ECOWAS (FEFA), NEPAD Business Group/West Africa, West African Bankers Association (WABA), the West African Federation of Employers (FOPAO).
Rationale	Facilitate the establishment of multi-national joint ventures and Community enterprises in the region to promote employment and sustainable inclusive growth. Facilitate public - private partnerships to promote regional investment. For instance, the energy sector is now deregulated making more feasible private sector investment to increase supply of energy.
Description	ECOWAS business forum focus on regional private sector whereas ECOWAS Investment forum extend its coverage to external investors to attract FDI. The working sessions of the ECOWAS Business Forum, held every 2 years, comprise plenary and breakout sessions on the assessment of specific issues/challenges in the region in specific sectors (e.g. transport, energy), covering its investment potential, and regulations and policies in these particular sectors in West Africa. Experts on these sectors provide participants with insight on items on the agenda. The discussions and the recommendations that come out are then developed into an action plan that strengthens the sub-regional initiatives on the issue at stake. Successful specific actions were taken by the public sector when the private sector was dealing with baseline and feasibility studies, followed by ECOWAS support to start joint-ventures PPP. The PPD resulting in successive PPPs.
Results	<p>The PPPs: ECOBANK (bank), ASKY (airline), SEALINK (maritime company) and WAPP (energy suppliers pool) are the result of private sector initiatives (holding studies) backed up by the regional bodies/development bank.</p> <ul style="list-style-type: none"> <li>• ECOBANK: The Federation of West African Chambers of Commerce promoted and initiated a project for the creation of a private regional banking institution in West Africa. In 1985, ETI was incorporated with an</li> </ul>

Identified PPD scheme	ECOWAS Business Forum (EBF) and ECOWAS Investment Forum
	<p>authorised capital of US\$100 million. The initial paid up capital of US\$32 million was raised from over 1,500 individuals and institutions from West African countries. The largest shareholder was the ECOWAS Fund for Cooperation, Compensation and Development (ECOWAS Fund), the development finance arm of ECOWAS. A Headquarters' Agreement was signed with the government of Togo in 1985, which granted ETI the status of an international organization with the rights and privileges necessary for it to operate as a regional institution, including the status of a non-resident financial institution. Today, Ecobank is the leading pan-African bank with operations in 35 countries across the continent.</p> <ul style="list-style-type: none"> <li>• ASKY: After the former multinational Air Afrique bankrupt in 2002, the Conference of Heads of State and Government decided to have a private, competitive, cost-effective airline offering all guarantees of safety and security for the region. Following this decision, the Executive Secretariat of ECOWAS, the Ecowas Bank of Investment Development (EBID), the UEMOA Bank Of Development (BOAD), the Central Bank of West Africa States (BCEAO) and ECOBANK group met at the headquarters of BCEAO in Dakar on August 29, 2005 and decided on a PPP basis to create a company for the promotion of the next Community Airline that led to the establishment in November 2007 of ASKY. ASKY's network currently covers 23 destinations in 20 countries of West and Central Africa. ASKY currently operates 174 flights a week on its network with an average of 10 000 passengers per week. The focus now, brought by the private sector, is on transport of goods, NTBs - trade facilitation and on energy supply in the region.</li> <li>• The West African Power Pool (WAPP) is a specialized institution of ECOWAS. It covers 14 of the 15 countries of the regional economic community (Benin, Côte d'Ivoire, Burkina Faso, Ghana, Gambia, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo). International organization of public interest, the WAPP is to ensure Regional Power System integration and realization of a Regional Electricity Market. WAPP is made up of Public and Private Generation, Transmission and Distribution companies involved in the operation of the electricity in West Africa. It has to date, 26 member companies. Proposed in early eighties by ECOWAS, the West African Gas Pipeline (WAGP) is a natural gas pipeline to supply gas from Nigeria's Escravos region of Niger Delta area to Benin, Togo and Ghana. It is the first regional natural gas transmission system in sub-Saharan Africa.</li> <li>• The West African Gas Pipeline Company limited (WAPCo) is a limited liability company that owns and operates the West African Gas Pipeline (WAGP). The company has its headquarters in Accra, Ghana, with an office in Badagry, Nigeria, and field offices in Cotonou - Benin, Lomé - Togo, Tema and Takoradi, both in Ghana. WAPCo is a joint venture between public and private sector companies from Nigeria, Benin, Togo and Ghana. The company's main mandate is to transport natural gas from Nigeria to customers in Benin, Togo and Ghana in a safe, responsible and reliable manner, at prices competitive with other fuel alternatives. WAPCo is owned by Chevron West African Gas Pipeline Ltd (36.9%); Nigerian National Petroleum Corporation (24.9%); Shell Overseas Holdings Limited (17.9%); and Takoradi Power Company Limited (16.3%), Societe Togolaise de Gaz (2%) and Societe BenGaz S.A. (2%). The West African Gas Pipeline Authority based in Abuja is the regulatory body for WAPCo.</li> </ul> <p>PPP: The Borderless Alliance is a strong coalition of private sector stakeholders providing strong evidence based advocacy to decrease</p>



Identified PPD scheme	ECOWAS Business Forum (EBF) and ECOWAS Investment Forum
	NTBs in the region. It also includes Public authorities such as the shippers' council from Ghana.
Challenges	ECORAIL and ECOMARINE were PPP in the past that failed. Lesson Learnt must be carefully taken into consideration.
Resource person	Alfred BRAIMAH, private sector directorate at ECOWAS Secretariat

Identified PPD scheme	ECOWAS Trade Liberalisation Scheme (ETLS)
Level	Regional
Coverage	Trade in goods
Start date	2003
Legal base if any:	Article 3 of ECOWAS Treaty; ECOWAS Regulation: REG./3/4/02 of 23rd April 2002; ECOWAS protocol A/P1/1/03 of 31st January 2003
Public organisations involved	ECOWAS Commission and Trade Ministries of ECOWAS Countries.
Private Business Organisation involved	Private sector exporters to the ECOWAS Region
Rationale	Given the evolution of international trade and the adoption by the World Trade Organization (which most ECOWAS Member States are members of) of a new agreement on rules of origin, it was deemed necessary to comply with these rules. As a result, ECOWAS and UEMOA adopted the same origin criteria. Under the ECOWAS regional FTA, countries must comply with existing agreed rules of origin (clause of 30% of regional value added) before trade takes place. ETLS mechanism is registering products complying such rules of origin. Particularly meant for medium size companies.
Description, main characteristics	The Council of Ministers adopted the Regulation, which presented new procedure in order to ease the process for approval of industrial products. This new procedure led to the creation in each Member State of a National Approvals Committee (NAC), responsible for examining applications for approval of products. The first step in the process is for NAC's to approve companies and products that meet the originating product criteria. The second step is for the Member States' to communicate these to the ECOWAS Commission. The third step requires the ECOWAS Commission to notify all Member States of the approved companies and products. As a result, the approved products can be exported freely within the region. National committees made of national authorities and private sector agree on which products comply with regional rules of origin. Then ECOWAS must update the regional register. Private sector request to register one product to national agencies (public or mixed) then goes to the respective ministry with competencies in regional integration, ministry of trade and industry most of the time. A national committee, made of both sides, public and private, is in charge to review such request and to provide all necessary inputs, along a recommendation, to ECOWAS's Secretariat in order to effectively register at the regional level these products.
Results and challenges	This scheme started in 1979 with agricultural products, handicrafts and crude products being allowed to benefit from the scheme. In 1990, however, it opened up to include industrial products. Nigeria, Ghana and Ivory Coast use this skin, which increases trade. There is nevertheless as usual with rules of origin, missing share of information from individual companies.



Identified PPD scheme	ECOWAS Trade Liberalisation Scheme (ETLS)
Resource person and website	Alfred BRAIMAH, private sector directorate at ECOWAS Secretariat <a href="http://www.etls.ecowas.int">http://www.etls.ecowas.int</a>

Regional WAEMU: Every Summit or official allocation mentions PPD as a priority, but there is no information on WAEMU website or in the literature on existing concrete steps or platforms. Such information is also not available on public-privatedialogue.org

## BURKINA FASO

PPD	Commission for the Coordination of the State and the Private Sector (CCSPS)
Scope of decision	National
Sector coverage	Crosscutting - Business Environment
Start date	2007
Legal base if any:	Since its first edition in 2001, the government/private sector meeting has, over the years, changed its structure in order to address more structured thematic, with increasingly more representative actors. It constitutes an instrument for putting into practice the measures of Law 010/98/AN of April 21, 1998, which sets out the modalities of state intervention and the allocation of jurisdiction between the state and the other actors in development.
National public Institution(s) involved	Ministry in charge of business promotion through the General Directorate for the Promotion of Business (GDPB); Prime Minister, the Minister of Economics.
Business Organisation	Chamber of Commerce and Industry of Burkina Faso; Maison de l'Entreprise of Burkina Faso
Rationale	<p>Like most of the countries of sub-Saharan Africa, Burkina Faso faced major micro- economic deficits in the 1980's, including excessive debt, a budget deficit, galloping inflation, and weak economic growth. In this context, the country signed its first Program of Structural Adjustment (PSA) in 1991, following the institutions of Bretton Woods. The program contained a package of reforms aiming at re-establishing a macro- economic balance and reviving growth. Several reforms undertaken through the PSA tried to disengage the government from the productive and mercantile sectors by privatizing public-capital companies and liberalizing commerce by ending monopolies and price-setting systems.</p> <p>To make this model viable, the banking system was brought back to health, and the sector was reorganized, in view of making it more productive and more participatory in the financing of the economy. What is more, a restructuring of the organisms of support to the private sector was necessary to make them more productive and more efficient, and to allow them to offer quality services to businesses. In this context, an ad hoc commission, the « Commission for the Amalgamation of Government and the Private Sector » was set up. Its mandate was to participate in the designing of a program of restructuring the institutional framework of support to the private sector, which was unable to follow the implementation or to evaluate it. This ad hoc structure, financed by the organisms of support to the private sector, laid the foundations for dialogue between the government and the private sector.</p> <p>In view of the results obtained, this structure became a permanent Commission for the Coordination of the State and the Private Sector which would complete the reform of the private sector's support organisms. Its mandate was expanded to include the major preoccupations of the business community, thus allowing it to regularly give its opinions on economic issues and to propose measures for the development of the private sector. The government then judged that the government/private sector meeting had become a more representative and</p>

PPD	Commission for the Coordination of the State and the Private Sector (CCSPS)
Description, main characteristics	<p>inclusive framework for dialogue, and, in 2007, ended the mandate of the permanent Commission for the Coordination of the State and the Private Sector.</p> <p>An organizational committee is set up by the ministry in charge of business promotion through the General Directorate for the Promotion of Business (GDPB), which also monitors the secretariat of the meeting. This committee includes representatives of the Prime Minister, the Minister of Economics, and the Chamber of Commerce and Industry of Burkina Faso, as well as the Maison de l'Entreprise of Burkina Faso. The choice of a subject is made through wide consultation. Indeed, several months before the meeting is held, the representative structures of the private sector are consulted via the Chamber of Commerce and Industry in order to collect proposals for subjects. The final choice, however, is up to the government, which also sets the date of the meeting. After determining the subject of the meeting, a study is made, with a focus on the business environment, with a view to proposing measures and a plan of priority actions which follow the directive of improving conditions for economic activity in Burkina Faso. The conclusions of this study have been the subject of sectoral meetings of various actors since 2007. Indeed, since the annual meeting is multi-sectoral, it is not possible to take up, in depth, certain preoccupations linked to activities particular to a sector. To accomplish this, eleven (11) sectors of activities have been defined as being pertinent to a circumscribed sectoral dialogue. The sectoral meetings bring together the ministers concerned, the associations and professional groups from each sector, the support organisms of the private sector, and the partners in development interested in the subjects debated.</p> <p>The sectors engaged in the following activities were defined by a publication from the prime minister in 2007 : construction and public works; telecommunications, communication, computer technology and communications; transportation; social sectors (health, education, etc.); justice/labor/employment ; commerce; industry, energy and mining; agriculture, animal resources, and environment; banque et assurance; artisanship/art/tourism/hotel industry; security (money deliveries, detectives, etc.).</p> <p>During the annual meeting, only those preoccupations not having had a satisfactory response in the course of the « sectoral dialogues, » plus those concerning several sectors will be examined.</p> <p>The meeting is sanctioned by a report synthesizing the main preoccupations brought forward, and the various recommendations made. Also included are the responses from the government and its expectations regarding the private sector. A general report accompanied by recommendations is next drawn up and amended by a committee before its official publication, intended for all the ministries and private actors. A review of the implementation of the various recommendations is made regularly for the head of government. To ensure a regular follow-up to the decisions made or recommended, a procedure which includes the following four bodies is established :</p> <p>The Joint Technical Committee is composed of representatives from the government and the private sector, and presided over by the general secretary of the ministry in charge of the promotion of business. This committee meets each trimester to evaluate the level of implementation of the measures agreed upon, and possibly to proceed to questioning ;</p> <p>The Oversight Committee is composed of the min charge of business, finance, and labor and the presidents of the Chamber of Commerce and Industry of Burkina Faso, and the Special Interest Group for Industrialists. This committee meets only when the Joint Technical Committee encounters difficulties in implementing certain measures.</p> <p>The Secretariat of the Joint Technical Committee, monitored by the Directorate General for the Promotion of Business, which is a technical department of the ministry in charge of business ; Focal Points designated in all the ministries</p>

PPD	Commission for the Coordination of the State and the Private Sector (CCSPS)
	involved in the dialogue process are the last element, and ensure the appropriation of decisions made, whose implementation involves their respective ministerial departments.
Results	<p>The most typical measures deal with the reduction of costs and procedures for the creation of a business, the reduction of tariffs and taxes, the regulation of public markets, the fight against fraud, and the improvement of the structures of aid to small businesses.</p> <p>To illustrate this point:</p> <ul style="list-style-type: none"> <li>· the simplifying of tax payments, the reduction in the number of taxes and fees, the reduction of the tax on business profits and non-business profits, the reduction of the tax rate on the procedures for tax payments, the reduction of the number of taxes, the reduction of the tax rate on business profits and non-business profits from 45% in 2000 to 27.5% in 2010;</li> <li>· The creation of a single tax on businesses at the rate of 27.5;</li> <li>· The reform of public procurements to make their procedures more transparent and professional, and the establishment, in 2008, of a Regulatory Authority of Public Procurements that oversees the correct application of rules and provides a framework for the settling of litigation among businessmen;</li> <li>· The creation and devolution of Business Start-up Centers (2006), resulting in a considerable reduction in delays and in the cost of completing formalities (3 working days);</li> <li>· The creation of business courts (law 022-2009/May 12, 2009) in the two largest cities in the country;</li> <li>· The creation of a Center for Arbitration, Mediation, and Conciliation, to provide an alternative means of settling business litigation ;</li> <li>· The revision of the Mining Code;</li> <li>· Three revisions of the Labor Code (2004, 2006, 2008) in less than ten years, to offer more equity in the settlement of litigation, balancing the protection of workers with incentives to hire according to background qualifications and more flexible means of cancellation of contracts;</li> <li>· The implementation of a vast program to improve the business climate, « Doing Business Better in Burkina Faso, » in 2006;</li> <li>· The second phase of this program is in process and is focused on the streamlining of business license procedures;</li> <li>· The implementation of reforms concerning the fight against fraud by allowing a system of referral to the National Commission on Competition and Consumerism by economic actors and their duly recognized associations;</li> <li>· An editing of the Code of Investments.</li> </ul>
Challenges	For the time being, these meetings have not resulted in desirable solutions to certain major problems. These include reducing the cost of component supplies, the fight against fraud and counterfeiting, and access to financing for small and medium enterprises. Also desirable is a reform of the conditions for the creation of a business; notably, the minimum amount of capital required. Anything that contributes to the progressive integration of actors in the informal economy into the formal economy should be encouraged.

## Ivory Coast<sup>73</sup>

Identified scheme	PPD	Comité technique de Concertation
Donor involved		IMF, WB
Rationale		Public-private dialogue, mediation and decision-making
Start date		2001, New scheme 2013
Legal base if any:		Decree nr 2001-430 from 18 July 2001, new Decree nr 2013-462 from 19 June 2013
Description, main characteristics		Conciliation Council: Highest instance, equal representation Government / Private Sector, chaired by the Prime Minister Technical Committee: research and working out issues; equal representation, chair Minister of Economy and Finance, first vice chair Minister of Industry, second vice-chair Private Sector. Sets working groups on specific issues. Executive Secretariat: administrative and financial management, technical coordination, strategies and action plans proposals; Complaints can be filed at all three levels, the Conciliation Council is the decision-making organ
Categorisation		Top down national scheme
Level (local, national, regional, AU level)		National
Results and challenges		Deals with matters of concern for enterprises: electricity access, tax and customs duties, etc. Import-Export, VAT disputes, etc.

PPD	Cacao Coffee PPP Forum
Scope of decision	National
Sector coverage	Agriculture - Cacao-Coffee clusters
Start date	2012
National public Institution(s) involved	MINAGRI; MEF; Min. Commerce -MIE; Min. Industrie -Min. Emploi; Min Env. dvpt dur -Conseil Café Cacao -FIRCA; Après adhésion; CNRA PRODUCTEURS -ANADER; Rôle: Apporter un appui technique au ST de la PPPP
Business Organisation involved	Conseil du Café-Cacao (FIRCA); Exportateurs -Chocolatiers -ONG, Firmes phyto - etc.
Rationale	The aim is to network clusters and to finance their needs for development.
Description, main characteristics	The private sector does have the presidency of the forum. A permanent Technical Secretariat exist.
Results	Implementation of the National Programme Support the Cacao Coffee industry/cluster. Improved cluster private network: 35 members and more to come. Financing reached to develop the cluster and agreement of the content of the intervention.
Challenges	To complete and approve the draft action plan to be implemented. Part of it is to agree on harmonised indicators to proper follow up.

<sup>73</sup> Source : EU Delegation

## Ghana

The following Business Organisations are involved in the different schemes:

- The Private Enterprise Foundation (PEF)
- The Association of Ghana Industries (AGI)
- The Ghana National Chamber of Commerce and Industry (GNCCI)
- The Ghana Employers' Association (GEA)
- The Ghana Chamber of Mines (GCM)
- The Ghana Arbitration Centre (GAC)

Identified scheme	PPD	National Budgeting Process
Level		National
Coverage		Crosscutting - Multisector
Start date		2011
Donor involved		Konrad-Adenauerstiftung
BOs involved		The Private Enterprise Foundation (PEF) was founded on the initiative of four major Business Associations viz. Association of Ghana Industries (AGI), Ghana National Chamber of Commerce (GNCC), the Ghana Employers' Association (GEA) and the Federation of Associations of Ghanaian Exporters (FAGE) which felt the need to come together to exert greater influence on policy initiatives for the creation of an enabling environment in which private sector businesses can thrive as partners in the economic development of the country. PEF is non-profit making, non-political, autonomous institution. Membership is open to the private business and trade associations. The Ghana Association of Bankers has been admitted as the fifth founding member. Other newly admitted members include Ghana Real Estate Developers Association (GREDA), Ghana Association of Tourism Federation (GHATOF).
Public Sector entities involved		Ministry of Finance
Rationale		The private sector pays the taxes, which are used to develop the country, adding that if the private sector participates in the budgetary process and decision-making they will assume ownership of the national budget knowing that their concerns have been taken into account.
Description, main characteristics		By end of September, every year there is a conference where the private sector provides analysis and recommendations to the government on how to elaborate national budget. The Private Enterprise Foundation (PEF) solicits various institutions views, which are later, reviewed by the PEF Governing Council. The participants club together to three groups according to their specialisation either agriculture, industry or service in order to select private inputs into the national budget statement. After the review, they are forwarded to the Ministry of Finance and Economic Planning as input for the National Budget. Besides, other entities from the civil society do also provide input to the budget in different manners such as the media or publishing their positions (e.g. Ghana National Association of Teachers).
Results		Private Sector proposed fund to support SMEs has been created with a certain amount allocated; Real Estate Development has now a warranty financed by the government.
Challenges		The Private Sector capacity to provide evidence-based inputs and to monitor Government's budget objectives is to be strengthened. Complementary has now to be check with the newly designed Private Sector Advisory Council to the President of Ghana.

Identified PPD scheme <sup>74</sup>	Private Sector Oversight Committee
Donors involved	DFID, GiZ (district level), WB, Italian Government
BOs involved	Private Enterprise Foundation, the Association of Ghana Industries, the Ghana Chamber of Commerce and Industries, the Ghana Union of Traders' Association, the Association of Small-Scale Industries, Sector-Based Associations
Public Sector entities involved	Ministry of Finance and Economic Planning Ministry of Trade and Industry
Rationale	Created by the Government to monitor the reform process and the implementation of the private Sector Development Strategy (PSDS 1); chaired jointly by the Ministry and the private sector
Legal base if any:	PSDS 1 then PSDS 2,
Description, main characteristics	Structured dialogue along specific issues (MOFED with PEF, AGI and GNCCI on budget),
Categorisation	Structured dialogue with an amount of flexibility (issue-based dialogue)
Level (local, national, regional, AU level)	National, needs regional and local relay schemes: District level
Results and challenges	Are frequent and on-going, discussions take place frequently. The involved private sector organisations need strengthening and capacity building.

Identified PPD scheme	Farmer-Based Business Reform
Level	Local
BOs involved	Private Enterprise Foundation, District Level Scheme, farmers
Public Sector entities involved	Local Authorities
Rationale	Create concrete partnerships between large and small enterprises to create solidarities at grass-root levels. Coalitions of small farmers
Description, main characteristics	The larger private sector association provides management, advocacy and institutional support to the grass-root farmers' associations and to strengthen their advocacy skills with local authorities, therefore gaining better access to government-sponsored programmes
Results and challenges	Building of new fertilizer depot, a local road has been rehabilitated.

<sup>74</sup> Source: GiZ.- Partnership Landscape : Country Profile Ghana.- Eschborn 2013.



## Liberia<sup>75</sup>

Identified PPD scheme	Liberia Better Business Forum
Donor involved	IFC-led group of donors Investment Climate Program
Name and identification (place, sector)	IFC-sponsored Liberia Better Business Forum
Rationale	To improve private trust in public management and advocate advice on new crucial laws for business and private sector development
Start date	2006
Legal base if any:	
Description, main characteristics	The Better Business Forum advocated on the new Investment law, the Liberian Commercial Code and the Commercial Court Bill
Categorisation	Donor-sponsored PPD
Level (local, national, regional, AU level)	National level
Results and challenges	Input in crucial laws and advocacy to raise trust among stakeholders, improving government accountability and improve the private sector willingness to participate in the reform process and to the nation building
Identified resource-persons	Mr Vaani Baker, IFC

## Mali<sup>76</sup>

The following dialogue structures and players are presented as they were before the 2012-2013 developments in Mali. The Team does not make any representations regarding their continuing validity.

IFC is operating the Mali Investment Climate Program, claiming results in the following areas: Business Registration one-stop shops, reduction of property transfer taxes, improvement of trade logistics and facilitation, improvements on construction permits formalities, reduced to 30 days, and amendments on civil procedures, a better investment climate and drafting legislation on special economic zones.

It is unclear whether the PPD schemes described hereunder participated in the Doing Business-related reforms.

<sup>75</sup> Source: IFC.- *Cultivating Economic Growth and Investment in Liberia; the Liberia Investment Climate Advisory Program*, by Vaani Baker, [vbaker@ifc.org](mailto:vbaker@ifc.org). - IFC, Washington DC, 2013

<sup>76</sup> Source: IFC.- *Boost to New Business in Mali, A, The Mali Investment Climate Program; Mali's friendlier Investment Climate has attracted 4,600 new businesses*, by Mahamoud Magassouba [magassouba@worldbank.org](mailto:magassouba@worldbank.org). - IFC, Washington DC.



Identified PPD Scheme(s)	President-Private Sector Dialogue Government-Private Sector Dialogue
Involved Donor	UNIDO assisted on realising a Evaluation and PPD Framework Dynamisation Study in 2001
Name and Identification	President-Private Sector Dialogue: Direct and permanent Dialogue: The President receives all private sector organisations at Term beginning; private audiences upon request of BOs or Enterprises; Annual meetings: once a year with all BOs and the Government; Presidential Investment Council: Twice a year meetings; Private Sector participation in Presidential State Visits; Government-Private Sector Dialogue, organised within two organs: Private Sector Development Coordination Council; Public-Private Dialogue Ombudsman, operational implementing and monitoring organ; A permanent and direct Dialogue between Ministers and Private Sector takes place on an ongoing basis.
Involved Public Bodies	President, Prime Minister and Government
Involved BOs	All according to the source
Rationale	Improving public-private dialogue and carrying out appropriate reforms
Start Date	A previous system existed from 1997 2001: UNIDO study 2003-04: Meeting between the President and the Private Sector representatives, reform of the dialogue structure.
Legal Base if any	Presidential Decree 03-556 P-RM of 30 December 2003, creating the Presidential Investment Council. Prime Minister's Decree 05-074/PRM of 1 March 2005
Description	Formalised Presidential Dialogue with the private sector, Yearly meeting: the private sector submits its requests and the President announces publicly the agreed measures. President Investment Council: Meetings twice a year and makes recommendations on the business and investment climate. Government formal dialogue: The Coordination Council is a mixed organ, meetings twice a year, composed of 20 high-rank Ministry officials and 18 BOs. The private sector designates the Co-President. The Council implements and monitors Presidential decisions, has a consultative right to comment legal texts and measures affecting the private sector, contributes to strategy coordination on private sector development, participates in the follow up of sectoral policies affecting the private sector and monitors compliance of the private sector with ethical behaviour. The Dialogue Ombudsman is the implementing organ for reforms.
Categorisation	Top-down very formalised scheme
Level	Presidential and Prime Minister's levels
Results and Challenges	Adoption of action plans regarding the private sector enabling environment, measures on transport and infrastructure, utilities cost, improvement in business registration and public markets, fiscal measures, investment promotion measures, training and sector promotion.
Identified Resource Persons	Paul Derreumaux, Djibril Taboure, Mohamed Traore (authors of the paper)

## Nigeria<sup>77</sup>

Name and identification (place, sector)	Better Business Initiative
Public Sector entities involved	The Presidential Consultative Committee on Revitalisation of the Economy (PPCR) and the Economic Policy Coordinating Committee (EPCC).
BOs involved	Organised Private Sector (OPS)
Rationale	First government philosophy after independence privileged economic management by the State and the private sector was marginalised. A first attempt to engaging the private sector was the Structural Adjustment Programme. It started in 1986, advocated market economy and setting objectives for the private sector. The next was the new government philosophy of reinforcing a private sector led and to engage the private sector in economic policy.
Start date	First platform: 1989 Second platform: 1993 Present (taking stock on the second one): 1999
Legal base if any:	Presidential Decrees
Description, main characteristics	An Enabling Environment Forum (EEF) was founded in 1989 and was the first private sector organisation attempt. It comprised both public and private participants. It focused on removing the constraints to private sector growth. It advocated privatisation and liberalisation of key state-owned enterprises. This first initiative managed to demonstrate the need of a national body made up of public and private representatives working to create an enabling environment for private sector growth. In 1993, the National Economic Summit (NES) attempted at defining the critical areas for reform and build consensus around the need for and direction of fundamental reforms. The Summit developed an Action Plan. National Planning Commission (NPC) was established by Decree "to maintain liaison with the private sector, labour unions, universities, research institutes, NGOs and other such bodies as may be useful in promoting plan formulation, acceptability and implementation of government economic policies". The NPC became the government organ to developing dialogue with the private sector. The private sector decided to establish a Secretariat for the summit process. This secretariat is the Nigerian Economic Summit Group (NESG), focusing on monitoring the implementation of decided reforms. It also prepared the Vision 2010 with the Government. Its other role was to ensure broad-based consensus on around reforms like governance and corruption. The Summit meets annually. The subjects are broad subjects such as privatisation of the telecom industries and managing macroeconomic indicators.

<sup>77</sup> Sources: IFC, Committee of Donor Agencies for Small enterprise Development "Reforming the Business Environment" November 29 – December 1, 2005.- Encouraging Effective Dialogue and Advocacy in Nigeria: The better Business Initiative, by Mary I. Agboli and James J. Emery.

Niger Delta Development Forum, Strengthening the Capacity of Business Member Organisations, by Bayo Akindeinde, Programme Manager, ENABLE.- Port Harcourt, 21 – 22 November 2012.

Public-Privatedialogue.org: A Case Study on the Nigerian Economic Summit, by Mansur Ahmed, Director General and Chief Executive of the Nigerian Economic Summit Group.- Paris, 1-2 February 2006.

Public=Private Dialogue: Myth of Reality, by Murtala S. Sagagi, Department of Business Administration, Bayero Universitym Kano, Nigeria, 2007.

Name and identification (place, sector)	Better Business Initiative
	<p>The Nigerian Economic Policy 1999 – 2003 called for a more private sector-led economy. The President Obasanjo held a four day policy dialogue with the “Organised Private Sector” on involving the private sector in the key economic sectors: oil and gas, manufacturing banking and finance and agriculture.</p> <p>A new public structure was created to take an institutionalised part in the public-private dialogue: The Presidential Consultative Committee on Revitalisation of the Economy (PPCR) and the Economic Policy Coordinating Committee (EPCC).</p> <p>Despite other schemes involved in PPD, the NESG became the focal point for dialogue, much beyond the annual summits and acquired the capacity to address the main macroeconomic and policy issues.</p>
Categorisation	Institutionalised PPD scheme created by the President (top-down approach), but the Private Sector has responded with its own organisation that is sustainable and has qualified workforces to follow on decisions and monitor their implementation.
Level (local, national, regional, AU level)	Federal
Results and challenges	The OPS is able to push its agenda and is involved in policy decision making
Identified person-resources	<p>Mrs Mary Agboli</p> <p>Mr James J. Emery</p>

Identified PPD scheme	Enlarged Focal Point on Trade Matters (ENFP)
Level	National
Coverage	Trade in goods and services
Start date	2001
Legal base if any:	Decision of the Federal Executive Council
BOs involved	Members from the private sector are drawn from the umbrella organisations such as the Manufacturers Association of Nigeria (MAN) and National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA). Civil Society Organisations represented include National Association of Nigerian Traders (NANTS), among others. Finally, several members are drawn from Academia.
Public Sector entities involved	Several Ministries, Departments and Agencies (MDAs) are represented. These include the Ministry of Industry, Trade, and Investment (which houses the ENFP Secretariat), Ministry of Finance, Ministry of Agriculture, Ministry of Foreign Affairs, Central Bank of Nigeria, Nigerian Customs Service, National Planning Commission, among others.
Rationale	<ol style="list-style-type: none"> <li>1. Formulate and guide Nigeria's position in all trade negotiations.</li> <li>2. Review multilateral, regional, plurilateral, and bilateral trade agreements in relation to Nigeria's interests.</li> <li>3. Give technical advice and guidance to the Nigerian Trade Office (Geneva) on WTO negotiations.</li> </ol>
Description, main characteristics	ENFP is an Inter-agency public-private sector body. The ENFP currently has 53 members. Ad Hoc Meetings. Legal Status of Dialogue: Consultation of private sector/civil society partners by public decision makers is not compulsory; but de facto mandatory. Dialogue Structure: This is determined by the Federal Executive

Identified PPD scheme	Enlarged Focal Point on Trade Matters (ENFP)
	<p>Council Decision, which created the ENFP. This Decision was, in turn, based on the recommendations of the Federal Ministry of Industry, Trade and Investment. Responsibility for Dialogue Topics and Agenda: This is exercised by the Federal Ministry of Industry, Trade and Investment (FMITI), through its Trade Department which serves as the Secretariat and convenes ENFP meetings. The Permanent Secretary of FMITI is the Chairman of ENFP; while a member from the Academia has served as its Vice Chairman since 2009. State of Policy Making: The ENFP is involved, in a consultative and advisory capacity, at every stage of the trade policy decision-making, implementation and review process.</p>
Results and challenges	<p>Meeting Attendance: This ranges from fair to good, depending on the perceived importance of the issues. In particular, discussions of ECOWAS common external tariff and the West Africa - European Union Economic Partnership Agreement (EPA) negotiation in recent times have attracted full-house attendance at ENFP meetings. Recording of Debates and Dialogue Outcome, records of these are maintained at the Trade Department; Recommendations are made to the FMITI Minister, who has the responsibility to reflect these in his memo to the National Economic Management Team and the Federal Executive Council. Legal Status of Recommendations: ENFP's recommendations are not legally binding. ENFP is an advisory body.</p> <p>Private Sector Influence: ENFP serves as a forum through which relevant inputs of the private sector and civil society can influence trade-related public policy. The process suffers from several inadequacies. Public sector representation is felt to be too large relative to that of the private sector and civil society. Representatives of the private sector are generally reactive rather than proactive in ENFP discussions, largely because they lack the capacity for independent analysis and adequate technical knowledge of the issues. Required Improvements: More effective representation of the private sector and civil society in ENFP. Enhanced capacity building for representatives of the private sector and civil society. Establishment of more regular and periodic meeting schedule (e.g. at least quarterly, together with pre determined agenda issues, which should facilitate better preparation). Adequate, regular and secure funding of the ENFP process and activities, as well as the strengthening of its Secretariat. More effective participation of the private sector and civil society in setting ENFP agenda as well as in selecting the topics for discussion.</p>
Resource persons	T. Ademola Oyejide, Emeritus Professor of Economics, University of Ibadan

Identified PPD scheme	Cocoa Cluster Development
Involved Donor	USAID
BOs involved	The whole cocoa chain: producers, processors and exporters as well as related NGOs. Thus, the Cocoa (Exporters) Association of Nigeria, the Cocoa Farmers Association of Nigeria and the Cocoa Processors Association of Nigeria.
Public Sector entities involved	Ministry of Agriculture
Rationale	Finance is the critical catalyst to growth. Only 2 percent of all bank lending in Nigeria goes into agriculture, a sector that is 40 percent of GDP and 70 percent of employment. Oil is not just what has hollowed out the agriculture sector, with knock-on effects on poverty rates. Restrictive trade policies also had an effect, especially in the late 1970s and early 1980s. Tariff increases, a rise in import licenses and duties, and export bans and tariffs – as well as a centralisation of marketing of agricultural produce through the formation of crop-specific commodity boards – all created a lumbering, inefficient private sector, as well as opening up many opportunities for corruption. Today, Nigeria has transitioned

Identified PPD scheme	Cocoa Cluster Development
	from being a self-sufficient country in food to being a net importer. For banks to lend, there is a need to fix the agricultural value chain. An important goal of the transformation agenda in Nigeria is to establish institutions, provide governance frameworks for commodity sectors in the commodity value chain, like cocoa value chain to set a Cocoa Corporation. The idea is developing a sustainable vehicle built on a public-private partnership platform to coordinate the whole cocoa sector that will be public sector-enabled but private sector-driven with all stakeholders playing active role.
Start date	2013
Description, main characteristics	Nigerian's Government put in place a Cocoa Transformation Agenda (The CocTA PLAN) with a vision of "Growing Nigeria's Share of the World Cocoa market, which includes Nigerian Government's investment plan for the cocoa sector. All cocoa value chain operators are put together; individual real cocoa farmers, representatives from the South West, South South, representatives of exporters of cocoa beans, making a 25-person college to formulate the modalities for the operations of the corporation. The exporters, both indigenous exporters and multinationals – foreign exporters – who have their companies in Nigeria, processors like Multi-Trex, are all represented. There are also non-governmental organisations (NGOs) represented and Donors. The Cocoa Association of Nigeria, the Cocoa Farmers Association of Nigeria and the Cocoa Processors Association of Nigeria are represented. They all meet under the Ministry of Agriculture auspices to develop the framework on which the corporation should work. The government is only enabling it; it is and it will be run by the private sector.
Level (local, national, regional, AU level)	National
Results and challenges	The cocoa sector is about to create in 2014 a single Corporation for the entire value chain. But first, Nigeria's respected Finance Minister speaks positively about reforms to date in the agriculture sector, especially in cleaning up the corrupt fertiliser industry. Now, rather than directly participating in the delivery system for fertiliser, the government leaves that to the private sector and only provides the subsidy. Challenge: The private sector is to gain real ownership in implementing the scheme
Resource persons	Felix OLADUNJOYE, Executive Secretary, Cocoa Processors Association of Nigeria

## Senegal<sup>78</sup>

The last Summit decided the setup of regional and local PPD initiatives to relay the National one.

Identified PPD scheme <sup>79</sup>	Conseil Presidentiel de l'Investissement
Name and identification	Multi-sector, annual

<sup>78</sup> Source: Republique du Senegal: Compte rendu de la 11eme Session du Conseil Presidentiel de l'Investissement. - Dakar, 14 decembre 2012.



Identified PPD scheme79	Conseil Presidencial de l'Investissement
(place, sector)	
BOs involved	Conseil National du Patronat Confédération Nationale des Employeurs du Sénégal (CNES)
Public Sector entities involved	The President of Senegal, The Prime Minister and the Secretary General of Government, in charge of follow-up and the line Ministries.
Rationale	To engage business environment improving reforms upon BO requests and after study by an Inter-ministerial Committee
Description, main characteristics	The Programme de Réformes pour l'Amélioration de l'Environnement des Affaires et de la Compétitivité «PREAC», 2013-2015 proposes measures towards achieving the objective of improving Senegal's rank in Doing Business. This Programme proposes reforms, which are submitted to the BOs and the State Organs. An annual Summit chaired by the President of Senegal announces publicly the measures agreed by the State organs and the follow-up measures. The subjects concern diverse issues like the public deficit, electricity supply company and the end of subsidised energy prices, requests to increase agricultural production
Categorisation	Top-Down approach to achieve Doing Business better ranking. Participation of the main BOs.
Level (local, national, regional, AU level)	National, to be supplemented by a regional/local scheme
Results and challenges	Concrete measures are identified and decided. They are announced publicly by the President

PPD	SMEs National and Regional Forums
Scope of decision	National and local
Sector coverage	Crosscutting - SMEs
Start date	2010
Involved Donor	GIZ
National public Institution(s) involved	SME Directorate, ADEPME (Agence de Développement et d'Encadrement des PME), SP/SCA (Secrétariat Permanent de la Stratégie de Croissance Accélérée), DASP (Direction de l'Appui au Secteur Privé), Department of Taxation and Estate and Customs Department.
Business Organisation involved	UFCE (Union des Femmes Chefs d'Entreprises), UNACOIS (Union Nationale des Commerçants et Industriels du Sénégal), CNES (Confédération Nationale des Employeurs du Sénégal), OPTIC / CNP (Organisation des Professionnels des Technologies de l'Information et de la Communication/ Conseil National du Patronat), National Union of Chambers of Commerce and National Union of Chambers of craft were involved.
Rationale	The main problem the Program addresses is to provide the Senegalese SMEs and employers organizations in particular, with the necessary capacities for a collective leadership for sustainability by raising their self-awareness about the constraints they face in their enterprises and enhancing their capacities to influence national policies.

PPD	SMEs National and Regional Forums
Description, main characteristics	<p>At the national level, various groups of actors were established to support the whole mechanisms and activities of PPD process:</p> <ul style="list-style-type: none"> <li>· High level group: constituted by CEOs and Presidents or Directors of private structures and public institutions which are partners of the Program; this group plays a role of sponsorship and problem solving if the issues faced are too critical to be handle by the taskforce or its secretariat.</li> <li>· PPD Task Force: constituted by general secretaries, deputy directors or deputy executive directors of employer's organizations and experts, technical advisors of public institutions; its main role is to validate the strategy for the setting of the PPD mechanism and also the major thematic the working groups should work on.</li> <li>· Secretariat of the PPD Task Force: members of the former ad hoc working group. This group prepares and organizes the meetings, ensures the development of planned activities, disseminates the information to participants and monitors the whole process.</li> </ul> <p>At the regional level, work is mainly with the Chambers of commerce, Chambers of Craft and the Regional Development Agency of each region. The coordination of the whole process is usually ensured by the Chambers of Commerce. They identify the relevant stakeholders to be involved in the PPD process and work with them to identify the constraints and formulate some suggestions for further improvement. The duration of the various PPD processes depends on the complexity of subjects treated and participants' involvement. This duration vary from 7 months to more than 15 months.</p>
Results	<p>National level: Regular coordination meetings allowed to work on 7 subjects themes in Dakar (taxes, customs duties, access to financial services, acquisition of the SME in the formal economy, the access of the SME to public procurement and 2 major themes at the regional level (professionalization of the SME, the competitiveness of the local products).The negotiation meetings with the tax authorities led to the examination of 8 proposals of measures during the fiscal reform. 6 of them have been integrated in the new General Code of Taxes (January 1st, 2012): a new fiscal plan called CGU (Contribution Globale Unique) better adapted to the economic realities of small and medium-sized enterprises, the quarterly payment of the VAT instead of monthly payment, exemption of VAT for the editors of electronic books, review of tax allowances for the managers of gas station, exemption from the franchise tax the first year if the company is overdrawn and a decreasing taxation for the 2 subsequent years), fiscal amnesty for the entrepreneurs who wish to settle their situation and formalize their activities; During the negotiation sessions with the Customs Administration, 7 of the 10 proposals of measures related to customs regulation have been integrated in the new code that has been promulgated on January, 2014.</p> <p>Regional level: Kaolack: The region has from now a regional platform of local economic development aid including the entrepreneurs, the structures of support for the private sector, the technical and financial partners etc. This platform allow harmonizing the different interventions of the various partners which support SMEs and also it is a frame of dialogue between all the actors to discuss and find solutions to the constraints of the SMEs connected to the business climate.</p>
Challenges	<p>At least 300 000 SMEs are now imposed through a synthetic tax more in compliance with their economic realities and which can accompany the development of their activities; 10 other proposals related to the custom procedures have been submitted to Customs Administration with the objective to relieve these procedures for SMEs. The process is on progress and if the proposals are integrated, it will have an impact on both formal and informal enterprises 5 proposals to favor the access of the SMEs to procurement contracts were developed and are under process with the Authority of Regulation of Procurement contracts. In Saint Louis: A document of plea for more facilitation of SMEs to access to formalization and to be more professionals was developed. The validation of this document by all stakeholders still remains. For the next 2 years, it is expected an institutionalization of the different PPD mechanisms in</p>



PPD	SMEs National and Regional Forums
	order to ensure the sustainability of the dialogue processes. Each sectorial partner will be in charge of a thematic related to its core activity.

## Sierra Leone<sup>80</sup>

Identified PPD scheme	Sierra Leone Business Forum
Donor involved	IFC-led group of donors IFC Investment Climate Program in a partnership with DFID Removing Administrative Barriers to Investment (RABI) and Sierra Leone Investment Climate Program
Rationale	Involve the private sector in the government reform agenda, build trust among partners
Start date	RABI: 2004 to 2010 follow up: Sierra Leone Investment Climate Program: 2011 onwards
Description, main characteristics	Priorities: Reducing barriers to formalisation Enhancing Public –Private Dialogue and identify barriers to existing businesses Generating Investment in Key Sectors
Categorisation	Donor-sponsored Scheme
Level (local, national, regional, AU level)	National, further information to seek from the author of the IFC article
Results and challenges	Requests of The private sector are listened to by the Government, Government reforms are announced to the private sector
Identified resource-persons	Lucie Giraud <a href="mailto:lgiraud@ifc.org">lgiraud@ifc.org</a>

<sup>80</sup> Source: IFC.- *Rebuilding Business and Investment and Post-Conflict Sierra Leone: The Sierra Leone Investment Climate Program*, by Lucie Giraud [lgiraud@ifc.org](mailto:lgiraud@ifc.org)

## Central Africa

### Cameroon<sup>81</sup>

PPD	Cameroon Business Forum (CBF)
Level	National
Coverage	Business Environment Climate
Start date	2006
Legal base if any:	Request by the President of the Cameroon Republic to the group of donors; MoU 15 January 2009
Donor involved	IFC, IDA, EU and AfDB
BOs involved	GICAM and Chamber of Commerce
Public Sector	Office of the Prime Minister and line ministries
Rationale	To establish an effective public-private dialogue and contribute to formulating and implementing reforms in the areas: starting business, registering property, enforcing contracts, paying taxes and trading across borders. Objectives: identify obstacles to private sector development, accelerate implementation of reforms, increase the influence of the private sector
Description	Structures: Forum (highest instance) meets twice a year, chaired by the Prime Minister, Ministries and BOs concerned by the agenda: Decides on issues presented by the Secretariat. Permanent Secretariat: Promotional units and working groups (planning, execution, monitoring). Working groups: made up of both public and private representatives, co-chaired by public and private leaders.
Results	Ranking in doing business improved in 12 positions from 173 to 161. Proposed 27 business reforms, of which 12 implemented. One-stop-shops implemented in Douala and Yaounde, bringing the business registering procedure from 3 months to 3 days; Laws regulating e-trade, e-communication and cyber security passed; Tax reduction for MSME; Trading across borders less cumbersome, registering property easier. Forums take place annually, first one in February 2010, second in March 2011, attended by over 200 persons from the public and private sectors, donor community and civil society.
Challenges	Even though the private sector is demanding of increased reforms, no ownership of the process is at stake and missing exit strategy from the donors, with a secretariat championing the reform.
Identified resource-persons	Secretary General: Moise Ekedi Endene <a href="mailto:mendene@ifc.org">mendene@ifc.org</a> Lucie Giraud <a href="mailto:lgiraud@ifc.org">lgiraud@ifc.org</a>

<sup>81</sup> Source: IFC.- Dialogue for Better Business in Cameroon, The Cameroon Business Forum Program. Constructive Dialogue between the private and public Sectors has saved businesses USD 3 million .-

## Central African Republic<sup>82</sup>

Identified scheme	PPD	Public-Private Dialogue Forum The Joint Committee for the Improvement of the Business Environment (JCIBE) (empowered to approve the Forum's recommendations)
Donor involved		IFC and other donors: The CAR Investment Climate Program
Name and identification (place, sector)		Public-Private Dialogue Forum, Bangui
Rationale		Facilitate business environment reform and public-private dialogue
Start date		2006
Categorisation		Government-and-donor-sponsored PPD forum
Level (local, national, regional, AU level)		National
Results and challenges		Achievements in business registration tax, transfer of property registration tax, elimination of professional traders' cards, ministerial licences and Chamber of Commerce fees
Identified resource-persons		Lucine Le Loal <a href="mailto:lmoal@ifc.org">lmoal@ifc.org</a> Lucie Giraud <a href="mailto:lgiraud@ifc.org">lgiraud@ifc.org</a>

## Chad<sup>83</sup>

Identified scheme	PPD	Forum de Dialogue Etat Secteur Prive (FODEP)
Donor involved		IFC with a group of donors
Public Sector entities involved		Prime Minister, and once a year the President of the Republic of Chad on issues not solved in the lower gremiums
Rationale		Identify the challenges impeding private sector development, find and implement solutions,
Start date		First meeting: 26 June 2007
Legal base if any:		Government – IFC Memorandum of Understanding Presidential Decree of 22 February 2008
Description, main characteristics		Priorities identified: streamlining procedures, cost burden on the private sector, business enabling environment, access to finance, strengthening business capacities Set up of an Executive Secretariat, planning, implementing, meeting facilitating, communication. 6 members Streamlining reforms with the objective of passing one reform per quarter
Categorisation		State and donor-sponsored scheme; This scheme is discontinued

<sup>82</sup> IFC.- *Doing Business in the Central African Republic, the CAR Investment Climate Program*, by Lucine Le Moil [lmoal@ifc.org](mailto:lmoal@ifc.org) and Lucie Giraud [lgiraud@ifc.org](mailto:lgiraud@ifc.org)

<sup>83</sup> Sources: IFC.- *Better Business in Chad, the Chad Entry Business Project*, by Lawrence Henri Mensah [lmensah@ifc.org](mailto:lmensah@ifc.org) Infouss Ouedraogo [iouedraogo@ifc.org](mailto:iouedraogo@ifc.org) - IFC, Washington DC, 2012.

FODEP: Forum de dialogue Etat-Secteur privé; note de presentation – Dakar PPD Workshop April 2008.- [Public-privatedialogue.org](http://Public-privatedialogue.org)

Identified scheme	PPD	Forum de Dialogue Etat Secteur Prive (FODEP)
Level (local, national, regional, AU level)		National
Identified resource-persons		Lawrence Henri Mensah <a href="mailto:lmensah@ifc.org">lmensah@ifc.org</a> Inoussa Ouedraogo <a href="mailto:iouedraogo@ifc.org">iouedraogo@ifc.org</a>

## RDC

PPD	Steering Committee for Improving the Business Climate and Investment (CPCAI)
Scope of decision	National
Sector coverage	Crosscutting
Start date	2009
Legal base if any:	Decree No. 09/31 of 8 August 2009 Establishing the steering committee for the improvement of the business climate and investment in the Democratic Republic of Congo, CPCAI & Decree No. 10/28 of 30/08/2010 Amending and Supplementing Decree No. 09/31 of 08/08/2009 establishing the steering committee for the improvement of the business climate and investment in the Democratic Republic of Congo; CPCAI
National public Institution(s) involved	<ul style="list-style-type: none"> <li>• The Minister in the Plan in its attributions</li> <li>• The Minister having Finance in his attributions</li> <li>• The Minister having Justice in his attributions</li> <li>• The Minister for Employment, Labour and Social Welfare in its attributions</li> <li>• The Minister for Interior in his attributions</li> <li>• The Minister in charge of Decentralization in its attributions</li> <li>• The Minister in the Budget in its attributions</li> <li>• The Minister for National Economy in its attributions</li> <li>• The Minister for Industry in its attributions</li> <li>• The Minister in charge of commerce within its remit</li> <li>• The Minister in Small and Medium Enterprises in his attributions</li> <li>• A representative of the Office of the President of the Republic</li> <li>• A representative of the Prime Minister</li> </ul>
Business Organisation involved	<ul style="list-style-type: none"> <li>• The President of the Federation of Congolese Enterprises</li> <li>• The Executive Secretary of COPIREP</li> <li>• The Principal Officer</li> <li>• A Panel of Experts</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>• Simplification of formalities relating to the enjoyment of economic and commercial activities.</li> <li>• Reduction of administrative procedures</li> <li>• Reduced processing time records, issuance of administrative documents</li> <li>• Simplification of tax rates, duties, taxes and charges</li> <li>• Transparency of administrative procedures in the relationship between public services and economic operators</li> <li>• Removal of administrative and police harassment.</li> </ul>

PPD	Steering Committee for Improving the Business Climate and Investment (CPCAI)
Description, main characteristics	The PPD seeks: Involvement of services affected by the reform to make it through dialogue and consultations at various levels; Communication and permanent dialogue with economic operators; Extension of the reform conducted with utilities and traders. The methodology: Precise identification of problems that need a solution; Formulation of actions to be taken and determination to take action through a roadmap approved by the CPCAI; Development of the act (Bill, prescription, decree or decree) by the department concerned or with the involvement of the service; Implementation of the reform; Monitoring and evaluation of the implementation of the reform.
Results	Most efforts to date focus on improving the doing business indicators.
Challenges	The Steering Committee for Improving the Business Climate and Investment has particularly focused on the following indicators: starting a business, building permits, access to credit, trading across borders, access to electricity and payment of taxes.

## Southern Africa

### SADC

PPD	Regional and National Customs Business Forums (RCBF and NCBFs)
Level	Regional and national
Coverage	Customs and NTBs
Start date	2005
Legal base if any:	SADC Treaty and RISDP
Donor involved	EU, DFID
Public Sector entities involved	Sub-Committee on Customs Cooperation (SCCC), grouping Heads of Customs of the member countries; Customs Modernisation and Trade Facilitation Project Directorate of SADC Secretariat; Task Force advocated the setup of national Forums in member countries
BOs involved	Concerned BOs (freight forwarders, chambers of commerce, etc.
Rationale	Organise a public-private consultation on Customs at regional level and advocate national forums setup. According to WTO Bali Agreement in 2013, every country the set up of a specific committee to implement the Agreement. The SADC Private Sector Strategy specific to trade facilitation, based on lesson learnt, is a two step strategy: in a first moment, priority is given to national PPD structures, followed by regional PPD structures supported by the first one.
Description	Private sector meetings and task force meetings to ensure the input of the private sector into the governmental segment precede official SCCC meetings.
Categorisation	Top-down approach with national relays, involved the national Customs administrations that do not need to delegate power to participate. A facilitator appointed by Secretariat and the regional or national BOs. Broad representation of BOs
Results and challenges	Unclear results, stalled when donors discontinued funding 1) Sustainability of the PPD. The previous PPD SADC Customs Forum ended with EU donor support end. There was no exit strategy. The new strategy is to start at the national level before a regional forum can take place, the model being formal in order to allow for budget allocation. 2) In the dead previous regional forum, there was a clear champion but the forum wasn't representative. Now, the emphasis on having stronger national PPD structures make sure representativeness will be ensured at regional level. 3) To support the private sector initiative on NTBs called tradebarriers.org, an online notification system set up by the private sector in the Tripartite region (SADC, EAC, and COMESA) with DFID support ending in 2014. The notification system registers complaints from traders along the main corridors, with focal points at national level, both private and public dealing with each complains, before submitting to the SADC Sub-Committee on Trade Facilitation a report for unsolved complaints to be considered.

PPD	SADC Payment System Project (SPSP)
Level	Regional
Coverage	Financial sector
Start date	2010
Legal base if any:	SADC Finance and Investment Protocol
BOs involved	Private sector partners involved (number, professional mandates): 12 Banking

PPD	SADC Payment System Project (SPSP)
	Associations in SADC, representing all banks operating in SADC.
Public Sector entities involved	Public sector partners involved (which Ministry or public institution, responsibility levels); Central Bank Governors of 14 SADC Countries.
Rationale	The SADC Payment Project lays the foundation for further economic integration in the region. The objectives of the project/sub-committee are to assist individual countries in SADC, to define a payment system strategy and development plan, and to define a co-ordinated regional approach to cross-border payments. In this regard, the implications for, inter alia, trade; central bank policy and foreign exchange positions and controls need to be taken into account. At this stage, the focus is developing a sound and robust domestic payment system within each SADC country, a prerequisite for defining a cross-border payment strategy.
Description, main characteristics	De facto mandatory. Periodicity of meetings 4 to 8 meetings per year between CCBG sub-committee and SADC Banking Association project team, which are well attended. Responsibility for dialogue topics and agenda (Government, private sector organisations, etc.) Committee of Central bank Governors. Meetings deal with all aspects of the project and time-lines. Regular reports are provided to the Committee of Central Bank Governors (CCBG) and in turn regular reports are provided to SADC Ministers of Finance. CCBG officially recognised the SADC Banking Association via a MOU. SADC Banking Association attend all relevant meetings and provides input on all aspects where required
Results	SADC Banking Associations have given preference to the SADC Payment Project. The close and open dialog with the Public Sector on this project is highly appreciated by the SADC banking Association. To the question about if Is the present dialogue adequate (right partners and representativeness, effective member participation and preparation) the answer by the banking Association is yes. Certain aspects of the project are live. Other aspects in line with project time-lines. Use of the public sector settlement service is binding on the private sector as well as adherence to any regulatory requirements. SADC Banking Association received a mandate to develop most of the processes and procedures. The SADC Banking Association has been further mandated to self-regulate the various payment streams that have or are being implemented.
Challenges	Additional skills in the industry with Portuguese and French banking backgrounds. Members involved (representativeness and level of discussions); Level of engagement has been adequate given conflicts of priorities and skills shortages. One area of concern to this PPD has been countries involvement in more than one regional economic zone. This needs to be addressed at senior government level.
Website	<a href="https://www.sadcbankers.org/subcommittees/PaySystem/projects/Pages/default.aspx">https://www.sadcbankers.org/subcommittees/PaySystem/projects/Pages/default.aspx</a> ; <a href="http://www.sadcbanking.org/projects.aspx">http://www.sadcbanking.org/projects.aspx</a>

PPD	SADC CRASA (Communication Regulators' Association of Southern Africa)
Scope of decision	Regional
Sector coverage	ITC, telecommunications and the postal services
Start date	1997
Legal base if any:	CRASA was established under the Protocol on Transport, Communications and Meteorology of 1997 by the national telecommunications regulators in Southern Africa.
National public Institution(s) involved	Line Ministries



PPD	SADC CRASA (Communication Regulators' Association of Southern Africa)
Business Organisation involved	Telecom Industry
Rationale	Telecommunications policies today are set increasingly at the international level, although national governments still have to maintain national policy coherence and implement policies. CRASA is an implementing agency of SADC, as the secretariat cannot become involved in the implementation of regionally agreed policies. CRASA aims to harmonise the information and communications technologies (ICT) sector in SADC in order to maximise the benefits the sector can offer to economic growth and social development. An integrated region, which boasts a regional regulatory framework, is more likely to attract investment than a fragmented one.
Description, characteristics	main CRASA is an intergovernmental organisation and company-level participation therefore has to occur via government delegations. Most governments in the region have permanent representatives from the large telecommunication companies in their delegations. The industry actors themselves are represented via the Southern African Telecommunications Association, which is based in Mozambique. CRASA does achieve its objective to integrate the regulatory frameworks related to the various telecommunications and broadcasting services through the Electronic Communications Committee (ECC), which comprises of experts from CRASA membership who are dealing with telecommunications and broadcasting regulations. ECC assists the Executive Committee in ensuring that the telecommunications and broadcasting sectors maximise their contribution to the region's economic growth and performance. The ECC [therefore] develops model guidelines on telecommunications and broadcasting regulations for the region; ensure[s] that there is harmonised development and application of telecommunications and broadcasting technologies and provide[s] [a] baseline for future research and development of the telecommunications industry in the region; and provides a platform for debates on policy and regulatory issues concerning telecommunications and broadcasting industry.
Results	CRASA has two primary mechanisms of influence on national ICT policy and regulation making in its member states, namely through capacity building and policy lobbying. The learning processes that take place through these mechanisms can potentially lead to converging perspectives across the region about regulatory principles that in turn will be used in national regulation and policy-making processes. In countries where increased mobile penetration has become of critical concern, as in the Democratic Republic of Congo, there is a resultant active participation at the regional level.
Challenges	The process is blocked by both national incompetencies to transpose regional agreements into national law and by preparations for the services negotiations, in which many of the regulatory issues within the telecommunications sector will come to the fore. Also, the industry is frustrated by the lack of regular invitations being extended to all private-sector operators, and that companies need to wait for an invitation via their national regulator before they can give active input.
Website	<a href="http://www.crasa.org">www.crasa.org</a>

PPD	SADC Technical Committee on Sugar (TCS)
Scope of decision	Regional
Sector coverage	Agriculture : Sugar industry
Start date	2000
Legal base if any:	SADC Sugar Agreement found within the SADC Free Trade Area
National public Institution(s) involved	Ministries of Agriculture
Business Organisation involved	Sugar Industry
Rationale	The regional political economy of the sugar industry is poised within a relatively unfavourable global market, characterised by heavy subsidies and a growing trend towards dumping from other parts of the world. This common anti-dumping concern among regional players has helped to cement the relationship across member states. Solidarity is also augmented by the ownership pattern across the region. Most South African companies are actors in the regional sugar production landscape. The sugar industry is one of the most united sectors in the private space within the SADC region.
Description, main characteristics	Regional co-operation formally takes place within three forums. The TCS was founded as part of the SADC Sugar Agreement found within the SADC Free Trade Area. The group meets three times a year, and gathers representatives from government and the sugar industry. The committee includes two working groups, a technical working group and a trade policy working group. SADC sugar producers have their own Sugar Producers Consultative Forum (SPCF). The SPCF meets prior to TCS and working group meetings. The forum's secretary is the international affairs manager at SASA, while the chairman is the chief executive officer of the SSA, a reflection of the two countries' status as the two biggest sugar producers in SADC, and the only two SACU sugar producers. The Federation of SADC Sugar Producers (FSSP) is the umbrella body for the regional sugar industry. It was formed in 2000, with the purpose of working to promote the common interests of the region's sugar markets, and to identify potential joint projects.
Results	On-going implementation of Annex VII itself; Drafting of Regional Sugar Strategy, and comprehensive action plan; Active regional bio-security co-operation. Drafting of regional bio-security plan; New basis for non-SACU SADC member states' access to the SACU sugar market; Scanning charges on exports and imports at Maputo Port challenged; SADC Best Management Practice Guidelines initiated for sugarcane and sugar production.
Challenges	A major concern in the emerging sugar landscape is the impending decrease in the value of benefits for most of the major regional players from the EU's preferential trade scheme for ACP countries. The EU is reforming its sugar regime, and the effect will be to decrease the price of sugar in the market. Many of the SADC region's producers are heavily reliant on the EU market as a good value export destination.

PPD	SADC PPP Forum (SPPPF) on Infrastructure
Level	Regional
Coverage	Infrastructure
Start date	2013
BOs involved	The NEPAD Business Foundation (NBF) is one of Africa's leading membership based foundations, which promotes sustainable economic and social development on the continent. Based in South Africa, the NBF is a non-profit company that mobilises private sector support for the implementation of New Partnership for Africa's Development (NEPAD) goals. As a neutral and trusted partner, the NBF provides a networking platform for its members to discuss, debate, share ideas and collaborate with the public sector and other stakeholders in investment, project or commercial activities. Born in 2005, its main concern is to fill the gap between public sector and private sector project selection and implementation of it.
Public Sector	SADC PPP Network is made of PPP Units from each Government.
Rationale	This Public-Private Dialogue Forum aims to promote the PPP approach to infrastructure development in the SADC region. Facilitates structured communication between public and private actors. Informs about current and upcoming PPP project potential in the SADC region from recently conducted scans and Africa Infrastructure Desk. Serves as a platform for identifying challenges and opportunities for selected projects.
Description	The Forum's Partners pre-selects the PPP projects that will be presented. Then the Forum itself engages with senior government officials, investors, legal and financial advisors, and senior industry representatives, explore PPP opportunities around the infrastructure projects that emerged from the Regional Master Plan Scans and the Africa Infrastructure Desk. The selected projects are on: Telecommunications (ICT); Transport Road; Transport Rail; Water Infrastructure; Port Infrastructure (EDZ). Highlights of the selected projects are presented, followed by expert inputs of finance, stakeholder engagement, strategy process, and legal issues for these projects.
Results	PPP projects matching selection between public and private sector. The first forum held in 2013 was bringing to discussion 7 projects proposed by the public sector (SADC PPP Network) out of 655 PIDA - NSC - SADC preselected project list, along 2 projects proposed by the private sector out of 22 preselected (out of the 655 PIDA portfolio) current projects under review by the NBF's Afri-ID Programme.
Challenges	NBF also deals with removing barriers in agriculture both in SADC and COMESA countries. The PPPs in infrastructure must try to be complementary to the needs in Agriculture. NBF experience in both areas is certainly an asset. Complementarity rather than competitiveness should prevail with the existing similar forum, with a broader scope, which is in its 6th edition: Africa PPP is a platform to discuss and learn about public private partnerships and promote their successful implementation across the continent. Launched in 2009 and consistently sponsored by the African Development Bank, the event is attended by hundreds of participants representing both the public and private sectors from countries across the globe.
Website	<a href="http://nepadbusinessfoundation.org">http://nepadbusinessfoundation.org</a> ; <a href="http://www.africappp.com">http://www.africappp.com</a>
Resource	Lynette CHEN, CEO of NBF

PPD	Southern Africa Agricultural Development Partnership Platform - SAADPP
Level	Regional and National
Sector coverage	Agriculture
Start date	2011 - regional and 2013 - nationals

PPD	Southern Africa Agricultural Development Partnership Platform - SAADPP
Involved Donor	USAID
National public Institution(s) involved	Line Ministries
Business Organisation involved	The NEPAD Business Foundation (NBF) representing agrobusiness; SACAU regional small farmers association; NGOs
Rationale	Aims to remove barriers in Agriculture.
Description, main characteristics	Focused in the BEIRA Corridor, workshops led by the private sector under the SAADPP umbrella are able to remove barriers by committing all stakeholders to act. National PPDs in Mozambique, Malawi and Zambia started in 2013, whereas the regional PPDs in held in South Africa since 2011. Thematic working groups are: regional market integration (market development, trade policy, infrastructure development); Capacity building; and Alternative funding streams (projects; CAADP investment plans).
Results	In trade policy implementation, the PPD was able to clear the obstacles to Tanzania allow imports new varieties of potatoes by showing to all stakeholders, on a evidence based advocacy approach, the existing harmonized legislation not properly applied in the field (Mtanga Farms Potato Seed Registration). Thus removing barriers to trade. The PPD has a portfolio of projects, some under design, some under implementation. The PPD is also helping funding CAADP best ranked projects in need of private sector support/investment. This is key to the CAADP framework to work since most of CAADP projects are under the constraint of Governments limited budget.
Challenges	NBF also deals with PPP implentation in infrastructure in SADC countries. The PPPs in infrastructure must try to be complementary to the needs in Agriculture. NBF experience in both areas is certainly an asset.
Website	<a href="http://nepadbusinessfoundation.org">http://nepadbusinessfoundation.org</a>
Resource persons	Lynette CHEN, CEO of NBF

Identified PPD scheme	SADC Employers' Group
Name and identification (place, sector)	Formal BO mandated by national BOs.
BOs involved	Formal representative of SADC employers
Public Sector entities involved	SADC at regional level, at national levels the national BOs dialogue with the respective national public authorities
Rationale	To represent the interests of employers to SADC policy issues
Start date	1977, loose arrangement with SADC.
Legal base if any:	SADC Treaty
Description, main characteristics	Regular dialogue and participation in regional forums and seminars, participated in EPA negotiation positions. Regular meetings with a representative BO, no official publication of discussion results
Categorisation	Loose dialogue strengthened by representativeness and weight of the pressure group
Level (local,	Regional with relay at national levels

Identified PPD scheme	SADC Employers' Group
national, regional, AU level	

Recognised and effectively working BOs in the SADC regional context:

- Mining Industry Association of Southern Africa (MIASA)
- Southern Africa Confederation of Agriculture Unions (SACAU), active in Implementation of SAADP
- Federation of Clearing and Forwarding Agents Association (FCFAAS), participates in the Customs Dialogue
- SADC Banking Association (SBA), active in negotiations with SADC Committee of Central Bank Governors.

## Botswana

PPD	National Business Conference (NBC)
Public Institutions	Ministry of Finance and Development Planning; Bank of Botswana
Business Organisations	Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)
Start date	Established in 1988
Categorisation	Macro level policies; Business Environment; Human Resources Building
Level	Local, National
Rationale	The Conference discusses major economic and social challenges facing the country. The concept of a forum for private-sector/government dialogue was first mooted by the private sector in 1988 but it received a cold reception at first from government. At the time, the relationship between the two sides could be described as adversarial at best.
Description	The NBC takes place every two years in Francistown, 400 km from the capital to ensure that participants concentrate on council issues. This biennial event is organized by the private sector and co-financed by the private sector (80%) and the government (20%). The resolutions are then presented to the President of Botswana. After the government studies the conference resolutions, those found to be acceptable and implementable are distributed to relevant government ministries and departments for follow-up and implementation. In general, the NBC sets the broader agenda for policy and shared broad recommendations, which are then looked at in more detail through the High Level Consultative Council (HLCC). At BOCCIM, the regional councils are expected to dialogue with their counterparts in local government. For instance, the Gaborone Business Council liaises directly with the Gaborone City Council on issues relevant at that level, but it goes through the BOCCIM secretariat on national issues. The structure of the BOCCIM coalition is highly decentralised and it operates on the subsidiarity principle. It has some 1,600 members, but the secretariat itself is a small unit with the bulk of activity taking place within the sectoral and regional councils. There are 26 sector councils and 14 regional councils, each with its own appointed representatives. This system helps ensure that relevant issues emerge from the bottom up and that, as far as possible, issues are resolved at the lowest level feasible. It also enables expertise to be mobilised from the broad membership to attend to matters that arise. Small businesses, defined as having between 1 and 25 employees, make up approximately three quarters of the membership, while just under 18% of the



PPD	National Business Conference (NBC)
	membership comprises medium-sized businesses (25–100 employees) and a little over 6% are large businesses (more than 100 employees).
Results	BOCCIM's internal structure and funding base have played a significant role in ensuring that the private sector is a credible and capable partner for the government. As a result of NBC establishment, PPD is an accepted process over the country and it functions smoothly. BOCCIM partners' inputs were useful in redefining and fine-tuning the privatisation proposal and paved the way for a conference on competition, productivity and privatisation. 80% of reforms decided as a result of PPD process have been implemented in practice: The HLCC was established and is chaired by the President; Competition in the transportation of goods and passengers; The Price Control Act was abolished; Exchange controls were abolished; The sales tax was removed on some goods; Individual taxes were reduced, it is now 25%; Corporate tax for manufacturing companies is now 15%.
Challenges	Smaller outfits are inclined to show less concern with the larger policy process, as they tend to be more interested in the immediate services that BOCCIM can offer, such as training and technical assistance. Maintaining credibility through self-regulation. Having earned a seat at the table with government on policy matters, BOCCIM is aware of the need to maintain the credibility of the private sector (members who might flout the law or engage in malpractice).
Website	<a href="http://www.boccim.co.bw">www.boccim.co.bw</a>

PPD	High Level Consultative Council (HLCC)
Public Institutions	Line ministers and their permanent secretaries: Commerce, Trade and Industry; Finance and Development Planning; Labour and Home Affairs; Local governments
Business Organisations	Botswana Confederation of Commerce, Industry and Manpower (BOCCIM); The private sector has a maximum of 10 members who are nominated by private-sector organisations. The Botswana Federation of Trade Unions, through its president, represents the labour movement while statutory and other organisations have four members: the Bank of Botswana, the Botswana Development Corporation, the Botswana Institute of Development Policy Analysis and the Botswana National Productivity Centre. Other stakeholder groups are also invited, depending again on the issues at hand. As such, membership is not cast in stone.
Start date	Established in 1996
Categorisation	Central level, focusing on policy issues, relayed by regional and sector-level forums. Participative approach, the two partners have mirroring structures and input equally into the process.
Level	National
Rationale	Its main objective is to serve as a forum to build consensus on strategies for developing a prosperous nation. The HLCC has the responsibility for seeing that National Business Conference (NBC) recommendations are followed up.
Description	The NBC organised by the private sector under BOCCIM leadership sets the broader agenda for policy recommendations, which are then looked at in more detail through the HLCC. The HLCC originally met four times a year. At a certain point, it was decided that sector-level HLCCs would be more effective with the main HLCC meeting twice a year. The President of Botswana chairs the main HLCC whilst the permanent secretary for development within the Office of the President provides the secretariat together with two members of the private sector. The main task of the HLCC is to review progress made on recommendations and action points raised in earlier meetings, to receive reports on the sector-level HLCC meetings and as necessary to attend to matters that cannot be resolved at the sector level. These are usually issues of a crosscutting nature or which require a review of policy or law. The agenda of the main HLCC meeting is prepared by the

PPD	High Level Consultative Council (HLCC)
	secretariat based on submissions received from the private sector. Each line ministry is expected to hold a sector HLCC meeting on a quarterly basis with relevant private sector and civic groups.
Results	Improved transparency and accountability through effective dialogue; Establishment of the Botswana Export Development and Investment Agency (BEDIA); Abolition of foreign exchange controls; Set up of the Citizen Entrepreneur Development Agency; Privatisation policy defined and adopted; Development of a national long-term vision for the country and launch of the Vision 2016 initiative; New law on public procurement and asset disposal; Reciprocal penalties for eventual delays for the State on settling invoices and on the private sector on late delivery.
Challenges	The private sector realised that the effectiveness of the sector HLCCs varies from ministry to ministry. Self-interest versus collective interest. Efforts to effectively include the Botswana Federation of Trade Unions (BFTU).
Website	www.boccim.co.bw

## Malawi

PPD	National Working Group on Trade Policy (NWGTP)
Public Institutions	Ministry of Industry and Trade
Business Organisations	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)
Start date	Established in 1996
Categorisation	Business Environment and market access improvement
Level	National, Regional, International
Rationale	The NWGTP is the main forum, which was set up to facilitate consultations between government and stakeholders on trade policy matters. Formed as SADC National Working Group on Negotiations for Trade Protocol, the forum initially focused on the SADC Free Trade Area. Specific trade policy areas of interest are: Rules of origin; Tripartite Free Trade Agreements; Bilateral trade agreements; Regional integration; SADC trade in services; Economic Partnership Agreements; Agricultural standards.
Description	The group meets regularly to discuss national trade policy issues, and prepares trade policy position papers for Malawi. The activities include country level dialogue involving government through Ministry of Industry and Trade representing the public sector, and the private sector on the other hand. In a series of meetings and workshops, the private sector directly articulated issues of interest in the SADC protocol negotiation to the government (as a chief negotiator). The National Working Group on Trade Policy Forum is a loose member-based organization. It is an interest group, which meets quarterly. In each forum, senior government officials at Principal Secretary level represent various ministries and departments. The private sector owns the forum and determines the agenda. The second means is direct contact of the Chairman for the forum with the minister responsible. The secretariat therefore prepares a position paper for the chairman to present, discuss and seek government response on a specific issue. Thirdly, the forum shares information to targeted membership that includes senior corporate members and government officials. On weekly basis, there is communication flowing to and from among public and private sectors. In all these mechanisms, members' interests are articulated.



PPD	National Working Group on Trade Policy (NWGTP)
Results	So far, NWGTP activities involved all issues in trade in goods. In the last years, activities focused on Economic Partnership Agreement (EPA) negotiations. The forum lobbied for signing of the EPA with specific interest in sugar and improved market access. The forum supported Malawi Chambers of Commerce and Industry in support for signing the EPA. However, the domestic Civil Society Organisation lobbying against the signing of the EPA succeeded in informing government of Malawi's decision not to sign. Since 2011, the forum is expected to mobilize and focus on trade in services. The NWGTP now plays a pivotal role in bringing together major stakeholders encompassing greater private sector, civil society, academia and cross-governmental department involvement on trade policy issues.
Challenges	The system functions, despite the Secretariat having a staff of only 2. However, more are needed and the participants wish donor support.
Website	<a href="http://www.nwgtp.mw">www.nwgtp.mw</a>

PPD	National Action Group (NAG)
Public Institutions	Ministry of Trade & Private Sector Development; Ministry of Economy and Planning; Reserve Bank; Privatisation Commission; Investment Promotion Agency
Business Organisations	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)
Donors	USAID; DFID (From December 2002, funded a Secretariat).
Start date	Established in 2001
Categorisation	Business Environment Improvement. Not a legal entity but is formal - organisational commitment to participate and act – dialogue of the willing. Govt/businesses provide resources (travel, venues etc.) Development partners contract the Secretariat to facilitate, but not fund 'projects'.
Level	National
Rationale	Public-private initiative by Minister of Finance and CEOs of major companies and investors to meet. Grew organically as participants saw wider range of issues to resolve. Group and agenda grew leading to joint pub-private Business Plan for Malawi (Growth Strategy) in 2003. Led to establishment of sub-sectoral working groups and work with established forums (Trade Policy Group). Agenda focused on implementing Growth Strategy. Mostly public-private dialogues but also private development partner dialogue (IMF, World Bank, CABS Group etc.).
Description	The NAG Forum meets approximately every two months and receives inputs from the various sectoral working groups and supplementary dialogues facilitated by the Secretariat and in close conjunction with the Malawi Confederation of Chambers of Commerce and Industry (MCCCI) in such areas as tax reform, performance of utilities, export development/trade, investment and foreign exchange. Has related sub-sectoral working groups with public-private representation addressing sub-sectoral specific issues (sugar, tea, tourism, cotton, textiles/garments, mining, etc.); Permanent Secretariat with consultants supported by donors, act as 'facilitators' – work closely with MCCCI and other Business Associations. Convenes Forum, supports/facilitates groups, progress chases & builds capacity of Business Associations. Facilitates Business Associations to form a network. Communicates to wider stakeholders on issues/progress. Main Forum participants: Ministers & senior civil servants & key public agencies, Business CEOs and business associations for main sectors, Heads of Development partners interested in PSD. Meets bi-monthly – agenda proposed by participants but linked to Growth Strategy and current issues. Reports received from working groups and Secretariat. In 2003, the NAG Forum determined that it should not just address issues as they arose, but should develop a "Business Plan for Malawi".

PPD	National Action Group (NAG)
Results	Design and Implementation of the Growth Strategy. The Forum is also instrumental in tax reforms and improvement of electricity supply.
Challenges	Partners have limited capacities to make full use of the process: private sector representatives have limited time, the Parliament needs reinforcement to discuss and pass the necessary reform bills and the public sector has difficulties implementing the new policies and regulations. The Secretariat has a team of 5 staffs supported by donors (on a "project" basis).

## Mozambique

PPD	Private Sector Conference (CASP)
Scope of decision	National
Sector coverage	Multisector and Crosscutting
Start date	1999
Involved Donor	USAID
National public Institution(s) involved	Agri-business, Center for Promotion of Agriculture (CEPAGRI); Civil construction, Ministry of Public Works and Housing; Financial policy, Bank of Mozambique, Administrator; Fiscal policy, customs and trade, Tax Authority; Industry, commerce and services, Ministry of Industry and Commerce, Ministry of Fisheries, Ministry of Health Labour and social policy, Ministry of Labour, Ministry of Woman and Social Action; Tourism, Ministry of Tourism; Transports, Ministry of transport and communications
Business Organisation	CTA's Membership made of 70 Business Associations
Rationale	An economic organization, non governmental, non partisan, the Private Sector Conference (CASP) is a platform for a dialogue between the Government and the Private Sector aiming at a better business environment in Mozambique, at protecting and promoting business opportunities through a reform of the economical policy and a regulatory framework. The Working Committee of Associations (CTA) was established in 1996. It was a coordinating forum to interact with the Government and induce the adoption of new laws that would create a better business environment. In 1999 this Commission became the Confederation of Business Associations of Mozambique, still CTA, to meet the challenges of the implementation of market economies.
Description, main characteristics	The Annual Private Sector Conference (CASP) is the most important event in the consultative process between the Private Sector and the Government. This meeting headed by the President of the Republic is held to reflect on the country's economic development by identifying the difficulties and opportunities to accelerate economic growth. The highest-level members of government and business delegates representative of all the economic sectors and regions of the country participate to this meeting. It also includes the members of CTA. The following take part as guests: Mozambican and foreign entrepreneurs, representatives of political parties, representatives of sovereign bodies, cooperation agencies, donors, information agencies, and representatives of civil organizations. Regional Conferences of the Private Sector (CRSP) reflect the decentralization of some CTA activities. Their purpose is to assess the progress made by regions, provinces, and districts since the last CASP; to hear from and agree on proposals for solutions to problems facing entrepreneurs. The regional conferences are directed by the Governors of the provinces. Participants include members of provincial and district governments, local associations, entrepreneurs, and others that participate in development and should reflect the priorities, interests, and concerns of the region. The Extended Consultation

PPD	Private Sector Conference (CASP)
	<p>Council (CAC) is a biannual meeting between the CTA and His Excellency the Prime Minister to monitor and implement the CASP matrixes and evaluates progresses and problems in relation with the matrixes. Trimestrial meetings with Ministers of each sector...Monthly meeting with focal point (Ministries or institutions) : Monthly meeting of working groups to evaluate progress in problem resolution related to the matrix. The working groups are bases for consultative mechanisms. Currently there are five sectorial groups and four cross-cutting groups. The purpose of the working group is to create and promote debates between the government and the private sector on prioritized issues identified and approved by the CASP as well as on other issues related to the business sector development. Each working group is composed by a President, a Vice-President, members and technical advisers (from the Executive Direction of CTA). There is a focal point on the government side. Agri-business; Industry, Commerce and Services; Civil Construction; Financial Policy; Fiscal policies, Custom and Trade; Labour and Social Policy; Public Services Policies; Transports; Tourism.</p>
Results	Studies by sector used as inputs for dialogue.
Challenges	<p>Limited reforms in the past 18 years have not resulted in substantive change for most businesses. The pace of reform appears to have stagnated, despite the efforts of the private sector and significant investments (over \$10B) by donors and government. This stagnation is reflected in Mozambique's business confidence index (nearly inert for two decades), its Doing Business ranking (146th of 185 countries in 2013) and its performance in the UN's Human Development Index (second from the bottom of 186 countries in 2013). Despite an ongoing dialogue process at national level between the government and CTA through the CASPs, the reforms required to enable Mozambique's economy to develop in order to provide jobs and allow for wealth creation is not taking place. Commitments are made, but follow-through is lacking; and crucially, there is no broad consensus between public sector, business and civil society about how to achieve economic development. There has to be political will in order for effective PPD and there is no indication that such exists, the current status quo is protected by the current system and those with vested interests determine what if any dialogue is undertaken within what parameters. Public-private dialogue mechanisms have not delivered on their initial promise and should be significantly strengthened. It requires a dialogue through transparent, inclusive and efficiently managed mechanisms. The main impediments to a functioning dialogue system are, firstly, open, inclusive, transparent and systematic dialogue between government and business and, secondly, the lack of the same within the private sector itself. 18 years ago the private sector was a smaller, more homogenous group. Despite the fact that most formal businesses today, regardless of size, continue to face broadly the same issues in the business environment, the simple factor of increasing numbers means less homogeneity and a greater diversity of views which should be solicited and heard. Those representing these different groups should begin to determine the most effective mechanism for business to talk amongst itself, and to government.</p>
Website	<a href="http://www.cta.org.mz">www.cta.org.mz</a>

## NAMIBIA

PPD	Local Business Environment Forum
Scope of decision	Local
Sector coverage	Crosscutting
Start date	2011
Involved Donor	GIZ

PPD	Local Business Environment Forum
National public Institution(s)	Local Economic Development Agency (LEDA)
Business Organisation	Namibia Chamber of Commerce and Industry (NCCI)
Rationale	The overall objective of the PPD is to promote the business environment for all, hence PPDs are a platform for diagnosing problems and opportunities for economic development. Regular forums such as PPD meetings are thus critical in linking local policy makers and business owners. There are various PPD initiatives taking place in Namibia on national, sub-national, sectorial and local levels. One such platform which is focused on the sub-national level is the initiative by the Local Economic Development Agency (LEDA) in cooperation with other stakeholders such as the Namibia Chamber of Commerce and Industry (NCCI), with assistance from GIZ.
Description, main characteristics	The Local Economic Development Agency (LEDA) promotes PPDS in Namibia in cooperation with the Namibia Chamber of Commerce and Industry (NCCI) and other stakeholders. In particular the LEDA supports PPDs through financial and managerial support (e.g. provision of a facilitator, scheduling, etc.). Following the publication of the White Paper on LED in 2011, the LEDA was established as a division of the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD), which assists regional and local councils with the development, facilitation and implementation of Local Economic Development strategies, capacity building, funding and networking. The Namibia Chamber of Commerce and Industry (NCCI) is a business representative and support organization in Namibia. Its membership comprises of companies across all economic sectors, including prominent large companies as well as SMEs. As a fully independent private sector body, NCCI identifies issues affecting the business environment on sub-national and national levels (e.g. issues on availability of land), highlighted by member organizations during various engagement forums and consultative meetings and advocates for speedy resolutions.
Results	Results from a recent survey which was focused on assessing the impact of PPDs in Namibia indicate that, although the organizational, the facilitation and content aspects of the meetings were deemed satisfactory, the efforts to implement the outcomes should be intensified across most towns. Moreover, results also indicated that having dialogue is not merely enough and suggested that more tangible results need to be delivered. This means that unless these dialogues deliver, people might become frustrated and despondent. Also, even though the meetings seem to be well received as forums for discussion, they are less well received as mechanisms for improved delivery. This, however, does not mean that PPDs are failing; it simply means they have so far not improved stakeholders' capacity to deliver.
Challenges	LEDA has recently developed a website to improve information sharing for LED practitioners. The primary purpose of the online platform is to disseminate information, including: an inventory of support programmes offered by national government departments, NGOs and other relevant service providers and organizations.

## South Africa

PPD	The National Economic Development and Labour Council (NEDLAC)
Public Institutions	Line ministries, including Labour, Finance, Trade and Industry, and Public Works. The Congress of South African Trade Unions (COSATU), the National Council of Trade Unions (NACTU) and the Federation of Unions in South Africa (FEDUSA) represent Labour in NEDLAC. The community constituency comprises

PPD	The National Economic Development and Labour Council (NEDLAC)
	representatives of the women, youth, disabled and civic sectors.
Business Organisations	Business is represented by Business Unity South Africa (BUSA), which was formed out of a merger between Business South Africa and the Black Business Council.
Start date	Established in 1995, NEDLAC Act, passed in 1994
Categorisation	It a formal and structured inclusive dialogue on business environment and social development
Level	National
Rationale	NEDLAC's origins lie in the struggle against apartheid, against unilateral decision-making, and in the calls from all sectors of society for decisions to be taken in a more inclusive and transparent manner, to promote the goals of economic growth and social equity. Most forum work is on legislative matters.
Description	The Minister of Labour coordinates the government delegation in NEDLAC, and the Council is funded from the Department of Labour's budget. The four NEDLAC constituencies - organised labour, government, organised business and the community - are all represented at very senior level. NEDLAC seeks constructive relationships with provincial governments and provincial economic and development forums. The community constituency is represented, along with business, government and labour, in the Development Chamber, and also has representatives on the Management Committee and Executive Council. NEDLAC is made of four chambers. These are the Labour Market Chamber, the Trade and Industry Chamber, the Development Chamber and the Public Finance and Monetary Policy Chamber. Sub-committees and task groups of the Chambers are formed to deal with specific issues. The chambers report to a Management Committee, which oversees the work programme and administrative issues. Issues are first discussed at chamber level and then referred to the Executive Council for final decision-making. All NEDLAC agreements, reports and findings are made public and tabled in Parliament. The Executive Council meets four times per year and discusses key strategic issues facing South Africa's economy. Once per year, NEDLAC holds an Annual Summit.
Results	NEDLAC engages in research and information sharing, in terms of Section 77 of the Labour Relations Act, NEDLAC. This way it has an active role in dispute resolution between trade unions and Government and/or Business on issues of socio-economic policy. NEDLAC is also successful in including various constituencies and stakeholders as part of the South African Delegation in trade negotiation such as the WTO.
Challenges	To build the capacity of participants and ensure effective and balanced negotiation. In the last years, NEDLAC is missing strategic discussions which results in withdrawing key participation from seniors stakeholders, particularly from government and private sector. In turn, private sector remains fragmented. Because of that, NEDLAC structure and functioning is currently under review.
Website	<a href="http://www.nedlac.org.za">www.nedlac.org.za</a>

PPD	Agro-processing Sector Growth Forum
Scope of decision	National
Sector coverage	Agriculture
Start date	2008
National public Institution(s) involved	Department of Trade and Industry (dti)
Business Organisation	Food processing companies



involved	
Rationale	The Department of Trade and Industry (the dti) continuously seeks to draw expertise from industry stakeholders in specific sectors in an effort to create jobs and thus alleviate poverty.
Description, main characteristics	Bi-annual meeting with senior management from the food processing companies. The purpose of the meeting is to share views, discuss and propose possible interventions on a variety of matters pertinent to the agro-processing sector.
Results	The dti has over the years supported the food processing sector through a number of investment initiatives to remain competitive in the market.
Resource persons	Sidwell Medupe-Departmental Spokesperson: MSMedupe@thedti.gov.za

## Zambia

PPDs	Zambia International Business Advisory Council (ZIBAC), and Zambia Business Council (ZBC)
Public Institutions	Ministry of Commerce Trade & Industry, hosting the Private Sector Development Reform Program (PSDRP).
Business Organisations	The private sector has formed an umbrella organisation, the Zambia Business Forum (ZBF)
Start date	Established in 2004
Categorisation	A two tier formal approach to business environment improvement
Level	National
Rationale	Formal dialogues on business licensing and regulatory reform; public private partnerships (PPP) development; and micro small and medium enterprise (MSME) development.
Description	At the highest level of decision there is the Zambia International Business Advisory Council (ZIBAC). It was created to provide advice to the President and Cabinet Ministers on management of the country's economy. At a second level of decision there is the Zambia Business Council (ZBC). Both Councils, the ZIBAC and ZBC, are operationally supported by the Private Sector Development Reform Program (PSDRP), which is a framework of the Government of Zambia, established to implement business environment reforms by reducing the cost of doing business. ZIBAC, with the Zambia Business Forum (ZBF) as observer, meets once and reviews the PSDRP. It is considered more like a Think Tank. ZBC meets quarterly and there is an Annual event of business forum with ZIBAC in attendance where consensus is at work and action is taken. Business associations effectively lobby to influence fiscal policy to their own benefits. The ZIBAC helps moderate proposals from business associations and provides benchmarking information to government.
Results	In 2008, first, the highest number of proposals was on VAT (26.3%), with 80% of these seeking to reduce the VAT rate. The highest number of adopted measures was on direct taxes, especially payroll taxes. Proposals on customs and excise had low success rate (6.9%). Some customs revenue measures adversely affected mining companies and cotton exporters (export levy). Other concrete achievements: Two One Stop Shops for start-up business registration have been established. Business registration now takes 24 hours only;

PPDs	Zambia International Business Advisory Council (ZIBAC), and Zambia Business Council (ZBC)
	<p>92 licenses have been eliminated;</p> <p>39 licenses have been reclassified as levies;</p> <p>29 licenses have been amalgamated;</p> <p>10% of requested compliance cost savings have been implemented;</p> <p>Customs E-payment is in place, which allows taxpayers to make electronic payments for custom;</p> <p>In 2011, 15,870 local companies registered and 13,453 business names were registered;</p> <p>In 2012 Zambia ranks 3rd in COMESA, 5th in the SADC and in Sub-Saharan in terms of ease of doing business in World Bank 2013 Report; 47 Acts passed by Parliament from 2009-2011; Single business levy implemented.</p>
Challenges	<p>Divergent interests and views are not yet alleviated and tend to slow down implementation; Monitoring and evaluation needs improvement; More champions would be needed in the in different Ministries to advocate reforms; Deepen the private public dialogue through expanded private sector consultation; Institutionalisation of PSD reform into Government structures and systems. The ZBF is strategic for private sector, but also needs to hold as stable coalition to be effective.</p>
Website	<a href="http://www.psdzambia.org">www.psdzambia.org</a>



## Annex E: List of interviews

Treaty	Scope	Category	Stakeholder	Department	Position	LAST NAME	Name
AU	CONTINENTAL	AU Institutions	Africa Union Commission	Private Sector Directorate	Policy Officer	TRAORE	Safiatou
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Private Sector Development, Economic Affairs	Head of Division	GHRIB	Djamel
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Agriculture and Food Security-DREA (in charge of LPI)	Senior Advisor CAADP	BISSI	Komla
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Economic integration and regional cooperation	Policy Officer	LIWAADDINE	Fliss
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Economic integration and regional cooperation	Policy Officer	NDZANA OLOMO	Patrick
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Head of Division	NADIR	Merah
AU	CONTINENTAL	AU Institutions	African Union Secretariat	Social Affairs Department	Director	MAYEGUN	Olawale
AU	CONTINENTAL	Donors	European Union Delegation	Operations Section	Programme Manager	DI BENEDETTO	Marco
AU	CONTINENTAL	Donors	UNIDO	UNIDO Representative to the EU	Head of Brussels Office	YVETOT	Christophe
AU	CONTINENTAL	Multilateral Bodies	United Nations Economic Commission for Africa (UNECA)	Regional Integration, Trade & Development, Division	Economic Affairs Officer	CAMARA	Yousseuf
AU	CONTINENTAL	Multilateral Bodies	United Nations Economic Commission for Africa (UNECA)	Regional Integration, Trade & Development, Division	Economic Affairs Officer	PAEZ	Laura
COMESA	Egypt	Donors	British Embassy Cairo		First Secretary Arab Partnership	GROUT-SMITH	Sam
COMESA	Egypt	Donors	European Union Delegation	Trade, Economy and Budget Support	Attaché Programme Manager	TORPPA	Riikka
COMESA	Egypt	Donors	European Union Delegation			GUTIERREZ HIDALGO	Angel
COMESA	Egypt	Private Bodies	Alexandria Business Association		Secretary General	ABOUL ELA	Hesham
COMESA	Egypt	Private Bodies	Alexandria Business Association		Chairman	EL SAMMAK	Marwan
COMESA	Egypt	Private Bodies	Arab Computers			HANNO	Mohamed Mostafa
COMESA	Egypt	Public Authorities	Ministry of Trade, Industry and Investment	Minister's Office	Director of Development Projects	ALSHAWARBY	Hala

COMESA, EAC	Rwanda	AU Institutions	African Development Bank	Rwanda Field Office	Country Economist	SENNOGA	Edward
COMESA, EAC	Rwanda	Donors	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ)	Promotion of Economy and Employment	Expert in Private Sector and Public Relations	RUBANGISA	Gilbert
COMESA, EAC	Rwanda	Private Bodies	Private Sector Federation	Trade Negotiations and Facilitation	Head	KAMANZI	Geoffrey
COMESA, EAC	Rwanda	Private Bodies	Private Sector Federation	Research and Policy Analysis	Head	RWIGYEMA	Andrew Othieno
COMESA, EAC	Rwanda	Public Authorities	Ministry of Trade and Industry		Permanent Secretary	HATEGEKA	Emmanuel
COMESA, EAC	Rwanda	Public Authorities	Rwanda Public Private Dialogue-RPPD		Chief Advocacy Officer	MUKUBU	Gerard
COMESA, IGAD	Ethiopia	Donors	Economic Growth and Transformation Office		Private Sector and Energy Advisor	POTIER	Lazarre
COMESA, IGAD	Ethiopia	Private Bodies	Advocacy Department Manager		Deputy Secretary General	SIME	Endalkachew
COMESA, IGAD	Ethiopia	Private Bodies			General Manager	ASNAKECH	Thomas
COMESA, IGAD	Ethiopia	Private Bodies			President and Vice President Pan African Chamber of Commerce (PACCI)	SOLOMON	Mulu
COMESA, IGAD	Ethiopia	Public Authorities	PPCF PPD		Coordinator	FEREDE	Ayenew
COMESA, IGAD	REGIONAL	COMESA Institutions	COMESA Business Council		Coordinator	UWERA	Sandra
EAC, IGAD	Uganda	Donors	European Union Delegation	Governance, Trade and Private Sector Development	First Secretary, Head of Section	MILLAR	Thomas
EAC, IGAD	Uganda	Donors	European Union Delegation			PRUD'HOMME MADSEN	Celine
EAC, IGAD	Uganda	Private Bodies	Federation of Uganda Employers associations		HIV/AIDS Training Assistant Workplace Health Programmes	OLIVIAH	Namwebya Esther
EAC, IGAD	Uganda	Private Bodies	Federation of Uganda Employers associations		Executive Director	SSENABULYA	Rosemary
EAC, IGAD	Uganda	Private Bodies	Private Sector Foundation Uganda		Director of Policy and Advocacy	OGWAL	Moses

EAC, IGAD	Uganda	Private Bodies	TradeMark East Africa		Country Director	ASIIMWE	Allen Sophia
EAC, IGAD	Uganda	Private Bodies	Trademark East Africa		PSO/CSO Officer	KIRENGA	Sandra
EAC, IGAD	Uganda	Private Bodies	Uganda Manufacturers Association (UMA)		Policy & Advocacy Officer	SSALI	Godfrey
EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and Industry	Policy Research, Lobby and Advocacy	Head	MIKE	Nsereko
EAC, IGAD	Uganda	Public Authorities	External Trade Department, Ministry of Trade, Industry and Cooperatives		Principal Commercial Officer	MUTAHUNGA	Emmanuel
EAC, IGAD	Uganda	Public Authorities	Uganda Investment Authority		Director	BYENSI	Lawrence
EAC, IGAD	Uganda	Public Authorities	Uganda Investment Authority		Deputy Director	OGWANG	Valentine
EAC, SADC	Tanzania	Donors	DFID	Regional East Africa Team	Senior Growth, Trade and Investment Adviser	LAMONT	Tim
EAC, SADC	Tanzania	Donors	UNIDO	Tanzania Industrial Upgrading and Modernisation Project	Chief Technical Advisor	ABASSI	Boualem
EAC, SADC	Tanzania	Private Bodies	Tanzania Chamber of Commerce Industry and Agriculture		Senior Chamber Development Officer	ZUKU	Adam
ECOWAS	Ghana	Donors	European Union Delegation	Trade and Economic Section	Task Manager	AUPICON	Delphine
ECOWAS	Ghana	Donors	GIZ	Ghana Office	Country Director	LEFFLER	Siegfried
ECOWAS	Ghana	Donors	GIZ	Programme for Sustainable Economic Development	Head of Programme	SCHLINK	Torsten
ECOWAS	Ghana	Donors	IFC	Ghana Office	Task Manager	TIENMFOLTIEN TRAORE	Alain
ECOWAS	Ghana	Private Bodies	Association of Ghana Industries (A.G.I.)		Policy Officer	ADRARI	John
ECOWAS	Ghana	Private Bodies	Association of Ghana Industries (A.G.I.)		Project and Research Officer	DEDE DJORBUAH	Patricia
ECOWAS	Ghana	Private Bodies	Association of Oil Marketing Companies (AOMCs)		Chief Executive Officer	AGYEMANG-DUAH	Kwaku
ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	1st Vice President	ABDIN	Marjorie
ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	2st Vice President	AYEH	Frederick

ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	President	SIKPA	Anthony
ECOWAS	Ghana	Private Bodies	Ghana Chamber of Commerce & Industry (GCCl)		Chief Executive Officer	BADU-ABOAGYE	Mark
ECOWAS	Ghana	Private Bodies	Ghana Chamber of Telecommunications	Telecommunications	Chief Executive Officer	SAKYI-ADDO	Kwaku
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Industry Directorate	Director	ADASI	Jhonson
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Multilateral, Regional, & Bilateral Trade	Policy Officer	KWAKU ASIAM	Ben
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Head of Section	CASLA	Juan
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Researcher	DE LUCA	Massimo
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Project Manager	OKAFOR	Frank
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Adviser trade facilitation	ADAGYE DANGANA	Raymond
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Head of Component Nigeria's Economic Integration into ECOWAS	KOLLER	Katharina
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Head of Component Nigeria's Economic Integration into ECOWAS	WERTH	Alexander
ECOWAS	Nigeria	Donors	GIZ	Support Programme to the ECOWAS Commission	Head of Programme	KNAPP	Johannes
ECOWAS	Nigeria	Donors	UNIDO	Bureau Nigeria	Directeur	KORMAWA	Patrick
ECOWAS	Nigeria	Donors	UNIDO	Bureau Nigeria	Partnership and Communications Expert	UBEBE	Efehi
ECOWAS	Nigeria	Donors	USAID	NEXTT project	Trade policy and trade facilitation expert	ALABA	Olumuyiwa
ECOWAS	Nigeria	Donors	USAID	NEXTT project	Director of M&E	MUHAMMAD YELWA	Ndaya
ECOWAS	Nigeria	Donors	USAID	NEXTT project	International Food Standards Advisor	SOTUBO	Adebukola
ECOWAS	Nigeria	Private Bodies	African Business Roundtable		Director	AYODELE	Samuel

ECOWAS	Nigeria	Private Bodies	African Business Roundtable		Professor of International Relations and Economic Diplomacy & CONSULTANT	IFE	Ken
ECOWAS	Nigeria	Private Bodies	Cocoa Processors Association of Nigeria		Executive Secretary	OLADUNJOYE	Felix
ECOWAS	Nigeria	Private Bodies	Manufacturers Association of Nigeria (MAN)		Acting Director	ADEGBENRO	Rashead
ECOWAS	Nigeria	Private Bodies	National Association of Nigerian Traders (NANTS)		President	UKAOHA	Ken
ECOWAS	Nigeria	Private Bodies	Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA)		Director General	ISEMEDE	John
ECOWAS	REGIONAL	ECOWAS Business Organisations	Federation of ECOWAS Chambers of Commerce and Industry		Director of Operations	AKADIRI	Aminou
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	Private Sector Directorate	Director	BRAIMAH	Alfred
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	Private Sector Directorate	Principal Program Officer	OLUONYE	Peter
EU	Germany	Private Bodies	BVMW		President	OHOVEN	Mario
EU	Germany	Private Bodies	VDMA (German federal Association of the machinebuilding sector)		Trade Policy Advisor	KERN	Daniel
EU	Germany	Private Bodies	ZDH (Federal German Crafts Association)		Assistant to the Managing Director of the Brussels office	UEBBING	Fabian
EU	REGIONAL	European Business Organisations	Association of Accredited Lobbyist to the European Parliament		President	DE FOULOY	Christian
EU	REGIONAL	European Business Organisations	Business Europe		Legal Advisor	OLIVEIRA	Pedro
EU	REGIONAL	European Business Organisations	Concilius AG	Delegate of the Executive Board for EU Affairs, Partner and CEO Concilius Europe srl	Managing Director	RUSS	Markus
EU	REGIONAL	European Business Organisations	Copa/Cogeca		Secretariat General	PESONEN	Pekka

EU	REGIONAL	European Business Organisations	DEKRA		Director of Liason office in Brussels	DEITERS	Oliver
EU	REGIONAL	European Business Organisations	EBF-FBE		Senior Adviser Financial Markets	VELASQUEZ	Enrique
EU	REGIONAL	European Business Organisations	EURADA		CEO	SAUBLENS	Christian
EU	REGIONAL	European Business Organisations	Eurochambres		SME Policy Senior Advisor	BEAUPERIN	Typhaine
EU	REGIONAL	European Business Organisations	Eurocommerce		Social Dialog Senior Advisor	SAVOINI	Ilaria
EU	REGIONAL	European Business Organisations	Eurocommerce		SME Policy Advisor	VERBRUGGHE	Geraldine
EU	REGIONAL	European Business Organisations	European Business & Innovation Centre Network	EU international projects, Head of department	Head of Department	SANDERS	Robert
EU	REGIONAL	European Business Organisations	European Round Table		Secretary General	AGER	Brian
EU	REGIONAL	European Business Organisations	Trans-Atlantic Business Council		Police Officer	HAUK	Frederike
EU	REGIONAL	European Business Organisations	UEA-PME		Competitiveness of Enterprises & External Relations; Legal Affairs	ERIKENS	Sabine
EU	REGIONAL	European Business Organisations	UEA-PME		Economic and Fiscal Policy	HUEMER	Gehard
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer International Affairs and Missions for Growth	CORMAN	Marie
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Assistant of Unit Internal Market and its international Dimension	BUNCH	Daniel



EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Senior Advisor Entrepreneurship & SME Policy	VIGLIAROLO	Maria
EU	REGIONAL	European Institutions	European Commission	DG Health and Consumer	Head of consumer strategy	TÖRNBLUM	Carina
EU	REGIONAL	European Institutions	European Commission	DG Justice	Senior Legislative Officer Unit Civil justice policy	CARRIAT	Jerôme
EU	REGIONAL	European Institutions	European Commission	DG Justice	Policy officer Fundamental rights and rights of the child	Buchet	Antoine
EU	REGIONAL	European Institutions	European Commission	DG TRADE, EPA	Head of Unit	GALLINA	Sandra
EU	REGIONAL	European Institutions	European Economic and Social Committee	European Economic and Social Committee	EESC Bureau-preparatory meeting of Group I members; Single Market Observer	ORAVEC	Jan
EU	REGIONAL	European Institutions	European Parliament	EPP Group	Political Adviser	SPEISER	Micheal
EU	REGIONAL	European Institutions	European Parliament	Committee ITRE (EMPL, IMCO, D-CA)	MEP	CREUTZMANN	Jürgen
SADC	REGIONAL	Donors	European Union Delegation	Private Sector and Civil Society	Project officer	MATLHARE	Tebogo
SADC	REGIONAL	Donors	European Union Delegation	Regional Integration	Programme officer	VARGYAS	Betty Diana
SADC	REGIONAL	Donors	GIZ	SADC Promotion of Economic Integration and Trade (ProSPECT)	Economic Policy and Trade Advisor	BRESSER	Matthias
SADC	REGIONAL	SADC Business Organisations	SADC Banking Association & Business Unity South Africa (BUSA)		Managing Director	COOVADIA	Cas
SADC	REGIONAL	SADC Business Organisations	Southern African Confederation of Agricultural Unions (SACAU)		Chief Executive Officer	SUNGA	Ishmael
SADC	REGIONAL	SADC Institutions	SADC Secretariat	Industry Productive Competitiveness	Senior Programme Officer	VOLOLONIAINA	Alisoa
SADC	REGIONAL	SADC Institutions	SADC Secretariat	Trade, Industry, Finance and Investment Directorate (TIFI)	Programme Officer, Capacity Building (Customs)	KASSEE	Dhunraj
SADC	South Africa	Donors	European Union Delegation	Economic and Infrastructure	Head of Section	VAN UYTHEM	Bart
SADC	South Africa	Donors	European Union Delegation	Economic and Trade	Head of Section	POUGIN DE LA MAISONNEUVE	Axel



SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),	PPP financing division	Project Manager	NOTSHULWANA	Mxolisi
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),	Regional Programs	Regional Integration Specialist	RUITERS	Michelle
SADC	South Africa	Private Bodies	German-Southern African Chamber of Commerce		Deputy CEO	ALETTER	Franz
SADC	South Africa	Private Bodies	International Chamber of Commerce		Director	CORBIN	Patrick
SADC	South Africa	Private Bodies	JHB Chamber of Commerce		Head International Trade	REYNEKE	Nada
SADC	South Africa	Private Bodies	NEPAD Business Foundation		Chief Executive Officer	CHEN	Lynette
SADC	South Africa	Private Bodies	South African Chamber of Commerce and Industry (SACCI)		CEO	RAU	Neren
SADC	South Africa	Private Bodies	South African Chamber of Commerce and Industry (SACCI)		Policy Consultant	ROOS	Pietman
SADC	South Africa	Private Bodies	The National Association of Automotive Components Manufacturers (NAACAM)		Executive Director	HOUDET	Robert
SADC	South Africa	Private Bodies	TradeMark South Africa			PEARSON	Mark
SADC	South Africa	Public Authorities	Department of Trade and Industry	International trade and economic development	Director, co-chair of the EU-Africa partnership on regional integration, trade and infrastructure	DAYA	Bharti
SADC	South Africa	Public Authorities	Department of Trade and Industry	International trade and economic development	Deputy Director, co-chair of the EU-Africa partnership on regional integration, trade and infrastructure	FURRIEL	Claudia

## Annex F: List of contacts

Treaty	Scope	Category	Stakeholder	Department	Position	LAST NAME	Name	Email	Tel
AU	CONTINENTAL	AU Business Organisations	BUSINESS Africa (former Pan African Employers Confederation (PEC))		Secretary General (Executive Director, Federation of Kenya Employers)	MUGO	Jacqueline	<a href="mailto:jmugo@fke-kenya.org">jmugo@fke-kenya.org</a>	
AU	CONTINENTAL	AU Business Organisations	Conference Permanente des Chambres Consulaires Africaines et Francophone - CPCCAF		Délégué Permanent	BOUILHOL	Julien	<a href="mailto:cpccaf@ccip.fr">cpccaf@ccip.fr</a>	Tel: +33 155 65 35 28
AU	CONTINENTAL	AU Business Organisations	Conference Permanente des Chambres Consulaires Africaines et Francophone - CPCCAF		President (President of the DRC chambers of commerce federation (FEC) and CEO of the DRC-based company GECAMINES.)	YUMBA MULIMBI	Albert	<a href="mailto:cpccaf@ccip.fr">cpccaf@ccip.fr</a>	Tel: +33 155 65 35 28
AU	CONTINENTAL	AU Institutions	Africa Union Commission	Private Sector Directorate	Policy Officer	TRAORE	Safiatou	<a href="mailto:TraoreS@africa-union.org">TraoreS@africa-union.org</a>	
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	AUSTAT, DEA	Principal Statistical Officer	DOSSINA	Yeo	<a href="mailto:DossinaY@africa-union.org">DossinaY@africa-union.org</a>	
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Private Sector Development, Economic Affairs	Head of Division	GHRIB	Djamel	<a href="mailto:djamelghrib@gmail.com">djamelghrib@gmail.com</a>	+251 (0)913117943
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Agriculture and Food Security-DREA (in charge of LPI)	Senior Advisor CAADP	BISSI	Komla	<a href="mailto:Bissik@africa-union.org">Bissik@africa-union.org</a>	251912612556
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Agriculture and Food Security-DREA (in charge of LPI)	Senior Policy Officer, Head of Division	EDEME	Janet	<a href="mailto:edemeJ@africa-union.org">edemeJ@africa-union.org</a>	0911 683126
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Economic integration and regional cooperation	Policy officer	EGBETAYO	Victoria	<a href="mailto:EgbetayoV@africa-union.org">EgbetayoV@africa-union.org</a>	+251 910204691

AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Economic integration and regional cooperation	Policy Officer	LIWAADDINE	Fliss	<a href="mailto:LIWAEDDINEF@africa-union.org">LIWAEDDINEF@africa-union.org</a>	+251 (0)913117943
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Economic integration and regional cooperation	Policy Officer	NDZANA OLOMO	Patrick	<a href="mailto:olomop@africa-union-org">olomop@africa-union-org</a>	+251 (0)913117943
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Policy Officer	BATANAI	Batanai	<a href="mailto:batanaich@gmail.com">batanaich@gmail.com</a>	+251 91 26 01024
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Customs Officer	CHIBAYA	Chenjerai	<a href="mailto:ChibayaC@africa-union.org">ChibayaC@africa-union.org</a>	+251 11 551 77 00
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Customs Officer	CHIUMYA	Charles	<a href="mailto:CHIUMYAC@africa-union.org">CHIUMYAC@africa-union.org</a>	+251 11 551 77 00
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Senior Industry Official	ELRASHDI	Ayoub	<a href="mailto:ElrashdiAZ@africa-union.org">ElrashdiAZ@africa-union.org</a>	+ (251)91 104 81 48
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Head of Division	HUSSEIN	Hussein	<a href="mailto:HusseinH@africa-union.org">HusseinH@africa-union.org</a>	(251) 11 551 77 00
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Head of Division	JEAN NOEL	François	<a href="mailto:FrancoisJN@africa-union.org">FrancoisJN@africa-union.org</a>	911406998
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Director	MAPHANGA	Treasure	<a href="mailto:MaphangaT@africa-union.org">MaphangaT@africa-union.org</a>	911503425
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade and Industry	Head of Division	NADIR	Merah	<a href="mailto:nadirmer@yahoo.fr">nadirmer@yahoo.fr</a>	911720502
AU	CONTINENTAL	AU Institutions	African Union Commission (AUC)	Trade in Services focal point	Advisor	TUMUHIMBISE	Carolyne	<a href="mailto:Tumuhimbise@africa-union.org">Tumuhimbise@africa-union.org</a>	
AU	CONTINENTAL	AU Institutions	African Union Secretariat	Social Affairs Department	Director	MAYEGUN	Olawale	<a href="mailto:mayegunO@africa-union.org">mayegunO@africa-union.org</a>	tel. +251 11 551 77 00 ext 2206 direct 115 51822 06
AU	CONTINENTAL	AU Institutions	NEPAD	Quality Infrastructure	Advisor	OKOKO	Walter	<a href="mailto:waltero@nepad.org">waltero@nepad.org</a>	27-12-841-2984
AU	CONTINENTAL	AU Institutions	NEPAD			MBODJ	Yamar	<a href="mailto:mbodjyamar@yahoo.fr">mbodjyamar@yahoo.fr</a>	
AU	CONTINENTAL	AU Institutions	NEPAD			MKANDAWIRE	Richard	<a href="mailto:RichardM@nepad.org">RichardM@nepad.org</a>	+27 (0) 11 256 3626

AU	CONTINENTAL	Donors	AUSAID	AUC partnerships (AMDC)	Senior Programme Manager	NALBANDIAN	Elise	<a href="mailto:elise.nalbandian@ausaid.gov.au">elise.nalbandian@ausaid.gov.au</a>	251 115 529 822 mob. 251 (0)930 000569
AU	CONTINENTAL	Donors	CIDA	Development - Pan Africa Regional Program; Trade-ATPC & AMDC	First Secretary	ALBERT	Caroline	<a href="mailto:CAROLINE.ALBERT@acdi-cida.gc.ca">CAROLINE.ALBERT@acdi-cida.gc.ca</a>	+251 (0) 11 371 0260
AU	CONTINENTAL	Donors	CIDA	Regional Cooperation (Trade-ATPC)	Counsellor (Development) and Head	HURST	Andrew	<a href="mailto:ANDREW.HURST@acdi-cida.gc.ca">ANDREW.HURST@acdi-cida.gc.ca</a>	
AU	CONTINENTAL	Donors	DFID	Trade & Environment		BELLO	Tamar	<a href="mailto:t-bello@dfid.gov.uk">t-bello@dfid.gov.uk</a> ; <a href="mailto:tamaryjorge@yahoo.com">tamaryjorge@yahoo.com</a>	+251 (0) 116 61 23 54
AU	CONTINENTAL	Donors	DFID	Trade & Environment		LAKIEW	Berhanu	<a href="mailto:B-Lakew@dfid.gov.uk">B-Lakew@dfid.gov.uk</a>	251-911-677427.
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COMESA	REGIONAL	COMESA Institutions	COMESA BUSINESS COUNCIL (Secretariat of the Business Association in dialogue with COMESA Secretariat)		Coordinator	UWERA	Sandra	<a href="mailto:suwer@comesa.int">suwer@comesa.int</a>	260 97 44 72 25 65
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COMESA, EAC	Rwanda	Private Bodies	Private Sector Federation		Trade Specialist	KATARAMA	Alice	<a href="mailto:alicek@psf.org.rw">alicek@psf.org.rw</a>	250 58354
COMESA, EAC	Rwanda	Private Bodies	Private Sector Federation		CEO	MUNYAMPEN DA	Roger	<a href="mailto:rogerm@psf.org.rw">rogerm@psf.org.rw</a>	250 58354
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COMESA, SADC	Angola	Private Bodies	Angola Chamber of Commerce and Industry		Senior Member Secretariat	ALENTEJO	Jose	<a href="mailto:joserksalentejo@hotmail.com">joserksalentejo@hotmail.com</a>	
COMESA, SADC	Angola	Private Bodies	Angola Chamber of Commerce and Industry		President	DOS SANTOS	Antonio	<a href="mailto:ccia@ebonet.net">ccia@ebonet.net</a>	
COMESA, SADC	Angola	Private Bodies	Angola Chamber of Commerce and Industry		General Secretary	GOMES	Antonio Tiago	<a href="mailto:ccia@ebonet.net">ccia@ebonet.net</a>	

COMESA, SADC	Angola	Private Bodies	Industry Association of Angola		Executive Secretary	LUIS	Luciano	<a href="mailto:domingoscomilo@hotmail.com">domingoscomilo@hotmail.com</a>	
COMESA, SADC	Malawi	Donors	European Union Delegation					<a href="mailto:delegation-malawi@eeas.europa.eu">delegation-malawi@eeas.europa.eu</a>	
COMESA, SADC	Malawi	Donors	European Union Delegation					<a href="mailto:delegation-malawi@eeas.europa.eu">delegation-malawi@eeas.europa.eu</a>	
COMESA, SADC	Malawi	PPD Secretariats	National Action Group (NAG)	NAG Secretariat	Managing Director	AGAR	Jason		
COMESA, SADC	Malawi	PPD Secretariats	National Working Party Group on Trade Policy	Secretariat		NSIKU	Nelson	<a href="mailto:secretariat@ngwtp.mw">secretariat@ngwtp.mw</a>	265 888 562 572
COMESA, SADC	Malawi	Private Bodies	Employers Consultative Mechanism of Malawi (ECAM)			CHIDOTHE	Barbra	<a href="mailto:b.chidother@ecamw.com">b.chidother@ecamw.com</a>	Phone +2651830075 - Fax +2651830075
COMESA, SADC	Malawi	Private Bodies	Employers Consultative Mechanism of Malawi (ECAM)			MUNTHALI	Beyani	<a href="mailto:beyani.m@ecamw.com">beyani.m@ecamw.com</a>	Phone +2651830075 - Fax +2651830075
COMESA, SADC	Malawi	Private Bodies	Illovo Sugar			PARROT	Ian Parrot, Managing Director	<a href="mailto:iparrott@illovo.co.za">iparrott@illovo.co.za</a>	
COMESA, SADC	Malawi	Private Bodies	Malawi Confederation of Chambers of Commerce and Industry			KALUA	Harrisson, Chairman	<a href="mailto:mccci@mccci.org">mccci@mccci.org</a>	
COMESA, SADC	Malawi	Private Bodies	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)		PPD Officer	AMRI	Grace		Tel: (265) 01 871 988/813 - Fax: (265) 01 871 147
COMESA, SADC	Malawi	Private Bodies	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)		PPD Manager	CHAVULA	Hope	<a href="mailto:hchavula@mccci.org">hchavula@mccci.org</a>	Tel: (265) 01 871 988/813 - Fax: (265) 01 871 147
COMESA, SADC	Malawi	Private Bodies	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)		President	CHIKANKHENI	Mathews	<a href="mailto:mccci@mccci.org">mccci@mccci.org</a>	Tel: (265) 01 871 988/813 - Fax: (265) 01 871 147



COMESA, SADC	Malawi	Private Bodies	Malawi Confederation of Chambers of Commerce and Industry (MCCCI)		Chief Executive (CEO)	KAFERAPANJI RA	Chancellor		Tel: (265) 01 871 988/813 - Fax: (265) 01 871 147
COMESA, SADC	Malawi	Private Bodies	MOTA Engil			RODRIGUES	Gilberto	<a href="mailto:Mota-engil@mota-engilmw.com">Mota-engil@mota-engilmw.com</a>	
COMESA, SADC	Malawi	Private Bodies	National Association of Business Woman			MALUNGA	Mary	<a href="mailto:mfmalunga@nabwmalawi.org">mfmalunga@nabwmalawi.org</a>	Tel: +265 1 877 812 - Fax: +265 1 874 106
COMESA, SADC	Malawi	Private Bodies	National Association of Business Woman			MWENIFUMBO	Gideon	<a href="mailto:gmwenifumbo@nabwmalawi.org">gmwenifumbo@nabwmalawi.org</a>	Tel: +265 1 877 812 - Fax: +265 1 874 106
COMESA, SADC	Malawi	Private Bodies	Press Corporation Ltd			CHIKAONDA	Map, Group Chief Executive	<a href="mailto:companysec@presscorp.com">companysec@presscorp.com</a>	
COMESA, SADC	Malawi	Private Bodies	Tobacco Association of Malawi			MKUMBA	Felix, Chief Executive	<a href="mailto:tama@tamalawi.com">tama@tamalawi.com</a>	
COMESA, SADC	Zambia	Donors	European Union Delegation	Regional Cooperation Section	Head of Section	HURTADO DOMINGUEZ	Daniel	<a href="mailto:Daniel.HURTADO-DOMINGUEZ@eeas.europa.eu">Daniel.HURTADO-DOMINGUEZ@eeas.europa.eu</a>	
COMESA, SADC	Zambia	Donors	European Union Delegation		Head of Cooperation	Biesebroek	Aad	<a href="mailto:mailto:Arend.biesebroek@eeas.europa.eu">mailto:Arend.biesebroek@eeas.europa.eu</a>	tel:%2B260-974-778326
COMESA, SADC	Zambia	Donors	IFC			GIRAUD	Lucie	<a href="mailto:LGiraud@ifc.org">LGiraud@ifc.org</a>	
COMESA, SADC	Zambia	Donors	IFC			HERNANDEZ URIZ	Zeralda	<a href="mailto:ZHernandez@ifc@ifc.org">ZHernandez@ifc@ifc.org</a>	
COMESA, SADC	Zambia	Private Bodies	Bankers Association of Zambia (BAZ)			CHALAH KALULU	Annie (CEO)	<a href="mailto:bazsecretariat@coppernet.zm">bazsecretariat@coppernet.zm</a>	Tel: +260 211 234208
COMESA, SADC	Zambia	Private Bodies	Private Sector Development Reform Programme (PSDRP)	Programme Coordinating Unit Cabinet Office	The Programme Coordinator	SIAME	Kayula	<a href="mailto:info@psdzambia.org">info@psdzambia.org</a> <a href="mailto:dphiri@mcti.gov.zm">dphiri@mcti.gov.zm</a>	Tel: 0954434837
COMESA, SADC	Zambia	Private Bodies	Zambia Association of Manufacturers (ZAM)			BABBAR	Dev (President)	<a href="mailto:zam@zamnet.zm">zam@zamnet.zm</a>	Tel: +260 211 253696
COMESA, SADC	Zambia	Private Bodies	Zambia Association of Manufacturers (ZAM)			MWAPE	Roseta (CEO)	<a href="mailto:zam@zamnet.zm">zam@zamnet.zm</a>	Tel: +260 211 253696



COMESA, SADC	Zambia	Private Bodies	Zambia Chamber of Commerce and Industry (ZACCI)			CHISULO	Justin (CEO)	<a href="mailto:secretariat@zacci.co.zm">secretariat@zacci.co.zm</a>	Tel: +260 211 253020/252483
COMESA, SADC	Zambia	Private Bodies	Zambia Chamber of Commerce and Industry (ZCCI)		CEO	CHIKWASHI	Prisca	<a href="mailto:secretariat@zacci.co.zm">secretariat@zacci.co.zm</a>	Tel: +260 211 252483 Fax: +260 211 253020
COMESA, SADC	Zambia	Private Bodies	Zambia Chamber of Commerce and Industry (ZCCI)		President	SAKULANDA	Geoffrey	<a href="mailto:secretariat@zacci.co.zm">secretariat@zacci.co.zm</a>	Tel: +260 211 252483 Fax: +260 211 253020
COMESA, SADC	Zambia	Private Bodies	Zambia Chamber of Small and Medium Business Associations (ZCSMBA)			SICHULA	Maxwell (Executive Secretary)	<a href="mailto:pmchabwela@hrdp.co.zm">pmchabwela@hrdp.co.zm</a>	Tel: +260 211 254855/253372
COMESA, SADC	Zambia	Private Bodies	Zambia Federation of Employers		Executive Director	CHIBANDA	Harrington	<a href="mailto:zfe@zamnet.zm">zfe@zamnet.zm</a>	Tel: +260 21 223 340
COMESA, SADC	Zambia	Public Authorities	Zambia Revenue Authority			BWALYA	Samuel		
COMESA, SADC	Zambia	Public Authorities	Zambia Revenue Authority			MPEMBAMOTO	Kelvin		
COMESA, SADC	Zambia	Public Authorities	Zambia Revenue Authority			PHIRI	Ezekiel		
COMESA, SADC	Zimbabwe	Private Bodies	Commercial Farmers Union			GIFFORD	Trevor	<a href="mailto:dir@cfuzim.org">dir@cfuzim.org</a>	Tel: - 263 4 309800-819 or 263 11 203 955
COMESA, SADC	Zimbabwe	Private Bodies	Commercial Farmers Union			WRIGHT	N	<a href="mailto:nw@cfuzim.org">nw@cfuzim.org</a>	Tel: - 263 4 309800-819 or 263 11 203 955
COMESA, SADC	Zimbabwe	Private Bodies	Confederation of Zimbabwe Industries			KATSANDE	Kumbirayi	<a href="mailto:kumbirayika@rainbowtowers.co.zw">kumbirayika@rainbowtowers.co.zw</a>	Tel: - 263 4 251 490-5
COMESA, SADC	Zimbabwe	Private Bodies	Confederation of Zimbabwe Industries			MACHADU	Clemence	<a href="mailto:smachadu@czi.co.zw">smachadu@czi.co.zw</a>	263 4 251 490-6
COMESA, SADC	Zimbabwe	Private Bodies	Confederation of Zimbabwe Industries			MATARE	Kudakwashe	<a href="mailto:kmatare@czi.co.zw">kmatare@czi.co.zw</a>	263 4 251 490-6
COMESA, SADC	Zimbabwe	Private Bodies	Employers Confederation of Zimbabwe		Director	MUFUKARE	John	<a href="mailto:director@emcoz.co.zw">director@emcoz.co.zw</a>	Tel: +263 4 739 647/9

COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe Council of Tourism			FUNDIRA	Emmaunel	<a href="mailto:efundira@makuti.co.zw">efundira@makuti.co.zw</a>	Tel: - 263 11 200 304/263 912 220 145
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe Farmers' Union		Senior Economist	KUIPA	Prince	<a href="mailto:pkuiipa@zfu.org.zw">pkuiipa@zfu.org.zw</a>	Tel: +263-4-251 861-7
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe Farmers' Union		Director	ZAKARIYA	Paul		Tel: +263-4-251 861-7
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe National Chamber of Commerce		President	BINHA	Oswell	<a href="mailto:znccpresident@gmail.com">znccpresident@gmail.com</a> <a href="mailto:znccpresidentpa@gmail.com">znccpresidentpa@gmail.com</a> <a href="mailto:INFO@ZNCC.CO.ZW">INFO@ZNCC.CO.ZW</a>	TEL/FAX: (+263-4)2936818
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe National Chamber of Commerce		Senior Economist	GUNDANI	Kipson	<a href="mailto:INFO@ZNCC.CO.ZW">INFO@ZNCC.CO.ZW</a>	TEL/FAX: (+263-4)2936818
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe National Chamber of Commerce		CEO	MATIZA	Andrew	<a href="mailto:INFO@ZNCC.CO.ZW">INFO@ZNCC.CO.ZW</a>	TEL/FAX: (+263-4)2936818
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe National Chamber of Commerce		Information officer	MHANDU	Sebenzile	<a href="mailto:INFO@ZNCC.CO.ZW">INFO@ZNCC.CO.ZW</a>	TEL/FAX: (+263-4)2936818
COMESA, SADC	Zimbabwe	Private Bodies	Zimbabwe National Chamber of Commerce			SIBANDA	Obert	<a href="mailto:ojz@mweb.co.zw">ojz@mweb.co.zw</a>	Tel: - 263 11 201 166 or 263 912 252 088
COMESA, SADC	Zimbabwe	Private Bodies	Zimtade		Acting CEO	TSVARARI	Crispen	<a href="mailto:tsvaraict@zimtrade.co.zw">tsvaraict@zimtrade.co.zw</a>	TEL: (+263 4) 369 330-41
COMESA, SADC	Zimbabwe	Private Bodies	Zimtade		Senior Trade Advisor	TUPIRI	Stanley	<a href="mailto:CEO@ZIMTRADE.CO.ZW">CEO@ZIMTRADE.CO.ZW</a>	TEL: (+263 4) 369 330-41
COMESA, SADC	Zimbabwe	Private Bodies	Zimtrade			CHAKANYUKA	Herbert	<a href="mailto:hchakanyuka@zimtrade.co.zw">hchakanyuka@zimtrade.co.zw</a>	Tel: - 263 11 801 186/263 4 369330-43
EAC	Burundi	Donors	European Union Delegation					<a href="mailto:delegation-burundi@eeas.europa.eu">delegation-burundi@eeas.europa.eu</a>	
EAC	Burundi	Private Bodies	Association des Commerçants du Burundi (ACOBUR)		Senior Member	KUBWARUGIRA	Servais	<a href="mailto:kubws@yahoo.fr">kubws@yahoo.fr</a> <a href="mailto:acobsiege@yahoo.fr">acobsiege@yahoo.fr</a>	257 77756 819

EAC	Burundi	Private Bodies	Association des et Etablissements Financiers du Burundi (ABEF)		Senior Member	BUZUNGU	Genevive	<a href="mailto:gebuzungu@yahoo.fr">gebuzungu@yahoo.fr</a> <a href="mailto:kirimuhitira@yahoo.fr">kirimuhitira@yahoo.fr</a>	257 22252282
EAC	Burundi	Private Bodies	Burundi Freight Forwarding Association		Senior Member	BIZIMANA	Mathew	<a href="mailto:Bizima_2000@yahoo.com">Bizima_2000@yahoo.com</a>	257-22229388
EAC	Burundi	Private Bodies	Chamber of Hotel and Tourism Industry of Burundi		President	CLAVER HAVKIZINDAVYI	Pierre	<a href="mailto:hpclaver@hotelamahoro.com">hpclaver@hotelamahoro.com</a>	257 22 27 67 00
EAC	Burundi	Private Bodies	Chamber of Hotel and Tourism Industry of Burundi		General Secretary	NIBIZI	Alexis	<a href="mailto:hotourbu@yahoo.fr">hotourbu@yahoo.fr</a>	257 22 27 67 00
EAC	Burundi	Private Bodies	Federal Chamber of Commerce and Industry of Burundi		Secretary General	NKENGURUTSE	Christian	<a href="mailto:nkchristian2000@yahoo.fr">nkchristian2000@yahoo.fr</a>	257 22222280
EAC	Burundi	Private Bodies	Federal Chamber of Commerce and Industry of Burundi		Director of Information and Communications	NTAMAGARA	Jean-Jaques	<a href="mailto:ntajj@yahoo.fr">ntajj@yahoo.fr</a>	257 22222280
EAC	REGIONAL	Donors	European Union Delegation	Infrastructure and Regional Integration	Head of Section	GRODZICKI	Adam	<a href="mailto:Adam.GRODZICKI@eea.s.europa.eu">Adam.GRODZICKI@eea.s.europa.eu</a>	
EAC	REGIONAL	EAC Business Organisations	East African Business Council		Research and Policy Adviser	BAINGANA	Michael	<a href="mailto:Baingana.michael@eabc-online.com">Baingana.michael@eabc-online.com</a>	255 272543047
EAC	REGIONAL	EAC Business Organisations	East African Business Council		Trade Economist	NAJU	Adrian	<a href="mailto:anjau@eabc-online.com">anjau@eabc-online.com</a>	Tel: +255 272543047
EAC	REGIONAL	EAC Business Organisations	East African Business Council		Executive Director	NDERITU	Agatha	<a href="mailto:anderitu@eabc-online.com">anderitu@eabc-online.com</a>	Tel: +255 272543047
EAC	REGIONAL	EAC business organisations	East African Business Forum			LUZZE	Andrew	<a href="mailto:aluzze@eabc-onlie.com">aluzze@eabc-onlie.com</a>	
EAC	REGIONAL	EAC Business Organisations	East African Cement Producers Association		Executive Director	KAGGWA	Andrew	<a href="mailto:aluzze@eabc-online.com">aluzze@eabc-online.com</a>	255 272543047
EAC	REGIONAL	EAC Business Organisations	East African Cement Producers Association		Policy Officer	NZUKI	Gideon	<a href="mailto:gideonnz@eabc-online.com">gideonnz@eabc-online.com</a>	255 272543047
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Farmers Federation		Trade Policy Officer	KALISA	John Bosco	<a href="mailto:jbkalisa@gmail.com">jbkalisa@gmail.com</a>	

EAC	REGIONAL	EAC Business Organisations	Eastern Africa Farmers Federation		Chief Executive Officer	MUCHIRI	Stephen	<a href="mailto:smuchiri@eaffu.org">smuchiri@eaffu.org</a>	
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Farmers Federation		Programme Officer- Policy Advocacy	MUGOYA	Mainza	<a href="mailto:mmainza@eaffu.org">mmainza@eaffu.org</a>	
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Farmers Federation (KENFAP)		CEO	MUCHIRI	Stephen	<a href="mailto:info@eaffu.org">info@eaffu.org</a>	Tele/fax +254-20-4451691
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Grain Council		Market Information Officer	KIRAKA	Jackson	<a href="mailto:jkiraka@eagc.org">jkiraka@eagc.org</a>	254203745840 254 733 444 035
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Grain Council		Executive Director	MASILA	Gerald	<a href="mailto:gmasila@eagc.org">gmasila@eagc.org</a>	254203745840 254 733 444 035
EAC	REGIONAL	EAC Business Organisations	Eastern Africa Grain Council		EAC Liaison Officer	NDANSHAU	Nsanya	<a href="mailto:nndanshau@eagc.org">nndanshau@eagc.org</a>	254203745840 254 733 444 035
EAC	REGIONAL	EAC Business Organisations	Federation of East Africa freight forwarders Association		Advocacy and Communications Officer	BALUKU	Elias	<a href="mailto:baluku@feaffa.com">baluku@feaffa.com</a>	
EAC	REGIONAL	EAC Business Organisations	Federation of East Africa freight forwarders Association		Regional Executive Officer	MATHENGE	John	<a href="mailto:jmathenge@feaffa.com">jmathenge@feaffa.com</a> <a href="mailto:jmkibs@yahoo.com">jmkibs@yahoo.com</a>	
EAC	REGIONAL	EAC business organisations	Trade Mark East Africa			ALLEN	Scott	<a href="mailto:scott.allen@trademarka.com">scott.allen@trademarka.com</a>	
EAC	REGIONAL	EAC business organisations	Trade Mark East Africa			ELAGO	Paulina	<a href="mailto:paulina.elago@trademarka.com">paulina.elago@trademarka.com</a>	
EAC	REGIONAL	EAC business organisations	Trade Mark East Africa			KAPKIWOK	Jason	<a href="mailto:Jason.kapkiwok@trademarka.com">Jason.kapkiwok@trademarka.com</a>	
EAC	REGIONAL	EAC Institutions	EAC Secretariat	Custom and Trade	Director General	KIGUTA	Peter	<a href="mailto:PKiguta@eachq.org">PKiguta@eachq.org</a>	
EAC	REGIONAL	EAC Institutions	EAC Secretariat			NJAGU	James	<a href="mailto:jnjagu@eachq.org">jnjagu@eachq.org</a>	
EAC	REGIONAL	EAC Institutions	EAC Secretariat		Amb. Secretary General	SEZIBERA	Richard	<a href="mailto:rsezibera@eachq.org">rsezibera@eachq.org</a> <a href="mailto:mfaransa@eachq.org">mfaransa@eachq.org</a>	
EAC	REGIONAL	EAC Institutions	EAC Secretariat			UMULISA	Marie Angeliq	<a href="mailto:umulisa@eachq.org">umulisa@eachq.org</a>	

EAC	REGIONAL	EAC Institutions	NEPAD			MOSES	Marwa	<a href="mailto:marwa@eachq.org">marwa@eachq.org</a>	Tel. +255 27 250 4253/8
EAC, IGAD	Kenya	Donors	European Union Delegation					<a href="mailto:delegation-kenya@eeas.europa.eu">delegation-kenya@eeas.europa.eu</a>	
EAC, IGAD	Kenya	Donors	SIDA			CEDERBLAD	Peter	<a href="mailto:peter.cederblad@gov.se">peter.cederblad@gov.se</a>	
EAC, IGAD	Kenya	Private Bodies	Federation of Kenya Employers			MUGO	Jaqueline	<a href="mailto:fke@wanachi.com">fke@wanachi.com</a>	Tel + 254 20 272 1929
EAC, IGAD	Kenya	Private Bodies	Federation Of Women Entrepreneur ASSOCIATIONS (FEWA)			NDUNG'U	Doris	<a href="mailto:info@fewa.or.ke">info@fewa.or.ke</a>	254 20 3877747
EAC, IGAD	Kenya	Private Bodies	Kenya Association of Manufacturers			KAMAU	Walter	<a href="mailto:walter.kamau@kam.co.ke">walter.kamau@kam.co.ke</a>	254203746022/37 41634
EAC, IGAD	Kenya	Private Bodies	Kenya Association of Manufacturers		Chief Executive Officer	MAINA	Betty	<a href="mailto:Betty.Maina@kam.co.ke">Betty.Maina@kam.co.ke</a>	254203746022/37 41634
EAC, IGAD	Kenya	Private Bodies	Kenya Association of Manufacturers			POLOJI	Dickson	<a href="mailto:dickson.poloji@kam.co.ke">dickson.poloji@kam.co.ke</a>	254203746022/37 41634
EAC, IGAD	Kenya	Private Bodies	Kenya Association of Women Business Owners		Senior Programmes	KARIUKI	Elizabeth	<a href="mailto:spe@kawbo.or.ke">spe@kawbo.or.ke</a>	254 716 677066
EAC, IGAD	Kenya	Private Bodies	Kenya Bankers Association		CEO	OLAKA	Habil	<a href="mailto:ceo@kba.co.ke">ceo@kba.co.ke</a>	254-20-2221704
EAC, IGAD	Kenya	Private Bodies	Kenya Flower Council		Chief Executive Officer	NGIGE	Jane	<a href="mailto:ceo@kenyaflowercouncil.org">ceo@kenyaflowercouncil.org</a>	254202043084/77
EAC, IGAD	Kenya	Private Bodies	Kenya National Chamber of Commerce and Industry			MBUGUA	Stephen, Chairman	<a href="mailto:mbuguaent@kenyaweb.com">mbuguaent@kenyaweb.com</a>	
EAC, IGAD	Kenya	Private Bodies	Kenya Private Sector Alliance		Chief Executive Officer	KARIUKI	Carole	<a href="mailto:ckariuki@kepsa.or.ke">ckariuki@kepsa.or.ke</a>	254202730371/2
EAC, IGAD	Kenya	Private Bodies	Kenya Private Sector Alliance		Programme Officer, Policy Advocacy	WERU	Anthony	<a href="mailto:aweru@kepsa.or.ke">aweru@kepsa.or.ke</a>	254202730371/2
EAC, IGAD	Kenya	Private Bodies	Kenya Shippers Council		Executive Officer	LANGATL	Gilbert	<a href="mailto:info@kenyashippers.org">info@kenyashippers.org</a>	254 202684799
EAC, IGAD	Kenya	Private Bodies	Kenya Tourism Federation		Chief Executive Officer	JUMA	Agatha	<a href="mailto:ceo@ktf.co.ke">ceo@ktf.co.ke</a>	254 20 6001343

EAC, IGAD	Kenya	Private Bodies	Kenya Transporters Association		Executive Officer	MAINA	Grace	<a href="mailto:info@kta.co.ke">info@kta.co.ke</a>	2,54412E+11
EAC, IGAD	Kenya	Private Bodies	Kenya Transporters Association		Administrative Assistant	NJOROGE	Monica	<a href="mailto:mnjoroge@kta.co.ke">mnjoroge@kta.co.ke</a>	2,54412E+11
EAC, IGAD	Uganda	Donors	European Union Delegation	Governance, Trade and Private Sector Development	First Secretary, Head of Section	MILLAR	Thomas	<a href="mailto:Thomas.Millar@eeas.europa.eu">Thomas.Millar@eeas.europa.eu</a>	
EAC, IGAD	Uganda	Donors	European Union Delegation			PRUD'HOMME MADSEN	Celine	<a href="mailto:Celine.Madsen-Prudhomme@eeas.europa.eu">Celine.Madsen-Prudhomme@eeas.europa.eu</a>	
EAC, IGAD	Uganda	Donors	European Union Delegation					<a href="mailto:delegation-Uganda@deluga.ec.europa.eu">delegation-Uganda@deluga.ec.europa.eu</a>	
EAC, IGAD	Uganda	Private Bodies	Export Promotion Board			KATA	Florence		
EAC, IGAD	Uganda	Private Bodies	Federation of Uganda Employers associations		HIV/AIDS Training Assistant Workplace Health Programmes	OLIVIAH	Namwebya Esther	<a href="mailto:info@fuemployers.org">info@fuemployers.org</a> <a href="mailto:onamwebya@yahoo.com">onamwebya@yahoo.com</a>	
EAC, IGAD	Uganda	Private Bodies	Federation of Uganda Employers associations		Executive Director	SSENABULYA	Rosemary	<a href="mailto:rosenamatovu@yahoo.co.uk">rosenamatovu@yahoo.co.uk</a> <a href="mailto:info@fuemployers.org">info@fuemployers.org</a>	256-414-777410/411 0772480097
EAC, IGAD	Uganda	Private Bodies	Greenfields Uganda Ltd.		Managing Director	BOREL	Philip	<a href="mailto:gul@infocom.co.ug">gul@infocom.co.ug</a>	Tel: +256-414-320716 / 321141
EAC, IGAD	Uganda	Private Bodies	NGO SEATINI			SERUWAGI	Jane	<a href="mailto:seatini@infocom.co.ug">seatini@infocom.co.ug</a>	
EAC, IGAD	Uganda	Private Bodies	Private Sector Foundation Uganda			SSENDAULA	Gerald, Chairman	<a href="mailto:gerald.ssendaula@psfuganda.org">gerald.ssendaula@psfuganda.org</a>	+256312263850 +256312261850
EAC, IGAD	Uganda	Private Bodies	Private Sector Foundation Uganda		Executive Director	BADAGAWA	Gideon	<a href="mailto:gbadagawa@psfuganda.org.ug">gbadagawa@psfuganda.org.ug</a>	256312263850 256312261850
EAC, IGAD	Uganda	Private Bodies	Private Sector Foundation Uganda		Director of Policy and Advocacy	OGWAL	Moses	<a href="mailto:mogwal@psfuganda.org.ug">mogwal@psfuganda.org.ug</a>	256312263850 256312261850
EAC, IGAD	Uganda	Private Bodies	Simba Telecom		Managing Director	BITATULE	Patrick		Phone +256 772202297
EAC, IGAD	Uganda	Private Bodies	Spear Group of Companies,		Chairman	WAVAMUNNO	Gordon		Tel: +256 414 344313/4



EAC, IGAD	Uganda	Private Bodies	Stanbic Bank Uganda Limited		Managing Director	ODERA	Philip		Tel: (+256-414) 234710/11/13-24
EAC, IGAD	Uganda	Private Bodies	TradeMark East Africa		Country Director	ASIIMWE	Allen Sophia	<a href="mailto:allen.asiimwe@trademark-ua.com">allen.asiimwe@trademark-ua.com</a>	
EAC, IGAD	Uganda	Private Bodies	Trademark East Africa		PSO/CSO Officer	KIRENGA	Sandra	<a href="mailto:sandra.kirenga@trademark-ua.com">sandra.kirenga@trademark-ua.com</a>	
EAC, IGAD	Uganda	Private Bodies	Uganda Allied Chamber of Commerce, Industry and Agriculture		Director of Public Relations	ALYANATA	Beatrice	<a href="mailto:alyanata@yahoo.com">alyanata@yahoo.com</a>	
EAC, IGAD	Uganda	Private Bodies	Uganda Allied Chamber of Commerce, Industry and Agriculture		Executive Director	BANGIRANA	Bernard	<a href="mailto:bangiranab@yahoo.com">bangiranab@yahoo.com</a>	256-312-266564/5
EAC, IGAD	Uganda	Private Bodies	Uganda Fish Processors and Exporters Association			MUSOKE	Ovia Katiti	<a href="mailto:ufpea@infocom.co.ug">ufpea@infocom.co.ug</a>	256 414 347835
EAC, IGAD	Uganda	Private Bodies	Uganda Insurance Association			TUMUHAISE	David	<a href="mailto:Dtumuhaise@uia.co.ug">Dtumuhaise@uia.co.ug</a>	256-414-500945/6
EAC, IGAD	Uganda	Private Bodies	Uganda Manufacturers Association (UMA)		Executive Director	BADAGAWA	Gideon	<a href="mailto:administration@uma.or.ug">administration@uma.or.ug</a>	Tel: +256-414-221034, +256-414-287615/2
EAC, IGAD	Uganda	Private Bodies	Uganda Manufacturers Association (UMA)		Executive Director	KIGOZI	Sebaggala	<a href="mailto:ed@uma.or.ug">ed@uma.or.ug</a>	256-414-221034
EAC, IGAD	Uganda	Private Bodies	Uganda Manufacturers Association (UMA)		Policy & Advocacy Officer	SSALI	Godfrey	<a href="mailto:ssalikg@gmail.com">ssalikg@gmail.com</a> <a href="mailto:ssalikg@uma.or.ug">ssalikg@uma.or.ug</a>	Cell: +256-702-940 910 , +256-712-940 910
EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and Industry	Policy Research, Lobby and Advocacy	Head	MIKE	Nsereko	<a href="mailto:policy@chamberuganda.com">policy@chamberuganda.com</a>	
EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and industry		Business Development Officer	KENGORO	Cissy	<a href="mailto:cissy.kengoro@chamberuganda.com">cissy.kengoro@chamberuganda.com</a>	256-753-503035
EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and industry		Chief Executive Officer	NYAKAIRU	Paul	<a href="mailto:paul.nyakairu@chamberuganda.com">paul.nyakairu@chamberuganda.com</a>	256-753-503035



EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and industry		Ag Secretary general	OKUMU	Martin	<a href="mailto:secretary.general@chamberuganda.com">secretary.general@chamberuganda.com</a>	256-753-503035
EAC, IGAD	Uganda	Private Bodies	Uganda National Chamber of Commerce and industry		Director of policy advocacy	SAMBAGA	Jenipher	<a href="mailto:jenipher.sambaga@chamberuganda.com">jenipher.sambaga@chamberuganda.com</a>	256-753-503035
EAC, IGAD	Uganda	Public Authorities	Ministry of East African Affairs	MEACA		KIBOWA	Rashid	<a href="mailto:rkibowa@yahoo.com">rkibowa@yahoo.com</a>	
EAC, IGAD	Uganda	Public Authorities	External Trade Department, Ministry of Trade, Industry and Cooperatives		Principal Commercial Officer	MUTAHUNGA	Emmanuel	<a href="mailto:emutahunga@mtic.go.ug">emutahunga@mtic.go.ug</a> <a href="mailto:mutahungae@yahoo.co.uk">mutahungae@yahoo.co.uk</a>	
EAC, IGAD	Uganda	Public Authorities	Uganda Investment Authority		Director	BYENSI	Lawrence	<a href="mailto:info@ugandainvest.go.ug">info@ugandainvest.go.ug</a> <a href="mailto:byensi@ugandainvest.go.ug">byensi@ugandainvest.go.ug</a>	
EAC, IGAD	Uganda	Public Authorities	Uganda Investment Authority		Deputy Director	OGWANG	Valentine	<a href="mailto:vogwang@ugandainvest.go.ug">vogwang@ugandainvest.go.ug</a>	
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EAC, SADC	Tanzania	Donors	European Union Delegation	Economics and Governance Section	Head	COUPLEUX	Olivier	<a href="mailto:Olivier.COUPLEUX@eeas.europa.eu">Olivier.COUPLEUX@eeas.europa.eu</a>	255 22 216 4553
EAC, SADC	Tanzania	Donors	European Union Delegation	Economics and Governance Section		DIOP	Saffia	<a href="mailto:Saffia.DIOP@eeas.europa.eu">Saffia.DIOP@eeas.europa.eu</a>	
EAC, SADC	Tanzania	Donors	GIZ			MULTHAUP	Bernd	<a href="mailto:bernd.multhaup@giz.de">bernd.multhaup@giz.de</a> <a href="mailto:giz-tanzania@giz.de">giz-tanzania@giz.de</a>	
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EAC, SADC	Tanzania	Private Bodies	East African Trade Union Congress			ETYANG	David	<a href="mailto:davieaty@yahoo.co.uk">davieaty@yahoo.co.uk</a>	mob. +255 765 44 57 29
EAC, SADC	Tanzania	Private Bodies	Association Of Tanzania Employers (ATE)		Director of Policy Advocacy	LYELA	Justina	<a href="mailto:lyela@ate.or.tz">lyela@ate.or.tz</a> <a href="mailto:justinalyela@yahoo.com">justinalyela@yahoo.com</a>	255 22 2110940
EAC, SADC	Tanzania	Private Bodies	Chamber of Building and Public Works		Secretary General	SABUSHIMIKE	Jean Claude	<a href="mailto:sabclaudio@yahoo.fr">sabclaudio@yahoo.fr</a>	25779996874
EAC, SADC	Tanzania	Private Bodies	Confederation of Tanzania industries		Director of Policy Advocacy	KAMOTE	Hussein	<a href="mailto:kamote@cti.co.tz">kamote@cti.co.tz</a>	255 22 2130327
EAC, SADC	Tanzania	Private Bodies	Confederation of Tanzania industries		Director Membership Services	KIMBUNGA	Thomas	<a href="mailto:kimbunga@cti.co.tz">kimbunga@cti.co.tz</a>	255 22 2130327
EAC, SADC	Tanzania	Private Bodies	Confederation of Tanzania Industries (CTI)			CHAMBAKA	Cecilia Director Business Development Services	<a href="mailto:cecilia@cti.co.tz">cecilia@cti.co.tz</a>	Tel +255 22 2114954
EAC, SADC	Tanzania	Private Bodies	Tanzania Chamber of Commerce Industry and Agriculture		Executive Director	MACHEMBA	Dan	<a href="mailto:dmachemba@tccia.com">dmachemba@tccia.com</a>	255 22 2119436
EAC, SADC	Tanzania	Private Bodies	Tanzania Chamber of Commerce Industry and Agriculture		Senior Chamber Development Officer	ZUKU	Adam	<a href="mailto:azuku@tccia.com">azuku@tccia.com</a>	255 22 2119436
EAC, SADC	Tanzania	Private Bodies	Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA)		Senior Development Officer in Agriculture	MKOCHA	Magdalena	<a href="mailto:hq@tccia.com">hq@tccia.com</a> <a href="mailto:info@tccia.com">info@tccia.com</a>	Tel: +255-22-2119436, +255-22-2128136
EAC, SADC	Tanzania	Private Bodies	Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA)		Executive Director	NYACHIA	Wilfred	<a href="mailto:hq@tccia.com">hq@tccia.com</a> <a href="mailto:info@tccia.com">info@tccia.com</a>	Tel: +255-22-2119436, +255-22-2128136
EAC, SADC	Tanzania	Private Bodies	Tanzania Horticultural Association (TAHA)		Executive Director	MIKINDI	Jacqueline	<a href="mailto:taha@habari.co.tz">taha@habari.co.tz</a>	255 27 254 4568
EAC, SADC	Tanzania	Private Bodies	Tanzania Horticultural Association (TAHA)		Policy Advocacy	ONESMO	Kenneth	<a href="mailto:taha@habari.co.tz">taha@habari.co.tz</a>	255 27 254 4568
EAC, SADC	Tanzania	Private Bodies	Tanzania Private Sector Foundation		Programme Manager	ACCARO	Louise	<a href="mailto:lpaccaro@tpsftz.org">lpaccaro@tpsftz.org</a>	255 22 260 1913/1938

EAC, SADC	Tanzania	Private Bodies	Tanzania Private Sector Foundation			ACCARO	Louis Programme Director	<a href="mailto:lpaccaro@tpsftz.org">lpaccaro@tpsftz.org</a>	Tel: +255 22 2630130
EAC, SADC	Tanzania	Private Bodies	Tanzania Private Sector Foundation		Policy Analyst	GAHHU	Adam	<a href="mailto:adam@tpsftz.org">adam@tpsftz.org</a>	255 22 260 1913/1938
EAC, SADC	Tanzania	Private Bodies	Tanzania Private Sector Foundation		CEO	RWEIKIZA	Evans	<a href="mailto:evans@tpsftz.org">evans@tpsftz.org</a>	255 22 260 1913/1938
ECCAS	Cameroun	Donors	European Union Delegation			DIOMEDI-CAMASSEI	Massimo	<a href="mailto:Massimo.DIOMEDI-CAMASSEI@eeas.europa.eu">Massimo.DIOMEDI-CAMASSEI@eeas.europa.eu</a>	
ECCAS	Cameroun	Donors	IFC			ENDENE	Moise Eked	<a href="mailto:mendene@ifc.org">mendene@ifc.org</a>	
ECCAS	Cameroun	Donors	IFC			GIRAUD	Lucie	<a href="mailto:LGiraud@ifc.org">LGiraud@ifc.org</a>	
ECCAS	Congo Brazzaville	Private Bodies	Chambre de Commerce de Brazzaville			OBAMBI	Président : Paul	<a href="mailto:obambipaul@yahoo.fr">obambipaul@yahoo.fr</a>	Tél. : 551 15 06 / 558 58 58
ECCAS	Congo Brazzaville	Private Bodies	Chambre de Commerce de Pointe Noire			MAVOUEZELA	Président : Didier	<a href="mailto:mavouzeladidier@hotmail.com">mavouzeladidier@hotmail.com</a>	Tél. : 583 17 94 / 653 17 94
ECCAS	Congo Brazzaville	Private Bodies	COGEPACO			IBOMBOT	Président : Docteur Jean	<a href="mailto:cogepaco@yahoo.fr">cogepaco@yahoo.fr</a>	Tel. : 635 84 86 / 527 51 44 / 410 55 47 / 979 36 09 / 558 14 90
ECCAS	Congo Brazzaville	Private Bodies	UNICONGO			SAMBA	Secrétaire général : Jean Jacques	<a href="mailto:Unicongo@hotmail.com">Unicongo@hotmail.com</a>	Tél. : 661 48 61 / 563 82.61
ECCAS	Congo Brazzaville	Private Bodies	Union Congolaise des Petites et Moyennes Entreprises			SAMBA	Président : Théophile	<a href="mailto:ucpme@yahoo.fr">ucpme@yahoo.fr</a>	Tel : 614 26 49
ECCAS	Congo Brazzaville	Private Bodies	UNOC			BOPAKA	Président : M. El Hadj Djibril Abdoulaye	<a href="mailto:Unoc_patronat@yahoo.fr">Unoc_patronat@yahoo.fr</a>	Tél. : 666 62 62 / 656 05 59 / 563 50 98
ECCAS	Gabon	Private Bodies				BALOCHE	Jean-Claude, 1er Vice-Président, Délégué aux Relations Internationales	<a href="mailto:infocpg@patronatgabonais.ga">infocpg@patronatgabonais.ga</a>	

ECCAS	Gabon	Private Bodies				OYIMA	Henri-Claude, Président	<a href="mailto:infocpg@patronatgabonais.ga">infocpg@patronatgabonais.ga</a>	
ECCAS	Gabon	Private Bodies				TCHOUA	Jean-Pierre, Président	<a href="mailto:gabonpatronat@hotmail.com">gabonpatronat@hotmail.com</a>	Tél. : +241 76 14 63
ECCAS	Gabon	Private Bodies				MEGNE M'ELLA	Constantin, Secrétaire général	<a href="mailto:cmegne@yahoo.fr">cmegne@yahoo.fr</a>	Tél. +241 72.99.22 - +241 77.46.03 - +241 06.27.69.87
ECCAS	RDC	Donors	European Union Delegation			LAUTURE	Jean- Jacquees	<a href="mailto:Jean-Jacques.LAUTURE@eeas.europa.eu">Jean-Jacques.LAUTURE@eeas.europa.eu</a>	
ECCAS	RDC	Donors	European Union Delegation			PATTY	Kalay	<a href="mailto:Kalay.PATTY@eeas.europa.eu">Kalay.PATTY@eeas.europa.eu</a>	
ECCAS	RDC	Private Bodies	Association Nationale des Entreprises du Portefeuille de l'Etat (ANEP)			NGUBUSIM	Administrateur- Secrétaire Exécutif : Richard	<a href="mailto:association_anep1@yahoo.fr">association_anep1@yahoo.fr</a>	Tél. : (00 243) 81 50 39 757 / 99 99 45 595
ECCAS	RDC	Private Bodies	Chambre de Commerce Belgo Congolaise			PANIS	Délégué : Désirée	<a href="mailto:ccbc@gbs.cd">ccbc@gbs.cd</a>	Téléphone : +243 081 88 48 319 -
ECCAS	RDC	Private Bodies	Confédération des Petites et Moyennes Entreprises du Congo (COPEMECO)			BUKASA TSHIENDA	Président : Georges	<a href="mailto:copemecordc@yahoo.fr">copemecordc@yahoo.fr</a>	Tél : 0999918839
ECCAS	RDC	Private Bodies	Confédération des Petites et Moyennes Entreprises du Congo (COPEMECO)			MAKULU	Secrétaire Exécutif : Charlotte	<a href="mailto:copemecordc@yahoo.fr">copemecordc@yahoo.fr</a>	Tél : 0999918839
ECCAS	RDC	Private Bodies	Fédération des Entreprises du Congo (FEC)			YUMA	Président: Albert	<a href="mailto:feconqo@yahoo.com">feconqo@yahoo.com</a>	Tél: (243) (0) 81 880 72 97
ECCAS	RDC	Private Bodies	Fédération Nationale des Artisans, Petites et Moyennes Entreprises Congolaises (FENAPEC)			MBUKU	Président : Jean-Pierre	<a href="mailto:jpmbooku@yahoo.fr">jpmbooku@yahoo.fr</a>	Tél : (00243) 99 99 18 281 / 81 99 18 281

ECCAS	REGIONAL	Donors	European Union Delegation	EUD to Gabon and ECCAS, Trade& Dev cooperation with ECCAS	Programme officer	KUMAPLEY	Kervin	<a href="mailto:Kervin.Kumapley@eeas.europa.eu">Kervin.Kumapley@eeas.europa.eu</a>	
ECCAS	REGIONAL	ECCAS Institutions	NEPAD		Coordonnateur du PRSA – CEEAC	BEASSEM	Joel	<a href="mailto:Joel_beassem@yahoo.fr">Joel_beassem@yahoo.fr</a>	Tel: + (241) 444 732 / +241 07298743
ECCAS	Republique Centrafricaine	Donors	IFC			GIRAUD	Lucie	<a href="mailto:LGiraud@ifc.org">LGiraud@ifc.org</a>	
ECCAS	Sao Tome e Principe	Private Bodies	Câmara de Comércio, Indústria, Agricultura e Serviços (CCIAS)			HENRIQUES	Abilio Alfonso, Presidente	<a href="mailto:ccias@cstome.net">ccias@cstome.net</a>	+239 22 27 23
ECCAS	Tchad	Donors	European Union Delegation					<a href="mailto:delegation-tchad@eeas.europa.eu">delegation-tchad@eeas.europa.eu</a>	
ECCAS	Tchad	Donors	IFC			MENSAH	Lawrence	<a href="mailto:Mensah@ifc.org">Mensah@ifc.org</a>	
ECCAS	Tchad	Donors	IFC			OUEDRAOGO	Infouss	<a href="mailto:iouedraogo@ifc.org">iouedraogo@ifc.org</a>	
ECCAS	Tchad	Private Bodies	Chadian Employer Organization		Executive Director of Compagnie Sucrière du Tchad,	ISAMEL	Mahamat Adoum		(+235 // 252 08 12 - + 235 // 629 37 90)
ECCAS	Tchad	Private Bodies	Chambre de Commerce, d'Industrie, d'Agriculture, des Mines et de l'Artisanat		Head of Chambre de Commerce	SOURADJ	Koulamallah		(+235 //252 52 64 - + 235 // 625 10 40)
ECOWAS	Benin	Private Bodies	Brasserie du Bénin		Directeur General	KERGUEN	Bruno	<a href="mailto:bblome@bblome.com">bblome@bblome.com</a>	
ECOWAS	Burkina Faso	Donors	European Union Delegation					<a href="mailto:delegation-burkina-faso@eeas.europa.eu">delegation-burkina-faso@eeas.europa.eu</a>	
ECOWAS	Cote d'Ivoire	Donors	European Union Delegation		Attaché commercial	OTAMENDI	Juan José	<a href="mailto:delegation-ivory-coast@eeas.europa.eu">delegation-ivory-coast@eeas.europa.eu</a>	
ECOWAS	Cote d'Ivoire	Donors	ITC	Bureau Regional	Coordonateur	WALKER	Benjamin	<a href="mailto:bwalker@intracen.org">bwalker@intracen.org</a>	
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ECOWAS	Cote d'Ivoire	PPD	Comité de Concertation Etat/Secteur Privé	Secrétariat Exécutif	Chargé d'études	EBENISAIRE	N'cito	<a href="mailto:ben_ncho@ymail.com">ben_ncho@ymail.com</a>	
ECOWAS	Cote d'Ivoire	PPD	Comité de Concertation Etat/Secteur Privé	Secrétariat Exécutif	Chargé d'études	ESSO SEKE	Serge	<a href="mailto:sergesso1@yahoo.fr">sergesso1@yahoo.fr</a>	
ECOWAS	Cote d'Ivoire	PPD	Comité de Concertation Etat/Secteur Privé	Secrétariat Exécutif	Chargé d'études	TCHEGNY	Kouatle	<a href="mailto:s.allegbe@yahoo.fr">s.allegbe@yahoo.fr</a>	
ECOWAS	Cote d'Ivoire	Private Bodies	Association pour la Promotion des Exportations de Côte d'Ivoire - APEXI			M'BENGUE	Guy, Directeur Général	<a href="mailto:biggy_ivcdi@yahoo.fr">biggy_ivcdi@yahoo.fr</a>	tel : 20 30 25 30 / 07 07 75 55
ECOWAS	Cote d'Ivoire	Private Bodies	Chambre de Commerce et d'Industrie de Côte d'Ivoire (CCI-CI)			BILLON	Jean-Louis, Président	<a href="mailto:billonjl@hotmail.com">billonjl@hotmail.com</a>	tel : 20 33 16 00 / 07 08 50 50
ECOWAS	Cote d'Ivoire	Private Bodies	Chambre de Commerce européenne en Côte d'Ivoire - CCE-CI			LEMAIRE	Maximilien, Président	<a href="mailto:eurocham@cc-eu.ci">eurocham@cc-eu.ci</a>	21 27 40 50 / 21 27 24 02
ECOWAS	Cote d'Ivoire	Private Bodies	Confédération Générale des Entreprises de Côte d'Ivoire - CGECI			OUATTARA	Lakoun, Directeur Général	<a href="mailto:cgeci@cgeci.org">cgeci@cgeci.org</a> <a href="mailto:lakoun@cgeci.org">lakoun@cgeci.org</a>	tel : 20 30 08 20 / 20 30 08 21 / 01 00 87 69
ECOWAS	Cote d'Ivoire	Private Bodies	Fédération Nationale des Industries et Services de Côte d'Ivoire - FNISCI			BILEY	Joseph-Désire, Président	<a href="mailto:acoulibaly@fnisci.net">acoulibaly@fnisci.net</a> <a href="mailto:infos@fnisci.net">infos@fnisci.net</a>	tel : 20.31.90.70 / 20.21.59.30
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ECOWAS	Ghana	Donors	European Union Delegation	Trade and Economic Section	Head of Operations 2	PETERS	Christian	<a href="mailto:Christian.PETERS@eeas.europa.eu">Christian.PETERS@eeas.europa.eu</a>	233 (0) 30 277 4201
ECOWAS	Ghana	Donors	GIZ	Ghana Office	Country Director	LEFFLER	Siegfried	<a href="mailto:giz-ghana@giz.de">giz-ghana@giz.de</a>	Phone: +233 302 777375



ECOWAS	Ghana	Donors	GIZ	Programme for Sustainable Economic Development	Head of Programme	SCHLINK	Torsten	<a href="mailto:giz-ghana@giz.de">giz-ghana@giz.de</a>	Phone: +233 302 777375
ECOWAS	Ghana	Donors	IFC	Ghana Office	Task Manager	TIENMFOLTIE N TRAORE	Alain	<a href="mailto:ATraore@ifc.org">ATraore@ifc.org</a>	Office (030 2214600) Cell ( 0244 313 326).
ECOWAS	Ghana	Donors	UNIDO	Ghana Office	Representative	VAN ROMPAEY	Frank	<a href="mailto:f.vanrompaey@unido.org">f.vanrompaey@unido.org</a>	
ECOWAS	Ghana	Private Bodies	Association of Ghana Industries (A.G.I.)		Policy Officer	ADRANKI	John	<a href="mailto:agi@agighana.org">agi@agighana.org</a>	Tel: 233 - 21 - 779023 / 24
ECOWAS	Ghana	Private Bodies	Association of Ghana Industries (A.G.I.)		Project and Research Officer	DEDE DJORBUAH	Patricia	<a href="mailto:pdjorbuah@agighana.org">pdjorbuah@agighana.org</a>	Tel: 233 - 21 - 779023 / 24
ECOWAS	Ghana	Private Bodies	Association of Ghana Industries (AGI)	Industry	Executive Director	TWUM-AKWABOAH	Seth	<a href="mailto:setha@agighana.org">setha@agighana.org</a>	0208157090
ECOWAS	Ghana	Private Bodies	Association of Oil Marketing Companies (AOMCs)		Chief Executive Officer	AGYEMANG-DUAH	Kwaku	<a href="mailto:kagyemangduah@gmail.com">kagyemangduah@gmail.com</a>	Tel/Fax: 0302 772554
ECOWAS	Ghana	Private Bodies	Association of Road Contractors (ASROC)	Construction	EXECUTIVE SECRETARY	ADU NUAMAH	Kwaku	<a href="mailto:asroc@asrocghana.org">asroc@asrocghana.org</a>	0244 319359
ECOWAS	Ghana	Private Bodies	Borderless Alliance	Business Environment Adviser		AFOLABI	Sola	<a href="mailto:safolabi@borderlesswa.com">safolabi@borderlesswa.com</a>	
ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	1st Vice President	ABDIN	Marjorie	<a href="mailto:marjorieabdin@gmail.com">marjorieabdin@gmail.com</a>	0244379173
ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	2st Vice President	AYEH	Frederick	<a href="mailto:frederick.ayeh@gmail.com">frederick.ayeh@gmail.com</a>	0244379173
ECOWAS	Ghana	Private Bodies	Federation of Associations of Ghanaian Exporters (FAGE)	Ghanaian Exports	President	SIKPA	Anthony	<a href="mailto:tonysikpa02@gmail.com">tonysikpa02@gmail.com</a>	0244379173
ECOWAS	Ghana	Private Bodies	Ghana Association of Bankers (GAB)	Financial Services	Executive Secretary	MENSAH	Daniel	<a href="mailto:dannymensah53@yahoo.co.uk">dannymensah53@yahoo.co.uk</a>	020 201 8366



ECOWAS	Ghana	Private Bodies	Ghana Chamber of Commerce & Industry (GCCI)	Commerce	President	ADJEI BAAH	Seth	<a href="mailto:shaaba60@yahoo.com">shaaba60@yahoo.com</a>	0244350459
ECOWAS	Ghana	Private Bodies	Ghana Chamber of Commerce & Industry (GCCI)		Chief Executive Officer	BADU-ABOAGYE	Mark	<a href="mailto:mark@ghanachamber.org">mark@ghanachamber.org</a>	0244350459
ECOWAS	Ghana	Private Bodies	Ghana Chamber of Mines (GCM)	Mining	Chief Executive Officer	AUBYNN	Tony	<a href="mailto:taubynn@ghanachamberofmines.org">taubynn@ghanachamberofmines.org</a>	0264324843/ 0544336535
ECOWAS	Ghana	Private Bodies	Ghana Chamber of Telecommunications	Telecommunications	Chief Executive Officer	SAKYI-ADDO	Kwaku	<a href="mailto:kwaku@telecomschamber.org">kwaku@telecomschamber.org</a>	Tel: +233 (0) 302 730500 Cel: +233 (0) 244 576 774
ECOWAS	Ghana	Private Bodies	Ghana Employers Association (GEA)		Chief Executive Officer	FRIMPONG	Alex	<a href="mailto:frimpongy@yahoo.com">frimpongy@yahoo.com</a>	0243915187
ECOWAS	Ghana	Private Bodies	Ghana Institute of Freight Forwarders [GIFF]	Freight Forwarding	EXECUTIVE SECRETARY	FAAKYE	Solomon	<a href="mailto:exesecretary@ghanafreightforwarders.org">exesecretary@ghanafreightforwarders.org</a>	0245140018
ECOWAS	Ghana	Private Bodies	Ghana Insurers Association (GIA)	Financial Services	Chief Executive Officer	MENYAWOVO R	Atsu	<a href="mailto:a.menyawovor@ghanainsurers.org">a.menyawovor@ghanainsurers.org</a>	0264326386
ECOWAS	Ghana	Private Bodies	Ghana Journalist Association (GJA)	Media	President	MONNEY	Affail	<a href="mailto:monney123uk@yahoo.co.uk">monney123uk@yahoo.co.uk</a>	0244859122/0262 327964
ECOWAS	Ghana	Private Bodies	Ghana Liquefied Petroleum gas Operators Association (GLPGOA)	Retail of LPG	President	ADAKU V	Togbe	<a href="mailto:torgbiadakuv@yahoo.com">torgbiadakuv@yahoo.com</a>	0244592560/ 0208117596
ECOWAS	Ghana	Private Bodies	Ghana Road Transport Coordinating Council (GRTCC)	Road Transport	National Chairman	PEPRAH AMOABENG	Ben	<a href="mailto:amoabengpeprah@yahoo.com">amoabengpeprah@yahoo.com</a>	0206636501/ 0244605144
ECOWAS	Ghana	Private Bodies	Ghana Union of Traders Association (GUTA)	Trade	National President	KWEKU OFORI	George	<a href="mailto:gvlttd@yahoo.com">gvlttd@yahoo.com</a>	0244 641215
ECOWAS	Ghana	Private Bodies	National Farmers & Fishermen Award Winners Association Ghana	Agric Producers	President	ABAYORI	Philip	<a href="mailto:nffawagghana@gmail.com">nffawagghana@gmail.com</a>	0244364440
ECOWAS	Ghana	Private Bodies	Peasant Farmers Association of Ghana (PFAG)	Agric Producers	National President	NASHIRU	Mohammed	<a href="mailto:nashiru2009@yahoo.com">nashiru2009@yahoo.com</a>	0243 540 629

ECOWAS	Ghana	Private Bodies	Private Enterprise Federation (PEF)	Private Sector	Chairman	OSEI-BONSU	Nana	<a href="mailto:nanaoseibonsu@pefghana.org">nanaoseibonsu@pefghana.org</a>	026 4328329
ECOWAS	Ghana	Private Bodies	West Africa Business Association (WABA – Ghana)		Director	POKU	Sam	<a href="mailto:waba@africaonline.com.gh">waba@africaonline.com.gh</a>	Telephone: 233 (0) 21 76 9393
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Industry Directorate	Director	ADASI	Jhonson	<a href="mailto:motichief@yahoo.com">motichief@yahoo.com</a>	Tel: 0302 686525/686528
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Legal Affairs		KOFI AMENYA	Francis	<a href="mailto:kofiamenyah@yahoo.com">kofiamenyah@yahoo.com</a>	
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Multilateral, Regional, & Bilateral Trade	Policy Officer	KWAKU ASIAM	Ben	<a href="mailto:benkwakuasiam@gmail.com">benkwakuasiam@gmail.com</a>	
ECOWAS	Ghana	Public Authorities	Ministry of Trade and Industry	Multilateral, Regional, & Bilateral Trade	Director	NYAME BAAFI	Anthony	<a href="mailto:motichief@yahoo.com">motichief@yahoo.com</a>	Tel: 0302 686525/686528
ECOWAS	Ghana	Public Authorities	PSD Secretariat	Private Sector Dev.	Chief Executive Officer	TACKIE	Joe	<a href="mailto:jatackie@gmail.com">jatackie@gmail.com</a> <a href="mailto:jtackie@moti.gov.gh">jtackie@moti.gov.gh</a>	0244377042
ECOWAS	Guinea Conakry	Donors	European Union Delegation					<a href="mailto:delegation-guinee-conakry@eeas.europa.eu">delegation-guinee-conakry@eeas.europa.eu</a>	
ECOWAS	Liberia	Donors	European Union Delegation					<a href="mailto:delegation-liberia@eeas.europa.eu">delegation-liberia@eeas.europa.eu</a>	
ECOWAS	Liberia	Donors	IFC			BAKER	Vaani	<a href="mailto:VBaker@ifc.org">VBaker@ifc.org</a>	
ECOWAS	Liberia	Donors	IFC			GIRAUD	Lucie	<a href="mailto:LGiraud@ifc.org">LGiraud@ifc.org</a>	
ECOWAS	Mali	Donors	European Union Delegation					<a href="mailto:Delegation-mali@eeas.europa.eu">Delegation-mali@eeas.europa.eu</a>	
ECOWAS	Mali	Donors	World Bank			MAGASSOUB A	Mahamoud	<a href="mailto:magassouba@worldbank.org">magassouba@worldbank.org</a>	
ECOWAS	Mali	Private Bodies	Assemblée permanente des chambres de Métiers du Mali (APCCM)		Secrétaire Général	HAMATY	Elmehdi	<a href="mailto:apcmm_pama@yahoo.fr">apcmm_pama@yahoo.fr</a>	Tél:+223 20 21 61 85
ECOWAS	Mali	Private Bodies	Chambre du Commerce et de l'Industrie du Mali (CCIM)		Vice-Président	CAMARA	Lafia	<a href="mailto:confiacamara@hotmail.com">confiacamara@hotmail.com</a>	+223 66 75 36 63

ECOWAS	Mali	Private Bodies	Conseil National du Patronat Malien (CNPM)		Responsable compétitivité des entreprises	LANDOURE	Mamadou	<a href="mailto:mlandoure@cnpmmali.org">mlandoure@cnpmmali.org</a>	Tel : +223 20 21 90 77
ECOWAS	Mali	Private Bodies	Coordination des Femmes Entrepreneurs		Présidente	TOURE	Aïssata	<a href="mailto:multichem2000@yahoo.fr">multichem2000@yahoo.fr</a>	Tel: +223 76 04 13 55
ECOWAS	Mali	Private Bodies	Réseau de l'Entreprise en Afrique de l'Ouest au Mali (REAO)	Président		TABOURE	Djibril Baba	<a href="mailto:reaomali@csp-mali.org">reaomali@csp-mali.org</a>	Tel: +223 20 29 88 45
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Head of Section	CASLA	Juan	<a href="mailto:Delegation-Nigeria@eeas.europa.eu">Delegation-Nigeria@eeas.europa.eu</a>	
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Researcher	DE LUCA	Massimo	<a href="mailto:massimo.de-luca@eeas.europa.eu">massimo.de-luca@eeas.europa.eu</a>	
ECOWAS	Nigeria	Donors	European Union Delegation	Economic Governance & Trade Cooperation	Project Manager	OKAFOR	Frank	<a href="mailto:Frank-Isioma.OKAFOR@eeas.europa.eu">Frank-Isioma.OKAFOR@eeas.europa.eu</a>	
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Adviser trade facilitation	ADAGYE DANGANA	Raymond	<a href="mailto:raymond.dangana@giz.de">raymond.dangana@giz.de</a>	T: +234-704 436 9589 M1:+234-705 400 6152 M2:+49-160 9724 7853
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Head of Component Nigeria's Economic Integration into ECOWAS	KOLLER	Katharina	<a href="mailto:katharina.koeller@giz.de">katharina.koeller@giz.de</a>	T: +234-704 436 9589 M1:+234-705 400 6152 M2:+49-160 9724 7853
ECOWAS	Nigeria	Donors	GIZ	Pro-Poor Growth & Employment Promotion in Nigeria (SEDIN) Programme	Head of Component Nigeria's Economic Integration into ECOWAS	WERTH	Alexander	<a href="mailto:alexander.werth@giz.de">alexander.werth@giz.de</a>	T: +234-704 436 9589 M1:+234-705 400 6152 M2:+49-160 9724 7853

ECOWAS	Nigeria	Donors	GIZ	Support Programme to the ECOWAS Commission	Head of Programme	KNAPP	Johannes	<a href="mailto:johannes.knapp@giz.de">johannes.knapp@giz.de</a>	
ECOWAS	Nigeria	Donors	UNIDO	Bureau Nigeria	Directeur	KORMAWA	Patrick	<a href="mailto:p.kormawa@unido.org">p.kormawa@unido.org</a>	
ECOWAS	Nigeria	Donors	UNIDO	Bureau Nigeria	Partnership and Communications Expert	UBEBE	Efehi	<a href="mailto:e.ubebe@unido.org">e.ubebe@unido.org</a>	
ECOWAS	Nigeria	Donors	USAID	NEXTT project	Trade policy and trade facilitation expert	ALABA	Olumuyiwa	<a href="mailto:obalaba@gmail.com">obalaba@gmail.com</a>	+234 7033403825
ECOWAS	Nigeria	Donors	USAID	NEXTT project	Director of M&E	MUHAMMAD YELWA	Ndaya	<a href="mailto:nyelwa@nigerianextt.org">nyelwa@nigerianextt.org</a>	
ECOWAS	Nigeria	Donors	USAID	NEXTT project	International Food Standards Advisor	SOTUBO	Adebukola	<a href="mailto:asotubo@nigerianextt.org">asotubo@nigerianextt.org</a>	
ECOWAS	Nigeria	Private Bodies	African Business Roundtable		Director	AYODELE	Samuel	<a href="mailto:abrabuja@yahoo.com">abrabuja@yahoo.com</a>	
ECOWAS	Nigeria	Private Bodies	African Business Roundtable		Professor of International Relations and Economic Diplomacy & CONSULTANT	IFE	Ken	<a href="mailto:kenife@aol.com">kenife@aol.com</a>	.+234 803 059 4460
ECOWAS	Nigeria	Private Bodies	Association of Telecommunication Companies of Nigeria (ATCON)		Executive Secretary	MORGAN	Godwin	<a href="mailto:atcon_ng@yahoo.com">atcon_ng@yahoo.com</a>	
ECOWAS	Nigeria	Private Bodies	Chartered Institute of Bankers of Nigeria (CIBN)		Chief Executive	OGUBUNKA	Uju	<a href="mailto:cibn@cibng.org">cibn@cibng.org</a>	
ECOWAS	Nigeria	Private Bodies	Cocoa Processors Association of Nigeria		Executive Secretary	OLADUNJOYE	Felix	<a href="mailto:copannigeria@yahoo.co.uk">copannigeria@yahoo.co.uk</a>	.+234 8035762349
ECOWAS	Nigeria	Private Bodies	Federation of Nigerian Exporters (FNE)		CEO	TORTI	Chinyemike	<a href="mailto:Tortichinyemike@gmail.com">Tortichinyemike@gmail.com</a>	Tel: 08024245211; 08033116383
ECOWAS	Nigeria	Private Bodies	Independent Consultant		Profesor	KWANASHIE	Mike	<a href="mailto:mike.kwanashie@gmail.com">mike.kwanashie@gmail.com</a>	2348037862259
ECOWAS	Nigeria	Private Bodies	Independent Consultant		Profesor	OLAWALE	Ogunkola		+234 802 351 8576
ECOWAS	Nigeria	Private Bodies	Independent Consultant		Profesor	OYEJIDE	Ademola	<a href="mailto:adeoyejide@yahoo.co.uk">adeoyejide@yahoo.co.uk</a>	.+234 805-512-5910

ECOWAS	Nigeria	Private Bodies	Manufacturers Association of Nigeria (MAN)		Acting Director	ADEGBENRO	Rashead	<a href="mailto:radegbenro@hotmail.com">radegbenro@hotmail.com</a>	+234 803 321 7925
ECOWAS	Nigeria	Private Bodies	Manufacturers Association of Nigeria (MAN)		Director General	MIKE	Jide	<a href="mailto:man@manufacturersnigeria.org">man@manufacturersnigeria.org</a>	
ECOWAS	Nigeria	Private Bodies	National Association of Nigerian Traders (NANTS)		President	UKAOHA	Ken	<a href="mailto:kennants@yahoo.com">kennants@yahoo.com</a>	0803 300 2001
ECOWAS	Nigeria	Private Bodies	National Employers Consultative Association (NECA)			OSHINOWO	Olusegun	<a href="mailto:neca@necang.org">neca@necang.org</a>	
ECOWAS	Nigeria	Private Bodies	Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA)		Director General	ADEKUNLE	Lawrence	<a href="mailto:naccima30@yahoo.co.uk">naccima30@yahoo.co.uk</a>	
ECOWAS	Nigeria	Private Bodies	Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA)		Director General	ISEMEDE	John	<a href="mailto:isemedexport@yahoo.co.uk">isemedexport@yahoo.co.uk</a>	+234 803 560 0118
ECOWAS	Nigeria	Private Bodies	Saana Consulting Ltd	West Africa Department	Regional Representative	ARCHIBONG	Amanda	<a href="mailto:amanda@saana.com">amanda@saana.com</a>	+234 7033403825
ECOWAS	Nigeria	Private Bodies	Saana Consulting Ltd	West Africa Department	Regional Representative	FADUMIYO	Lola	<a href="mailto:lola@saana.com">lola@saana.com</a>	+234 7033403825
ECOWAS	Nigeria	Public Authorities	Federal Ministry of Industry, Trade & Investment – FMITI	Task Force on Trade Facilitation	Director of Trade	IKPECHUKWU	Chidi	<a href="mailto:ikpechukwuchidi@yahoo.com">ikpechukwuchidi@yahoo.com</a>	+234 803 7056113
ECOWAS	Nigeria	Public Authorities	Nigeria Customs Service	Customs Directorate	Director	TIEMTORE	Salifou	<a href="mailto:saliftiemtore@yahoo.fr">saliftiemtore@yahoo.fr</a>	+234 805 626 7990
ECOWAS	Nigeria	Public Authorities	Nigeria Customs Service	Import/Export Seat, Tariff & Trade Division	Comptroller	NDM	Abueh	<a href="mailto:ndmabueh@yahoo.com">ndmabueh@yahoo.com</a>	+234 803 314 3703

ECOWAS	Nigeria	Public Authorities	Nigeria Customs Service	Strategic Research & Policy Nigeria Customs Service	Deputy Comptroller General	MD	Jatau	<a href="mailto:manassdj@yahoo.com">manassdj@yahoo.com</a>	+234 803 612 0805
ECOWAS	REGIONAL	Donors	IFC	West and Central Africa		DODD	Desmond	<a href="mailto:ddodd@ifc.org">ddodd@ifc.org</a>	
ECOWAS	REGIONAL	ECOWAS Business Organisations	African Business Roundtable		President	BAMANGA	Tukur	<a href="mailto:abrabuja@yahoo.com">abrabuja@yahoo.com</a>	Tel: +234 931 42629 / 4133579
ECOWAS	REGIONAL	ECOWAS Business Organisations	Federation of ECOWAS Chambers of Commerce and Industry		Director of Operations	AKADIRI	Aminou	<a href="mailto:aakadiri@fewacci.org">aakadiri@fewacci.org</a>	2.347.035.130.060
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	External Relations Directorate	Director	HEMOU	Jonas	<a href="mailto:jonas.hemou@yahoo.fr">jonas.hemou@yahoo.fr</a>	+234 703 413 8348
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	Private Sector Directorate	Director	BRAIMAH	Alfred	<a href="mailto:alfredbraimah@yahoo.co.uk">alfredbraimah@yahoo.co.uk</a>	+234 703 410 3882
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	Private Sector Directorate	Principal Program Officer	OLUONYE	Peter	<a href="mailto:poluonye@ecowas.int">poluonye@ecowas.int</a>	+234 703 410 3882
ECOWAS	REGIONAL	ECOWAS Institutions	ECOWAS Secretariat	Trade Directorate	Director	OBIDEYI	Gbenga	<a href="mailto:gbengaobidvd@yahoo.com">gbengaobidvd@yahoo.com</a>	+234 803 597 6007
ECOWAS	Senegal	Donors	European Union Delegation					<a href="mailto:delegation-Senegal@eeas.europa.eu">delegation-Senegal@eeas.europa.eu</a>	
ECOWAS	Sierra Leone	Donors	European Union Delegation					<a href="mailto:delegation-sierra-leone@eeas.europa.eu">delegation-sierra-leone@eeas.europa.eu</a>	
ECOWAS	Togo	Donors	BM	Projet d'Appui au développement du secteur privé	Coordonnateur du projet	AMEGNIZIN	Yves	<a href="mailto:yves@amegnizin.com">yves@amegnizin.com</a>	
ECOWAS	Togo	Donors	European Union Delegation			GOSPARINI	Paola	<a href="mailto:delegation-togo@eeas.europa.eu">delegation-togo@eeas.europa.eu</a>	
ECOWAS	Togo	Private Bodies	Association des Grandes Entreprises du Togo (AGET)		Président	KWASSI SYMENOUEH	José	<a href="mailto:jsymenouh@yahoo.fr">jsymenouh@yahoo.fr</a>	



ECOWAS	Togo	Private Bodies	Association des Grandes Entreprises du Togo (AGET)		Directeur exécutif	PAULMIER	Jean Yves	<a href="mailto:contact@aget-togo.org">contact@aget-togo.org</a>	
ECOWAS	Togo	Private Bodies	Conseil National du Patronat (CNP)		Président	NAKU	Kossivi	<a href="mailto:cnp_togo@yahoo.fr">cnp_togo@yahoo.fr</a>	
ECOWAS	Togo	Private Bodies	Association des entreprises extractives		Représentant	ADELEHOUME	Jean Amion	<a href="mailto:Koffi.adolehoume@hcafrica.com">Koffi.adolehoume@hcafrica.com</a>	
ECOWAS	Togo	Private Bodies	Association des femmes Chef d'Entreprise		Présidente	AQUEREBURU	Silvia	<a href="mailto:aquereburusyl@hotmail.com">aquereburusyl@hotmail.com</a> ; <a href="mailto:lafcet@yahoo.com">lafcet@yahoo.com</a>	tél.: 00228.22.22.39.51
ECOWAS	Togo	Private Bodies	Chambre de Commerce		President	FAAWOO	Jonathan	<a href="mailto:fiawoojonathan@yahoo.fr">fiawoojonathan@yahoo.fr</a> ; <a href="mailto:ccitpr@gmail.com">ccitpr@gmail.com</a>	tel 00.228.22208847
ECOWAS	Togo	Private Bodies	CIMTOGO			RYGH	Endre	<a href="mailto:cimtogo@hcafrica.com">cimtogo@hcafrica.com</a>	
ECOWAS	Togo	Private Bodies	FAN MILK			PEDERSEN	Hans	<a href="mailto:fanmilk@fanmilk-tg.com">fanmilk@fanmilk-tg.com</a>	
ECOWAS	Togo	Private Bodies	Presidence de la Republique		SG du Président de la République et conseiller du Président concernant les investissements	TEVI-BENISSAN	Patrick	<a href="mailto:patrick.tevi@presidence.ouv.tg">patrick.tevi@presidence.ouv.tg</a>	
ECOWAS, UMA	Mauritanie	Donors	European Union Delegation					<a href="mailto:delegation-mauritania@eeas.europa.eu">delegation-mauritania@eeas.europa.eu</a>	
ECOWAS, UMA	Mauritanie	Private Bodies	Banque Mauritanienne pour le Commerce International (BMCI)			ABASS	Moulaye (PRESIDENT DIRECTEUR GENERAL)	<a href="mailto:info@bmci.mr">info@bmci.mr</a>	Tél. : (222) 525 32 95 / 525 28 26 / 525 24 69
ECOWAS, UMA	Mauritanie	Private Bodies	Banque pour le Commerce et l'Investissement (BCI)			TAJEDINE	Isselmou (PRESIDENT DIRECTEUR GENERAL)	<a href="mailto:president@bci-banque.com">president@bci-banque.com</a>	Tél. : 529 28 78
ECOWAS, UMA	Mauritanie	Private Bodies	Groupe AON			NOUEYGUED	Abdallahi (PRESIDENT DIRECTEUR GÉNÉRAL)	<a href="mailto:aon@toptechology.mr">aon@toptechology.mr</a>	Tél. : (222) 525 11 33 ou 525 67 85
ECOWAS, UMA	Mauritanie	Private Bodies	Groupe ASML			LEMINE	Ahmed Saleck (PRESIDENT DIRECTEUR GÉNÉRAL)	<a href="mailto:info@asmigroup.mr">info@asmigroup.mr</a>	Tél. : (222) 524 11 11 ou 525.10.11



ECOWAS, UMA	Mauritanie	Private Bodies	Groupe MAOA			ABDALLAHI	Mohamed Abdallahi (PRESIDENT DIRECTEUR GENERAL)	<a href="mailto:maoa@maoa.mr">maoa@maoa.mr</a>	<u>Tél. : (+222) 525 18 73 / 525 35 41 / 29 33</u>
ECOWAS, UMA	Mauritanie	Private Bodies	Mauritanienne des Industries de la Pêche			YAHA	Abdallahi (PRESIDENT DIRECTEUR GENERAL)	<a href="mailto:mipfrigo@mauritel.mr">mipfrigo@mauritel.mr</a>	<u>Tél. : (+222) 525 98 24</u>
ECOWAS, UMA	Mauritanie	Private Bodies	Société Nationale Industrielle et Minière (SNIM)			KANE	Ousmane (ADMINISTR ATEUR DIRECTEUR GÉNÉRAL)	<a href="mailto:contact@snim.com">contact@snim.com</a>	<u>Tél. : (+222) 574 10 00 Siège Nouadhibou</u>
EU	Germany	Private Bodies	BVMW		President	OHOVEN	Mario	<a href="mailto:sekretariat@ohoven.de">sekretariat@ohoven.de</a>	+49 21195777811
EU	Germany	Private Bodies	VDMA (German federal Association of the machinebuilding sector)		Trade Policy Advisor	KERN	Daniel	<a href="mailto:sylvia.grohmann@vdma.org">sylvia.grohmann@vdma.org</a>	
EU	Germany	Private Bodies	ZDH (Federal German Crafts Association)		Assistant to the Managing Director of the Brussels office	UEBBING	Fabian	<a href="mailto:pochet@zdh.de">pochet@zdh.de</a>	
EU	REGIONAL	European Business Organisations	American Chamber of Commerce to the EU		Managing Director	DANGER	Susan	<a href="mailto:ecacc@amchameu.eu">ecacc@amchameu.eu</a>	+32 22891016
EU	REGIONAL	European Business Organisations	Association of Accredited Lobbyist to the European Parliament		President	DE FOULOY	Christian	<a href="mailto:aalep@numericable.be">aalep@numericable.be</a>	
EU	REGIONAL	European Business Organisations	Business Europe		Director Social Affairs	CERUTTI	Maxime	<a href="mailto:m.cerutti@businesseurop.eu">m.cerutti@businesseurop.eu</a>	+32 22376530
EU	REGIONAL	European Business Organisations	Business Europe		Director Internal Market	CHAUVIN	Jerome	<a href="mailto:j.chauvin@businesseurop.eu">j.chauvin@businesseurop.eu</a>	+32 22376550
EU	REGIONAL	European Business Organisations	Business Europe		Legal Advisor	OLIVEIRA	Pedro	<a href="mailto:j.chauvin@businesseurop.eu">j.chauvin@businesseurop.eu</a>	+32 22376550

EU	REGIONAL	European Business Organisations	Business Europe		Director SME	CLOQUET	Daniel	<a href="mailto:d.cloquet@businessseurope.eu">d.cloquet@businessseurope.eu</a>	+32 22376541
EU	REGIONAL	European Business Organisations	CEEP		General Secretary	RONZITTI	Valeria	<a href="mailto:valeria.ronzitti@ceep.eu">valeria.ronzitti@ceep.eu</a>	+32 22292142
EU	REGIONAL	European Business Organisations	CEN/CENELEC		Director External Relations at CENELEC	PENNY	Sarah	<a href="mailto:spenny@cencenelec.eu">spenny@cencenelec.eu</a>	+32 25196889
EU	REGIONAL	European Business Organisations	Concilium AG	Delegate of the Executive Board for EU Affairs, Partner and CEO Concilium Europe sprl	Managing Director	RUSS	Markus	<a href="mailto:russ@concilium.com">russ@concilium.com</a>	+32 28086942
EU	REGIONAL	European Business Organisations	Copa/Cogeca		Secretariat General Press Officer	CHEESLEY	Armanda	<a href="mailto:amanda.cheesley@copa-cogeca.eu">amanda.cheesley@copa-cogeca.eu</a>	+32 22872790
EU	REGIONAL	European Business Organisations	Copa/Cogeca		Secretariat General Senior Policy Advisor	GUERIN	Francois	<a href="mailto:francois.guerin@copa-cogeca.eu">francois.guerin@copa-cogeca.eu</a>	+32 22872737
EU	REGIONAL	European Business Organisations	Copa/Cogeca		Secretariat General	PESONEN	Pekka	<a href="mailto:amanda.cheesley@copa-cogeca.eu">amanda.cheesley@copa-cogeca.eu</a>	+32 22872737
EU	REGIONAL	European Business Organisations	DEKRA		Director of Liaison office in Brussels	DEITERS	Oliver	<a href="mailto:oliver.deiters@dekra.com">oliver.deiters@dekra.com</a>	
EU	REGIONAL	European Business Organisations	EBCAM - European Business Council for Africa and the Mediterranean	Includes CIAN and Afrikan Verein, Private Investors for Africa (PIA), It includes Coca-cola, BASF, General Electric, Lafarge, Aramex, Diageo, Heineken, Kimberly-Clark, Standard Bank, Unilever, Yara	Secretary General	MATOS ROSA	Fernando	<a href="mailto:fernando.matos.rosa@skynet.be">fernando.matos.rosa@skynet.be</a> <a href="mailto:EBCAM@skynet.be">EBCAM@skynet.be</a>	

EU	REGIONAL	European Business Organisations	EBF-FBE		Head of Communications	RANSON	Florence	<a href="mailto:f.ranson@ebf-fbe.eu">f.ranson@ebf-fbe.eu</a>	+32 25083734
EU	REGIONAL	European Business Organisations	EBF-FBE		Senior Adviser Financial Markets	VELASQUEZ	Enrique	<a href="mailto:f.ranson@ebf-fbe.eu">f.ranson@ebf-fbe.eu</a>	+32 25083734
EU	REGIONAL	European Business Organisations	Enterprise Europe Network	Chamber of Commerce in Ulm	Managing Director Head of sector; international affairs	SALZLE	Otto	<a href="mailto:info@ulm.ihk.de">info@ulm.ihk.de</a>	+49 311730
EU	REGIONAL	European Business Organisations	EPACA - European Public Affairs Consultancies' Association		LOGOS Public Affairs	SOUDAIN	Frédéric	<a href="mailto:FredSoudain@logos-eu.com">FredSoudain@logos-eu.com</a>	+32 27393020
EU	REGIONAL	European Business Organisations	ESBA		Representative; Head of office	GIBBELS	Patrick	<a href="mailto:secretariat@esba-europe.org">secretariat@esba-europe.org</a>	+32 22742504
EU	REGIONAL	European Business Organisations	EURADA		CEO	SAUBLENS	Christian	<a href="mailto:Christian.saublens@eurada.org">Christian.saublens@eurada.org</a>	+32 22184313
EU	REGIONAL	European Business Organisations	Eurochambres		Director EU Affairs	BUTTERS	Ben	<a href="mailto:butters@eurochambres.eu">butters@eurochambres.eu</a>	+32 22820871
EU	REGIONAL	European Business Organisations	Eurochambres		SME Policy Senior Advisor	BEAUPERIN	Typhaine	<a href="mailto:beauperin@eurochambres.eu">beauperin@eurochambres.eu</a>	+32 22820880
EU	REGIONAL	European Business Organisations	Eurochambres		Internal Market Senior Advisor	TILMAN	Vincent	<a href="mailto:tilman@eurochambres.eu">tilman@eurochambres.eu</a>	+32 22820867
EU	REGIONAL	European Business Organisations	Eurocommerce		Advocacy & Communications Director	RAES	Marjolein	<a href="mailto:raes@eurocommerce.be">raes@eurocommerce.be</a>	+32 27370599
EU	REGIONAL	European Business Organisations	Eurocommerce		Social Dialog Senior Advisor	SAVOINI	Ilaria	<a href="mailto:savoini@eurocommerce.be">savoini@eurocommerce.be</a>	+32 27370582
EU	REGIONAL	European Business Organisations	Eurocommerce		SME Policy Advisor	VERBRUGHE	Geraldine	<a href="mailto:verbrugghe@eurocommerce.be">verbrugghe@eurocommerce.be</a>	+32 27370587
EU	REGIONAL	European Business Organisations	European Business & Innovation Centre Network	EU international projects, Head of department	Head of Department	SANDERS	Robert	<a href="mailto:rsa@ebn.eu">rsa@ebn.eu</a>	+32 27611085

EU	REGIONAL	European Business Organisations	European Round Table		Secretary General	AGER	Brian	<a href="mailto:contact@ert.eu">contact@ert.eu</a>	+32 25343100
EU	REGIONAL	European Business Organisations	Federation of Small Businesses		Senior Advisor EU and International Affairs	DE GROOT	Sietske	<a href="mailto:sietske.degroot@fsb.org.uk">sietske.degroot@fsb.org.uk</a>	+44 2075928125
EU	REGIONAL	European Business Organisations	Trans-Atlantic Business Council		Policy Director	KORWEK	Justine	<a href="mailto:jkorwek@transatlanticbusiness.org">jkorwek@transatlanticbusiness.org</a>	
EU	REGIONAL	European Business Organisations	Trans-Atlantic Business Council		Police Officer	HAUK	Frederike	<a href="mailto:jkorwek@transatlanticbusiness.org">jkorwek@transatlanticbusiness.org</a>	
EU	REGIONAL	European Business Organisations	UEA-PME		Communications and Media	GROHMANN	Dieter	<a href="mailto:grohmann@ueapme.com">grohmann@ueapme.com</a>	+32 22307599
EU	REGIONAL	European Business Organisations	UEA-PME		Competitiveness of Enterprises & External Relations; Legal Affairs	HENDRICKX	Luc	<a href="mailto:l.hendrickx@ueapme.com">l.hendrickx@ueapme.com</a>	+32 22307599
EU	REGIONAL	European Business Organisations	UEA-PME		Competitiveness of Enterprises & External Relations; Legal Affairs	ERIKENS	Sabine	<a href="mailto:l.hendrickx@ueapme.com">l.hendrickx@ueapme.com</a>	+32 22307599
EU	REGIONAL	European Business Organisations	UEA-PME		Economic and Fiscal Policy	HUEMER	Gehard	<a href="mailto:g.huemer@ueapme.com">g.huemer@ueapme.com</a>	+32 22307599
EU	REGIONAL	European Institutions	European Commission	DEVCO C1 (LPI-FSTP)		THEVENOUX	Philippe	<a href="mailto:Philippe.THEVENOUX@ec.europa.eu">Philippe.THEVENOUX@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DEVCO C4	co-chair JAES P3	COCCHI	Giorgio	<a href="mailto:Giorgio.Cocchi@ec.europa.eu">Giorgio.Cocchi@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DEVCO D4	working on PAP for P3 with B. François	VAN MEERBEECK	Jonathan	<a href="mailto:Jonathan.VAN-MEERBEECK@ec.europa.eu">Jonathan.VAN-MEERBEECK@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DEVCO D4, EU-Africa Summit & business forum		WORMGOOR	Wouter	<a href="mailto:Wouter.Wormgoor@ec.europa.eu">Wouter.Wormgoor@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DEVCO E3, intra ACP Programmes (TradeCom, TBT, etc)		POLACSEK	Patrick	<a href="mailto:Patrick.Polacsek@ec.europa.eu">Patrick.Polacsek@ec.europa.eu</a>	

EU	REGIONAL	European Institutions	European Commission	DG AGRI		FAY	Francis	<a href="mailto:Francis.Fay@ec.europa.eu">Francis.Fay@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DG Agriculture and Rural Development	Head of Unit ACP, South Africa, FAO and G8/G20	MIZZI	Leonard	<a href="mailto:leonard.mizzi@ec.europa.eu">leonard.mizzi@ec.europa.eu</a>	+32 22980477
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Textiles, Fashion, Design and Creative Industries	AGUINAGA	Jean-Francois	<a href="mailto:jean-francois.aguinaga@ec.europa.eu">jean-francois.aguinaga@ec.europa.eu</a>	+32 22951442
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit SME policy development and Small Business Act	ANDROPOULOS	Costas	<a href="mailto:costas.andropoulos@ec.europa.eu">costas.andropoulos@ec.europa.eu</a>	+32 22956601
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer Economic and Statistical Analysis	BRANNSTROM	Tomas	<a href="mailto:tomas.brännström@ec.europa.eu">tomas.brännström@ec.europa.eu</a>	+32 22976295
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Industrial Competitiveness Policy for Growth	CABALLERO SANZ	Francisco	<a href="mailto:francisco.caballero-sanz@ec.europa.eu">francisco.caballero-sanz@ec.europa.eu</a>	+32 22954468
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer-Industrial Policy-Sectoral Overview – Industrial Competitiveness Policy for Growth	CHRISTENSEN	Peder	<a href="mailto:peder.christensen@ec.europa.eu">peder.christensen@ec.europa.eu</a>	+32 22965746
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer International Affairs and Missions for Growth	CORMAN	Marie	<a href="mailto:marie.corman@ec.europa.eu">marie.corman@ec.europa.eu</a>	+32 22980025
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer -Unit Interinstitutional Relations and Evaluation	DI GREGORIO	Alessia	<a href="mailto:Alessia.digregorio@ec.europa.eu">Alessia.digregorio@ec.europa.eu</a>	+32 22992229
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Enterprise Policy and Support Programmes	GUERRIER	Julien	<a href="mailto:julien.guerrier@ec.europa.eu">julien.guerrier@ec.europa.eu</a>	+ 32 22965349
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer Lisbon Strategy/Market Access International Affairs and Missions for Growth	HYEULLE	Véronique	<a href="mailto:veronique.hyeulle@ec.europa.eu">veronique.hyeulle@ec.europa.eu</a>	+32 22990235
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Internal Market and its international Dimension	INGELS	Hans	<a href="mailto:Hans.ingels@ec.europa.eu">Hans.ingels@ec.europa.eu</a>	+32 22966441

EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Assistant of Unit Internal Market and its international Dimension	BUNCH	Daniel	<a href="mailto:Hans.ingels@ec.europa.eu">Hans.ingels@ec.europa.eu</a>	+32 22966441
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit International Affairs and Missions for Growth	KYRIATZIS	Christos	<a href="mailto:christos.kyriatzis@ec.europa.eu">christos.kyriatzis@ec.europa.eu</a>	+32 22961049
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Interinstitutional Relations and Evaluation	LEBRUN	Stéphane	<a href="mailto:stephane.lebrun@ec.europa.eu">stephane.lebrun@ec.europa.eu</a>	+32 22962530
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Policy Officer SME Access to Finance	MELONE	Armando	<a href="mailto:armando.melone@ec.europa.eu">armando.melone@ec.europa.eu</a>	+32 22957013
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Economic Analysis and Impact Assessment	PASHEV	Konstantin	<a href="mailto:konstantin.pashev@ec.europa.eu">konstantin.pashev@ec.europa.eu</a>	+32 22984687
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit Raw materials, Metals, Minerals and Forest-based industries	PELIGRINI	MATTIA	<a href="mailto:mattia.peligrini@ec.europa.eu">mattia.peligrini@ec.europa.eu</a>	+32 22954135
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	SMEs and Entrepreneurship Adviser - Senior Advisor Entrepreneurship & SME Policy	WEINBERGER	Dr. Christian	<a href="mailto:christian.weinberger@ec.europa.eu">christian.weinberger@ec.europa.eu</a>	+32 22955305
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Senior Advisor Entrepreneurship & SME Policy	VIGLIAROLO	Maria	<a href="mailto:christian.weinberger@ec.europa.eu">christian.weinberger@ec.europa.eu</a>	+32 22955305
EU	REGIONAL	European Institutions	European Commission	DG Enterprise and Industry	Head of Unit - Business co- operation and business support network development	WRAGG	Peter	<a href="mailto:peter.wragg@ec.europa.eu">peter.wragg@ec.europa.eu</a>	+32 22960126
EU	REGIONAL	European Institutions	European Commission	DG Health and Consumer	Head of consumer strategy	TÖRNBLOM	Carina	<a href="mailto:carina.tornblom@ec.europa.eu">carina.tornblom@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DG Internal Market and Services	General Director	FAULL	Jonathan	<a href="mailto:jonathan.faull@ec.europa.eu">jonathan.faull@ec.europa.eu</a>	+32 22958658 or +32 22979509



EU	REGIONAL	European Institutions	European Commission	DG Internal Market and Services	Head of Unit Single Market Policy, Relations with the Council	MORCH	Henrik	<a href="mailto:henrik.morch@ec.europa.eu">henrik.morch@ec.europa.eu</a>	+32 22950766
EU	REGIONAL	European Institutions	European Commission	DG Internal Market and Services	Head of Unit International Dimension of Public Procurement	MUYELLE	Jean-Yves	<a href="mailto:jean-yves.muyelle@ec.europa.eu">jean-yves.muyelle@ec.europa.eu</a>	+32 22967537
EU	REGIONAL	European Institutions	European Commission	DG Internal Market and Services	Head of Unit International Affairs	SALLES	Olivier	<a href="mailto:olivier.salles@ec.europa.eu">olivier.salles@ec.europa.eu</a>	+32 22956954
EU	REGIONAL	European Institutions	European Commission	DG Justice	Senior Legislative Officer Unit Civil justice policy	CARRIAT	Jerôme	<a href="mailto:Jerome.carriat@ec.europa.eu">Jerome.carriat@ec.europa.eu</a>	+32 22952843
EU	REGIONAL	European Institutions	European Commission	DG Justice	Policy officer Fundamental rights and rights of the child	Buchet	Antoine	<a href="mailto:salla.saastamoinen@ec.europa.eu">salla.saastamoinen@ec.europa.eu</a>	+32 22969463
EU	REGIONAL	European Institutions	European Commission	DG MARKET		ROHMER	Arnaud	<a href="mailto:Arnaud.ROHMER@ec.europa.eu">Arnaud.ROHMER@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DG Research & Innovation	External an Internal Communication Head of Unit	ARANO	Begona	<a href="mailto:begona.arano@ec.europa.eu">begona.arano@ec.europa.eu</a>	+32 22992040
EU	REGIONAL	European Institutions	European Commission	DG Research & Innovation	Best Practices for the implementation of innovation Advisor	POIREAU	Michael	<a href="mailto:micheal.poireau@ec.europa.eu">micheal.poireau@ec.europa.eu</a>	+32 22951411
EU	REGIONAL	European Institutions	European Commission	DG Research & Innovation	General Director	SMITS	Robert-Jan	<a href="mailto:robert-jan.smits@ec.europa.eu">robert-jan.smits@ec.europa.eu</a>	+32 22963296
EU	REGIONAL	European Institutions	European Commission	DG Taxation and Customs Union	Deputy Head of Unit Combined Nomenclature, Tariff classification, TARIC and integration of trade measures	VARDAKIS	Dimitrios	<a href="mailto:dimitrios.vardakis@ec.europa.eu">dimitrios.vardakis@ec.europa.eu</a>	+32 22966617
EU	REGIONAL	European Institutions	European Commission	DG TAXUD		JONKMAN	Heidi	<a href="mailto:Heidi.Jonkman@ec.europa.eu">Heidi.Jonkman@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	DG Trade	General Director	DEMARTY	Jean-Luc	<a href="mailto:jean-luc.demarty@ec.europa.eu">jean-luc.demarty@ec.europa.eu</a>	+32 22956126 or +32 22966663



EU	REGIONAL	European Institutions	European Commission	DG Trade	Head of Unit Trade and Sustainable Development, Generalized System of Preferences	HENCSEY	Monika	<a href="mailto:Monika.HENCSEY@ec.europa.eu">Monika.HENCSEY@ec.europa.eu</a>	+32 229-86051
EU	REGIONAL	European Institutions	European Commission	DG Trade	Head of Unit Raw materials, Metals, Minerals and Forest-based industries	PELIGRINI	Mattia	<a href="mailto:mattia.peligrini@ec.europa.eu">mattia.peligrini@ec.europa.eu</a>	+32 22954135
EU	REGIONAL	European Institutions	European Commission	DG Trade	Director Resources, Information and Policy Coordination	SANDLER	Peter	<a href="mailto:peter.sandler@ec.europa.eu">peter.sandler@ec.europa.eu</a>	+32 22968645
EU	REGIONAL	European Institutions	European Commission	DG Trade	Director Resources, Information and Policy Coordination	SANDLER	Peter	<a href="mailto:peter.sandler@ec.europa.eu">peter.sandler@ec.europa.eu</a>	+32 22968645
EU	REGIONAL	European Institutions	European Commission	DG Trade	Head of Unit Policy Coordination and Inter-institutional Relations	VAN EECKHAUTE	Jean-Charles	<a href="mailto:jean-charles.vaneeckhaute@ec.europa.eu">jean-charles.vaneeckhaute@ec.europa.eu</a>	+32 22991920
EU	REGIONAL	European Institutions	European Commission	DG Trade	Head of Unit Policy Coordination and Inter-institutional Relations	VAN EECKHAUTE	Jean-Charles	<a href="mailto:jean-charles.vaneeckhaute@ec.europa.eu">jean-charles.vaneeckhaute@ec.europa.eu</a>	+32 22991920
EU	REGIONAL	European Institutions	European Commission	DG TRADE, EPA		ASKOLA	Erja	<a href="mailto:erja.askola@ec.europa.eu">erja.askola@ec.europa.eu</a>	+32 22976295
EU	REGIONAL	European Institutions	European Commission	DG TRADE, EPA	Head of Unit	GALLINA	Sandra	<a href="mailto:Sandra.Gallina@ec.europa.eu">Sandra.Gallina@ec.europa.eu</a>	
EU	REGIONAL	European Institutions	European Commission	Smart-regulation Reducing Administrative Burdens	Chairman of the High Level Group	EDMUND	Stoiber	<a href="mailto:info@stoiber.de">info@stoiber.de</a>	
EU	REGIONAL	European Institutions	European Economic and Social Committee	European Economic and Social Committee	Director	HICK	Alan		+32 25469302
EU	REGIONAL	European Institutions	European Economic and Social Committee	European Economic and Social Committee	Single Market, Production and Consumption Unit (INT); Head of Unit	LOBO	Luis		+32 25469717

EU	REGIONAL	European Institutions	European Economic and Social Committee	European Economic and Social Committee	EESC Bureau-preparatory meeting of Group I members; Single Market Observer	ORAVEC	Jan	<a href="mailto:jan.oravec@hayek.sk">jan.oravec@hayek.sk</a>	+421 905201154
EU	REGIONAL	European Institutions	European Economic and Social Committee	European Economic and Social Committee	Relations with organised Civil Society and Forward studies; Administrator	WEGER	Christian		+32 25469586
EU	REGIONAL	European Institutions	European Parliament	EPP Group	Political Adviser	SPEISER	Micheal	<a href="mailto:michael.speiser@europarl.europa.eu">michael.speiser@europarl.europa.eu</a>	+32 22832475
EU	REGIONAL	European Institutions	European Parliament	Committee ECON	MEP	BALZ	Burkhard	<a href="mailto:burkhard.balz@europarl.europa.eu">burkhard.balz@europarl.europa.eu</a>	+32 22845119
EU	REGIONAL	European Institutions	European Parliament	Committee IMCO	MEP	KARAS	Othmar	<a href="mailto:othmar.karas@europarl.europa.eu">othmar.karas@europarl.europa.eu</a>	+32 22845627
EU	REGIONAL	European Institutions	European Parliament	Committee IMCO (BUDG, ASEAN, Delegation Korean Peninsula)	MEP	WEILER	Barbara	<a href="mailto:barbara.weiler@europarl.europa.eu">barbara.weiler@europarl.europa.eu</a>	+32 22845439
EU	REGIONAL	European Institutions	European Parliament	Committee ITRE (EMPL, IMCO, D-CA)	MEP	CREUTZMANN	Jürgen	<a href="mailto:jurgen.creutzmann@europarl.europa.eu">jurgen.creutzmann@europarl.europa.eu</a>	+32 22845575
EU	REGIONAL	European Institutions	European Parliament	Committee JURI,PETI (AFCD)	MEP (Vice- President of the European Parliament)	WIELAND	Rainer	<a href="mailto:rainer.wieland@europarl.europa.eu">rainer.wieland@europarl.europa.eu</a>	+32 22847545
EU	REGIONAL	European Institutions	Eurostat	EUROSTAT		THOMPSON	Ceri	<a href="mailto:Ceri.Thompson@ec.europa.eu">Ceri.Thompson@ec.europa.eu</a>	
IOC	REGIONAL	Donors	European Union Delegation	EUD to Mauritius and IOC, Economic Section	Head of Section	TASSIN PELZER	Cecile	<a href="mailto:Cecile.TASSIN-PELZER@eeas.europa.eu">Cecile.TASSIN-PELZER@eeas.europa.eu</a>	
IOD	Mauritius	Donors	European Union Delegation					<a href="mailto:delegation-mauritius@eeas.europa.eu">delegation-mauritius@eeas.europa.eu</a>	
SADC	Botswana	Donors	European Union Delegation			CORNET	Jocelin	<a href="mailto:Jocelin.CORNET@eeas.europa.eu">Jocelin.CORNET@eeas.europa.eu</a>	
SADC	Botswana	Donors	GIZ	Country Director		QUINTEN	Jochen	<a href="mailto:jochen.quinten@giz.de">jochen.quinten@giz.de</a>	

SADC	Botswana	PPD Secretariats	High Level Consultative Council (HLCC)	Office of the President	Permanent Secretary	MODISE	M.		
SADC	Botswana	Private Bodies	Botswana Exporters and Manufacturers Association		Secretary	LOAGO RADITEDU	Evangelist	<a href="mailto:eaob@exporters.bw">eaob@exporters.bw</a>	Tel: + (267) 3911883/4 - Fax: + (267) 3911001
SADC	Botswana	Private Bodies	The Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)	Executive board	Executive Director	MACHAILO-ELLIS	Maria	<a href="mailto:mellis@boccim.co.bw">mellis@boccim.co.bw</a>	Tel: + 267 395 3159 Fax: + 267 397 3142
SADC	Botswana	Private Bodies	The Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)		Senior Member Secretariat	MOLEELE	Norman	<a href="mailto:nmoleele@boccim.co.bw">nmoleele@boccim.co.bw</a>	Tel: + 267 395 3159 Fax: + 267 397 3142
SADC	Lesotho	Donors	European Union Delegation					<a href="mailto:delegation-lesotho@eeas.europa.eu">delegation-lesotho@eeas.europa.eu</a>	
SADC	Lesotho	Private Bodies	Lesotho Chamber of Commerce			PHAFANE	Simon	<a href="mailto:lcci@leo.co.ls">lcci@leo.co.ls</a>	Tel: 58850380
SADC	Lesotho	Private Bodies	Lesotho Chamber of Commerce and Industry		Executive Director	MAKEKA	Thabo	<a href="mailto:makeka@leo.co.ls">makeka@leo.co.ls</a> <a href="mailto:alemp@leo.co.ls">alemp@leo.co.ls</a>	266 223 15736
SADC	Lesotho	Private Bodies	Lesotho Industrial Employers Association			LYON	John	<a href="mailto:john.lyon@reebok.co.za">john.lyon@reebok.co.za</a>	Tel: 22430303
SADC	Lesotho	Private Bodies	Lesotho Textile Exporters Association			CHEN	Jennifer	<a href="mailto:jennifer.chen@carrywealth.com">jennifer.chen@carrywealth.com</a>	Tel: 22321823
SADC	Lesotho	Private Bodies	Mohloli Chamber of Commerce			RALECHE	Semethe	<a href="mailto:philraleche@gmail.com">philraleche@gmail.com</a>	Tel: 58984777
SADC	Mozambique	Donors	European Union Delegation					<a href="mailto:delegation-mozambique@eeas.europa.eu">delegation-mozambique@eeas.europa.eu</a>	
SADC	Mozambique	Private Bodies	ACIS – Associação Comercial e Industrial de Sofala			WHITE	Graeme	<a href="mailto:acisofala@acisofala.com">acisofala@acisofala.com</a>	Tel: +258 23-325997
SADC	Mozambique	Private Bodies	AIMO – Associação Industrial de Moçambique			SIMBINE	Carlos	<a href="mailto:cadi.aimo@tvcabo.co.mz">cadi.aimo@tvcabo.co.mz</a>	Tel: +258 21-305302

SADC	Mozambique	Private Bodies	Commercial and Industrial Association of Sofala			DAVIES	Carrie	<a href="mailto:acis@acismoz.com">acis@acismoz.com</a>	Tel : +258 23 325997
SADC	Mozambique	Private Bodies	Confederation of Business Associations Mozambique (CTA)		Executive Director	HUSSEIN	Alima	<a href="mailto:ahussein@cta.org.mz">ahussein@cta.org.mz</a>	Tel + 258 21 4919 14/64/3089 Fax + 258 21 49 30 94 / + 258 84 31 11 820 / . + 258 84 31 91 300
SADC	Mozambique	Private Bodies	CTA (Confederação de associações económicas de Moçambique)			PATEL	Kekobad	<a href="mailto:kpatel@cta.org.mz">kpatel@cta.org.mz</a>	Tel.: +258 21 49 19 14
SADC	Mozambique	Private Bodies	FEMATRO – Federação Moçambicana dos Transportadores Rodoviários			MANUEL	Rogério	<a href="mailto:cta.ar.sul@tvcabo.co.mz">cta.ar.sul@tvcabo.co.mz</a>	Tel: 21-327709
SADC	Mozambique	Private Bodies	FME – Federação Moçambicana dos Empreiteiros			CARDOSO	Armando	<a href="mailto:zamcolda@tdm.co.mz">zamcolda@tdm.co.mz</a>	Tel: +258 21- 314474
SADC	Namibia	Donors	European Union Delegation					<a href="mailto:delegation-namibia@eeas.europa.eu">delegation-namibia@eeas.europa.eu</a>	
SADC	Namibia	Private Bodies	Namibia Chamber of Commerce and Industry (NCCI)		CEO	SHAANIKA	Tarah	<a href="mailto:tnshaanika@ncci.org.na">tnshaanika@ncci.org.na</a> <a href="mailto:ncciinfo@ncci.org.na">ncciinfo@ncci.org.na</a>	Tel. +264 61 228809 - Fax: +264 61 228009
SADC	Namibia	Private Bodies	Namibian Employers Associations Namibia		Secretary General	PARKHOUSE	Tim	<a href="mailto:nefsecgen@nef.com.na">nefsecgen@nef.com.na</a>	Tel: + 264 61 244 089
SADC	REGIONAL	Donors	European Union Delegation	Private Sector and Civil Society	Project officer	MATLHARE	Tebogo	<a href="mailto:tegobo.matlhare@eeas.europa.eu">tegobo.matlhare@eeas.europa.eu</a>	
SADC	REGIONAL	Donors	European Union Delegation	Regional Integration	Programme officer	VARGYAS	Betty Diana	<a href="mailto:Betty-Diana.VARGYAS@eeas.europa.eu">Betty-Diana.VARGYAS@eeas.europa.eu</a>	
SADC	REGIONAL	Donors	European Union Delegation					<a href="mailto:Delegation-botswana@eeas.europa.eu">Delegation-botswana@eeas.europa.eu</a>	

SADC	REGIONAL	Donors	GIZ	SADC Promotion of Economic Integration and Trade (ProSPECT)	Economic Policy and Trade Advisor	BRESSER	Matthias	<a href="mailto:matthias.bresser@giz.de">matthias.bresser@giz.de</a>	F +267 364 1803 M +267 7233 1595
SADC	REGIONAL	SADC Business Organisations	Association of SADC Chambers of Commerce and Industry (ASCCI)		President	BINHA	Oswell	<a href="mailto:znccpresident@gmail.com">znccpresident@gmail.com</a> <a href="mailto:znccpresidentpa@gmail.com">znccpresidentpa@gmail.com</a>	
SADC	REGIONAL	SADC Business Organisations	Federation of Clearing and Forwarding Agents Association of SADC (FCFAAS)		Senior Member Secretariat	MUSARIRI	Joseph	<a href="mailto:josephmusariri@gmail.com">josephmusariri@gmail.com</a> <a href="mailto:joseph.musariri@yahoo.com">joseph.musariri@yahoo.com</a>	
SADC	REGIONAL	SADC Business Organisations	Federation of Eastern and Southern African Road Transport Association (FESARTA)		Senior Member Secretariat	CURTIS	Barney	<a href="mailto:fesarta@iafrica.com">fesarta@iafrica.com</a>	Tel: 011 468 5277
SADC	REGIONAL	SADC Business Organisations	IFPRI			BADIANE	Ousmane	<a href="mailto:O.badiane@cgjar.org">O.badiane@cgjar.org</a>	Tel: +1(202)862 5600
SADC	REGIONAL	SADC Business Organisations	IFPRI			ULIMWENGU	John	<a href="mailto:J.Ulimwengu@cgjar.org">J.Ulimwengu@cgjar.org</a>	Tel: +1(202)862 6484
SADC	REGIONAL	SADC Business Organisations	Mining Industries Association of Southern Africa		Senior Member Secretariat	MAPHALALA	Jabu	<a href="mailto:jmaphalala@bullion.org.za">jmaphalala@bullion.org.za</a>	Tel No. +27 11 498 7212 Fax No. + 27 86 524 6619 Cell No. + 27 71 679 2770
SADC	REGIONAL	SADC Business Organisations	SADC Banking Association & Business Unity South Africa (BUSA)		Managing Director	COOVADIA	Cas	<a href="mailto:casc@banking.org.za">casc@banking.org.za</a>	27 11 645 6706
SADC	REGIONAL	SADC Business Organisations	SADC Business Forum (former SEG)		Senior Member Secretariat (Executive Director BOCCIM)	MACHAILO-ELLIS	Maria	<a href="mailto:mellis@boccim.co.bw">mellis@boccim.co.bw</a> <a href="mailto:lmataboge@boccim.co.bw">lmataboge@boccim.co.bw</a>	Tel: + 267 395 3159 Fax: + 267 397 3142

SADC	REGIONAL	SADC Business Organisations	SADC Business Forum (former SEG)		President	MUFUKARE	John	<a href="mailto:director@emcoz.org.zw">director@emcoz.org.zw</a>	Tel: + 263 473 9647/49 Fax: + 263 473 9630
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		SADC DFI Subcommittee Chairman (Managing Director, Development Bank of Mauritius)	BISSESSUR	Hurrydeo	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	279 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Director for Trade Industry and Finance and Investment, SADC Secretariat	GOFHAMODIM O	Boitumelo	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	281 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Board Member (Chief Executive Officer, National Housing Enterprise, Namibia)	HAILULU	Vinson	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	275 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Board Member (Managing Director for Swaziland Industrial Development Company)	MHLANGA	Vincent	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	272 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Board Member (Director of Development Programs and Microfinance for GAPI/SARL)	MUHOLOVE	Adolfo	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	271 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Board Member (Managing Director for National Development Corporation, Tanzania)	NASARI	Gideon	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	277 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Board Chairman (Managing Director, Botswana Development Corporation)	NTHEBOLAN	Maria	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	267 319 1146
SADC	REGIONAL	SADC Business Organisations	SADC Development Finance Resource Centre (DFRC)		Deputy Chairman (Group Executive - Marketing and Corporate Affairs, Industrial Development Corporation of South Africa)	SOWAZI	Neo	<a href="mailto:info@sadc-dfrc.org">info@sadc-dfrc.org</a>	269 319 1146



SADC	REGIONAL	SADC Business Organisations	Southern Africa Enterprises Network (SAEN)		Secretary	CAPOCO	Jonas	<a href="mailto:asca@mweb.com.na">asca@mweb.com.na</a> <a href="mailto:enquiries@saen.info">enquiries@saen.info</a>	Tel / Fax: + 264 61 272 203
SADC	REGIONAL	SADC Business Organisations	Southern Africa Enterprises Network (SAEN)		Senior Member Secretariat	KAMWAZA	Dannie	<a href="mailto:danniekamwaza@kdpmailawi.com">danniekamwaza@kdpmailawi.com</a>	Tel / Fax: + 264 61 272 203
SADC	REGIONAL	SADC Business Organisations	Southern African Confederation of Agricultural Unions (SACAU)		Chief Executive Officer	SUNGA	Ishmael	<a href="mailto:ishmael.sunga@sacau.org">ishmael.sunga@sacau.org</a> <a href="mailto:info@sacau.org">info@sacau.org</a>	.27 12 644 0808
SADC	REGIONAL	SADC Institutions	CCARDESA		Programme and grants manager	MWALE	Simon	<a href="mailto:smwale@ccardesa.org">smwale@ccardesa.org</a>	Tel: +267 391 4997 Mobile: +267 7184 5708
SADC	REGIONAL	SADC Institutions	SADC	EPA		SEGOTLONG	Johana	<a href="mailto:jsegotlong@sadc.int">jsegotlong@sadc.int</a>	
SADC	REGIONAL	SADC Institutions	SADC Secretariat	Industry Productive Competitiveness	Senior Programme Officer	VOLOLONIAIN A	Alisoa	<a href="mailto:avololoniaina@sadc.int">avololoniaina@sadc.int</a>	
SADC	REGIONAL	SADC Institutions	SADC Secretariat	Trade, Industry, Finance and Investment Directorate (TIFI)	Programme Officer, Capacity Building (Customs)	KASSEE	Dhunraj	<a href="mailto:dkassee@sadc.int">dkassee@sadc.int</a>	
SADC	South Africa	Donors	European Union Delegation	Economic and Infrastructure	Head of Section	VAN UYTHEM	Bart	<a href="mailto:Bart.VAN-UYTHEM@eeas.europa.eu">Bart.VAN-UYTHEM@eeas.europa.eu</a>	Telephone: +27 12 452-5220 Mobile +27 72 866 9730
SADC	South Africa	Donors	European Union Delegation	Economic and Trade	Head of Section	POUGIN DE LA MAISONNEUVE	Axel	<a href="mailto:Axel.POUGIN-DE-LA-MAISONNEUVE@eeas.europa.eu">Axel.POUGIN-DE-LA-MAISONNEUVE@eeas.europa.eu</a>	Telephone: +27 12 452-5220 Mobile +27 72 866 9730
SADC	South Africa	Donors	European Union Delegation			KAHLU	Samantha	<a href="mailto:Samantha.KAHLU@eeas.europa.eu">Samantha.KAHLU@eeas.europa.eu</a>	
SADC	South Africa	Donors	European Union Delegation		Ambassador Head of Delegation	VAN DE GEER	Roeland	<a href="mailto:Delegation-s-africa@eeas.europa.eu">Delegation-s-africa@eeas.europa.eu</a>	
SADC	South Africa	Private Bodies	Business Unity South Africa (BUSA)	Economic Policy	Executive Director	NGOASHENG	Kgatlaki	<a href="mailto:kgatlaki.ngoasheng@busa.org.za">kgatlaki.ngoasheng@busa.org.za</a>	Tel: + 27 11 784-8000   Fax: 086 609 8248   Mobile: 082 822 5381



SADC	South Africa	Private Bodies	Business Unity South Africa (BUSA)	Trade and Investment Promotion	Director	NELSON-MASIA	Dorin	<a href="mailto:dorin.nelson@busa.org.za">dorin.nelson@busa.org.za</a>	Tel: + 27 11 784-8000   Fax: 086 609 8248   Mobile: 082 822 5381
SADC	South Africa	Private Bodies	Business Unity South Africa (BUSA)		Former President	NOMAXABISO	Majokweni	<a href="mailto:nomaxabiso.majokweni@busa.org.za">nomaxabiso.majokweni@busa.org.za</a>	+2711 784 8000
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),	PPP financing division	Project Manager	NOTSHULWANA	Mxolisi	<a href="mailto:MxolisiN@dbsa.org">MxolisiN@dbsa.org</a>	tel: +27 (0) 11 313 3290
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),	Regional Programs	Regional Integration Specialist	RUITERS	Michelle	<a href="mailto:MicheleR@dbsa.org">MicheleR@dbsa.org</a>	tel: +27 11 313 3467 mobile: +27 79 513 6867
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),		Executive Coordinator	BOLLING	Stefan	<a href="mailto:stefanb@dbsa.org">stefanb@dbsa.org</a>	tel: +27 (0) 11 313 3537
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),		Divisional Executive of the African Partnership Unit	MALEKE	Bane	<a href="mailto:banem@dbsa.org">banem@dbsa.org</a>	tel: +27 (0) 11 313 3290
SADC	South Africa	Private Bodies	Development Bank of Southern Africa (DBSA),		Executive Manager for Private Sector and International Investments	TADESSE	Admassu	<a href="mailto:admassut@dbsa.org">admassut@dbsa.org</a>	tel: +27 (0) 11 313 3144
SADC	South Africa	Private Bodies	EU-SA Business Focal Point		Lead Expert	LINKS	Elias	<a href="mailto:eltie.links@usb.co.za">eltie.links@usb.co.za</a>	
SADC	South Africa	Private Bodies	Federation of East and Southern African Road Transport Associations (FESARTA)		Director	BARNEY	Curtis	<a href="mailto:barney@fesarta.org">barney@fesarta.org</a>	27114685277
SADC	South Africa	Private Bodies	French-South African Chamber of Commerce and Industry			DE BEER	Delphine	<a href="mailto:ddebeer@fsacci.co.za">ddebeer@fsacci.co.za</a>	
SADC	South Africa	Private Bodies	German-Southern African Chamber of Commerce		Deputy CEO	ALETTER	Franz	<a href="mailto:Falletter@germanchamber.co.za">Falletter@germanchamber.co.za</a>	Tel. +27 (0)11 486 2775

SADC	South Africa	Private Bodies	German-Southern African Chamber of Commerce		CEO	BODDENBERG	Mathias	<a href="mailto:mboddenberg@germanchamber.co.za">mboddenberg@germanchamber.co.za</a>	
SADC	South Africa	Private Bodies	International Chamber of Commerce		Director	CORBIN	Patrick	<a href="mailto:joan@jcci.co.za">joan@jcci.co.za</a>	27 11 726 5300
SADC	South Africa	Private Bodies	JHB Chamber of Commerce		Head International Trade	REYNEKE	Nada	<a href="mailto:nada@jcci.co.za">nada@jcci.co.za</a>	27 11 726 5300
SADC	South Africa	Private Bodies	National Association of Automobile Manufacturers of South Africa (Naamsa)			VERMEULEN	Nico	<a href="mailto:naamsa@iafrica.com">naamsa@iafrica.com</a>	+ 27 (0) 12 323 2980
SADC	South Africa	Private Bodies	National Economic Development and Labour Council (NEDLAC)		Executive Director	SMITH	Alistair	<a href="mailto:info@nedlac.org.za">info@nedlac.org.za</a>	Tel: 087 702 2457
SADC	South Africa	Private Bodies	NEPAD Business Foundation		Chief Executive Officer	CHEN	Lynette	<a href="mailto:Lynette.Chen@thenbf.co.za">Lynette.Chen@thenbf.co.za</a>	Tel +27 87 310 1888
SADC	South Africa	Private Bodies	Private Sector Initiative (PSI)	SBP South Africa	Director of Operations	MITCHELL	Corin	<a href="mailto:info@sbp.org.za">info@sbp.org.za</a>	+27 11 486 0797
SADC	South Africa	Private Bodies	South African Chamber of Commerce and Industry (SACCI)			DRODSKIE	Peggy	<a href="mailto:advisor@sacci.org.za">advisor@sacci.org.za</a>	Tel: 011 446 3800 Mobile: +27 82 562 7087
SADC	South Africa	Private Bodies	South African Chamber of Commerce and Industry (SACCI)		CEO	RAU	Neren	<a href="mailto:ceo@sacci.org.za">ceo@sacci.org.za</a> <a href="mailto:advisor@sacci.org.za">advisor@sacci.org.za</a>	Tel: +27 11 446 3800 - Fax: + 27 11 446 3804
SADC	South Africa	Private Bodies	South African Chamber of Commerce and Industry (SACCI)		Policy Consultant	ROOS	Pietman	<a href="mailto:analyst@sacci.org.za">analyst@sacci.org.za</a>	Tel: +27 11 446 3800 - Fax: + 27 11 446 3804
SADC	South Africa	Private Bodies	South African Chamber of Mines			BAXTER	Roger	<a href="mailto:webmaster@bullion.org.za">webmaster@bullion.org.za</a>	Tel + 27 (0) 11 498 7405
SADC	South Africa	Private Bodies	South African Institute of International Affairs (SAIIA)	Economic Diplomacy Programme	Head	GRANT	Catherine	<a href="mailto:catherine.grant@saiia.org.za">catherine.grant@saiia.org.za</a>	+27 (0)11 339-2021

SADC	South Africa	Private Bodies	Southern Africa – Netherlands Chamber of Commerce		CEO	GIESLING	Froke	<a href="mailto:froke@sanec.co.za">froke@sanec.co.za</a>	
SADC	South Africa	Private Bodies	Textile Federation			BRINK	Brian	<a href="mailto:texfed@jhbmail.co.za">texfed@jhbmail.co.za</a>	+ 27 (0) 11 454 2342
SADC	South Africa	Private Bodies	The Banking Association of South Africa			DYKES	Dennis	<a href="mailto:dennisd@nedcor.com">dennisd@nedcor.com</a>	+ 27 (0) 11 645 6700
SADC	South Africa	Private Bodies	The National Association of Automotive Components Manufacturers (NAACAM)		Executive Director	HOUDET	Robert	<a href="mailto:director@naacam.co.za">director@naacam.co.za</a>	+ 27 (0) 11 454 0250
SADC	South Africa	Private Bodies	The South African Insurers Association (SAIA)			HITCHCOCK	Charles	<a href="mailto:charles@saia.co.za">charles@saia.co.za</a>	+ 27 (0) 11 726 5381
SADC	South Africa	Private Bodies	The Steel and Engineering Industries Federation of South Africa (SEIFSA)			MCDONALD	Michael	<a href="mailto:michael@seifsa.co.za">michael@seifsa.co.za</a>	+ 27 (0) 11 298 9400
SADC	South Africa	Private Bodies	TradeMark South Africa			PEARSON	Mark	<a href="mailto:mpearson@trademarksa.org">mpearson@trademarksa.org</a> <a href="mailto:mpearson@mobileemail.vodafonesa.co.za">mpearson@mobileemail.vodafonesa.co.za</a>	27-12-349-7500
SADC	South Africa	Public Authorities	Department of Trade and Industry	International trade and economic development	Director, co-chair of the EU- Africa partnership on regional integration, trade and infrastructure	DAYA	Bharti	<a href="mailto:BDaya@thedti.gov.za">BDaya@thedti.gov.za</a>	(0027) (12) 394 3119
SADC	South Africa	Public Authorities	Department of Trade and Industry	International trade and economic development	Deputy Director, co-chair of the EU- Africa partnership on regional integration, trade and infrastructure	FURRIEL	Claudia	<a href="mailto:CFurriel@thedti.gov.za">CFurriel@thedti.gov.za</a>	Tel: +27 (0) 12 394 1552 Cell: +27 (0) 82 416 9279
SADC	South Africa	Public Authorities	Department of Trade and Industry	International trade and economic development	Chief Director: Africa Multilateral Economic Relations	MLUMBI-PETER	Xolelwa	-	

SADC	Swaziland	Private Bodies	Federation of Swaziland Employers and Chambers		Chief Executive Officer	MABUZA	Zodwa	<a href="mailto:fsecc@business-swaziland.com">fsecc@business-swaziland.com</a>	Tel: +268 404 0768 Fax: +268 409 0051
UMA	Algeria	Donors	European Union Delegation	Section Cooperation	Premier Conseiller, Chef des Opérations de Coopération	MARTINS	Paulo	<a href="mailto:Paulo-A.Martins@eeas.europa.eu">Paulo-A.Martins@eeas.europa.eu</a>	
UMA	Maroc	Private Bodies	Association des Femmes Chefs d'Entreprise du Maroc - AFEM -			IRAQI HOUSSAINI	Bouthayna, Présidente	<a href="mailto:afem@afem.ma">afem@afem.ma</a>	Tel : 00 212 522 39 75 93
UMA	Maroc	Private Bodies	Association des Professionnels des Technologies de l'Information - APEBI-			IDRISSI KAITOUNI	Soufiane, Directeur	<a href="mailto:apeci@apeci.org.ma">apeci@apeci.org.ma</a>	Tel : 00 212 522 27 47 57
UMA	Maroc	Private Bodies	Association Marocaine des Exportateurs - ASMEX -			EL MADANI	Abellatif, Président	<a href="mailto:asmex@asmex.org">asmex@asmex.org</a>	Tel : 00 212 522 26 10 33/ 20 22 15
UMA	Maroc	Private Bodies	Confédération Générale des Entreprises du Maroc - CGEM			HOURANI	Mohamed, Président	<a href="mailto:cgem@cgem.ma">cgem@cgem.ma</a>	Tel : 00 212 522 99 70 00
UMA	Maroc	Private Bodies	Fédération du Commerce et des Services			BELKHADIR	Chakib, Président	<a href="mailto:contact@stokvis-maroc.com">contact@stokvis-maroc.com</a>	Tel : 00 212 522 65 46 02
UMA	Maroc	Private Bodies	Président de la Commission des PME			ALAOUI	Moulay Abdallah	<a href="mailto:cgem@cgem.ma">cgem@cgem.ma</a>	Tel : 00 212 522 99 70 00
UMA	Tunisia	Donors	AFD		Directeur	BERTON	Phillippe	<a href="mailto:bertonc@afd.fr">bertonc@afd.fr</a>	71 861 799
UMA	Tunisia	Donors	BAD		Président	KABARUKA	Donald	<a href="mailto:afdbp@afdb.org">afdbp@afdb.org</a>	71 103 900
UMA	Tunisia	Donors	BEI		Représentant	BRUNNHUBER	Ulrich	<a href="mailto:u.brunnhuber@bei.org">u.brunnhuber@bei.org</a>	71 280 222
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## **Annex F: Minutes of Validation Workshop**

Organized by the African Union and the European Union,  
18 June 2014 Addis Ababa

The workshop was officially opened by a warm welcoming remarks of Mr. Patrick Olomo, AU representative and Chairman of the workshop. He explained the aim of the workshop being discussing and improving the study results on Private Sector Dynamics in FTAs and Regional Economic Integration: Lessons from the EU on Accompanying Measures and Reforms Necessary for Successful Regional Integration. He further talked about the role of the private sector in regional integration and economic development, AU's private sector development strategy, Africa's relation with partners and creating conducive environment for investment and how the Public Private Dialogue (PPD) should facilitate the improvement of business environment by appropriate measures of governments, thus pointing out the importance of the participation of the private sector in the free trade area and in the integration process.

Moreover, Representative of EU to AU, Mr. Marco Di Benedetto, explained the background of the study being the EU-AU framework which was agreed in 2007. The key area of focus of this partnership/joint strategy is engaging the private sector in the development process as they are engine of growth. He also made reference and linkage of the 5th EU-African Business Forum in Brussels. It is with this aim that the study under discussion was undertaken. After this briefing and introduction of each participants of the workshop, he invited the team leader of the study group, Mr. Jan Rapacki, to present the general introduction and findings of the study.

The presentation of the study is divided into three sections. Apart from the general introductions, the first section addresses the European integration experience, the second section the African experiences and the third section covers the way forward.

### **General Introduction to the Aims and Objectives of the Study**

The global objective of the study was to support the regional economic integration agenda in Africa by providing an outline of the role for the private sector by drawing best practices from the EU experience, identifying the main constraints to enable the private sector in Africa to play an effective role in regional economic integration and proposing policy options to overcome those constraints.

The specific objectives of the study were to present an overview of the private sector's role in and contribution to EU economic integration; to carry out a similar analysis in Regional Economic Integration (REI) in Africa, to assess the African private sector's current involvement in integration, challenges and influence, and to propose a strategy for reinforcing the African public-private relations including for the negotiation of trade agreements.

The methodology used to carry out this study was thorough review of existing documents, distribution questionnaires to stakeholders, interview of key participants, and through field visit to 9 African Countries (South Africa, Botswana, Egypt, Ethiopia, Ghana, Nigeria, Rwanda, Tanzania and Uganda) and three RECs (EAC, SADC and ECOWAS).

The findings of the study in brief were that in Europe, the private sector was at the heart of policy making from the very beginning and the sector is participating systematically in EU policy making. On the other hand the PPD is already well developed in Africa at all levels and is primarily concerned with improving the business environment and removing trade barriers.

### **Part I. European Integration Experiences with Public Private Dialogues**

In this section, two presentations were delivered: the EU private sector perspective by Mr. Jan Rapacki and "BUSINESSEUROPE in action: the case of supporting strong investment Provisions in TTIP" by Sofia Bournou, representing BusinessEurope.

In the first presentation, the European integration experience with the public private dialogue was discussed from the beginning during the negotiations of the Treaty of Rome, the integration in the sixties and seventies using the Monnet method, in the eighties the single European act, in the nineties the treaties of Maastricht and Amsterdam which formalized the dialogue by including an annex and a

chapter on the social dialogue, respectively. At present, the dialogue is formalized and governed by Articles 152, 154 and 155 of the Treaty on Functioning of the European Union. The system is complex and multilevel. The major players in the PPD are BUSINESSEUROPE created in 1949, UEAPME Leading SME Association at EU Level and EUROCHAMBRES, Association of Chambers of Commerce and Industry.

Two success stories were discussed: the Danube Strategy and the REFIT Programme (Regulatory Fitness and Performance Programme) and the success factors were that issues of PPD were concrete and clearly defined, only non-dogmatic dialogue was accepted and meetings are held regularly with a regular follow up.

The second presentation covered BUSINESSEUROPE in action the details of which covered what BusinessEurope is, its features, what issues it deals with, its internal governance, the role of its international relations department and its case in relation its advocacy service on investment provisions in TTIP. The office is located in Brussels and deals with companies, with the European Commission, the EU parliament, other EU Institutions on a primary basis and with national governments, the media, third countries, civil society organizations, trade unions, customers and others on a secondary basis.

It is also a lobbying organ in the investment provision in the TTIP by engaging in a constant dialogue with stakeholders, adopting position papers clarifying issues and arguments, organizing seminars around investment protection and ISDS, participating in public debate, contributing to EC public consultations and travel outside Brussels to promote its arguments. With regard to its relation with Africa, members of BusinessEurope see Africa as a land of opportunity and want to enhance its relations with the appropriate organ in Africa.

After the two presentations, the chairman opened the floor for questions and comments of participants. Participants, after commending on the good and informative presentations, forwarded their questions and comments to each presenter as follows:

With regard to the presentation on the EU Private Sector Perspective, the following questions were forwarded to the presenter:

- As in European case lead business and lead countries (Germany and France) contributed for the success of the dialogue. So how far is this going to be a success factor for Africa in finding leading business that could promote the dialogue in Africa?
- In the African context, how is government to take the initiative to invite the private sector in the dialogue?
- What is the criteria and best strategy to select organizations that lead the PPD and represent the interests of Africa?
- What is the best strategy from experience to be implemented to increase the PPD in Africa?
- On the 5th EU-AU Business Forum, we saw that Business Africa represented Africa while it should have been NEPAD Business to represent African interest.
- In Africa the private sectors union was established before calling the businesses. How can we call on the private sector to fill this gap and make contribution to the dialogue?
- In Africa the public sector is not open to the dialogue and somehow protective. Did the European commission face the same at the early stages of establishing the dialogue?
- How can we take on board the private sector in regional economic groupings?
- How can we overcome the challenge of political, economic and cultural differences between Europe and Africa and get the best experience of Europe in allowing PPD?
- The private sector has active role in the EU and from the early stages to its present status, what are the practical challenges faced?
- How can we get the private sector to collaborate and drive a common agenda in place of pursuing company agenda?
- How did the private sector in Italy agreed to the initiative?
- How can we coordinate enterprises in Africa as most enterprises tend to be inactive and dis-



organized in participating in promotions and creating contact with others?

- The strong solidarity in Europe contributed to its success. Do we have that solidarity in Africa which is paramount for the dialogue?
- The dynamics of the private sector and its role in Europe and in Africa are different. In Europe the private sector was pushing for integration before PPD was started while in Africa the private sector is still protective. For instance they were invited to participate in the CFTA but they responded that they were not ready in terms of competitiveness. Apart from the differences, what lessons can we learn?

With regard to the presentation on BusinessEurope in action, the following questions were forwarded to the presenter:

- What is the size of Staff of BusinessEurope and its Projects? What are its sources of funding?
- How was Business Europe Created? Was it a private sector impetus or EU initiative?
- Beside the above questions, participants forwarded the following comments:
- The study seemed to cover countries and RECs in eastern and southern Africa only. Other countries and RECs in Central and Western Africa need to be looked at to have a clear and full view of the issue at hand in Africa.
- The bottom-up process in the EU success stories should be taken into account in the African context and we could learn the right lessons from the European example.
- After questions and comments of participants were finalized, both presenters provided their responses and it is presented briefly as follows:
- With regard to the criteria for recruiting leading business organizations, there were no criteria as the business organizations came forward to the dialogue participating in various meetings and discussions and nobody questioned their presence.
- About bringing the private sector on board, the dialogue already exists in Africa at national, regional and continental level in respect of two areas: business environment improvement and alleviation of trade barriers.
- Concerning the private sector in Italy, the private sector (COFINDUSTRIA) did not resist particularly the customs union/office industry as they were eager to use it/the customs union to export to other economies and also to import cheaply from Germany, and at the same time welcomed development policies enabling Italy to catch up with the development level of its European partners..
- The private sector in Africa is pushing for integration. For example the cooperation to improve business environment and removal of non-tariff barriers. But it is not partaking as full as in EU.
- With regard to questions on BusinessEurope, it has a staff of 50-60 technical staff while there is around 25 staff working on advocacy and support. The source of funding is the annual contribution of members. The legitimacy of BusinessEurope came as a result of its long existence, earlier than other organizations, the fact that members of BusinessEurope are social partners in their respective countries, the quality of its work focused in its area and detailed.
- One of the challenges faced during the early phase of its establishment in 1949 was that there was no commission and there was only the single channel of the government but after the establishment of the commission, there are multiple channels and BusinessEurope expanded parallel with EC as most of the members are similar.

## **Part II: African Experience with the Private Public Dialogues in Economic Development and Regional Integration**

This section of the presentation discussed the present status of PPD in Africa at the continental, regional, national and local/district level. The study identified that PPD has already developed in Africa at all levels and the African Private Sector Forum (APSF) is the key instrument entrusting significant role to the private sector in the AU's strategic plan, NEPAD and CAADP at the continental level. At Regional level, the dialogue deals with trade and regional integration mainly trade facilitation and non-

trade barriers and infrastructure and they are usually interlinked with the national schemes. The Regional dialogues in SADC, ECOWAS, EAC and in the Tripartite African Free Trade Zone of COMESA-EAC-SADC mostly deal with trade facilitation, NTB, Customs hindrances, Rules of Origin and infrastructure.

At national level, PPD schemes are the most developed today and usually involve the highest level of the executive, handled by a secretariat that has the task of receiving and working out issues before submitting them to the different instances and technical and sectoral working groups to ensure that corresponding concerns are taken on board.

In this instance the existing PPD schemes of Egypt, Ethiopia, Kenya, Rwanda, Nigeria, Senegal, Cameroon and Botswana were discussed.

The local or district level is the level in which the MSME's can voice their concerns. They face difficulty in raising issues to the upper level. The local level is also the level where we find 'champions', persons taking the leading role in voicing the concerns of the people and follow up the same.

The African Private Sector Perspective: In Uganda by Mr. Moses Ogwal (Director, Private Sector Foundation, Uganda)

This presentation specifically addressed what the PPD concept is,

- the mutual reinforcing of interests of the private and the public sector,
- the private sector foundation in Uganda as an apex body of the private sector established in 1999 to promote the single voice and the East African Business Council,
- the apex body of the private sector in the EAC that promote the effective participation of the private sector in the EAC.

After addressing in detail the status of PPD both at national and regional level (EAC), the presentation also discussed the constraints some of which are infrastructural development, tax policy concerns, skills, education and health for enhanced labor productivity, legal & regulatory frameworks, SME's development, regional integration and economic partnerships, implementation of agreed policies, resources, complexities- too large too broad- very quick and goodwill by government. The presenter concluded that PPD is key and must be taken seriously to enable the private sector to contribute effectively in economic development.

The African Private Sector Perspective: In Cameroon by Mr. Henry Severin Assembe (Chief Executive Officer, Réseau Normalization Francophonie)

This presentation discusses the status of PPD in Cameroon and addressed the Cameroon Business Forum led by the Prime Minister and stronger associations of Consumers, Chamber and Business associations' involvement in the PPD. There are also organizations formed for public-private partnership both for profit and nonprofit making purposes. In this aspect a number of measures are taken to improve competitiveness of companies. But there have been some challenges faced some of which are reluctance of government in the dialogue (tendency to reduce the role of the private sector to enforce), the relative weakness of the private sector in the collective decision-making process, the weakness of the national entrepreneurial fabric and the weakness of civil society.

The private sector has now been recognized and measures are taken at state level that include strengthening the competitiveness of enterprises through the establishment of a Joint Committee of competitiveness, creating a desktop upgrade business, strengthening private sector education and communication management programs and civil society, changes underway in the educational system, which now aims to develop value-creating and development activities under the OHADA on security affairs. And currently the substantive issue is how to accelerate private participation in the revitalization of the Public-Private Dialogue.

After the three presentations were made, the Chairman opened the floor for questions and comments of participants. Participants after commending on the good presentations of all presenters forwarded the following questions and comments:

#### **Questions:**

- Ownership of the local level is important to achieve regional integration effectively and one way to achieve such success is through education. But who should be responsible to deliver it to the

local businesses at the local level?

- How can the dialogue be done in the wider scope of the region? And how can the private sector be made to develop lobbying?
- In all success stories, how was the dialogues financed? When dialogues are donor based they tend to collapse when financial sources end. Thus how can we ensure sustainability of regional dialogues when they are donor based?

#### **Comments:**

- The Tripartite has not yet entered into force.
- There are around 8 recognized RECs in the continent and the study covered only 9 countries and 3 RECs. It would give a full view of the status of PPD in Africa if all the RECs were the subject of the study particularly COMESA would have been very significant since it is the most active and dynamic RECs in Africa.
- The study seems to miss the analysis work. It has shaded a picture of what is on the ground and what the countries are applying now but additional analysis based on a comparative approach would have been important. What exists in each REC and what success stories are important for other RECs should be included.
- The study lacks critique on the platform existing at the continental level.
- Issues concentrate on framework than content and focus on key issues and reflection at technical level would help bring the right solutions.
- The link between PPD initiatives and the contribution of these initiatives on the FTAs is not included.
- The experience of West Africa is not included in the study such as Ghana.

After the questions and comments of the participants, the presenters accepted all the comments and acknowledged the participants for their vital comments which are important to improve the study under discussion and responded to the questions raised as follows:

- With regard to including all the 8 RECs in Africa in the Study, there was difficulty of visiting all the RECs and countries as the study was done on a simplified and selected RECs basis.
- The analytical work is included in the report if not in the presentations;
- The link between PPD initiatives at regional levels and FTAs is included in the report;
- In relation to the coverage of West Africa, the presentation only covered some selected countries but the study contains other countries from West Africa that are not included in the presentation.

### **Part III: Lessons Learned from the EU experience and the Way forward in Africa**

This section of the workshop covered two presentations: Lessons Learned from the EU experience, Presentation of Study Results by Jan Rapacki and An AU Strategy for Private Sector Development by Mr. Patrick Olomo, AUC.

The first presentation on lessons learned from the EU experience provided the Strength, Weakness, Opportunities and Threats (SWOT) analysis of the present situation in Africa, the way forward and possible inspirations from the EU. The strengths of PPD in Africa were identified as the existence of PPD, the involvement of the highest level of the executive and the possibility of SME's chance to be heard. The weaknesses are long process for improving the business environment, lack of qualified staff to work out policy proposals on the outcome of PPDs and follow up of decisions and lack of finance to hire qualified staff without donor support which would affect financial sustainability of PPD secretariats. The opportunities are improving the business environment and alleviating NTBs so as to contribute to the improvement of regional integration economic environment. The African PPD shares similarities with the EU as in both cases PPD started in post conflict situations and concentrated on non-dogmatic issues and concrete policies.

An AU strategy for private sector development (2015–2019) (Mr. Patrick Olomo, AUC)

This section of the presentation addressed the work in progress by the AU on developing a strategy for the private sector development (2015-2019). The strategy has been implemented to enable the private sectors' competitiveness. The purpose of the private sector development strategy is that the private sector is an engine for sustainable growth and catalyst for structural transformation and economic development of Africa and Africa must make the most of the private sector to promote industrialization and creating opportunities for decent jobs for young people and women. However, institutional, regulatory and administrative constraints still persist in the private sector development in Africa.

Thus, the justifications for the Private Sector Development Strategy (PSD), as stated in the presentation, are

- PSD is an important pillar in the development strategies of the country and the efforts of the AUC for sustainable inclusive growth in Africa over the next decade;
- This orientation transpires in the Strategic Plan (2014-2017) and the "Agenda 2063";
- The private sector is responsible for 70% of the continent's production, 70% of investments and 90% of jobs in Africa (ADB, 2013).
- The private sector, an important engine of growth that creates decent jobs and provides opportunities for a more inclusive and sustainable development;
- The peace and prosperity of Africa and its sustainable economic growth and the future of its young population closely correlated to the PSD.

The presentation further discussed in detail the visions and overall objectives of the strategy which base the private sector as a key factor structural transformation in Africa to implement the commitment of the African Union as outlined in the 2013-2017 Strategy and the "Agenda 2063" and the visions of the AU.

Furthermore, the presentation discussed in detail the 4 pillars the strategic policy will revolve around i.e.

- Pillar 1: Business Environment, investment climate and competitiveness;
- Pillar 2: Expanding opportunities for business financing;
- Pillar 3: Institutionalization of public-private dialogue, and
- Pillar 4: Adaptation to cross and emerging priorities.

With regard to the implementation of the strategy, an assessment strategy/operational approach and optimization results system is set. Special emphasis will also be given to establishing partnership with development partners for advocacy and policy dialogue, knowledge management and communication and capacity building and recruiting additional staff necessary to carry out the strategy. Finally, the AUC will closely monitor its operations and collect data on the outcomes of private sector development in all sectoral departments at the level of countries and regions.

After the end of both presentations, the chairman invited participants to forward their questions and comments on both presentations and concluding remarks on the overall workshop. Following this, participants acknowledged the good work on both presentations and forwarded the following questions and comments:

## **Questions**

- How can we develop a common business concept where all can work together and cooperate with each other?
- Emergence of democratization of public life opening way for society, positive outcome of structural adjustment programs and rankings on Doing Business Index by IFC paved way for a greater PPD in Africa. Similar to the work of the EU, there were programs implemented on PPD like regional integration programs of the AU in west Africa but the programme sort of reflected issues that were seen at the regional and continental level. How do we achieve continental, regional and national level harmonization as we all have same donors?

## **Comments**

- The Private sector development strategy seems a little bit ambitious and would be difficult to guess how long the implementation would take.
- The challenges faced by the private sector as presented took a traditional approach that we know them well. But what is on ground needs closer attention. The real challenges on ground are that institutions (for example banks and farmers) do not work together using the model available. We have to think for ways that work to solve problems on actual problems on ground in stead of giving general and traditional challenges.
- The strategy should address the competitiveness of the private sector and identify cost areas so as to advise where intervention areas should be. It should be guided by asking why at all levels.
- The presenters forwarded the following responses to questions raised by participants, accepting comments which are important in improving the current studies:
- With regard to the PSDS looking ambitious, the presenter responded that the strategy might look ambitious but the pillars are not many and can be reduced into few achievable items.
- When we look at investments and the private sector, funding and financing are the major constraints.

The Chairman, after thanking all the participants for their remarkable participation in the deliberations for the improvement of the studies presented, finalized the workshop.

*The workshop was officially closed at 4:30 pm.*