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MENA

Ref no	Project title		Strengthening CSOs & BMOs Public Private Cooperation for Youth and Jobs					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Lebanon	48.000	100	2	30 CSOs in Lebanon	World Bank	April 2016	
Detailed description of project						Type of services provided		
<p>Together with the World Bank DI facilitated a three day workshop in Beirut, Lebanon, from 13-15th of April for more than 30 civil society organisations. The focus was how civil society organizations can become more sustainable - both by improving their capacity to do policy advocacy, and by regarding their organisations as businesses and for instance innovating their revenue streams.</p> <p>With its vast experience in organizational development of business organisations and policy advocacy, DI was asked to demonstrate its knowledge within the area and tailor the tools to CSOs. Through handouts, interactive exercises and discussions, participants was challenged to look at themselves in a mirror and be critical in terms of their future development.</p>						<ul style="list-style-type: none"> • Capacity Building • Policy Advocacy • Business Services • Communication Training 		

Ref no	Project title		Economic Growth and Job Creation in Morocco					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	Maghreb (Morocco, Tunisia, Libya, Mauritania, Algeria)	250.000	100	2	Confédération Générale des Entreprises du Maroc (CGEM)	The Danish Ministry of Foreign Affairs	2014-2016	
Detailed description of project						Type of services provided		
<p>The projects aims to support the “Maghreb Initiative of Commerce and Investment” (IMCI) to promote regional integration in the Maghreb region with the long-term objective to overcome the deficits of low intra-regional trade and to generate much needed growth in the region.</p> <p>The IMCI is a private sector initiative launched by the Maghreb Union of Employers (UME) in February 2014 as a response to the freezing of the integration process within the Arab Maghreb Union (UMA). The purpose of the initiative is to strengthen the ties between business in the region and engaging in a focused political plan of action with the clear aim of improving framework conditions for the benefit of Maghreb commerce and industry. The IMCI thus contains both an organisational and a political plan of action.</p> <p>The IMCI is to date the most ambitious activity under the UME umbrella and a very proactive and pragmatic approach to implement the various agreements and regional trade protocols undertaken by the Maghreb governments under the UMA. As a response to the limited political will to push for the implementation of the UMA agenda, the IMCI is a strong signal from a united private sector to push for faster and more substantial implementation. Voicing the civil society and private sector concerns, the UME is an indispensable structure to lift the Maghreb out of conflict.</p> <p>The objectives of the project are thus:</p> <ol style="list-style-type: none"> to support an increased private sector push for regional integration by capacitating the private sector to engage in evidence based public private dialogue. to support an organisational structure and cooperation among the five UME business organisations and revitalise the UME. 						<ul style="list-style-type: none"> Organisational development of the UME secretariat. Policy advocacy training Regional cooperation and business facilitation 		

Ref no	Project title		EU-GCC Trade and Business Cooperation Facility					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Bahrain, Saudi Arabia, UAE, Kuwait, Qatar	2,497,000	90	9	Multi-lateral, GCC countries (see www.eu-gcc.org for further information)	The European Union	2014-2017	Federation of GCC Chambers (FGCCC), BUSINESSEUROPE (BE), Venture Scout (VS), Sharjah Chamber of Commerce and Industry (SCCI)
Detailed description of project						Type of services provided		
<p>The purpose of the project is to strengthen EU-GCC sustainable trade, investment, and business cooperation through mutual understanding and dialogue, thus creating stronger business-to-business linkages and enhancing the policy dialogue between the EU and GCC countries, collectively and individually.</p> <p>In essence, this project will work to establish an EU-GCC trade and business facility that will forge closer links between the business communities in the EU and GCC, and work to remove regulatory obstacles by introducing a wide range of demand driven activities. Especially looking at the legal and political factors when it comes to industrial policy implementation.</p> <p>The facility will furthermore have a specific emphasis on efforts to support economic diversification in the non-oil sector in the GCC, improve the regulatory framework via evidence based public private dialogue, and focus on the support for European small and medium-sized companies (SMEs) in gaining market access to the GCC.</p>						<ul style="list-style-type: none"> • Capacity building • Exchange of experts • Structured public private dialogue evolving around the three central project pillars: <ul style="list-style-type: none"> • Policy Support • Training • Events and Communication. 		

Ref no	Project title		EU-GCC Invest - 7677					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE	100,677	75%	2		Agricon-sulting Europe S.A	2017	
Detailed description of project						Type of services provided		
						<ul style="list-style-type: none"> • Desk Research • Interviewing stakeholders • Survey of EU companies 		

Ref no	Project title		East Invest – 7612					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Armenia	65,755	100%	1	Euro-cham-bres		2015-2016	
Detailed description of project						Type of services provided		
<ul style="list-style-type: none"> • Development of demand-driven services of RUEA all over Armenia in field of SME internationalisation and promotion of business relations with EU aiming to enlarge the service portfolio of RUEA • Transfer of goods practices in export promotion from EU BSOs through exchange of information and know-how • Building up networks and partnership of EU BSOs and RUEA as well as EU-Armenian business relations in order to improve the opportunities for growth and competitiveness 						<ul style="list-style-type: none"> • Implement BSO Twinning Action Plan 		

Ref no	Project title		East Invest – 7612					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Ukraine	72,435	100%	1	Euro-chambres		19/10/2015 - 18/06/2017	
Detailed description of project						Type of services provided		
<ul style="list-style-type: none"> • ‘‘Acquis communautaire’’/DCFTA: EU legislation in the field of agriculture products and foodstuffs • Approaching new markets in the EU: transfer of information & know-how in the field of export market services and partner search 						<ul style="list-style-type: none"> • Implement BSO Twinning Action Plan 		

Ref no	Project title		East Invest Roadshow - 7657					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry							2016-2017	
Detailed description of project						Type of services provided		
						<ul style="list-style-type: none"> • 		

Ref no	Project title		Economic Growth and Job Creation in Morocco					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Morocco	345,800	100	2	Confédération Générale des Entreprises du Maroc (CGEM)	The Danish Ministry of Foreign Affairs, The Arab Initiative	2014-2016	
Detailed description of project						Type of services provided		
<p>The project aims to promote economic growth and job creation in Morocco by strengthening the employers' and business organization CGEM. This is done through two primary thematic axes:</p> <ol style="list-style-type: none"> 1. Capacity building of CGEM including: organizational development within the international area; strategy development; business services development; communication; research; and CSR. 2. Social dialogue between CGEM and the Moroccan labor unions including: mediation and conflict resolution; vocational training; policy advocacy; and development of training courses for CGEM members. 						<ul style="list-style-type: none"> • Training • Organisational development • Business services development • Social dialogue facilitation 		

Ref no	Project title		Economic growth and job creation in Tunisia					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	Tunisia	366,298	100	2	Union Tunisienne de l'Industrie du Commerce et de l'Artisanat (UTICA)	The Danish Ministry of Foreign Affairs	2014-2016	
Detailed description of project						Type of services provided		
<p>The project aims to promote economic growth and job creation in Tunisia by strengthening the employers' and business organization UTICA. This is done through three primary thematic axes:</p> <ol style="list-style-type: none"> 1. Capacity building of UTICA including: organizational restructuring of UTICA's international area; business services development; communication; media and project management training; internal training courses. 2. Bi- and tripartite social dialogue between Tunisia's social partners including: support to the national dialogue in the work towards creating Tunisia's new constitution; mediation and conflict resolution; and policy advocacy. 3. Entrepreneurship and promotion of start-ups 						<ul style="list-style-type: none"> • Training • Organisational development • Business services development • Social dialogue facilitation • Start-up eco-systems 		

Ref no	Project title		Strengthening the Private Sector in Jordan, Focused on SMEs					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Jordan	640,000	100	2	Jordan Chamber of Industry (JCI)	The Danish Ministry of Foreign Affairs	2013-2014	
Detailed description of project						Type of services provided		

The project aimed at promoting economic development and growth in Jordan through empowerment of SMEs which constitutes more than 90% of the country's private sector. The project was effectuated through support to the SME Technical Support Unit under Jordan Chamber of Industry (JCI), more specifically by developing its products and services to SMEs and by raising awareness about the pivotal role of SMEs in employment creation. This also involved the arrangement of a SME Regional Conference in April 2014 promoting the role of chambers and business organizations (CBAs) in the empowerment of SMEs. The conference attracted high level speakers and more than 300 participants from 20+ countries, primarily from the MENA region. It was concluded in a set of recommendations for CBAs which was subsequently transformed into a roadmap with concrete points of action by JCI.

- Capacity building of business organizations in their role in empowering SMEs
- Service development
- Organizing of SME Regional Conference with business organizations from the MENA
- Building bridges between private stakeholders across the region

Ref no	Project title		Strengthening the Private Sector in Jordan					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Jordan	475,000	100	2	Jordan Chamber of Industry (JCI)	The Danish Ministry of Foreign Affairs	2014-2016	
Detailed description of project						Type of services provided		

The project aims at strengthening the voice of the private sector in Jordan through capacity building of the national umbrella organization of the industry, Jordan Chamber of Industry (JCI). The project revolves around building the capacity to conduct evidence-based policy advocacy – design of member survey/questionnaire, distribution, collection and analysis of data, and policy advocacy strategy based on the results. Moreover, the projects aims at further strengthening the services provided to member SMEs, such as an Industrial Hotline to which members can call to get advice on several subjects. These components also involve help with communication and graphical design.

Lastly, the project supports the start-up ecosystem in Amman through a fact and discovery trip and subsequent events for entrepreneurs and start-ups. As an add-on to this, a study will be conducted about the role that business organizations in Jordan and Palestine can play to support entrepreneurs and start-ups. The results will be communicated at a roundtable meeting in end 2015.

- Capacity building of private sector organization primarily focused on evidence-based policy advocacy
- Service development to SMEs
- Start-up Ecosystem development and support in Amman
- Study of start-up system in Jordan and Palestine with focus on how business organizations can facilitate entrepreneurship
- Conduct a minimum of 7 missions to Ethiopia to provide technical assistance
- Provide advice on communication content and communication strategies on selected issues
- Provide best practices on policy development on selected issues
- Participate in policy activities per request of JCI

Ref no	Project title		Strengthening The Private Sector in Rebuilding Libya					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Libya		100	2	Libyan Businessmen Council (LBC)	The Danish Ministry of Foreign Affairs	2013	
Detailed description of project						Type of services provided		

The aim is to identify how the private sector can act as a reliable partner for inclusive dialogue with both the government and the trade unions in order to establish genuine framework conditions for private sector-led growth and employment as well as demand-driven initiatives in relation to job creation that target especially SMEs and the youth.

- Social dialogue facilitation
- Research

Ref no	Project title		ARAB-EU Business Facilitation Network II					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Saudi Arabia, Syria, Tunisia, UAE, Qatar	2,815,000	40	15	15 MENA Business organisations (see www.ae-network.org for further information)	The Danish Ministry of Foreign Affairs	2012-2015	
Detailed description of project						Type of services provided		

With the aim of building closer ties and understanding between the Arab speaking world and EU, DI was granted an extension of a project with the overall objective to strengthen the development of knowledge based economies and stable business environments in the MENA region through increased regional co-operation between Business Membership Organisations and Chambers of Commerce. This also included a regional project office in Egypt and more emphasis on entrepreneurship, CSR and social dialogue as well as policy advocacy on standardization issues and veterinary issues for exports to the EU.

The purpose of the Network is to create a platform from which business associations from the region can discuss the challenges for businesses and identify shared solutions and policy recommendations. A specific emphasis is on improving access to the EU market for businesses in the region. Thus, the Network will contribute to a more enabling business environment for the benefit of growth and development in general.

Several times a year – on working group meetings and on the Annual Meeting - the participants meet to discuss the outcomes and prospects of the projects in the AE-Network. A lot of the discussion will revolve around how BMOs can influence decision makers to introduce industrial policies favoring private sector development, and on what legal and political ramifications and obstacles are contained herein.

In the last half of 2014 the first of its kind MENA Benchmarking Report was developed as a compilation of data available of the macro economics and business environment in the region. The report benchmarks all countries in the region on a macro- and meso- level and also includes a theme chapter on SMEs.

From 1st of January 2015 a regional secretariat for the Network was established in Amman with the Jordanian member of the network, Jordan Chamber of Industry (JCI). The secretariat employs a full time Head of Secretariat. Together with formulation of articles of association and value proposition, the secretariat represents an important step in the formalization of the network.

- Consultancy on policy advocacy
- Service development
- CSR
- Energy
- SMEs
- Entrepreneurship
- Anti-corruption
- Business forums
- Conferences
- Building a foundation for evidence-based policy advocacy

Ref no	Project title		Good Governance, CSR and Transparency					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt	350,000	100	3	Federation of Egyptian Industries, Environmental Compliance Office	The Danish Ministry of Foreign Affairs	2012-2015	
Detailed description of project						Type of services provided		
<p>FEI and the responsible branch in FEI, ECO, will together with DI and other partners place special emphasis on how to develop a fully-fledged CSR strategy inside FEI and what tools and events are needed to be successful in implementing it. The project will map Egyptian CSR characteristics and stakeholders and position ECO activities in relation to these, and come up with suggestions for how industrial policy can go hand in hand with CSR activities, both when it comes to legal and rights based issues, as well as political and implementation. DI furthermore facilitates mentorship, tools, exchange of experience, awareness rising initiatives on labor rights/human rights/anti-corruption, joint industry initiatives on policy recommendations etc.</p>						<p>CSR training in existing networks. CSR staff capacity building in ECO and FEI. CSR Strategy and advocacy advice. Policy recommendations. Awareness campaigns. Report on state of play on energy efficiency and the need for action.</p>		

Ref no	Project title							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	Egypt	800,000	40	4	Start-ups in Egypt	Danish Ministry of Foreign Affairs	2013-2014	Venture Scout
Detailed description of project						Type of services provided		
The project aimed at organising trainings and business competitions for start-ups and SMEs in Egypt								

Ref no	Project title		Entrepreneurship and IT Boot camp (Startup MENA)					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt	350,000	40	5		The Danish Ministry of Foreign Affairs	2012-2015	VentureScout(VS)
Detailed description of project						Type of services provided		

Startup MENA is a bottom-up initiative with local focus, regional impact and international outlook. Startup MENA is positioned alongside other startup organizations and contributes to the existing ecosystem by filling out the gaps, bridging connections to Europe and providing access to top-notch international mentors, investors and corporates. The overall vision of creating growth and more jobs in the private sector is pursued through engagement with small and medium enterprises and the young generation of well-educated talent that the region fosters. By engaging with key players in the ecosystem, Startup MENA produces tailored workshops and events for aspiring and existing entrepreneurs that can deliver the value they need. Startup MENA can thus ensure a fast and steady learning curve for entrepreneurs and maximum value creation for the ecosystem. This combination provides a regional impact and development that can be seen in years to come.

Since the launch in February 2014 Startup MENA has held 7 successful events in Cairo, Egypt with a total of 12 planned for the entire year. The events have attracted +350 entrepreneurs from all over the country. Furthermore we have initiated over 30 valuable partnerships. The initiative has according to the rest of the ecosystem provided as an important and valuable “Enabler” in Egypt, inspiring new formats and discussions around the development of entrepreneurs in the region. The events have attracted regional interest from investors and startup organizations such as MENA Apps and Oasis500. The combination of offline and online engagement has furthermore provided Startup MENA with a credible, recognizable brand.

- Premium learning workshops and events that are leveraged on the knowledge and engagement with the local ecosystem.
- Knowledge by inviting high-profile international mentors and investors to the region.
- Building bridges between corporates and startups in the region.
- Entrepreneurship mentorship.
- Business Advice
- Start-Up Ecosystem counselling.

Ref no	Project title		Fast-Moving Consumer Goods (FMCG) at the BoP in Egypt and the MENA region					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt and MENA region	37,629	100	2	GIZ	GIZ	Sep-Dec 2015	
Detailed description of project						Type of services provided		

<p>Part of GIZ BoP Sector Dialogues.</p> <p>Focus: Business model innovation and scaling within the FMCG sector targeting the BoP in Egypt and the MENA region.</p> <p>Primary tasks and deliverables:</p> <ul style="list-style-type: none"> - Production of baseline assessment and value chain analysis of the FMCG sector in Egypt with a focus on BoP. Included data collection, interviews, and stakeholder mapping (app. 30 pages). - Development of workshop material and execution of interactive practitioners' workshop in Cai-ro, Egypt (app. 35 participants from companies, organisations and public institutions). 	<ul style="list-style-type: none"> • Baseline study • Innovation workshop
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Ref no	Project title		ARAB-EU Business Facilitation Network I					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of clients	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Saudi Arabia, Syria, Tunisia, UAE, Qatar	1,476,549	80	10	15 MENA Business organisations (see www.ae-network.org for further information)	The Danish Ministry of Foreign Affairs	2010-2013	

Detailed description of project	Type of services provided
<p>With the aim of building closer ties and understanding between the Arab speaking world and Denmark, DI was granted a project with the overall objective to strengthen the development of knowledge based economies and stable business environments in the Arab Mediterranean and Gulf region through increased regional cooperation between Business Membership Organisations.</p> <p>The Arab-EU Business Facilitation Network is an alliance of 15 leading Business Membership Organizations (BMOs) from the MENA region. Through the signing of a Memorandum of Understanding, the BMOs have pledged to work strategically together, promoting relevant policy issues within and between their respective countries.</p>	<ul style="list-style-type: none"> • Consultancy on service development • Training in policy advocacy

Ref no	Project title		Base Of the Pyramid Conference in Egypt					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt	40,269	50	2	Sustainable Business Solutions	Danish Ministry of Foreign Affairs	2010-2011	
Detailed description of project						Type of services provided		
<p>The project aimed at investigating the Egyptian market opportunities in a Base Of the Pyramid (BOP) perspective. The project included a study of these market opportunities. The study was afterwards discussed on a conference which attracted around 200 persons.</p>						<ul style="list-style-type: none"> • Drafting BOP study • Consultancy and participation on the conference 		

Ref no	Project title		Confédération Générale des Entreprises du Maroc (CGEM) COTRIDIASO					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Morocco				Confédération Générale des Entreprises du Maroc (CGEM)	The Danish Ministry of Foreign Affairs Contract awarded to the Danish Ministry of Labour	2006-2012	
Detailed description of project						Type of services provided		
As part of a three-partite project between the Danish and Moroccan Ministries for Labour, the Trade Unions and Employers, DI was asked to assist CGEM implement its new strategy. The focus is on export and communication.						<ul style="list-style-type: none"> Establishing social dialogue between the labour market partners through joint seminars, conference, peer to peer training on conflict resolution, OHS etc. 		

Africa

Ref no	Project title		Social Entrepreneurship Eco-System					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	East-Africa				World Bank	World Bank	2015	Endeva
Detailed description of project						Type of services provided		
<p>The aim of the project is to carry out a study of the Social Enterprise (SE) ecosystems in health, energy, education, and water & sanitation sectors as well as ICT and financial inclusion as cross-cutting sectors across Sub-Saharan Africa.</p> <p>The specific focus of this study is on the following 7 countries: Kenya, Tanzania, Uganda, Rwanda, Burundi, Zambia and South Africa.</p> <p>The aim of the study is to assess the dynamic set of linkages among the SEs, their relationship with beneficiaries, the government and investors to inform World Bank Group (WBG) about challenges and opportunities of supporting and catalyzing innovative business models focusing on service delivery to the Base of the Pyramid (BoP) populations.</p>						<ul style="list-style-type: none"> • Study design developed • Contracting local consultants • Study report 		

Ref no	Project title		Social Dialogue in East Africa - EAC II 7615					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	East-Africa	2,010,817	25 %	8	DANIDA	DANIDA	2015-2018	LO/FTF Council
Detailed description of project						Type of services provided		

The strategic objective of the Better Labour Market program is that the Danish social partners should contribute to build consensus in developing countries about bi- and tripartite social dialogue as a key strategy to build stable, democratic and well-functioning labour markets and a cornerstone for sustainable societies based on inclusive economic growth and decent work. The project builds on the earlier social dialogue project with a continued focus on regional integration but in addition this project also has a focus on social dialogue in the individual countries.

By using the long experience of the Danish labour market parties to achieve changes in the East African region both by strengthening regional labour market integration and bipartite negotiations in each country along the following objectives:

- Strengthened institutional capacity of social partners in East Africa to advocate and raise awareness about free movement of labour and productivity.
- Bi-partite social dialogue mechanisms have been strengthened to improve decent working conditions and productivity in private industries.

- Project design
- Providing training and best practices on social dialogue
- Facilitating dialogue processes between social partners in East Africa
- Conducting studies on labour market affairs

Ref no	Project title		Social Dialogue in East Africa - EAC					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	East-Africa	482,320	23 %	8	DANIDA	DANIDA	2013-2014	LO/FTF Council
Detailed description of project						Type of services provided		

The objective of the programme was to further regional integration in the East African Community by strengthening the dialogue between social partners so they could advocate for integration on the labour market. Labour market issues are often overlooked in the EAC where integration concerning trade plays a much larger role.

By using the long experience of the Danish labour market parties to achieve changes in the East African region the project succeeded in bringing the partners together and have them develop a joint position on work permits in the EAC, which contributed to Tanzania changing the fees on work permits for East African citizens.

- Project design
- Providing training and best practices on social dialogue
- Facilitating dialogue processes between social partners in East Africa
- Conducting studies on labour market affairs

Ref no	Project title		GIZ Ghana - 57623 / 7623					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Ghana	20,010					2016	
Detailed description of project						Type of services provided		
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Ref no	Project title	
	Social Housing	

Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	???				GIZ	GIZ	2014	
Detailed description of project						Type of services provided		
<p>In collaboration with Dalberg Research, DI developed a social housing guide on the basis of an initial evaluation of nearly 100 cases, interviews with 25 companies and experts, as well as detailed analysis. As such, the guide provides an overview of experiences and lessons learned within the BoP housing sector and offers hands-on guidance by practitioners for practitioners. The first part of the guide provides an overview of the business opportunity and key market dynamics. The second part introduces a Business Model Generator, which provides insights and practical examples on how to develop or strengthen your affordable housing business model. Finally, the Support Directory lists stakeholders and references, which can help you find additional inspiration.</p>						<ul style="list-style-type: none"> 		

Ref no	Project title		Innovation Camp					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	???				???	???	2014	
Detailed description of project						Type of services provided		

DI co-arranged an Innovation Workshops in the Nordic countries, where companies are introduced to a number of innovation practices aimed at emerging markets – both in terms of best practice from market leaders and theories of change relate to product design and development. The workshops focuses on key emerging market opportunities, barriers, and opportunities and prepares camp participants for on the ground innovation activities to be performed during the Innovation Camp. As a key element of the Innovation Workshop, companies will initiate a work-stream focusing on specific challenge they face with respect to emerging market entry or expansion. This work-stream will be recaptured at the on-site Innovation Camp and provide a clear link between companies reality at home and the new realities on the ground in emerging markets.

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Ref no	Project title		GAIN Nordic Ethiopia					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Ethiopia				?	???	2014	
Detailed description of project						Type of services provided		
<p>GAIN Nordic Partnership is a multi sector platform focusing on developing affordable and attractive nutritious products for low income customers through sustainable and scalable business models.</p> <p>GAIN Nordic Partnership is open to Nordic companies and other stakeholders interested in promoting nutritious products in developing markets. The founding core group consists of GAIN, Arla Food Ingredients, Tetra Pak, Confederation of Danish Industry and DanChurchAid. Additional partners are joining the projects being developed.</p>						<ul style="list-style-type: none"> • 		

Ref no	Project title		DBD - 57678					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Ethiopia, Tanzania						2017	
Detailed description of project						Type of services provided		
						•		

Ref no	Project title		Danish-Arab Partnership Programme 2016 – 962/9620					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt, Jordan, Morocco, Tunisia, and regional)	778,682	100	2		DANIDA	January 2016- June 2017	
Detailed description of project						Type of services provided		
Bilateral interventions are undertaken in four countries: Jordan, Morocco, Egypt, and Tunisia. In addition, two regional initiatives are supported: The Arab-EU Business Facilitation Network across fourteen MENA countries, and the Maghreb Initiative for Commerce and Investment (IMCI) across five Maghreb countries. Interventions are implemented in partnership with central, local actors representing and voicing the private sector, namely business organisations (BOs) of different character.						<ul style="list-style-type: none"> • Capacity building • Organisational development • Policy advocacy • Social dialogue • Public-private dialogue 		

Ref no	Project title		Labour market and Social Dialogue under the Danish-Arab Partnership Programme 2017-2022 - 963					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt, Morocco, Tunisia, Jordan, Regional and other	4,027,116	40%	1		DI, LO/FTF Council, Danish Refugee Council	2017-2022	
Detailed description of project						Type of services provided		

Obligations of the DI:

- The DI will be responsible for the planning, Implementation, reporting and monitoring of the activities described in their approved annual work plans.
- Ensure that activities and spending are executed according to the approved annual work plans and budget.
- Ensure that the cooperation with local partners tests on written agreements.
- Promptly inform the LO/FTF Council of any condition which interferes or threatens to interfere with the successful implementation of the DAPP Programme.
- Submit all relevant reports and supporting documents in a timely manner to the LO/FTF Council.
- Participate in reviews, evaluations and strategic consultations requested by the MFA.

- Capacity building through engagement partnerships
- Social dialogue
- Advocacy
- Formulation of positions and strategies on labour market and socio-economic issues/policies at national and local levels

Ref no	Project title		Bridging grant DAPP - 7672					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Egypt	161,000	100	1		Ministry of Foreign Affairs of Denmark	2017	
Detailed description of project						Type of services provided		

In Egypt, the activity is to identifying 200 enterprises. Mapping, interviewing/assessing these enterprises ability to enter into social dialogue based on predefined criteria. Short report per company will be developed and used to select the 40 most promising enterprises to deepen the social dialogue.

Hereafter the project will organize 3-5 one day workshops (1 per sector with 10 enterprises) to develop a framework for social dialog activities and joint cooperation-committees at the enterprise level to secure implementation and follow-up on progress in the social dialogue.

- Capacity building
- Social dialogue
- Identify 200 enterprises

Ref no	Project title		Inclusive Business E-Learning						
	Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	The Confederation of Danish Industry	???				World Bank		2014	
Detailed description of project							Type of services provided		
							•		

Ref no	Project title		Scoping Mission: Support for Private Sector Development in Mali- 7702					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Mali	54,744	100	2	Royal Danish Embassy in Mali	DANIDA1	June-December 2017	
Detailed description of project						Type of services provided		
<p>To undertake an assessment of:</p> <ul style="list-style-type: none"> - The role, governance structure, capacity, and challenges of CNPM as a business and employers' organization (internal assessment) - The framework conditions for the private sector (external assessment) - Potential intervention areas and cooperation with CNPM 						<ul style="list-style-type: none"> • Consultancy services • Organisational assessment 		

Ref no	Project title		Strengthening The Voice of The Private Sector in Tanzania (CTI) - 7520					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Tanzania	1,370,385	37	5 (one long term advisor, 4 short term)	Royal Danish Embassy in Dar es Salaam	Danish International Development Agency (DANIDA)	2014 - 2017	
Detailed description of project						Type of services provided		

The overall aim of the project is to improved business climate for the private sector, inducing businesses to grow and create employment opportunities. The method was to increase the capacity of a local business organisation, The Confederation of Tanzania Industries (CTI) to act as a stronger voice of the private sector to improve framework conditions for doing business and to provide services to their members. The latter component took the shape of providing energy audits to the members to identify possibilities for reducing energy consumption.

The immediate objectives of the project were:

- To establish CTI as a key knowledge provider for all issues related to the framework conditions for industry.
- To increase the integration of Tanzania in the EAC
- To improve energy efficiency in Tanzanian companies

The project took the form of an activity based learning project where the partners worked together to combine their knowledge in an effort to improve the business environment in Tanzania and strengthen the capacity of CTI. To pursue the common objectives, DI had stationed an employee at CTI for 2014 and 2015.

The following activities are the main components of the project where DI will provide technical assistance:

- 1) Strategy development,
- 2) Policy advocacy
 - 2a) National level
 - 2b) Regional level
- 3) Communication strategy
- 4) Service development
 - 4a) Implementation of Energy efficiency programme for industrial sector

Ref no	Project title		Strengthening The Voice of The Private Sector in Ethiopia AACCSA - 7526					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	Ethiopia	529,950	28,5	8	Addis Ababa Chamber of Commerce & Sectoral Associations	Danish International Development Agency (DANIDA)	2014 - 2016	
Detailed description of project						Type of services provided		
<p>The project takes form of a twinning project between AACCSA and DI with the overall of objective:</p> <ul style="list-style-type: none"> - <i>To improve the business environment in Ethiopia for the benefit of the private sector in general and manufacturing in particular.</i> <p>And the Immediate Objectives:</p> <ul style="list-style-type: none"> - <i>To increase knowledge on the manufacturing sector in Ethiopia</i> - <i>To develop the services of AACCSA to increase the support for the members in the organisation to develop their businesses, thereby retain and recruit more members</i> - <i>To enhance AACCSA's capacity in policy influencing</i> - <i>To establish AACCSA as a key knowledge provider for all issues related to the framework conditions for industry.</i> <p>To fulfil the objectives, the partners will seek to contribute to the process with their respective competences. In general, AACCSA will contribute with local knowledge and be responsible for the implementation of local activities. While DI will contribute with international best practices; project guidance; and participate in relevant workshops.</p> <p>The project has two main components;</p> <ol style="list-style-type: none"> 1. Conduct evidence based policy advocacy to improve the business environment 2. Establish a manufacturing unit to provide information on opportunities in the manufacturing sector and provide advisory services to business companies in Ethiopia. 						<ul style="list-style-type: none"> • Conduct a minimum of 7 missions to Ethiopia to provide technical assistance • Organise visits for AACCSA staff to Denmark • Provide advice on developing ToR for value chain analyses • Provide advice on services and information to be provided by the manufacturing unit • Provide advice on communication content and communication strategies on selected issues • Provide best practices on policy development on selected issues • Provide capacity building within evidence-based policy advocacy • Participate in policy activities per request of AACCSA 		

Ref no	Project title	Technical Assistance to South Sudan Investment Conference
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Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	South Sudan				South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA)	The Danish Ministry of Foreign Affairs	2013	
Detailed description of project						Type of services provided		
The project had the overall objective of supporting the engagement of the private sector in the South Sudan Investment Conference which was conducted on the 4 th and 5 th of December 2013. A key element in this was to demonstrate the possibilities in the private sector in the country by allowing investors to meet local companies. The project trained local companies for participating in the B2B sessions during the conference and supported SSCCIA in organising the B2B sessions during the Conference.						<ul style="list-style-type: none"> • Consultancy services • Conference design • Mapping of South Sudanese companies 		

Ref no	Project title		Institutional Advisor to The South Sudan Chamber of Commerce					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	South Sudan	233,167	100	5	The South Sudan Chamber of Commerce, Industry & Agriculture (SSCCIA)	The International Finance Corporation (IFC),	2012 - 2013	
Detailed description of project						Type of services provided		

The assistance to the South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA) takes the form of capacity building of a young Chamber in order to transform it into a strong representative of the private sector. Presently, the main objectives were to i) put in place a strategy; ii) identify a competent CEO and provide administrative oversight; and iii) Build the capacity of the Chamber to provide relevant services and play an effective advocacy and member representation role.

It was thus a classic capacity building project of a weak organisation in a very fragile situation. The organisation was beginning to have tools in place for development but sadly, the support stopped with the breakout of civil war in South Sudan.

- Developing strategy for SSCCIA
- Developing communication strategy for SSCCIA
- Training in development of position papers for policy advocacy
- Training in communication and business services
- Public-private dialogue facilitation
- Stakeholder analysis and press handling

Ref no	Project title		Improving framework conditions for public-private water supply through informed dialogue in South Africa - 7674					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	South Africa	335,582		4	Ministry of Foreign Affairs of Denmark	DANIDA	2016-2018	Voluntas
Detailed description of project						Type of services provided		
<p><i>Overall objective:</i> Introduce public-private partnership models as a mainstay of the water sector in South Africa in order to improve the frameworks conditions for private sector involvement</p> <p>Phase 1: Inception Stakeholder mapping, internal memo, network contact database, network of key PPP water management stakeholders, website for PPP water management stakeholder network</p> <p>Phase 2: Network Cycle 3 network meetings on policy challenges, 3 working conferences on water management challenges, 3 specific policy positions based on conference</p> <p>Phase 3: Dissemination Final report on water improvement potential through PPP in SA, article in Danish and SA media, national dissemination tour</p>						<ul style="list-style-type: none"> • Assistance in analysing public private partnership framework • Assistance in Advocacy activities • Project management 		

Ref no	Project title		Capacitating the private sector in Somalia - 7701					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Somalia	43,794		3			2017	
Detailed description of project						Type of services provided		
						<ul style="list-style-type: none"> • Policy advocacy • Project management • Quality control • Monitoring and evaluation 		

Ref no	Project title		Enhancing The Competitiveness Of Industry In Mozambique, AIMO & DI Partnership					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Mozambique	402,695	50	3 (until present date)	Associacao Industrial de Mozambique (AIMO)	Danish Ministry of foreign affairs	2011-2013	
Detailed description of project						Type of services provided		

Enhance the competitiveness of industry by improving the framework conditions for doing business in Mozambique through making AIMO a key knowledge provider for all issues related to the framework conditions for industry in Mozambique, making AIMO the strongest, legitimate voice and national representative of industry in Mozambique and establishing AIMO as a value-adding service provider to industry in Mozambique

Consultancy on organisational strategy
Training in policy advocacy

Ref no	Project title		Alleviating Poverty Through Public-Private Dialogue					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Burundi	66,210	87,5	5	Chambre Fédérale de Commerce et d'Industrie du Burundi (CFCIB)/	The Danish Ministry of Foreign Affairs	2011-2012	
Detailed description of project						Type of services provided		
The main aim of the project was to upgrade the capacity of BFCCI. For this purpose, first of all, there was a great need of training the staff and developing basic organisational tools such as a business plan, membership database, marketing material etc. The project was thus a classic capacity building project in a fragile environment where focus was on training and strategic development. The project also supported CFCIB to host their first trade fair as part of a plan to generate income for the organisation.						Assistance in hosting a trade fair Consultancy on strategy development Training in policy advocacy		

Ref no 33	Project title		Strengthening the Liberia Chamber of Commerce (LCC)					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Liberia	159,118	100	4	Liberia Chamber of Commerce	PRO€INVEST (EU)	2011	
Detailed description of project						Type of services provided		

The project aims to support LCC in addressing and implementing the most cost effective and accurate solutions to improve the business environment in Liberia. The project will more specifically develop the webpage of LCC with a more targeted communication platform that will be integrated into their overall business strategy. The project will furthermore provide training in communication, advocacy and service development and will draw on focus group meetings with members and other relevant stakeholders.

- Training in policy advocacy, communication, service development
- Development of communication strategy
- Organising inspirational visit to Botswana

Ref no	Project title		A Business Friendly East African Common Market					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Burundi ; Kenya ; Rwanda ; Tanzania ; Uganda	560,866	17	10	Kenya Association of Manufacturers Confederation of Tanzania Industries Uganda Manufactures Association Rwanda Private Sector Foundation Burundi Chamber of Commerce/	PRO€-INVEST (EU)	2010-2011	
Detailed description of project						Type of services provided		

The action is aimed at assisting local companies in taking advantage of the EAC common market. Not least because NTBs already have been identified as a hindrance to trade and investment in the region. This will be done by developing the capacity of the BMOs to be able to develop common positions on issues that businesses encounter. The BMOs will also learn from the EU and the European BMOs on how this has been done and thus develop their knowledge and capacity to handle issues related to the common market.

Consultancy on service development
 Training in policy advocacy
 Consultancy on communication

Ref no	Project title		Strengthening the Kenyan Global Compact Network					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Kenya				Kenya Association of Manufacturers, UNDP Nordic Office	The Danish Ministry of Foreign Affairs	2009-2011	
Detailed description of project						Type of services provided		
The objective is to strengthen the role of the Kenyan Global Compact Network in promoting responsible business practices among Kenyan companies by making the network more business-driven and by enabling it to benefit from the experiences of the UNGC network of Nordic countries.						•		

Ref no	Project title		Community Company dialogue in Malindi - 57580 /7580					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Kenya	127,054 Phase 1: 69434 Phase 2: 57620	56	2	DANIDA	CISU	2013-2016	
Detailed description of project						Type of services provided		
<p>The project was a two phase project with the aim of improving the relations between communities and companies in the Malindi region. The relation was quite conflictual before the project but by setting up a series of communication forums the effort led to improved relations and also led to a breakthrough within specific issues. However, the first approach of organising multi-stakeholder meetings as the main activity for engaging the local communities proved not to be effective. The multi-stakeholder meetings still served a purpose, as it informed the most important stakeholder groups such as NGOs and government institutions about the effort of the project partners to improve the current situation. Instead, the activities shifted towards direct dialogue between the companies and the surrounding local communities by using the village barazas (village meetings). This yielded more substantial results in form of practical solutions to a range of problems. Both in terms of access roads, environmental effect, work environment and to some degree on land issues. The direct dialogue approach also showed that it was more realistic to focus on changes that can be achieved by the partners and did not require government intervention.</p>						<ul style="list-style-type: none"> • Project development • Evaluation • Development of generic tools 		

Ref no	Project title		Sustainable growth and industrial competitiveness in Kenya (KAM) - 7682					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Kenya	310,164	49	5	Kenya Association of Manufacturers	DANIDA	2017-2018	
Detailed description of project						Type of services provided		

<p>The project will support cross-cutting capacity on sector organisation, but also dive into a few specific sub-sectors to support development of specific sector capacity and sector challenges.</p> <p><i>Development objective:</i> Improving the framework conditions for the private sector in Kenya with the aim to reduce post-harvest loss and improve the competitiveness of the agro-processing sector.</p> <p>Immediate objectives:</p> <ol style="list-style-type: none"> 1. Enhance the effectiveness of the sector structure in KAM 2. Develop a policy strategy for 1-2 sectors in KAM, preferably sectors that are relevant for the post-harvest loss agenda 3. Develop a strategy for a Public Private Partnership to reduce post-harvest loss in Kenya 	<ul style="list-style-type: none"> • Strategy workshop • Policy advocacy and organizational capacity • Technical assistance within value chain development
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Ref no	Project title		10 Business Membership Organisations in Southern and Eastern Africa					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Botswana Burundi Kenya Mozambique Rwanda South Africa Tanzania Uganda Zambia Zimbabwe	1,342,317	40	20	10 East and South African Business organisations (see www.esab-monetwork.org for further information)	Danish Ministry of foreign affairs	2008-2011	
Detailed description of project						Type of services provided		
The overall objective of the project is to establish a network of the leading BMOs in Eastern and Southern Africa and through the network allow these to become an effective voice on key domestic, regional, and international issues.						Training in policy advocacy		

South America

Ref no	Project title		Improving the framework conditions for development in Bolivia's productive sectors					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Bolivia				The Danish Ministry of Foreign Affairs	The Danish Ministry of Foreign Affairs	2008-2011	
Detailed description of project						Type of services provided		
The objective of the assignment was to provide the Danish Ministry of Foreign Affairs with a solid foundation for making a decision during the second half of 2008 on possible steps to be taken in the efforts to support the growth and development in the productive sectors (with an emphasis on service providers and manufacturing and agriculture industries).						•		

Ref no	Project title		Public private dialogue in Bolivia - 7684					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Bolivia	197,449	10%	1		Royal Danish Embassy	2017 6 – December 2018	
Detailed description of project						Type of services provided		

<ul style="list-style-type: none"> Promote public-private dialogue processes In order to reinforce the two value chains by developing the areas of innovation, technical specialisation and registration of companies Goal: three dialogue tables between the public and private sectors are operational and have led to six signed agreements and six pilot programs based on a planned and structured dialogue process, have been designed 	<ul style="list-style-type: none"> Public-private dialogue program Improve conditions for productive development Capacities and training
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Ref no	Project title		Social Dialogue for Growth and Decent Jobs in Colombia -7614					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Colombia	758,707				DANIDA	January 1, 2016 – June 30, 2019	
Detailed description of project						Type of services provided		
<p>The strategic objective of this project is for the Danish labour market organisations to contribute to build consensus in Colombia about bi- and tripartite social dialogue as key to build a well-functioning labour market and a cornerstone for building a sustainable society, inclusive economic growth and decent work.</p> <p><i>Development objective:</i> Contribute to a more stable and well-functioning labour market in Colombia paving the way for inclusive growth, decent jobs, and sustainable enterprises.</p> <p><i>Immediate objective 1:</i> Strengthen the engagement and institutional set-up of social partners in bi- and tripartite labour market dialogue.</p> <p><i>Immediate objective 2:</i> Strengthen social dialogue competencies at enterprise level with a focus on soft skills development of the youth, labour rights, mediation and conflict resolution.</p>						<ul style="list-style-type: none"> 		

Asia

Ref no	Project title		CSR Philippines - 7598					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Philippines	28,730					2016-2018	
Detailed description of project						Type of services provided		

Ref no	Project title		Strengthening the Seafood Sector in Vietnam					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Vietnam				Vietnam Association of Seafood Exporters and Producers (VASEP)	The Danish Ministry of Foreign Affairs	2011-2012	
Detailed description of project						Type of services provided		

Ref no	Project title	Improving Public-Private Dialogue						
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Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Vietnam	35,000	90	3	Vietnam Association of Seafood Exporters and Producers (VASEP)	Danish Ministry of foreign affairs	2011	
Detailed description of project						Type of services provided		
The project provides an analysis of the capability of the business organisations for the Vietnamese fishing industry. The assessment will form the foundation for capacitating the organisation in the fields of public-private dialogue and business services.						Analysis Public-private dialogue facilitation		

Ref no	Project title		Improved social dialogue in Myanmar - 7645					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Myanmar	28,514	100	1	The Danish Working Environment Authority		August 2016 – June 2018	
Detailed description of project						Type of services provided		
To improve social dialogue in Myanmar by building the capacity and confidence of the social partners in order to enable them to better engage in social dialogue.						<ul style="list-style-type: none"> • Capacity building • Training 		

Eastern Europe

Ref no	Project title		East Invest (EU Commission) – BSO Exchange Programme					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Moldova, Belarus, Azerbaijan, Ukraine	15,000	100	2	East Invest	EU Commission	2013	
Detailed description of project						Type of services provided		
One-week twining visit by four eastern European partner-organisations to the EU commission's "East-Invest" initiative. The visit concerned a detailed introduction to key areas and functions of The Confederation of Danish Industry and discussions with the beneficiaries of how to implement some of the functions in their home-country contexts.						<ul style="list-style-type: none"> • Trainings and workshops 		

Ref no	Project title		East Invest Exchange					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Moldova Ukraine Azerbaijan Belarus				National Confederation of Entrepreneurs (ASK), Crimea CCI, CCI Belarus (Grodno Branch), CCI Moldova	The European Commission (EastInvest)	2013	
Detailed description of project						Type of services provided		
The project consisted of a one week visit by representatives of four eastern partner countries to the EU, with the purpose of providing the participants with broad insights into the working of DI, including particular member services and advocacy activities.						•		

Ref no	Project title		East Invest					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Ukraine	17,253	100	1	EUROCHAM BRES		2016-2017	
Detailed description of project						Type of services provided		

This project aims at contributing to bringing to solutions for the following problems:

- low competitiveness level of Ukrainian products in international markets;
- lack of integrated information support for subjects of foreign economic activity;
- low geographic export diversification of goods of Ukrainian origin;
- destroyed business cooperation that was focused on the CIS market, and as a consequence - the need for new markets;
- rapid changes in the legislative field related to the harmonization of Ukrainian legislation with European legislation and standards;
- changing of sectoral priorities in international trade (from the industries in the region to the agricultural products demanded by EU market);
- low activity of entrepreneurs in obtaining new knowledge and sustainable skills in international trade;
- - the belief: "Export is only for large companies".

- Implement the BSO Twinning Action Plan according to the terms of reference (ToR)

Ref no	Project title		East Invest					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Armenia	19,023	100	1	EUROCHAM BRES		2015-2016	
Detailed description of project						Type of services provided		
						<ul style="list-style-type: none"> • Implement the BSO Twinning Action Plan according to the terms of reference (ToR) 		

Other

Ref no	Project title
	PDAC Canada - 57614 / 7614

Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Canada	87,289		1			2016	
Detailed description of project						Type of services provided		
						•		

Ref no	Project title		PDAC Canada - 7683					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Canada	79,971		2		The Trade Council	September 2016 – April 2017	
Detailed description of project						Type of services provided		
<p>In 2017, ACRM and GE will collaborate to assemble a 40-50-member delegation for export promotion with Greenland Seminar and Common Position at PDAC 2017.</p> <p>The purpose of this export promotion is that the participating companies build on the momentum gained from PDAC 2016. This brings about an even stronger branding of Greenland as mining, greater attention from investors outside of Canada and an opportunity for a pavilion area for all exhibitors in relation to the Greenlandic industry.</p>						•		

Ref no	Project title		Arctic Cluster of Raw Materials					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Greenland and the wider arctic	400.000	100	3	Danish Industry Fund	Danish Industry Fund	2014-2015	DTU and Business Greenland
Detailed description of project						Type of services provided		
The projects aims to position Danish and Greenlandic subsuppliers in the mining industry in Greenland and the wider arctic. Analyze and engage investors, legislators and stakeholders in the mining industry. Analyse the industry needs and pitfalls.						<ul style="list-style-type: none"> Project management, analysis, stakeholder mapping, financial reporting and business guides, online knowledge center 		

Ref no	Project title		Arctic Cluster of Raw Materials - 7571					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

The Confederation of Danish Industry	Greenland and the wider arctic	46,983					2017	
Detailed description of project						Type of services provided		
						•		

Ref no	Project title		Arctic Business Analysis - 7377					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry							2017	
Detailed description of project						Type of services provided		
						•		

Ref no	Project title		ARLA BOP - 77171					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry		1,611					2016	
Detailed description of project						Type of services provided		
						•		

Ref no	Project title		SME Toolkit					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Norway, Sweden, Denmark, Finland, Iceland	359.000 DKK		3	Nordic Innovation	Nordic Council of Ministers	2014	
Detailed description of project						Type of services provided		
<p>The SME Toolkit was created by the Confederation of Danish Industry to assist Nordic SME's in entering new markets in emerging economies. It incorporates best practices from existing successful players and works as a guide from which Nordic SMEs can learn how to enter new high growth markets in a successful manner. The SME Toolkit was commissioned by Nordic Innovation and sponsored by the Nordic Council of Ministers. Leading up to the creating of the toolkit DI conducted an extensive market analysis to understand the challenges and learn about the successes in order to convey this information in a good format, with the aim of creating the highest value for Nordic SMEs.</p>						•		

Ref no	Project title		Refugee programme - Gaziantep Chamber of Commerce - Capacity Building Project - 7670					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
The Confederation of Danish Industry	Turkey	214,688		2		EBRD	November 2016 – June 2018	
Detailed description of project						Type of services provided		

The overall objective of the Assignment is to strengthen the local SME support infrastructure by supporting the implementation of the EBRD Syrian Refugee Response programme with Capacity Building activities in support of the GCC:

Such capacity building initiatives may include one or more of the following specific objectives:

- 1) Increase internal capacities and skills to deliver services to SMEs and entrepreneurs, specifically refugee-driven enterprises;
- 2) Develop new products and services to be delivered to SMEs with a specific focus on refugee-driven enterprises;
- 3) Development financial sustainability;
- 4) Increase the scope and outreach of GCC to serve a wider SME population, specifically to refugee driven enterprises.

By the end of the Assignment, the GCC is expected to operate independently and in a sustainable manner without the guidance and advice of the Consultant. Similar work may follow with other chambers.

- Support to the Gaziantep Chamber of Commerce