



# **Building the organizational fabric of the private sector – from crisis and conflict to development**

# 3 main questions

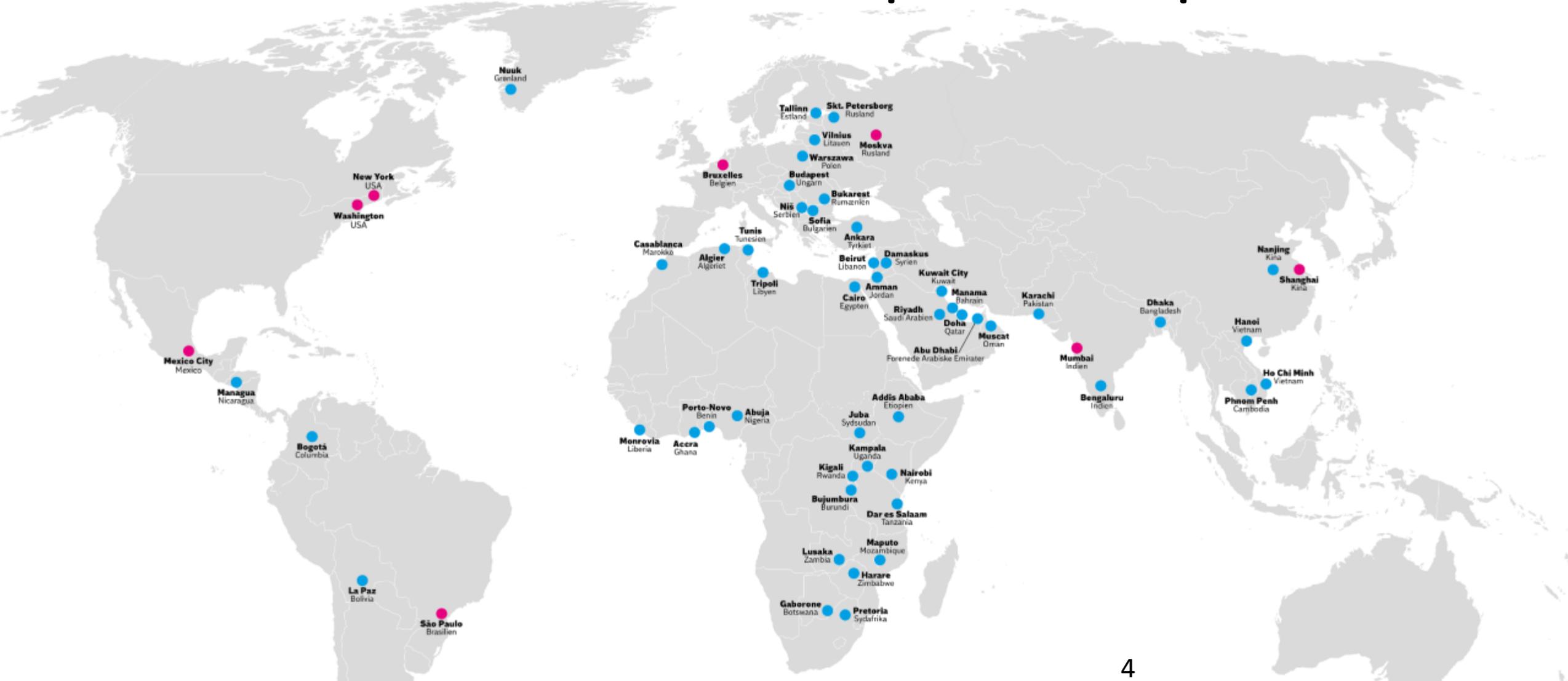
- What is special in a conflict setting - how do BMOs function as stabilizers/influencers?
- Should the approach to building Public-Private Dialogue and the work with the BMOs be different in a conflict setting?
- Opportunities/challenges...?

# DI in Copenhagen: Industry House



- Established in 1836
- 11.000 Members
- 600 Employees
- 47 different units
- 8 DI multi-trade communities
- 19 regional chambers
- 86 member associations

# DI international offices and partnerships



# Why build the organizational fabric of BMOs

- BMOs are key institutions in developing a sustainable private sector development and in generating jobs
- BMOs are legitimate representatives of small and large business's
- BMOs can improve the public private dialogue and the relationship between the public sector and the business community
- BMOs can engage in social dialogue with unions to create a common inclusive and sustainable industrial development
- The higher the capacity of BMOs, the stronger their voice in a public private dialogue and the more checks and balances in the legislative process
- BMOs can advocate for a better business environment for doing business – and be the voice of the challenges facing the business community
- Creation of friendly business environments in post conflict countries as one of the main pillars of civil society



**Growth and jobs**

# What is special in a conflict setting - how do BMOs function as stabilizers/influenzers?

## **Gaziantep**

- Refugee driven services

## **Colombia**

- CBAs and soft skills training

## **Jordan**

- Works permits, RoO, Work places, Career fairs

## **Libya**

- Business delegations, matchmaking

# Should the approach to building Public-Private Dialogue and the work with the BMOs be different in a conflict setting?

## Jordan

- DRC as local partner to decrease sensitivity
- Multi stakeholder platforms

## Bolivia

- Placing the PPD in its own independent setting – decreasing sensitivity

## Tunisia

- Expandin the PPD – Quartet
- Social Dialogue

# Opportunities/challenges...?

- In failed states the BMOs can often remain a collective voice of industry and work “democratically” for changes.
- Build a bridge between trade and development and facilitate jobs
- Risk that the BMO is too embedded in the political system and unable to change from within.
- It takes a long time to change the organisational culture and it is difficult to measure....difficult to have KPIs on...
- Business organisations have poor secretariats and rich members. Unions have rich secretariats and poor members.



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