

ANNEX 3: Bibliography

There are a wide range of resources available on monitoring and evaluation and evaluation work specifically related to the business enabling environment. This field of work is ever evolving with new material and guidance being developed and produced on a regular basis. Therefore rather than provide a long list of specific documents we have provided key electronic based sources of guidance which cover the primary network active in the evaluation of BEE interventions.

OECD/DAC Network Evaluation Resources

The DAC network represents the evaluation experiences of some 30 national and international development partners and organisations including IFC, GTZ and DFID. Access through their main evaluation website www.oecd.org/dac/evaluation that connects to the DAC evaluation resource centre DReC which is designed as a one-stop-shop for use key evaluation publications including:

- A series of 'Evaluation Guidelines produced by members of the DAC Network on Development Evaluation
www.oecd.org/document/11/0,3343,en_35038640_35039563_35126667_1_1_1_1,0_0.html
- A 'Glossary of Key Terms in Evaluation and Results Based Management'
www.oecd.org/dataoecd/43/54/35336188.pdf and
- Pilot Evaluation quality standards www.oecd.org/dataoecd/34/21/38686856.pdf.

Donor Committee for Enterprise Development (DCED)

The Committee promotes enterprise development, particularly for small enterprises, in developing countries. It provides a forum, in which member agencies can exchange information about their programmes, and the lessons learned through those programmes. Building on experience, the Committee publishes common guidelines for member agencies as well as posting that produced by its members.

See: www.sedonors.org/about/default.asp or www.enterprise-development.net

The Committee have a working group on the business environment – refer to www.sedonors.org/groups/group.asp?groupid=2 and a working group on impact and performance www.sedonors.org/groups/group.asp?groupid=5

IFC

IFC are very active in both the delivery and the evaluation of BEE interventions. This includes their own activities but also promoting good practice in the sector as a whole. The main reference is through the small business section of their website that leads through to their BEE work www.ifc.org/ifcext/sme.nsf/Content/BEE and through this to other resources such as the:

- The series of Toolkits www.ifc.org/ifcext/sme.nsf/Content/BEE+Toolkits
- Specific Guidance and resources for evaluation – Results measurement for Advisory Services www.ifc.org/ifcext/rmas.nsf/Content/home
- IFC core evaluation indicators www.ifc.org/ifcext/rmas.nsf/Content/StandardIndicators
- The Monitor Paper Series with BEE papers on ADR, business simplification and BMOs (as at Dec 2007) www.ifc.org/ifcext/rmas.nsf/Content/MonitorSeries.
- Business Environment Snapshots present measurable indicators across a wide range of BE issues and over time. This new web-enabled tool compiles many data, indicators, and project information on the business environment for each country in an easily accessible, consistent and usable format. <http://rru.worldbank.org/besnapshots/>
- IFC's Gender Program which aims to mainstream gender issues into IFC's work, while helping to better leverage the untapped potential of women as well as men in emerging markets including the reduction of gender-based barriers in the business environment. www.ifc.org/ifcext/enviro.nsf/Content/Gender.

GTZ

GTZ main site is www.gtz.de/en/ , with specific reference to their private sector work at www.gtz.de/en/themen/wirtschaft-beschaeftigung/privatwirtschaft/870.htm.

General guidance on their evaluation procedures is given at www.gtz.de/en/leistungsangebote/6332.htm

Each of their regional offices have websites that illustrate their BEE work locally. For example see www.sme-gtz.org.vn for Vietnam and www.gtz.de/en/weltweit/asien-pazifik/vietnam/4787.htm for Thailand.

DFID

DFID main site is www.dfid.gov.uk with general guidance through a publication Guidance on Evaluation and Review for DFID Staff at

www.dfid.gov.uk/aboutdfid/performance/files/guidance-evaluation.pdf

DFID have supported the development of a specialist 'enterprise development impact assessment information service' website EDIAIS www.enterprise-impact.org.uk

www.enterprise-impact.org.uk/BEEvironments/index.shtml This provides access a wide range of resources on BEE evaluation including '*Guidelines for Assessing the Impact of Enabling Environment Programmes: an Integrated Impact Assessment Approach (IIAA)*' [www.enterprise-](http://www.enterprise-impact.org.uk/BEEvironments/DFIDdocs/BEEGuidelinesandHandbook.shtml)

[impact.org.uk/BEEvironments/DFIDdocs/BEEGuidelinesandHandbook.shtml](http://www.enterprise-impact.org.uk/BEEvironments/DFIDdocs/BEEGuidelinesandHandbook.shtml)

and '*Evaluation of DFID Development Assistance: Gender Equality and Women's Empowerment Phase II Thematic Evaluation: Enabling Environment for Growth and Investment*' www.dfid.gov.uk/aboutdfid/performance/files/wp10.pdf

Doing Business

The Doing Business Project and website provide a range of resources related to the DB project which examines objective measures of business regulations and their enforcement across 178 countries and selected cities at the sub national and regional level. <http://www.doingbusiness.org/>. Business Planet provides a web based resources for mapping these measures and performance for 178 economies

<http://rru.worldbank.org/businessplanet/>

BEE Toolkits

[Business Inspections Toolkit](#) Inspections are meant to make businesses safe for both the people and environments they impact. "Good Practices for Business Inspections: Guidelines for Reformers" lays out a series of benchmarks that identify inspection elements as "ideal," "reasonable," and "bad practice," and provides guidelines for taking steps toward reform. <http://rru.worldbank.org/Toolkits/BusinessInspections/>

[Business Licensing Reform Toolkit](#) Licenses provide the permissions businesses need to perform their core activities. When combined with registrations, permits, and inspections, entrepreneurs face a confusing web of red tape. "Business Licensing Reform: A Toolkit for Development Practitioners" gives project managers the tools for reforming business licensing regimes at the national level.

<http://rru.worldbank.org/Toolkits/BusinessLicenses/>

[Business Membership Organizations Toolkit](#) Entrepreneurs need reliable infrastructure, efficient regulations, and a range of financial and business services for success. This toolkit provides project managers with relevant case studies and step-by-step information on how to design, implement, and evaluate projects that build capacity in business membership organizations.

<http://rru.worldbank.org/Toolkits/BusinessMembership/>

[Collateral Toolkit](#) The "Reforming Collateral Laws to Expand Access to Finance" toolkit gives policymakers and stakeholders the answers to key questions in tackling reform: Why is collateral important? What should reform look like? How can reformers make it happen? <http://rru.worldbank.org/Toolkits/Collateral/>

[Corporate Governance Toolkit](#) Corporate governance codes have effects at both the micro and macro levels; they serve as benchmarks for monitoring and implementing policy and practice within companies and restore investor confidence in markets. "Corporate Governance: Developing Corporate Governance Codes of Best Practice" provides practical guidance on creating and revising codes to fit diverse and dynamic corporate environments. <http://rru.worldbank.org/Toolkits/CorporateGovernance/>

[Customs Reform Toolkit](#) Customs reform can enhance countries' competitiveness, particularly in the developing world where red tape, rampant fraud, and corruption within customs agencies keep trade costs high. "Reforming the Regulatory Procedures for Import and Export: Guide for Practitioners" provides detailed information on best clearance processes and best export and duty deferral regimes.

<http://rru.worldbank.org/Toolkits/CustomsReform/>

[Dispute Resolution Toolkit](#) The "Alternative Dispute Resolution Manual" defines the processes, and provides a framework and guidelines for program designers and managers to set up efficient cooperative approaches to dispute resolution.

<http://rru.worldbank.org/Toolkits/AlternativeDisputeResolution/>

[Evaluating Regulatory Systems Toolkit](#) The "Handbook for Evaluating Infrastructure Regulatory Systems" provides guidance on conducting independent and public evaluations of regulatory systems in developing and transition countries.

<http://rru.worldbank.org/Toolkits/InfrastructureRegulation/>

[Leasing Toolkit](#) "Leasing in Development: Guidelines for Emerging Economies" describes the legal, regulatory, and supervisory requirements for developing a leasing sector. For small businesses with limited access to credit, leasing equipment can provide an affordable means to expand operations. <http://rru.worldbank.org/Toolkits/Leasing/>

[Public-Private Dialogue Handbook](#) The "Public-Private Dialogue Handbook" provides the diagnostic tools, monitoring and evaluation frameworks, and design and implementation guidelines for facilitating collaborative dialogues that maximize the efficacy of business environment regulations and reforms.

<http://rru.worldbank.org/Toolkits/PublicPrivatedialogue/>

[Reforming Business Registration Toolkit](#) "Reforming Business Registration Regulatory Procedures" guides users through the design and implementation of business registration reforms, highlighting good-practice cases and demonstrating how to streamline procedures. <http://rru.worldbank.org/Toolkits/BusinessRegistration/>

[Subnational Regulation Toolkit](#) "Sub national Business Regulation: Guidelines for Reforms" provides practical advice on simplifying business regulations at the municipal level, since most contact between firms and government takes place at the local or regional level. Simplification involves not only business process change but also "cultural" change. <http://rru.worldbank.org/Toolkits/RegulatoryReform/>

[Tax Administrations Toolkit](#) Many tax administrations in developing countries are plagued by burdensome reporting and inspection requirements, costly and duplicative

structures, and other problems. "Tax Administrations and Small and Medium Enterprises in Developing Countries" offers tools to assess the developmental stage of a country's tax administration system and tips for implementing key reforms.

<http://rru.worldbank.org/Toolkits/TaxAdministration/>

BEE Smart Lessons

Binh L D, Finkel T(2007) Shifting The Focus To "Quality At Exit" – An Effective Approach To Improving The Business Environment At The Subnational Level From GTZ Vietnam Smart Lessons In Advisory Services, IFC

Furman, R, Santillana, M A (2007) How the project evaluation results don't just go to a shelf. Business licensing simplification in Lima, Peru. May Smart Lessons in Advisory Services:

Herzberg B (2007) Monitoring And Evaluation During The Bulldozer Initiative - 50 Investment Climate Reforms In 150 Days May Smart Lessons In Advisory Services, IFC

Kaufman, F (2007) "Smart Lesson: Key to Success, A Sound Business Climate Survey". May Smart Lessons in Advisory Services, IFC

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Liepina, S, Nicholas, D & Novoseletsky, E (2007) *Smart Lessons: Key Benefits of Enterprise Surveys for Improving the Business Enabling Environment*, Smart Lessons in Advisory Services, IFC

Matzdorf, M (2007): Smart Lessons: Impact Monitoring of the GTZ Program 'Human Resource Development for a Market Economy' (HRDME) in Lao PDR, Smart Lessons in Advisory Services, IFC

Moullier. T and Hamdy, S (2007) Communication As A Tool In Policy Reform: Getting The Message Through In Egypt - IFC PEP MENA, May, Smart Lessons in Advisory Services, IFC

Valhaus. M (2007): *Participatory Management of Development Results – GTZ BEE Program in the Philippines*, Smart lessons in Advisory Services, IFC