

## **Example results models and example indicators for projects in the area of private sector development**

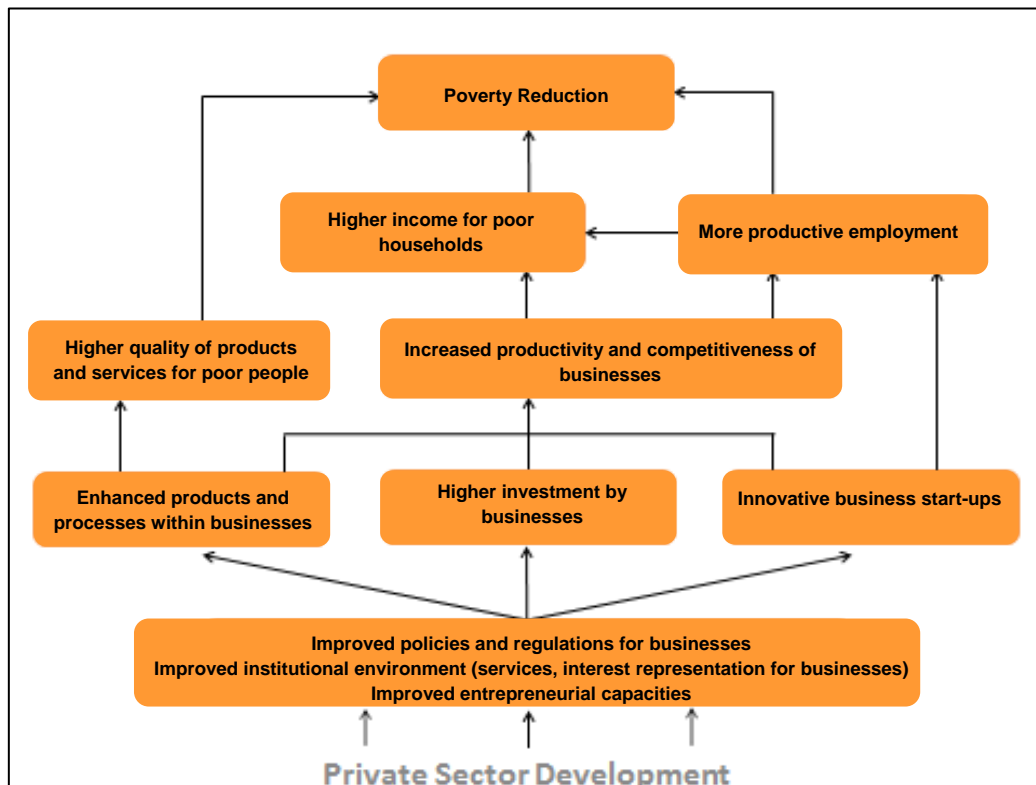
prepared by: Sector Project Innovative Approaches for Private Sector Development on behalf of the  
Federal Ministry for Economic Cooperation and Development, Department Sustainable  
Economic Policy; Financial Sector (Department 313)

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On the following pages example results models for ten areas of private sector development (PSD) can be found. Subsequent to the results models you will find example indicators, which are based on the results models. Within the results models hyperlinks can be found which lead directly from the results model to the relevant indicators.

The ten typical PSD areas are based on the intended results of private sector promotion of German development cooperation, as described in the BMZ sector concept of private sector development (see graphic 1):

*Graphic 1: Results framework private sector development, BMZ Sector Concept*



On the other hand, the results models are associated with ten typical approaches and instruments of private sector development. The results models and indicators are a selection and are intended as examples. They are neither complete nor comprehensive. Impact as well as higher and lower aggregated Outcome / Output level are in each case to be adapted to the specific country or project context, and possibly differ in the examples shown in each case.

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## Abbreviations

AV	Auftragsverantwortliche/-r
BDS	Business Development Services
CIM	Centrum für internationale Migration und Entwicklung
EH	Entwicklungshelfer/-in
EZ	Entwicklungszusammenarbeit
HCD	Human Capacity Development
ILO	International Labour Organization
KKMU	Kleinst-, kleine und mittlere Unternehmen
KMU	Kleine und mittlere Unternehmen
KZE	Kurzzeitexperte/-in
LRED	Local/Regional Economic Development
LZE	Langzeitexperte/-in
M&E	Monitoring und Evaluierung
PPD	Public-Private Dialogue
PWF	Privatwirtschaftsförderung
SES	Senior Experten Service
TTZ	Technologie-Transfer-Zentrum
TZ	Technische Zusammenarbeit
WSK	Wertschöpfungsketten

# Results model for the business and investment climate:

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is highlighted in dark pink.
- Programmes to create an environment conducive to the business environment and investment may include very different measures. In this example of a results model, key measures include simplified, transparent inspection by the state inspection authority, and reforms of tax and labour law. An important instrument in this context is conducting surveys of the business and investment climate. In this example, these surveys provided impetus for public-private dialogue and the national reform process. Other measures are of course also conceivable.

Technical and content-  
related advice,  
workshops, training

LZE and KZE\*

- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used right from the start of the implementation process. The award of contracts is represented as an instrument because it is also a mode of delivery, and because the decision on the instruments used is left up to the consulting sector.

Outputs of  
other  
projects/  
programmes

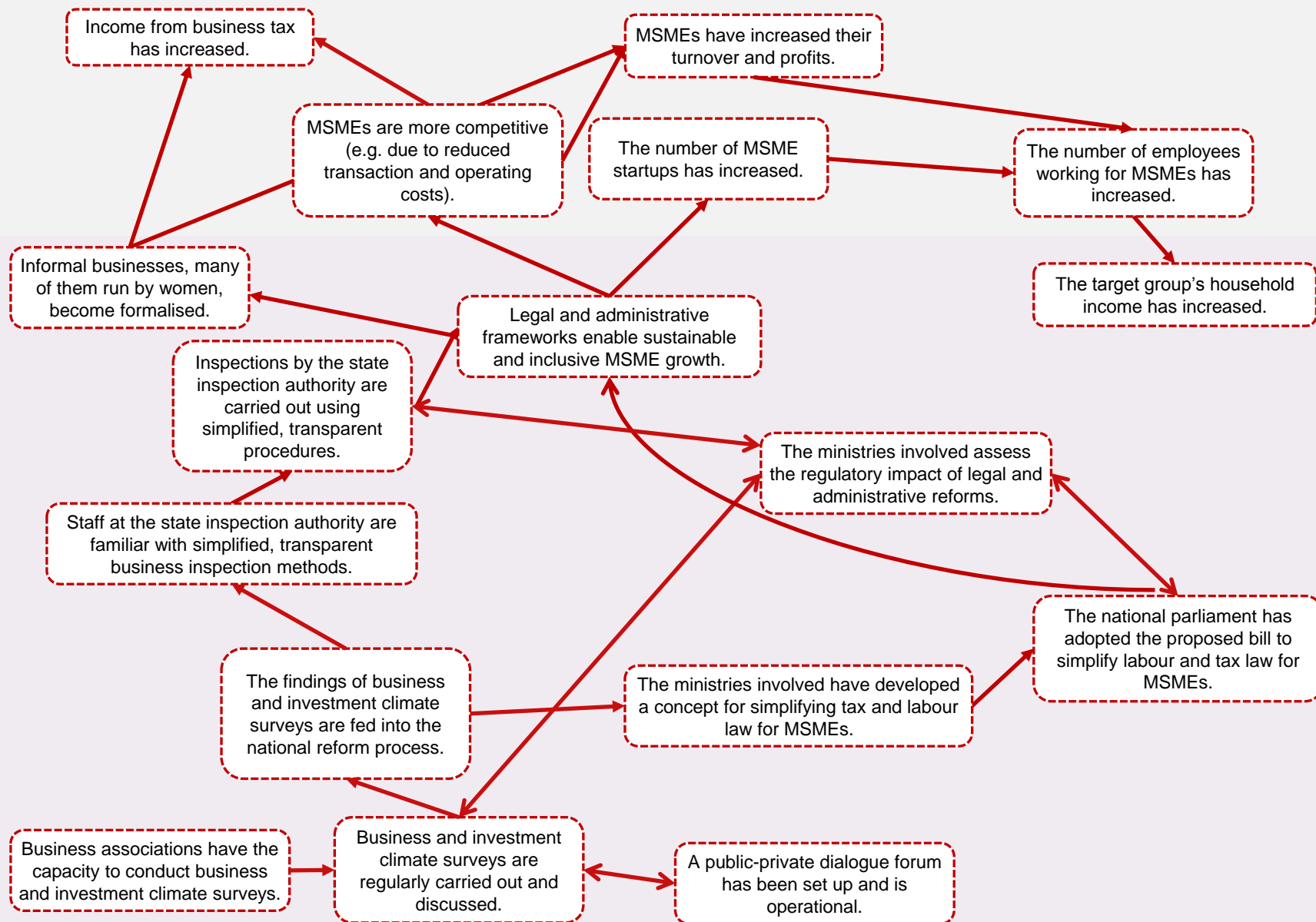
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. The results to which these projects/programmes contribute should only partially be attributed to the project/programme in question.

- Sample indicators can be found from page 35 – 38

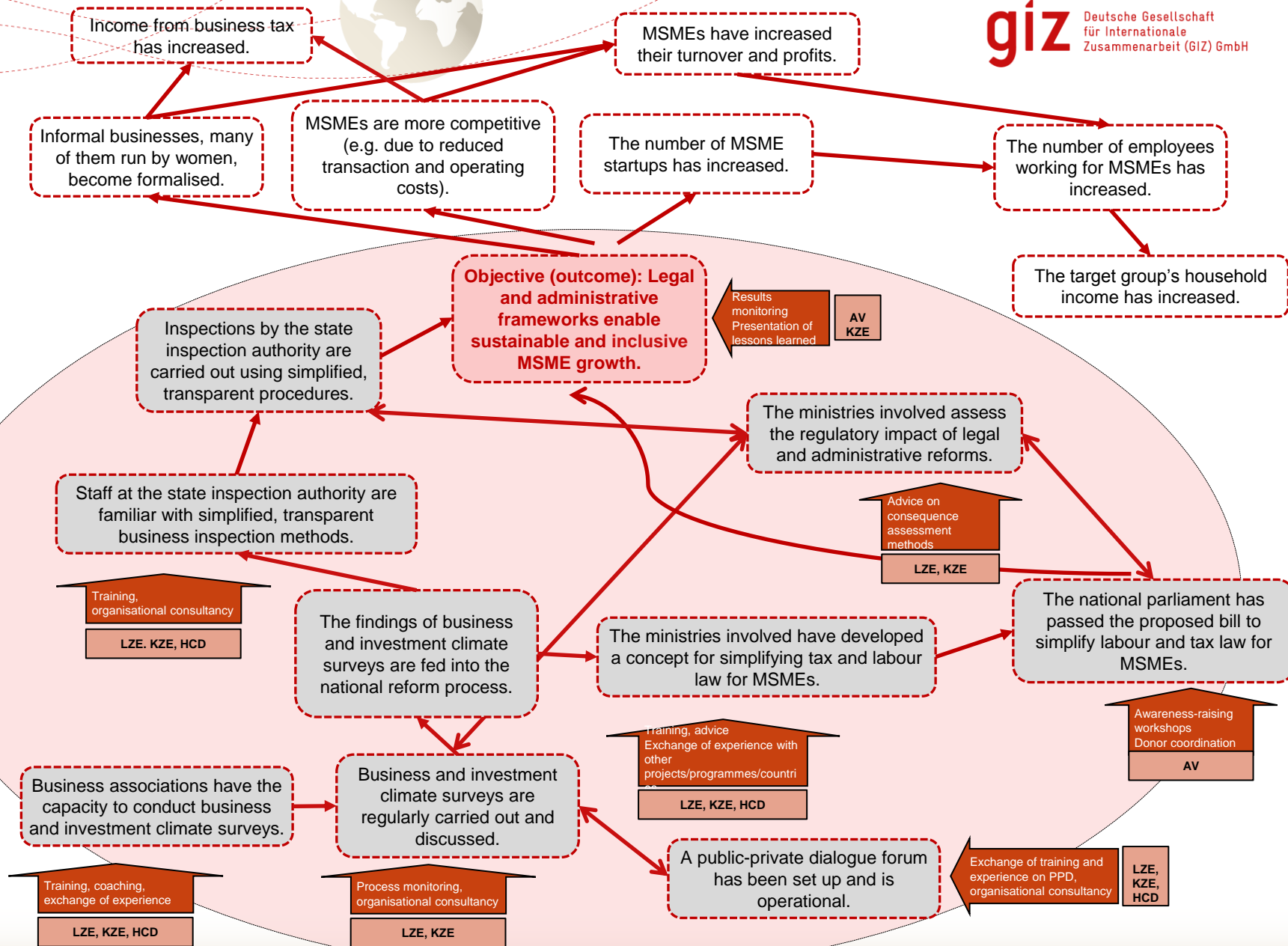
# Results model for the business and investment climate

Impact

Output/outcome



# Results model for the business and investment climate



# Results model for promoting innovation systems:

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- This example focuses on gearing existing technology centres more closely to the requirements and demand of SMEs. The aim is to empower SMEs to introduce more energy-efficient manufacturing processes and to make process and product innovations.

Technical and content-  
related advice,  
workshops, training  
courses

LZE and KZE\*

Outputs of  
other  
projects/  
programmes

- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. As well as long-term and short-term experts, the instruments mentioned in this example include the placement of a CIM expert at one of the technology centres and the use of HCD formats for international exchange with specialised institutions.
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. In this case, outputs that support the technical equipment of technology centres are provided by the partner country government rather than by another donor.

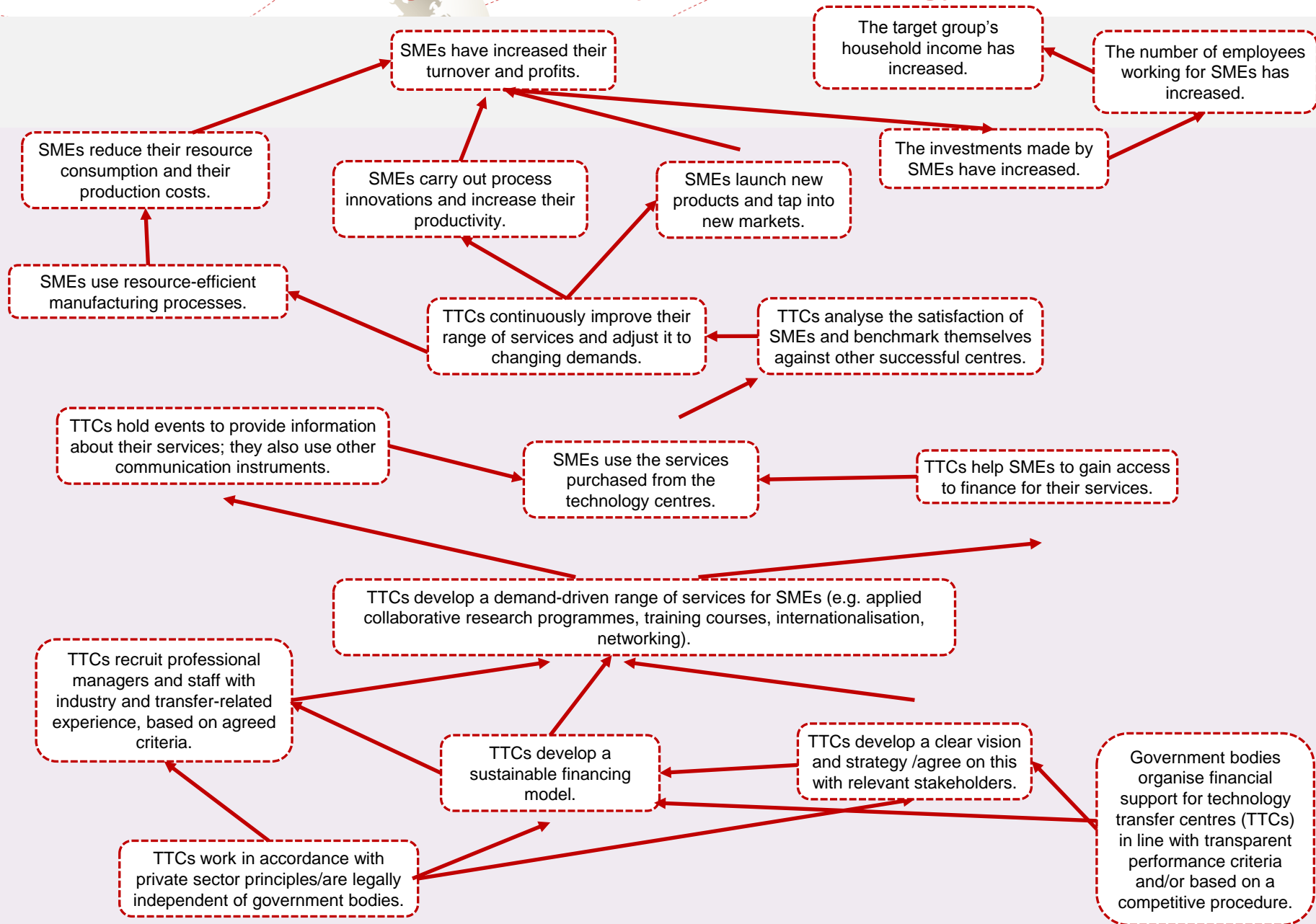
- Sample indicators can be found from page 39 – 42



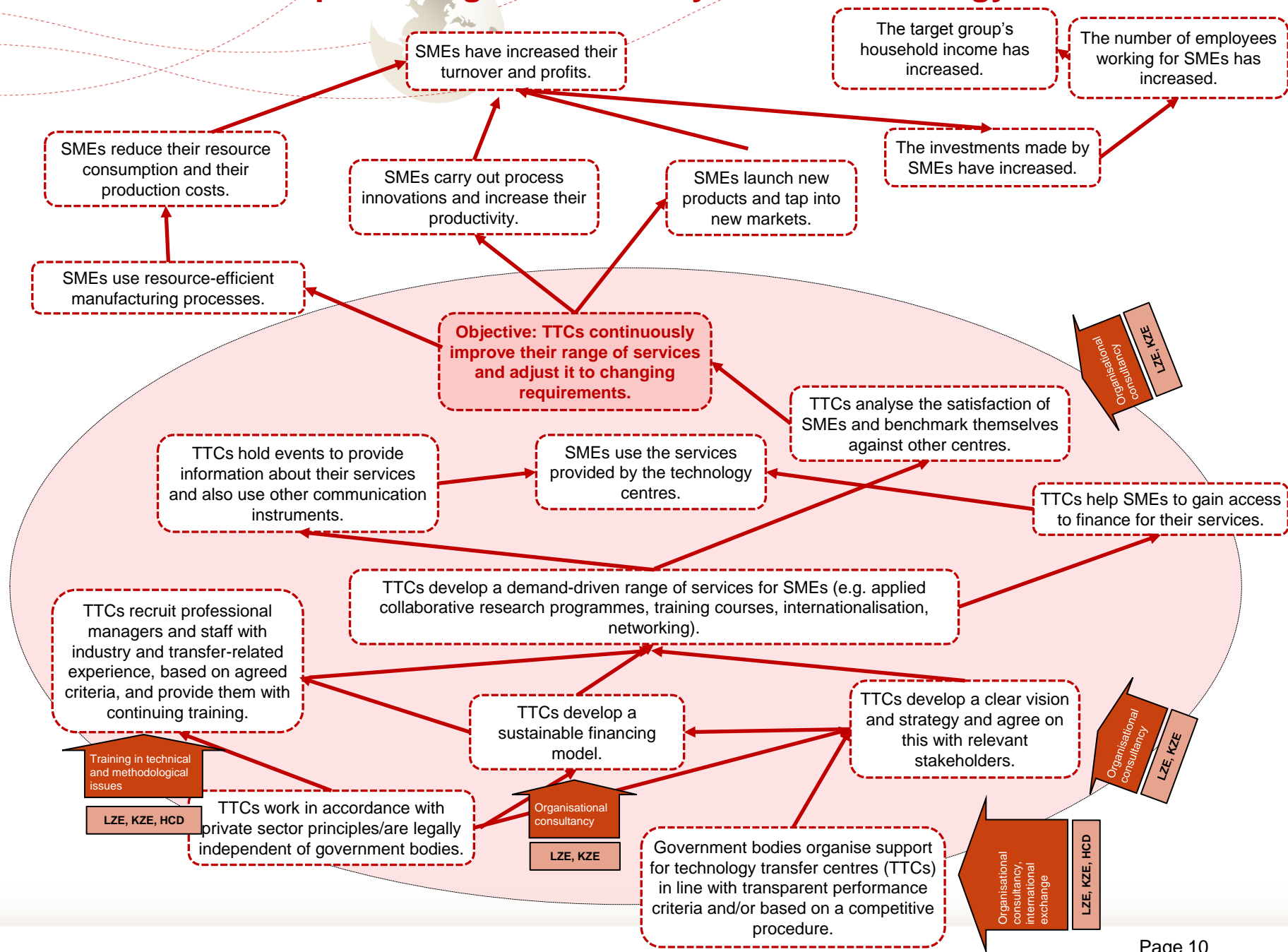
# Results model for promoting innovation systems: technology transfer centres (TTC)

Impact

Output/outcome



# Results model for promoting innovation systems: technology transfer centres



# Results model for promoting business chambers and associations:

## Guiding remarks

### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- In this example, the performance capacities of business chambers and associations are developed primarily to enable them to provide services relating to the introduction of energy-efficient manufacturing processes for MSMEs; to create or expand national and international marketing channels; and to ensure efficient and transparent procedures for handling the cross-border movement of goods (as a result of the representation of interests). Other or different results affecting MSMEs are of course also conceivable, depending on which priorities are set. This example also gives consideration to gender aspects.

Technical and content-  
related advice,  
workshops, training  
courses

LZE and KZE

- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. This example presumes that the project/programme is cooperating with various business chambers and associations, and that a CIM expert is working at one of the partner organisations.

Outputs of  
other  
projects/  
programmes

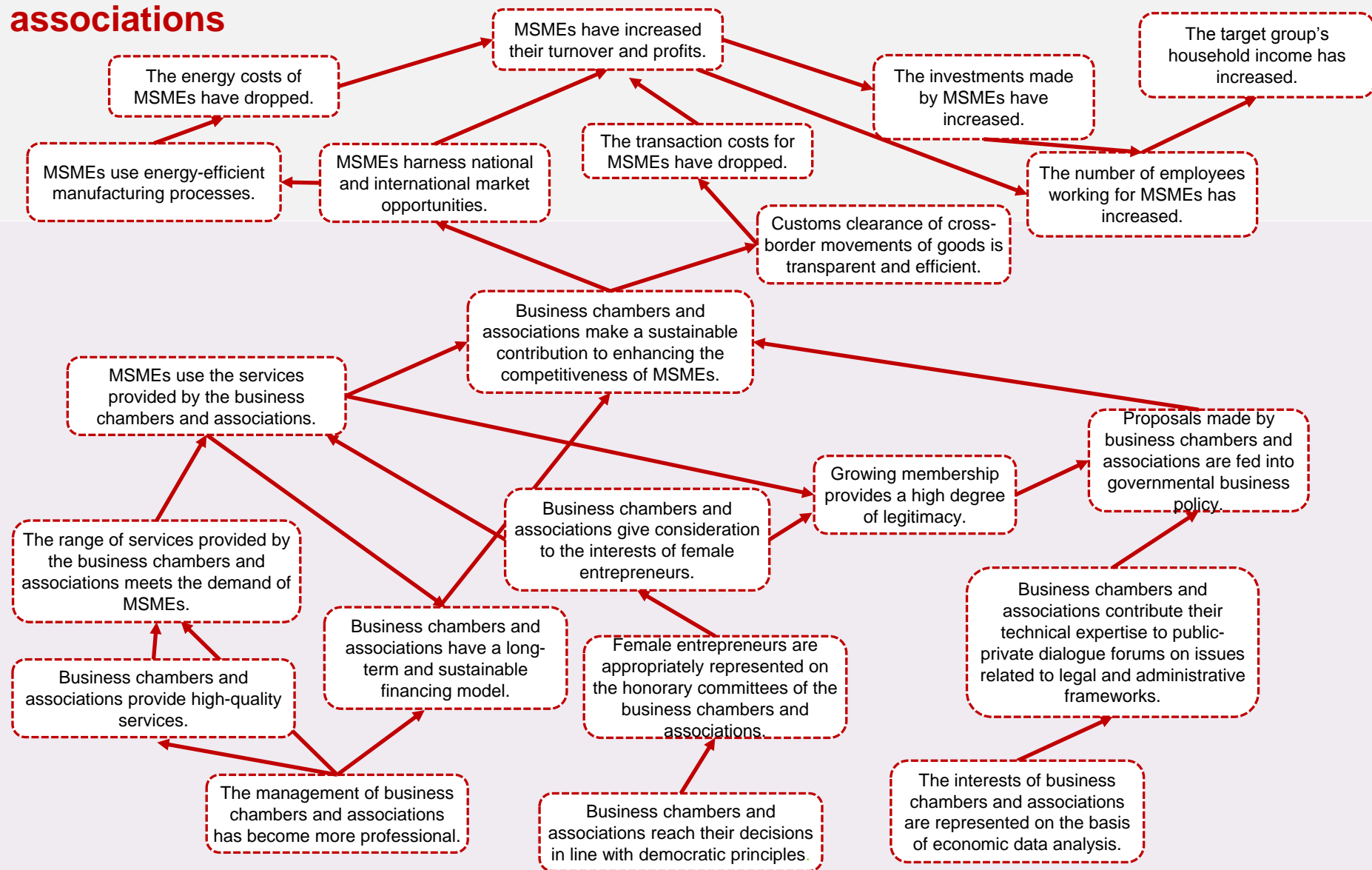
- Results that are also or mainly generated by other projects/programmes are framed with a dotted blue line.

- Sample indicators can be found from page 43 — 46

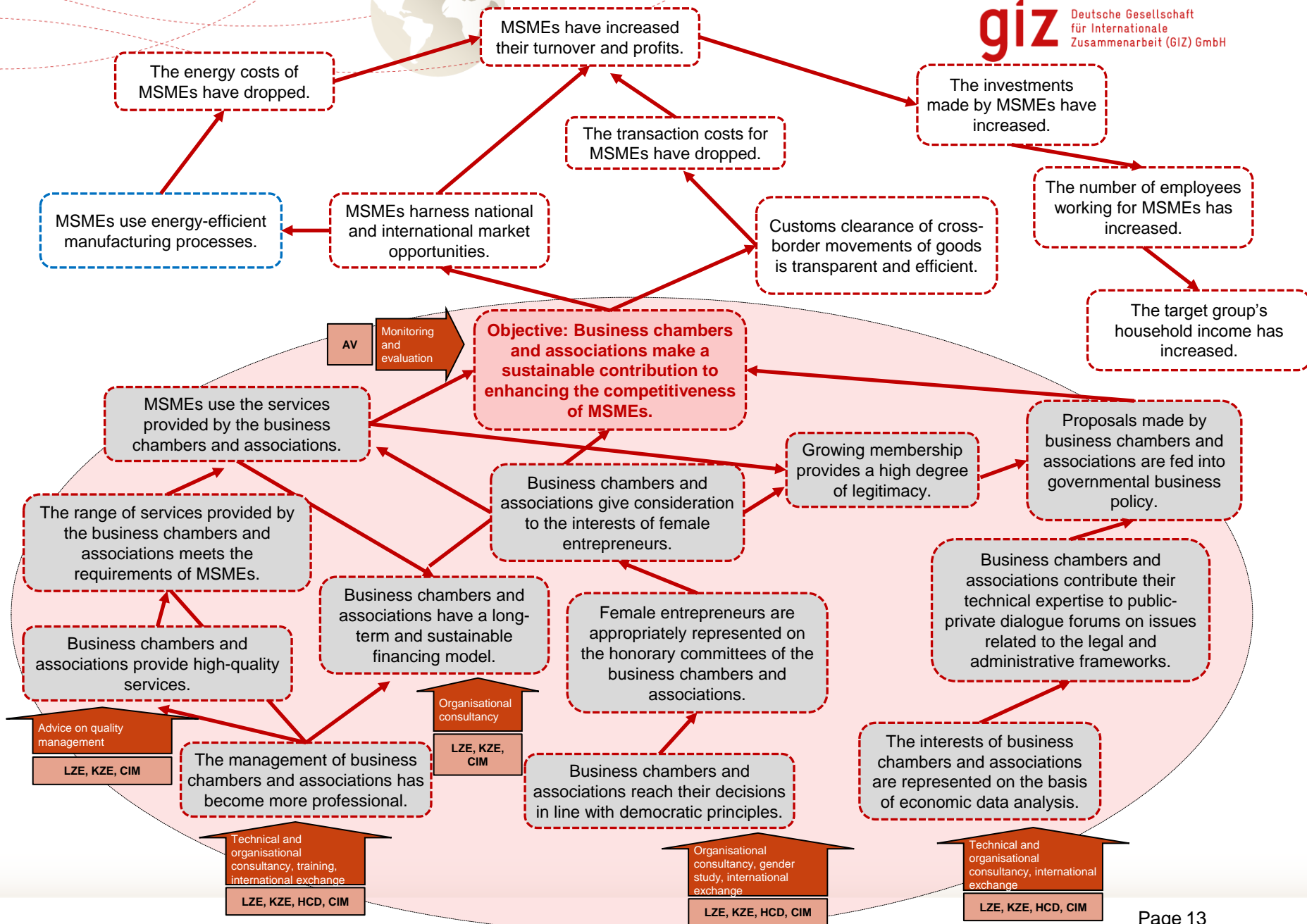
# Results model for promoting business chambers and associations

Impact

Output/outcome



# Results model for promoting business chambers and associations



# Results model for SME promotion:

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- SME promotion strategies may include many different measures. This example of a results model presumes that key measures consist in simplifying business registration and licensing processes, making business development services more professional and demand-driven, and facilitating foreign trade. Other measures are of course also conceivable.
- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used right from the start of the implementation process. The awarding of contracts is represented as an instrument because it is also a mode of delivery, and because the decision on the instruments used is left up to the consulting sector.
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. The results to which these projects/programmes contribute should therefore be only partially attributed to the project/programme in question.
- Sample indicators can be found from page 47 – 50

Technical and content-  
related advice,  
workshops, training  
courses

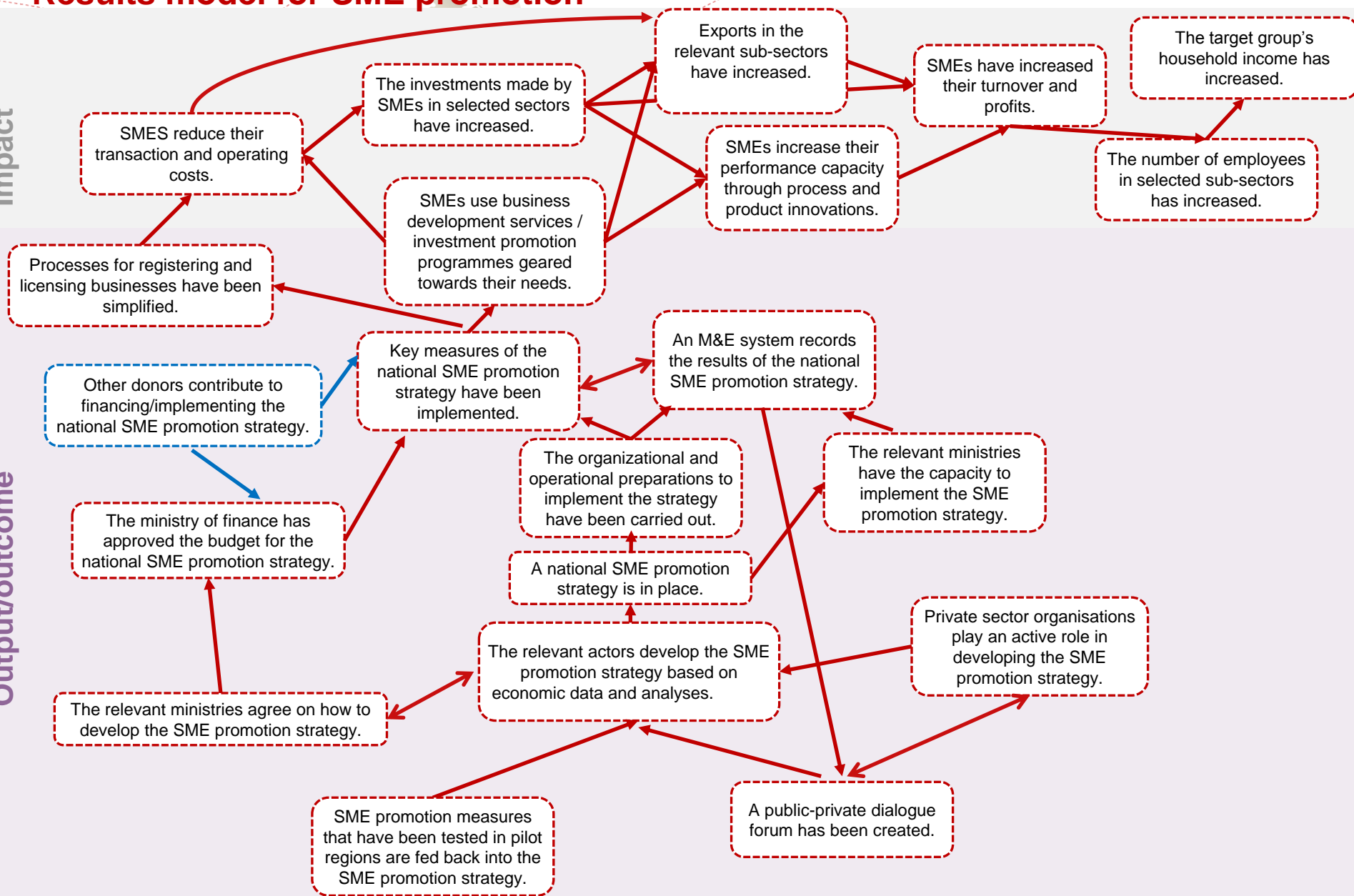
National LZE and  
KZE\*

Outputs of  
other  
projects/  
programmes

# Results model for SME promotion

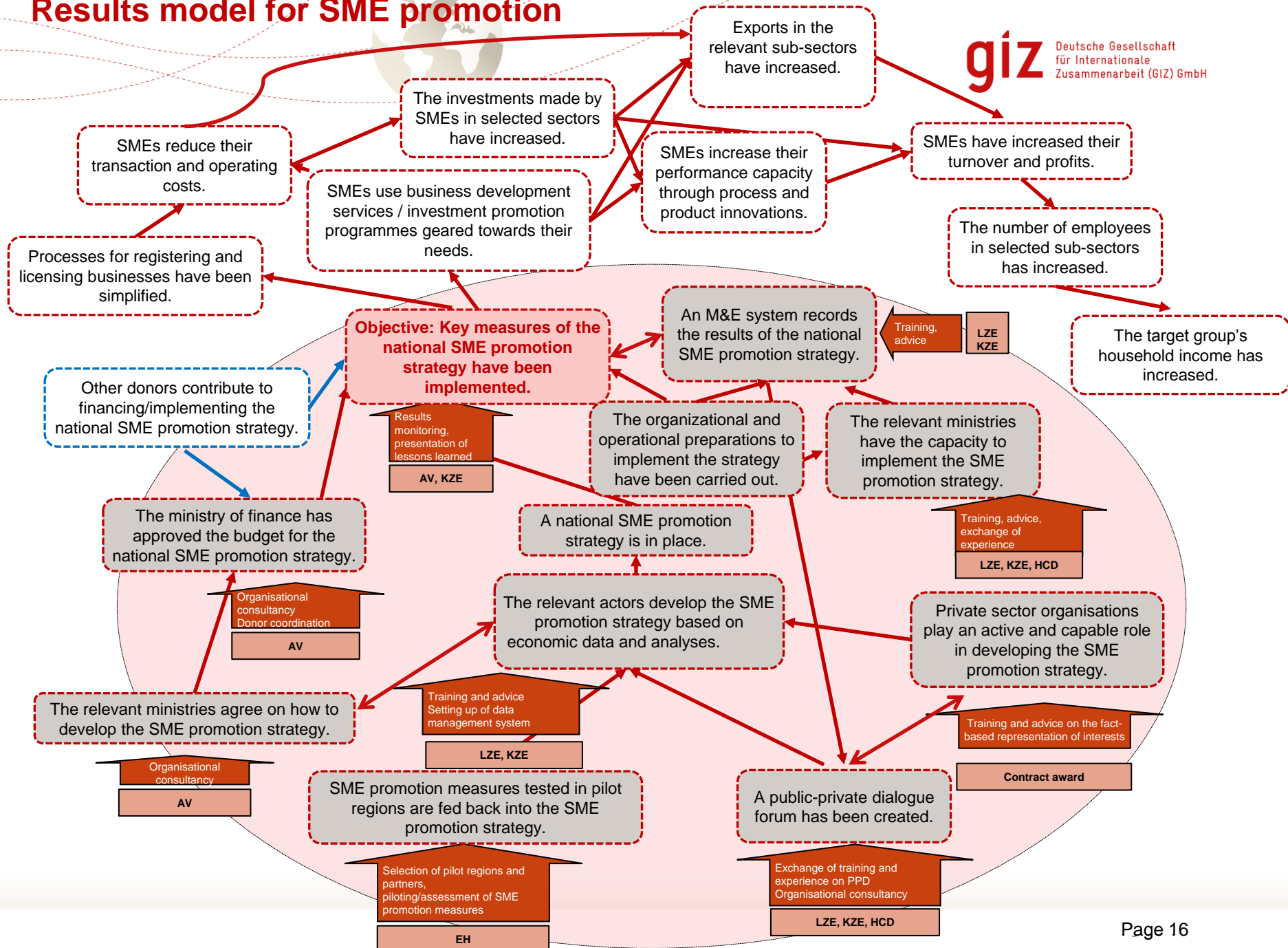
Impact

Output/outcome





# Results model for SME promotion





# Results model for local and regional economic development (LRED):

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- This example focuses on empowering local and regional actors to develop and implement strategies for local and regional economic development, using a participatory process. In this example, these strategies are geared towards marketing business locations in order to attract investors to the relevant municipalities and regions. Furthermore, the strategies are used to encourage business start-ups by simplifying administrative procedures, and to manage vital natural resources in such a way that they are conserved for use in the long term. Of course, this model only represents one possible section. Depending on the context, other sections and priority areas are conceivable within the economic development strategies.

Technical and content-  
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workshops, training  
courses

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- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. As well as long-term and short-term experts, the instruments named in this example include the placement of development workers in some of the partner municipalities or regions to provide technical support for the local/regional economic development strategies.

Outputs of  
other  
projects/  
programmes

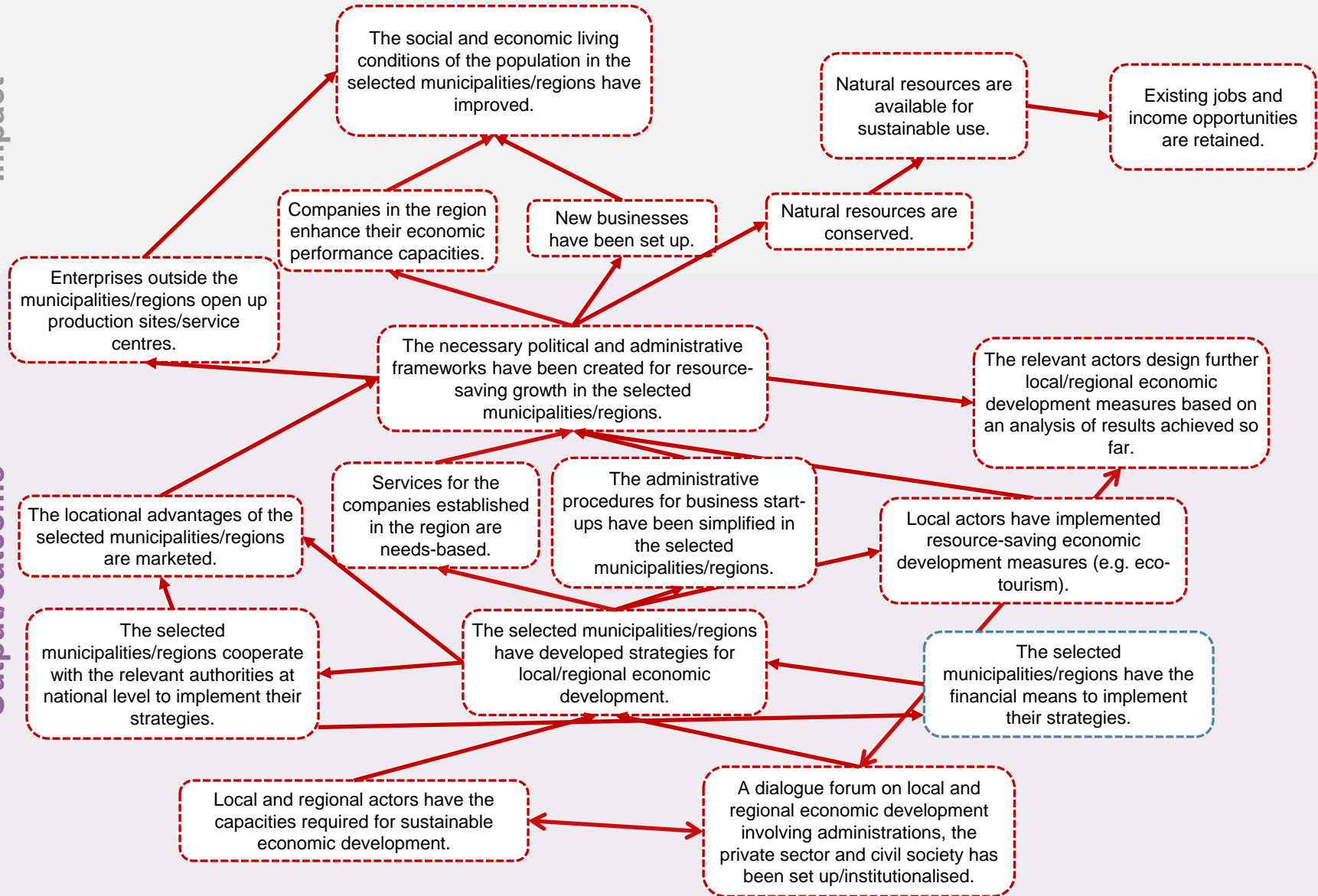
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. In this example, funds from other donors or the national government contribute to implementing the measures of the local/regional strategies.

- Sample indicators can be found from page 51 – 54

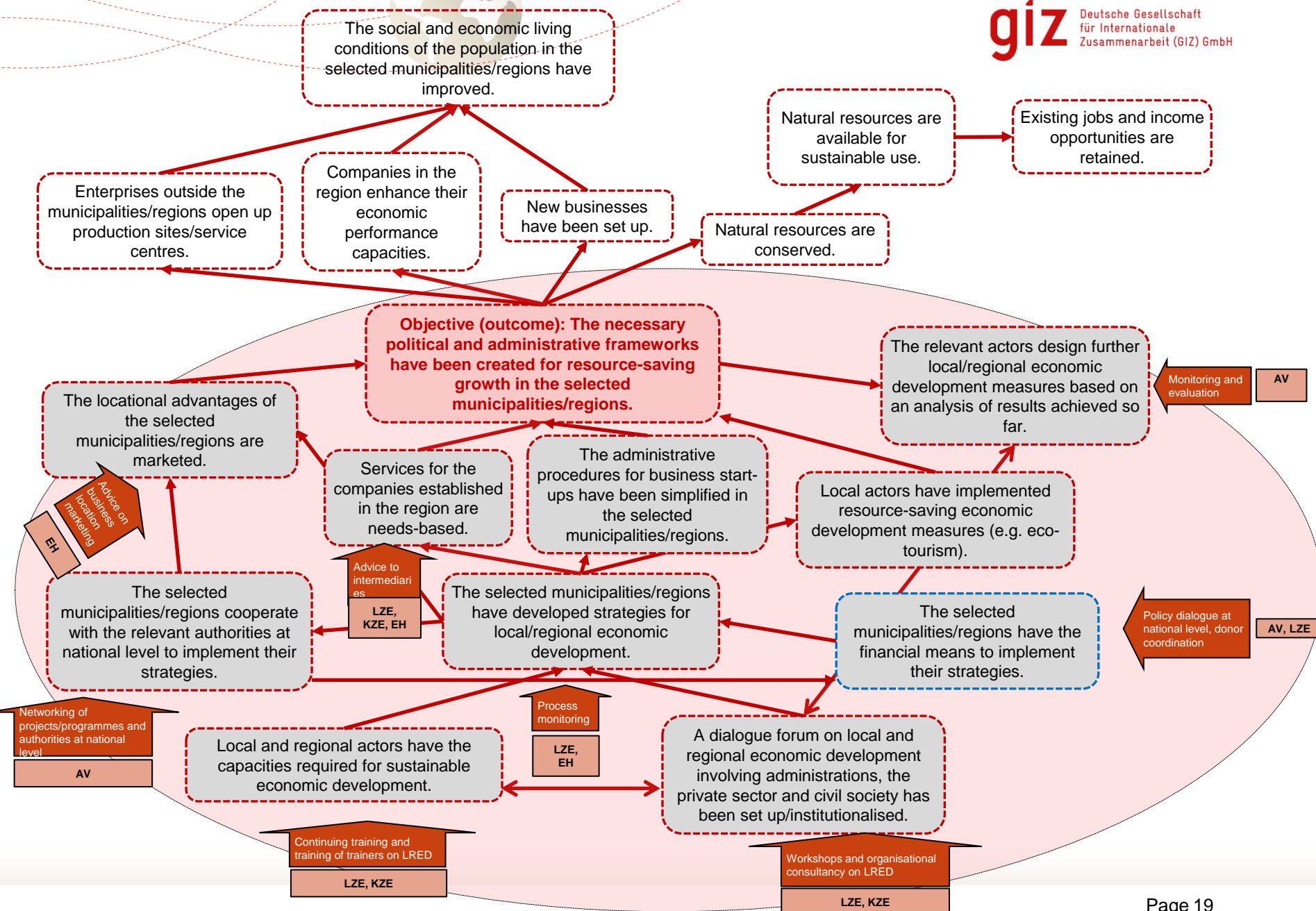
# Results model for local and regional economic development (LRED)

Impact

Output/outcome



# Results model for local and regional economic development (LRED)



# Results model for environmentally sustainable private sector development



## Guiding remarks

### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- There are various activity areas within the field of environmentally sustainable private sector development. This example focuses on state regulation of the use of fossil fuels and environmental pollutants (e.g. CFCs, pesticides) in industry, and on the flanking introduction of energy-efficient manufacturing processes at SMEs and low-toxicity industrial products. Another area of activity is consumer information. This example combines 'push' (state regulation) and 'pull' measures (the prospect of cost reductions and entry into new markets) as well as enabling factors (training and advice for the executive branch, organisations and SMEs).
- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. As well as long-term and short-term experts, the instruments named in this example include the use of HCD formats and the contracting out of one area of intervention to the consulting sector.
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. In this example, a special programme provides access to finance for the ecological modernisation of SMEs.
- Sample indicators can be found from page 55 – 58

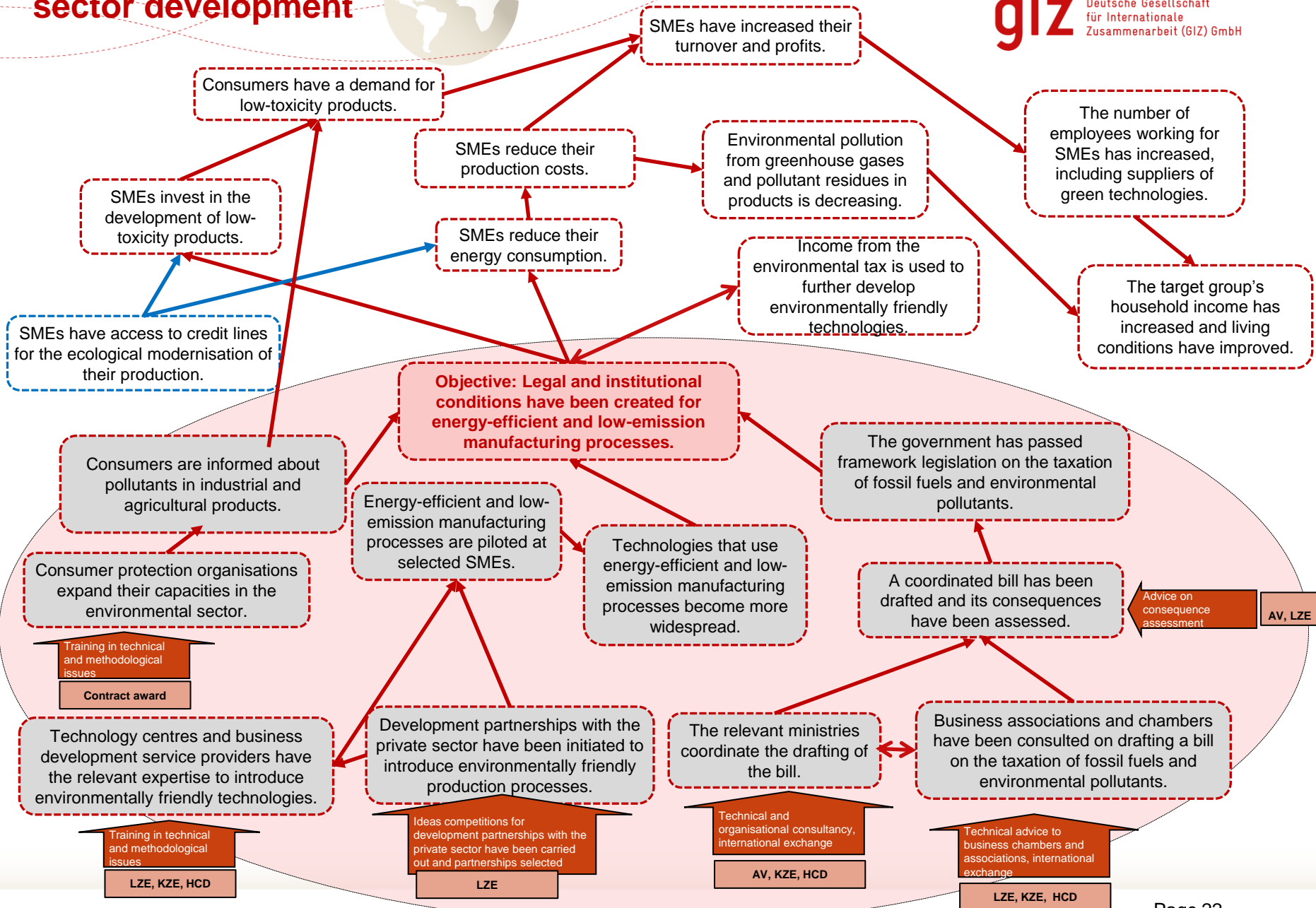
Technical and content-  
related advice,  
workshops, training  
courses

LZE and KZE\*

Outputs of  
other  
projects/  
programmes



# Results model for environmentally sustainable private sector development



# Results model for public-private dialogue (PPD):

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- The dialogue between public and private sector stakeholders may concern very different subject areas. The themes addressed in this example of a results model include the simplification of tax law with the aim of making it easier for microenterprises to formalise their business. Another objective is to adopt an economic development strategy for networking MSMEs with technology centres. The aim is to promote the development of innovative products and the introduction of energy-efficient manufacturing processes. Gender relevance is implicitly given because the proportion of microenterprises run by women in the informal sector is very high in many partner countries. Other themes are of course conceivable in addition to those mentioned here.

Technical and content-  
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- The brown arrows below the results denote key outputs that the programme is meant to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used right from the start of the implementation process. Since the range of interventions is restricted here due to the thematic focus on private-public dialogue, the only instruments used here are long-term and short-term experts.

Outputs of  
other  
projects/  
programmes

- Other projects or programmes that contribute to generating results are framed with a dotted blue line. In this case, it might for example be conceivable for sequa to provide capacity development services to private stakeholders.

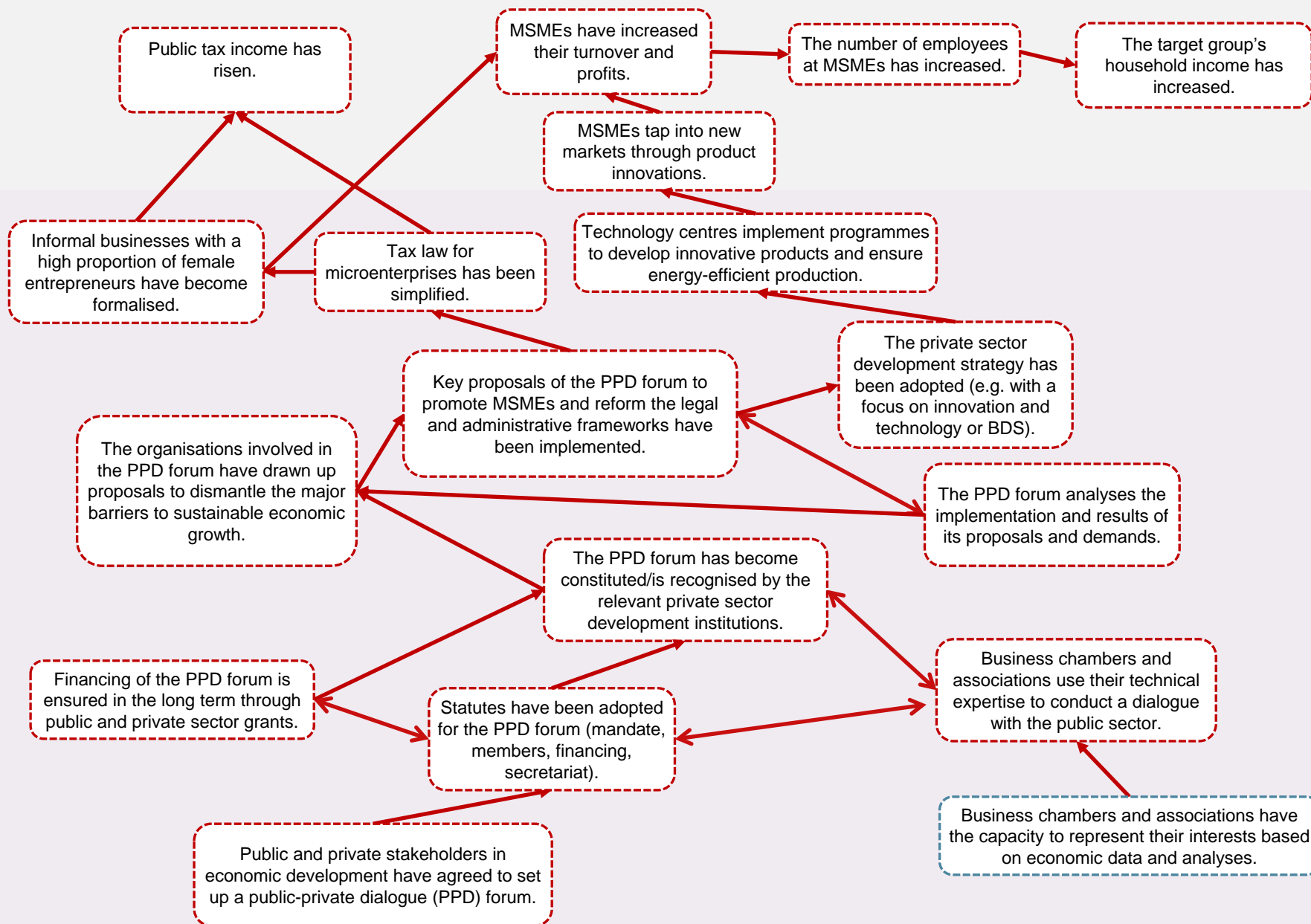
- Sample indicators can be found from page 59 – 61



# Results model for public-private dialogue (PPD)

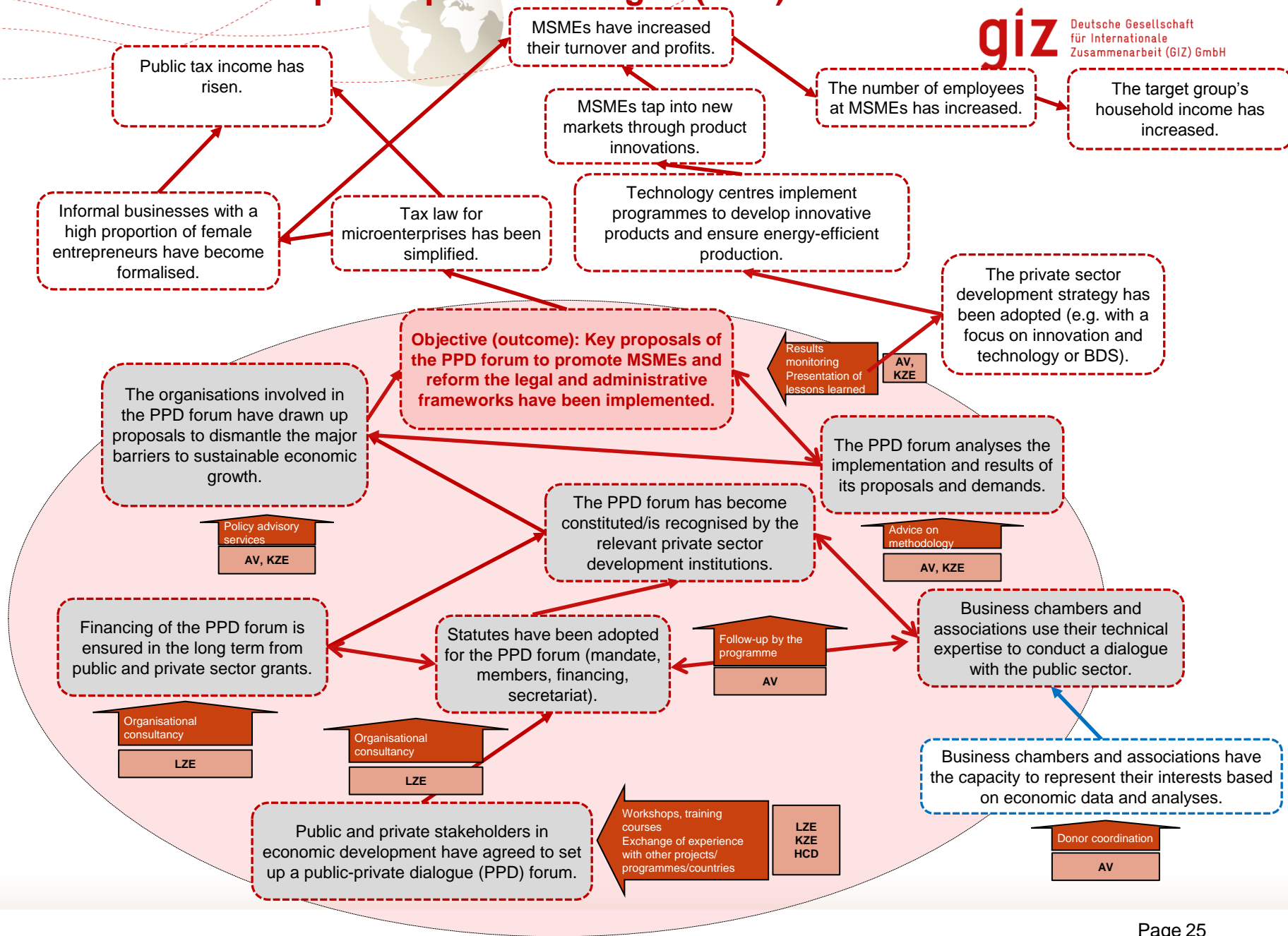
Impact

Output/outcome





# Results model for public-private dialogue (PPD)



# Results model for business development services (BDS):

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- In this example, the project/programme interventions serve to enable private (BDS) providers to deliver services in the fields of HR management, quality management and product/service innovation. Services are also to be provided in a gender-differentiated manner. Of course, other priority areas for business development services are conceivable depending on the context.
- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used right from the start of the implementation process. The assumption is that the relevant development worker will focus particularly on introducing and/or professionalising business development services at one of the major providers (e.g. chamber of commerce and industry).
- Other projects or programmes that contribute to generating results are framed by a dotted blue line. In this case, it might for example be conceivable that an ILO project/programme has addressed compliance with core labour standards.
- Sample indicators can be found from page 62 – 65

Technical and content-  
related advice,  
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courses

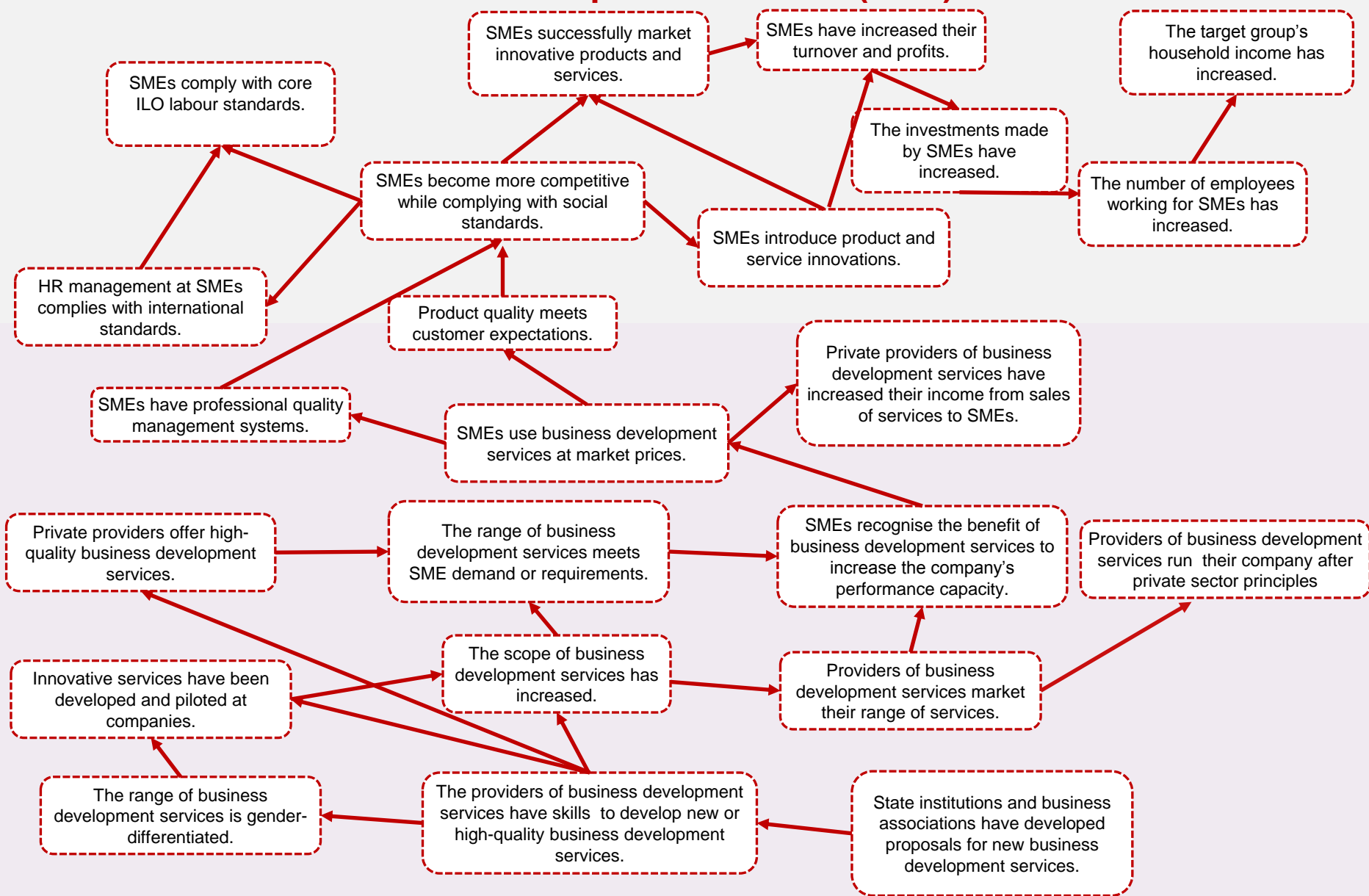
LZE and KZE\*

Outputs of  
other  
projects/  
programmes

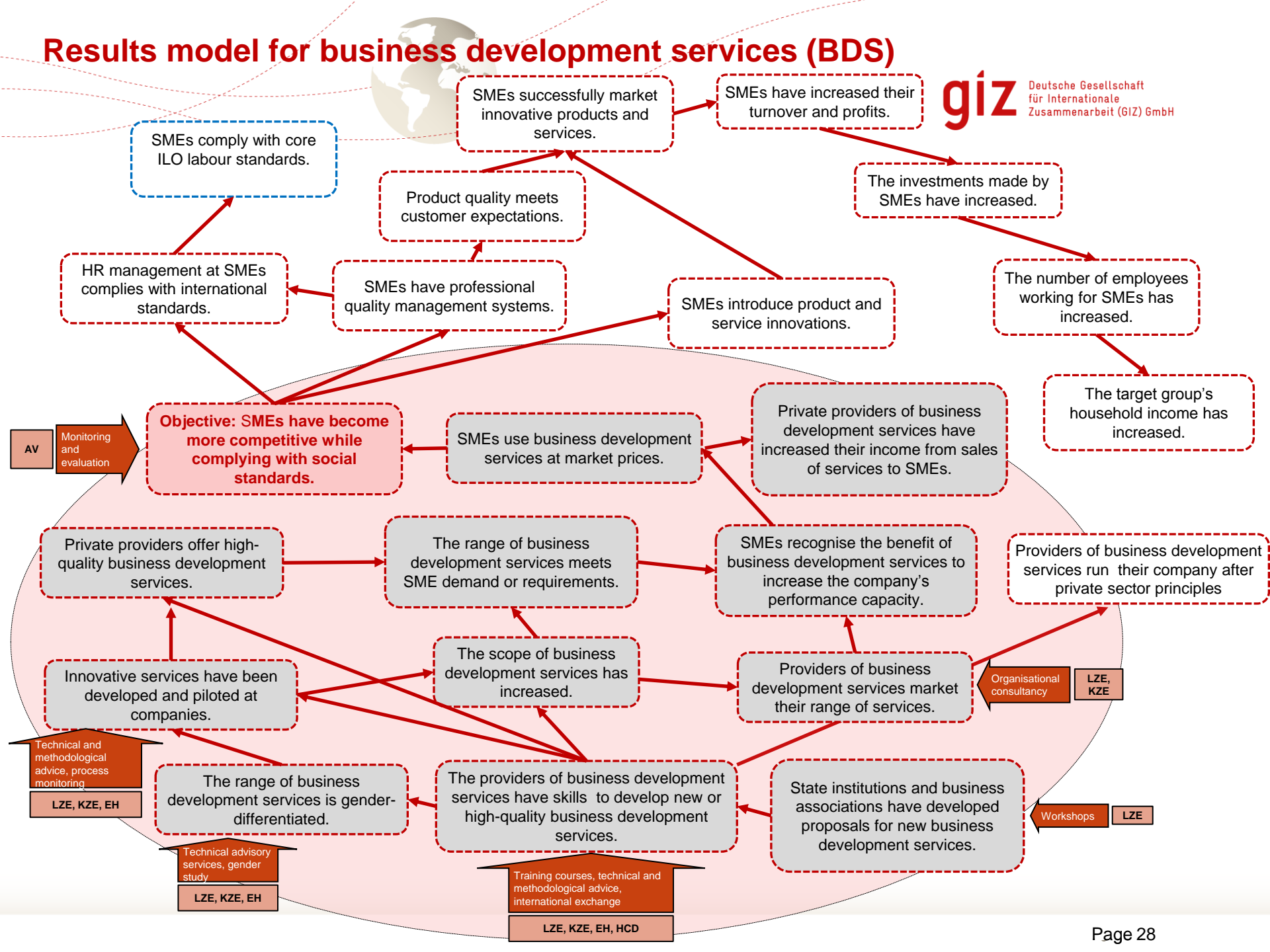
# Results model for business development services (BDS)

Impact

Output/outcome



# Results model for business development services (BDS)



# Results model for value chains:

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- The objective of the project in this example is to implement the upgrading strategy for the selected value chains. A distinction is frequently made between four basic strategies to promote value chains: (i) innovation and quality improvement, (ii) cost reduction, (iii) investment promotion, and (iv) redistribution by increasing the proportion of producers involved in overall value creation in the sector (see Value Links Manual, p. 81 ff.).

This example combines options (i) and (iv). In this example, the upgrading strategy aim to enable textile processing companies to produce high-quality textiles while complying with environmental and social standards by involving environmental consultants and designers. The upgrading strategy is also geared to increasing the proportion of directly marketed textiles. Of course, other strategic options are conceivable depending on the context.

Technical and content-  
related advice,  
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- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. The contracting out of individual areas of intervention should also be entered in this box.

Outputs of  
other  
projects/  
programmes

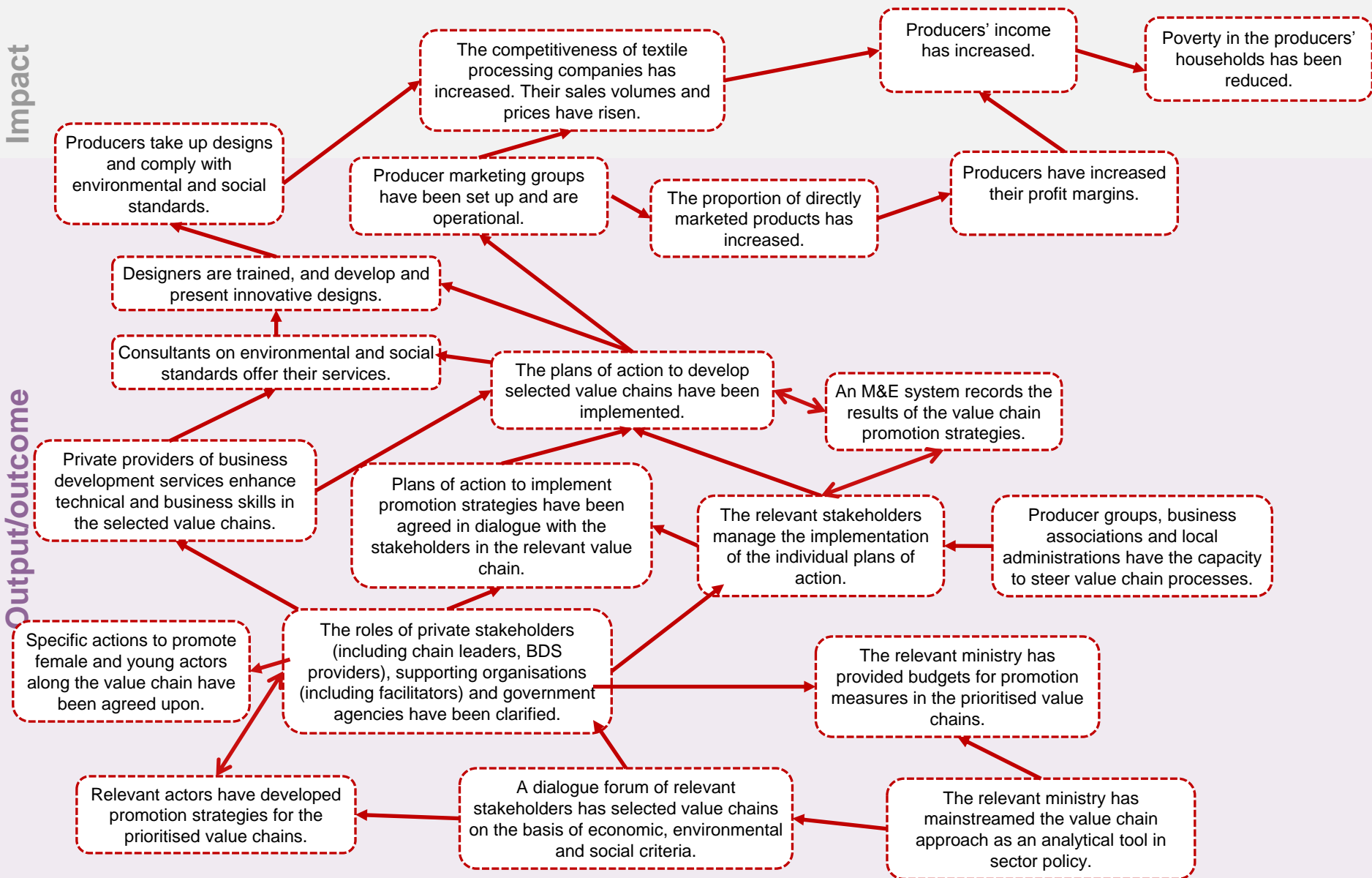
- If other projects or programme contribute to generating results, this could be denoted by framing them with a dotted blue line.

- Sample indicators can be found from page 66 – 69

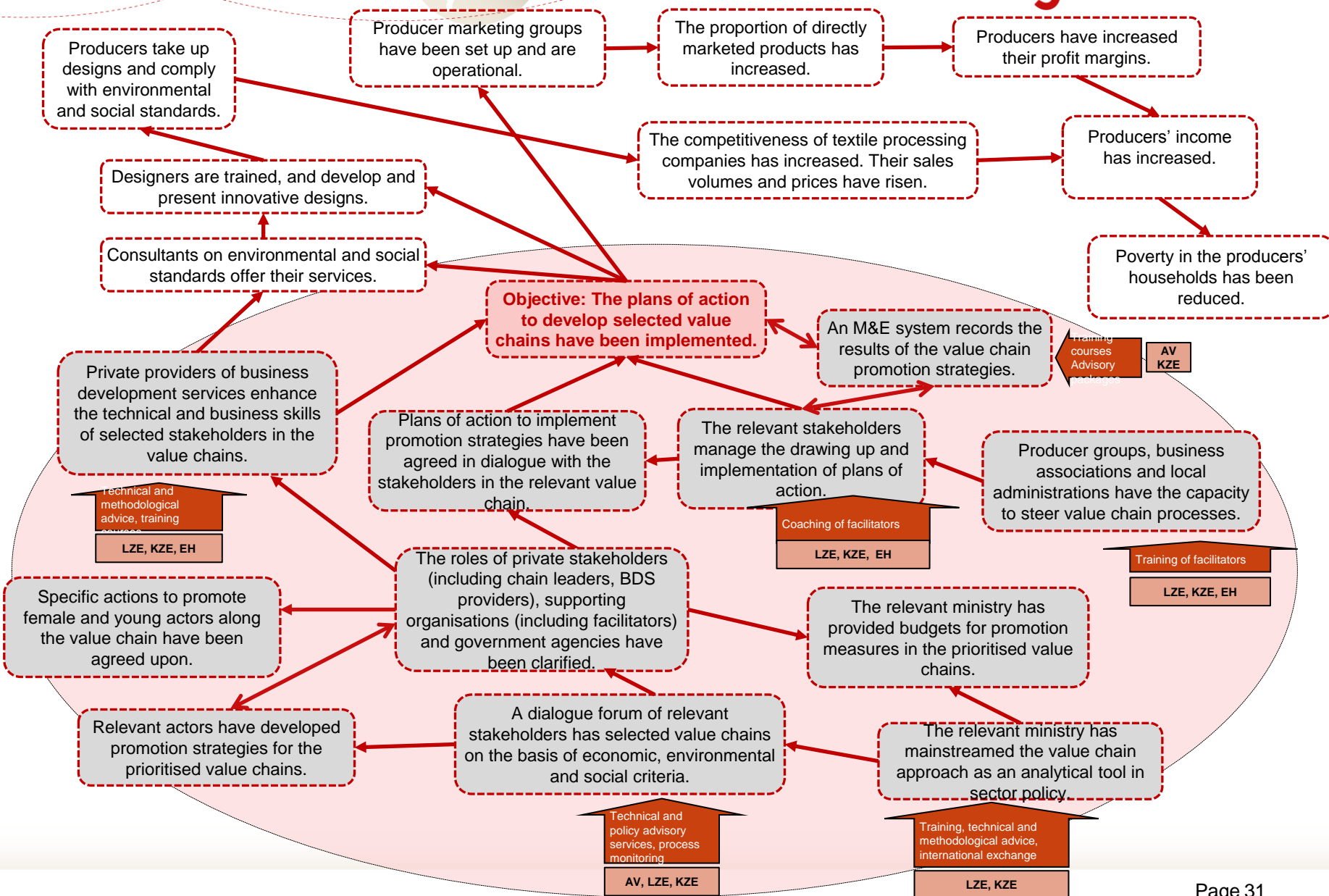
# Results model for value chains

Impact

Output/Outcome



# Results model for value chains





# Results model for employment promotion within private sector development (PSD)

## Guiding remarks



### Results

- Key results are presented in the first slide.
- The second slide additionally highlights the area of intervention of the project/programme. This is highlighted in light pink. Results within the project/programme's area of intervention are shaded grey. The objective appears in red lettering and is shaded dark pink.
- As part of private sector development, employment promotion comprises various areas of intervention. The decision on which approach to select must consider the individual context. In this example, additional jobs are to be created by promoting business start-ups, expanding business development services, local and regional economic development and measures to create a favourable business and investment climate.
- The brown arrows below the results denote key outputs that the programme is intended to deliver in order to achieve results.
- The light-brown boxes contain the instruments that are used during implementation. The instruments applied in this example are long-term and short-term experts, development workers and experts from the Senior Experts' Service (SES).
- Other projects or programmes that contribute to generating results are framed with a dotted blue line. In this example, funds from other donors contribute to reforming foreign investment legislation as a contribution towards creating a favourable business and investment climate.
- Sample indicators can be found from page 70 – 73

Technical and content-  
related advice,  
workshops, training  
courses

LZE and KZE\*

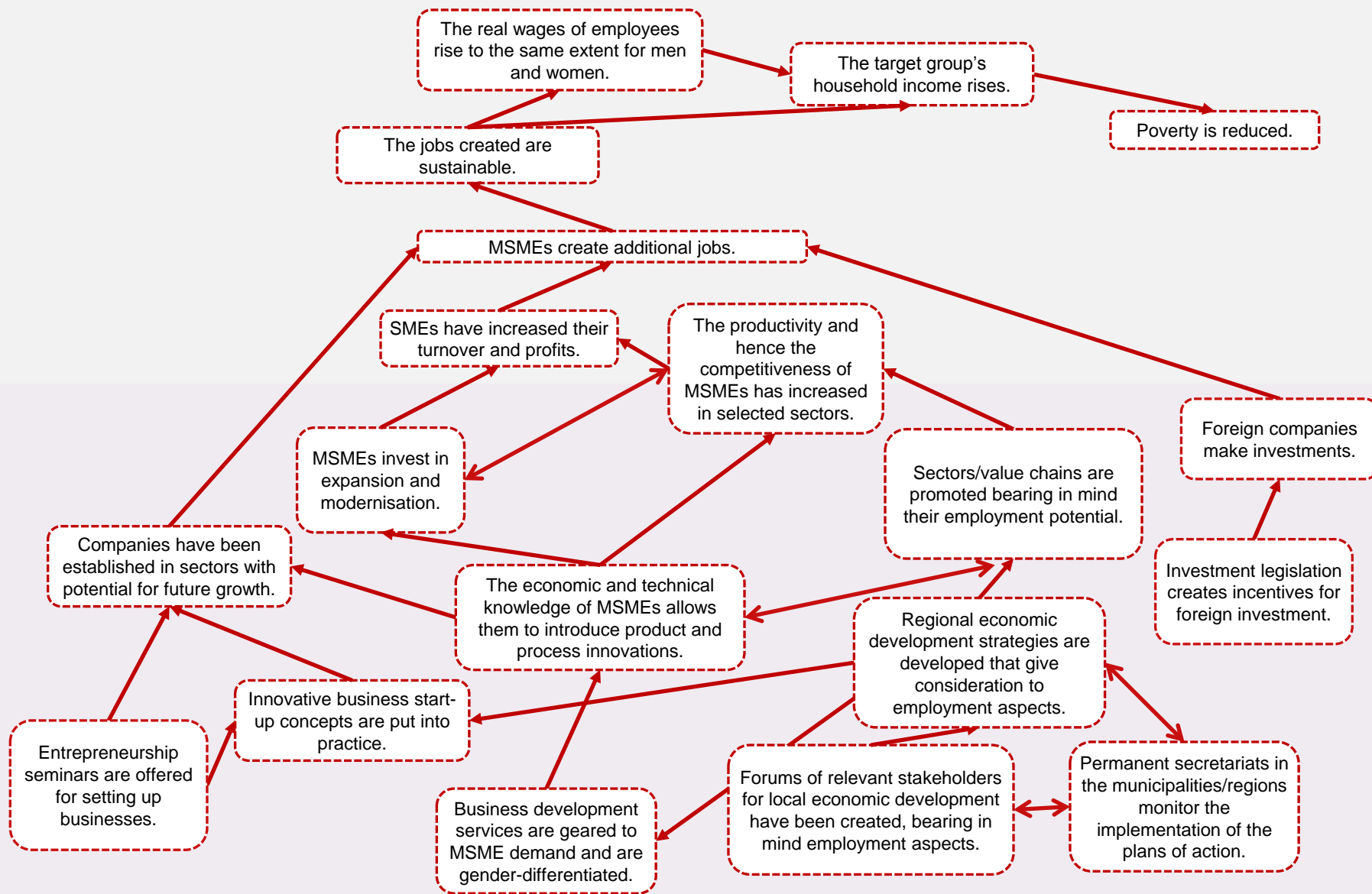
Outputs of  
other  
projects/  
programmes



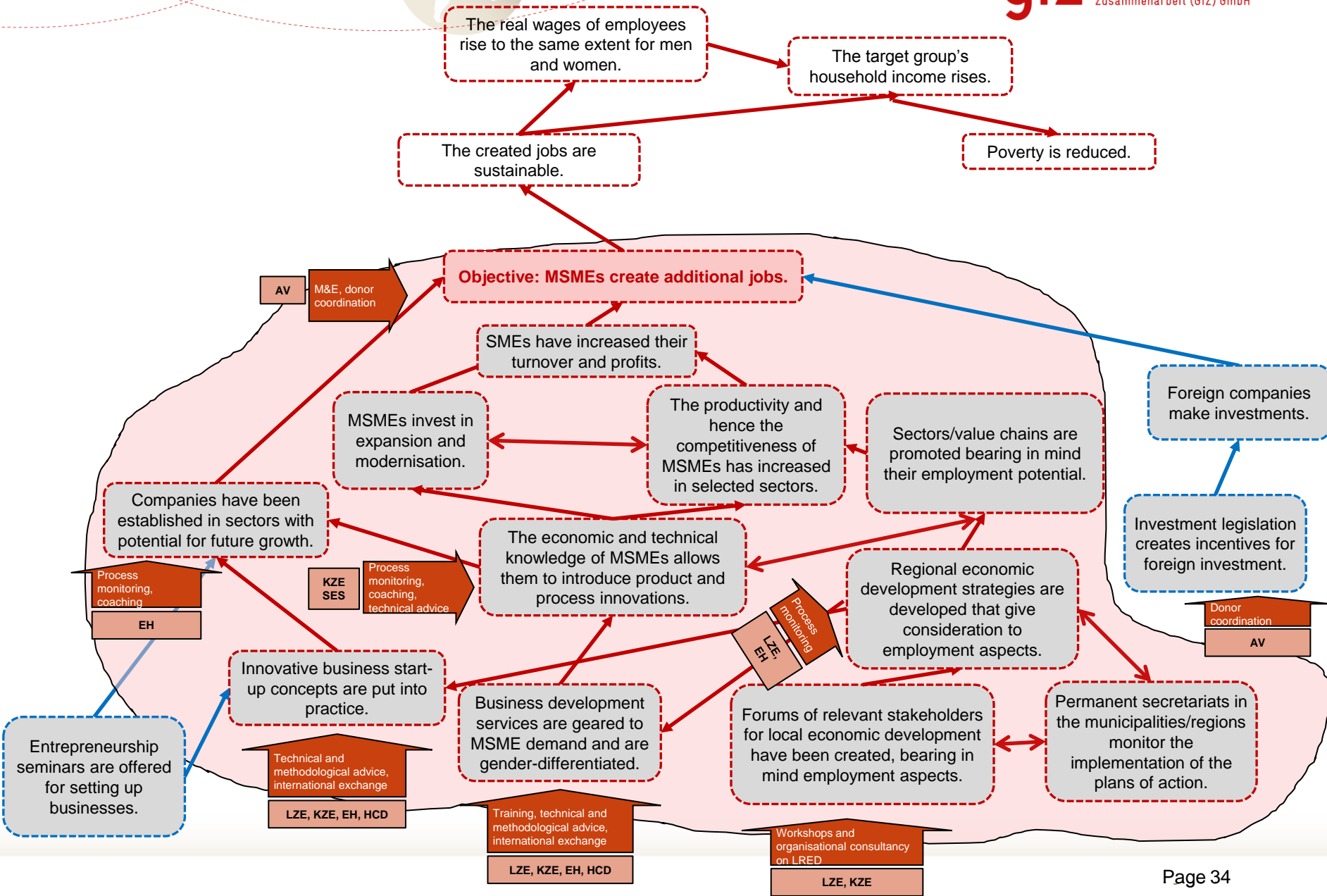
# Results model for employment promotion within private sector development (PSD)

Impact

Output/outcome



# Results model for employment promotion within private sector development (PSD)



## Business and Investment Climate

### Business and Investment Climate

Business and Investment Climate		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	Owners of at least x SME from the sub-sector or region xy have raised their income within the period yyyy-xxxx (inflation-adjusted) by y% Baseline value: x \$US income of year xy Target value: Y \$US income of year yx	Representative, gender differentiated annual survey of SME from the sub-sector or region xy , on a baseline of the income of year xxvv.
<b>The number of employees working for MSMEs has increased.</b>	The number of people employed in the formal/informal private sector in the sub-sectors/value chains/SMEs receiving support increases from x% to y%. Baseline value: Number X of employees in supported enterprises Target value: Number Y of employees in supported enterprises	Baseline of number of employees in relevant sub-sectors/ value chains; annual surveys.
<b>MSMEs have increased their turnover and profits.</b>	The turnover of supported enterprises in chosen pilot regions/sectors rose by x%. Baseline value: X \$ US turnover Target value: Y \$ US turnover	Baseline through survey of owners and an average amount per size of enterprise; afterwards annual surveys.
<b>The number of MSME start-ups has increased.</b>	The number of business start-ups in chosen pilot regions rose by x %. Baseline value: X new business formations per year Target value: Y new business formations per year	Annual census of business start-ups from economic development agencies/ one-stop-shops/ business registration offices
<b>The income from trade tax has increased.</b>	The trade tax revenues in region/municipality y has increased by x%. Baseline value: Taxation of X enterprises in year xxvv Target value: Taxation of Y enterprises in year xxvv	Annual census of taxed enterprises in region/municipality y.
<b>Informal businesses, many of them run by women, become formalised.</b>	The number of business registrations per year, segmented in registrations of former informal businesses and startups at agency XY rose from x (baseline year) to y.	Gender differentiated survey of businesses that have registered; query and observation of registration process at government agencies; random supervision of businesses at registration.
	The level of formalization for businesses of the informal sector augmented from x% to y%.	Evaluation and analysis of statistical data from registration office and statistics of the informal sector.

Business and Investment Climate		
Objectives	Sample indicators	Sources
<b>MSMEs are more competitive (e.g. due to reduced transaction and operating costs).</b>	X% of MSMEs confirm positive impacts of measures for SME-friendly framework conditions on their market position.	Survey among enterprises that benefit from the simplification of labor and tax law / simplification of process of inspection agency. Thereby a minimum of two of the following criteria has to be complied: turnover increase, growing number of customers, significant reduction of production costs, introduction of new products, reduction of transaction and operating costs (verification through summarizing annual surveys).
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Legal and administrative frameworks enable sustainable and broad-based MSME growth</b>	The index of the business and investment climate improved within the regions focused XY by x % Baseline value: index rank X Target value: index rank Y	Annual BIC survey as a gender differentiated representative annual survey of enterprises, in which data to perceived legal, political and institutional framework conditions are collected from the enterprises. Thereby a scale ranging from 0 (development-inhibiting) to 10 (development-promoting) is given to answer. Determinants of BIC index can be (not complete, more possible/available): (i) the presence of government services, (ii) performance of chambers and associations, (iii) implementation of economic development projects, (iv) decentralization  or for business activities such as (i) opening of a business, (ii) building permit, (iii) access to electricity, (iv) property registration, (v) to take up a loan, (vi) the protection of investors, (vii) Taxation, (viii) Foreign Trade, (ix) enforcement of contractual rights, (x) business task
	With support of the project drafted/ adopted laws/ regulations are classified by representatives of the private sector (e.g. chambers, entrepreneurs) to be conducive for BIC. Baseline value: x% of entrepreneurs are satisfied Target value: y% of entrepreneurs are satisfied	Gender differentiated annual survey of representatives of the private sector (entrepreneurs, chambers) to evaluate how the new laws / regulations are perceived by enterprises. Here, a scale ranging from 0 (development-inhibiting) to 10 (development-promoting) is given to answer.
	The average number/ duration/ costs for the issuing of licenses ( <i>kind of license to be specified</i> ) / for the registration of a business ( <i>corporate form to be specified</i> ) decreased from x to y. Baseline value: x days, X \$US per license in year xxvv Target value: y days, Y \$US per license	Gender differentiated survey of companies which have registered; query and registration process monitoring by government entities; random accompaniment of businesses at registration.
<b>The ministries involved assess the consequences of legal and administrative reforms.</b>	The regulatory impact assessment method is applied by the administration / Ministry in the review of x newly developed policies / regulations. Baseline value: no impact assessment in the review of new policies/regulations Target value: impact assessment is applied for all new policies/ regulations	Query and analysis at a state agency and / or the relevant regulatory body for policy impact assessment.

## Business and Investment Climate

Objectives	Sample indicators	Sources
<b>Inspections by the state inspection authority are carried out using simplified, transparent procedures.</b>	The national / sub-national authorities ( <i>to be named</i> ) set a measure to improve the business and investment climate referring to the results of the annual business investment climate survey (BIC). Baseline value: implementation of 0 proposals of the BIC survey Target value: implementation of 1 proposal of the BIC survey	Evaluation of Business Investment Climate survey and proposals as well as review of funding measure strategy and program activities of relevant ministries.
<b>Staff at the state inspection authority is familiar with simplified, transparent business inspection methods.</b>	X administrative staff of the relevant ministries at national / sub-national level applies the acquired skills from training measures. Baseline value: No participation of administrative staff in training measures on relevant topics Target value: applied training content	Qualitative annual ex-post survey of participants of seminars on topics listed and self-assessment to the success of the processes they put in place
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>The authorities involved assess the consequences of legal and administrative reforms.</b>	At the national level / In x provinces a monitoring system integrated into existing reporting systems is jointly used by government and the private sector, among other things, the system monitors the number and duration of registration, licensing and inspection procedures as well as charged fees ( <i>or other aspects of BIC</i> ). Baseline value: no monitoring system existent Target value: monitoring system developed and regularly used	Publication or evaluation of internal reporting systems on monitoring data of the relevant institutions of the state and the private sector.
<b>The national parliament has adopted the proposed bill to simplify labour and tax law for small enterprises</b>	X incentive registration programs for micro-enterprises of the informal sector are being implemented. Baseline value: No incentive programs available; Target value: x incentive programs to implement.	Query and analysis in the relevant government department for the development and implementation of the incentive program; monitoring and evaluation of incentive programs; evaluation of registration authorities
<b>The ministries involved have developed a concept for simplifying tax and labour law for microenterprises.</b>	An inter-ministerial national approach for inspections of companies on labor and social standards is adopted by the relevant ministries. Baseline value: no inter-ministerial approach existent Target value: inter-ministerial approach	Publication of the adopted concept / agreed Standard Operating Procedures (SOP) for inspections on labor and social standards.
<b>The findings of business and investment climate surveys are fed into the national reform process.</b>	The results of business and investment climate surveys, carried out by the trade associations, are discussed annually in x public-private dialogue forums at national and local levels. Baseline value: 0 discussions of the results per year	Regular minutes of the public-private dialogue forums in which the results of BIC surveys are discussed; evaluation of releases and articles in the media (radio, newspapers, TV) to results of BIC polls.

## Business and Investment Climate

Objectives	Sample indicators	Sources
	<p>Target value: 1 discussion of the results per year</p> <p>Private sector organizations and government have under a national policy dialogue for x barriers that have been identified at national / regional / local level as a priority for the formalization of informal enterprises agreed on Y measures for improvement.                      Baseline value: no dialogue on barriers of formalization                      Target value: annual dialogue on barriers of formalization</p>	<p>Minutes of meeting of the round table discussion, which discussed barriers for the formalization of informal enterprises.                      Minutes of round tables or dialogue platforms, which have been convened to discuss barriers of formalization</p>
<b>Business and investment climate surveys are regularly carried out and discussed.</b>	Private sector organizations and / or the relevant national authorities perform from <i>(date)</i> regularly once a year (or other cycle) business and investment climate surveys and discuss them in the context of a public-private dialogue.	Publications on BIC-index; minutes from dialogue forum meetings.
<b>Business associations have the capacity to draw up business and investment climate surveys.</b>	X employees of private sector organizations have to y (insert date) participated at a training session for creating business and investment climate surveys, 75% of them rate it positively.	Agenda of the training session, participants list, report of training session, Participants' evaluation.
<b>A public-private dialogue forum has been set up and is operational.</b>	<p>The platform for holding a regular dialogue (y times a year) between public and private sectors to agree on measures to improve the business environment is institutionalized.                      Baseline value: no regular dialogue platforms, no written agreements for regular dialogue                      Target value: regular meetings of the dialogue platform and written minutes of the meetings are available</p>	Minutes of dialogue platforms, participants lists, compilation and analysis of the list of agreements; representative gender differentiated survey of the dialogue platforms

## Promoting Innovation Systems

Promoting Innovation Systems		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	Owners of at least x small and medium enterprises, which have taken advantage of technology transfer center services and apply them in their work practices, have increased their income over the period 2013-2016 by y% (inflation-adjusted). Baseline value: X \$US income in year xxvv Target value: Y \$US income in year xxvv	Representative, gender differentiated annual survey of small and medium-sized enterprises, which have taken advantage of technology transfer center services and apply them in their operating practices on the basis of income in year xxvv.
<b>The number of employees working for SMEs has increased</b>	The number of people employed in the formal/informal private sector in the sub-sectors/value chains/SMEs receiving support increases from x% to y%. Baseline value: Number X of employees in supported enterprises Target value: Number Y of employees in supported enterprises	Baseline of number of employees in relevant sub-sectors/ value chains; annual surveys.
<b>The investments made by SMEs have increased.</b>	Owners of at least x small and medium-sized businesses, which have taken advantage of technology transfer center services and apply them in their work practices, have increased their investments in the period 2013-2016 by y%.	Representative, gender differentiated annual survey of small and medium-sized businesses, which have taken advantage of technology transfer center services and apply them in their operating practice, based on the volume of investment in year xxvv.
<b>SMEs have increased their turnover and profits.</b>	The turnover of supported enterprises in chosen pilot regions/sectors rose by x%. Baseline value: X \$ US turnover Target value: Y \$ US turnover	Baseline through survey of owners and an average amount per size of enterprise; afterwards annual surveys.
<b>SMEs launch new products and tap into new markets.</b>	One third of the owners or managers of businesses in the pilot regions confirm that the support measures have contributed to innovations in products and processes or the improvement of marketing and turnover. Baseline value: 0 Target value: X out of Y businesses	Gender differentiated survey of companies that have participated in the support measures; random survey and case studies from companies on the introduction of new technologies and processes.
<b>SMEs carry out process innovations and increase their productivity.</b>	The productivity (output/input of / labor/ equipment/ material/ unit cost) of x MSMEs (specify whether producers, processors, traders, etc.) increased respectively by y% in the value chains supported by the project. Baseline value: x unit cost (or other output/input) in year xxvv Target value: y unit cost in year xxvv	Analysis of the annual reports of the cooperating companies; representative, gender differentiated annual survey of SMEs in the value chain on the basis of productivity in year xxvv.
	The technological expertise of MSMEs in selected sectors increased on a scale of 1 to 5 (1 = very good) by x point/s. Baseline value: x points (at the start) Target value: y points	Survey of selected owners or managers of MSMEs; scaled survey of MSMEs, rating scale 1-5 (1 = very good). Definition technology competence: newly introduced technologies, higher research and development expenses, filed patents, cooperation of companies with market leaders;

Promoting Innovation Systems		
Objectives	Sample indicators	Sources
		implementation of an innovation index.
<b>SMEs reduce their resource consumption and their production costs.</b>	X businesses in the supported region / sector improve their resource efficiency by an average of x %.	Gender differentiated, regular (annual) company survey, survey of business data to input / output of resources and energy consumption and evaluation of data, possibly consult on data from chambers/ associations.
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Technology centres continuously improve their range of services and adjust it to changing requirements.</b>	Customer satisfaction with the services and the consulting expertise of employees of the selected TTCs to innovation and technology promotion increased by x point/s. Baseline value: satisfaction in year xxvv Target value: satisfaction in year xxvv	Regular (annual) gender differentiated customer satisfaction survey; scale 1-5, 1 = very satisfied
<b>SMEs use the services purchased from the technology centres.</b>	The number of businesses that use market-based services for innovation increases by x% Baseline value: x businesses in year xxvv Target value: y businesses in year xxvv	Interviewing the owners or managers of MSMEs; survey of providers of innovative services (e.g. BDS providers, relevant public authorities), evaluation of the participation in the services offered.
<b>Technology centres work in accordance with private sector principles/are legally independent of government bodies.</b>	A bill that guarantees the legal independence of the TTZ from government agencies and gives them the opportunity to offer market-based services has been adopted by Parliament (to date xxvv).	Bill and Parliament decision as documented in the official bulletin or newspaper reports.
<b>Government bodies organise financial support for technology transfer centres (TTCs) in line with transparent performance criteria and/or based on a competitive procedure</b>	The ministries and their downstream authorities have drawn up X proposals to improve the national innovation system, based on consultations with the business community; at least <i>one</i> proposal which takes into account incentives for environmentally friendly/ Bottom of the Pyramid innovations.	Regular (annual) evaluation of proposals and review of the promotion measure strategy on innovation and program activities of the relevant ministries by an independent panel of experts (eg sector working group, the embassy); evaluated proposals in the light of the quality and incentive systems
<b>Outcome(s)/Output(s) lower aggregated level:</b>		



## Promoting Innovation Systems

Objectives	Sample indicators	Sources
<b>Technology centres analyse the satisfaction of SMEs and benchmark themselves against other successful centres.</b>	The satisfaction of customers with the consulting expertise to innovation and technology promotion of the selected promotion agencies has increased by x point/s. Baseline value: satisfaction in year xxvv Target value: satisfaction in year xxvv	Regular (annual) gender differentiated customer satisfaction survey; scale 1-5, 1 = very satisfied.
<b>Technology centres help SMEs to gain access to finance for their services.</b>	X SMEs have taken in the period XX yy consulting services of the TTC to existing funding opportunities for operational innovations.	Statistics of the TTCs to the number of counseling sessions on financing options.
<b>Technology Transfer Centres (TTCs) hold events to provide information about their services; they also use other communication instruments.</b>	TTCs have carried out in the period from xy information sessions to their services with xy participants.	Program of information events and statistics of the TTCs to the number of participants.
	TTCs have to date xy websites on which their service program is presented in detail and up to date (including programs of training courses, programs of applied research, the profile of successful product and process innovations).	Webpage visits
<b>Technology centres develop a demand-driven range of services for SMEs (e.g. applied collaborative research programmes, training courses, internationalisation, networking).</b>	The range of research and development facilities for SMEs with regard to i) demand-orientation, ii) technology orientation, iii) transparency improved significantly. Baseline value: 0% average satisfaction with the three criteria in year xxyy Target value: 40% average satisfaction with the three criteria in the year yyyy.	Baseline survey of satisfaction with the range of R & D institutions, evaluation scale for each of the three criteria 1-5 (1 = very good), an average is calculated; annual gender-differentiated satisfaction survey of selected companies in selected sectors.
	The relevant public institution, university and y companies make their promised contribution to the establishment of a joint innovation network in the region Z in XY sector. Baseline value: no established network in the region Z in XY sector Target value: network in the region Z in XY sector established with the contribution of a university, public institution and y companies, meets four times per year.	Reports and minutes of the preparatory, constituent meetings; protocols of the network meetings; regular (annual) gender differentiated survey of the network members - the relevant public institution, university and y companies.
<b>Technology Transfer Centres recruit professional managers and staff with industry and transfer-related experience, based on</b>	X% of managers and employees have by the date xy industry and transfer experience. Every year, the employees take part in training (eg, training, study tours) to an extent of at least xy days duration.	Training reports

Promoting Innovation Systems		
Objectives	Sample indicators	Sources
agreed criteria.		
<b>Technology Transfer Centres (TTCs) develop a sustainable financing model.</b>	The TTCs finance themselves to date <i>xy</i> to <i>x%</i> by government allocations to <i>x%</i> from the provision of services to SMEs and to <i>x%</i> from the acquisition of third-party funds.	TTCs financial reports
<b>Technology Transfer Centres (TTCs) develop a clear vision and strategy/agree on this with relevant stakeholders.</b>	Up to date <i>xy</i> vision and strategy of the TTC are developed in dialogue with relevant government authorities and business associations.	TTCs strategy papers

## Promoting Business Chambers and Associations

### Promoting Business Chambers and Associations

Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	Owners of at least x small and medium enterprises, that have taken advantage of the services of chambers and associations and apply them in their work practices, have increased their income over the period 2013-2016, by y% (inflation-adjusted). Baseline value: X \$US income in year xxvv Target value: Y \$US income in year xxvv	Representative, gender differentiated annual survey of small and medium-sized enterprises that have taken advantage of the services of technology transfer centers and apply them in their work practices, on the basis of income in year xxvv.
<b>The number of employees working for MSMEs has increased.</b>	The number of people employed in the formal/informal private sector in the sub-sectors/value chains/SMEs receiving support increases from x% to y%. Baseline value: Number X of employees in supported enterprises Target value: Number Y of employees in supported enterprises	Baseline of number of employees in relevant sub-sectors/ value chains; annual surveys.
<b>The investments made by MSMEs have increased.</b>	Owners of at least x small and medium enterprises that have taken advantage of services of chambers and associations and apply them in their work practices, have increased their investments in the period XY by y%.	Representative, gender differentiated annual survey of small and medium-sized enterprises that have taken advantage of the services of technology transfer centers and apply them in their work practices based on the volume of investment in year xxvv.
<b>MSMEs have increased their turnover and profits.</b>	The turnover of supported enterprises in chosen pilot regions/sectors rose by x%. Baseline value: X \$ US turnover Target value: Y \$ US turnover	Baseline through survey of owners and an average amount per size of enterprise; afterwards annual surveys.
<b>The transaction costs for MSMEs have dropped.</b>	The turnaround times (customs clearance) in the cross-border movement of goods are reduced by x days. Baseline value: X days per process; Target value: Y days per process.	Gender Differentiated regular survey of the duration of the export / import of goods through surveys, gender differentiated regular survey of firms and retailers.
<b>Customs clearance of cross-border movements of goods is transparent and efficient.</b>	The number of complaints from importers and exporters regarding non-compliant carried out customs and clearance procedures decreased by x %. Baseline value: X number of complaints Target value: Y number of complaints	Survey of the complaint statistics in the relevant authority / established complaints mechanism.
<b>MSMEs harness national and international market opportunities.</b>	On national and international exhibitions/fairs in the period from xxvv MSMEs secured X business deals with a turnover of xy USD in total. Baseline value: X business transaction and xy turnover in previous fairs Target value: X business transaction and xy turnover at fairs in the specified period.	Fair reports, surveys of exhibitors.

Promoting Business Chambers and Associations		
Objectives	Sample indicators	Sources
<b>The energy costs of MSMEs have dropped.</b>	x% of the members who use energy efficient technologies/ manufacturing processes after using a service of a chamber/ association, reported a decrease in their energy costs. Baseline value: 0%	Ex-post survey of chamber and association members, who have used services of resource efficient technologies / production
<b>MSMEs use energy-efficient manufacturing processes.</b>	The number of members that use energy-efficient technologies/ manufacturing processes due to the use of services of a chamber/ association has increased from x to y%. Baseline value: 0% members have been offered a green service Target value: X% of the users of new green services use resource-efficient technologies/ processing afterwards.	Ex-post survey of chamber and association members, who have used services of resource efficient technologies / production
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Business chambers and associations make a sustainable contribution to enhancing the competitiveness of MSMEs.</b>	X% of companies that have taken the services of a chamber / association, exhibit a positive development in one of the following categories: (a) turnover increase, (b) turnover increase / export volume in USD, (c) cost reduction, (d) new product development, (e) improvement of management skills, (f) organization, (g) innovation, (h) marketing, (i) business networks and business cooperation. Baseline value: no increase in turnover, no export volume increase, not cost reduction, no product development in member companies Target value: supported members have a turnover increase of X% on etc.	Ex-post survey of chamber and association members who have participated/used services within the range of mentioned categories
<b>Proposals made by business chambers and associations are fed into governmental business policy.</b>	The annual number of position papers by the association of xy to improve the business environment for SMEs, that are presented to the Government/ Parliament has increased from xx to yy.	Publication and/ or evaluation of internal position papers of the association.
	The number of annual public hearings on SME framework, where the chambers and associations actively participate, have risen from x to y Baseline value: x hearings in xy, Target value: y hearings in Y	Publications and/ or reports of hearings; evaluation of the list of participants of the hearings.
<b>Growing membership provides a high degree of legitimacy.</b>	The number of association members who pay a membership fee has increased from x to y. Baseline value: x \$ U.S. per year membership fee, Target value: Y \$ U.S. in xy,	Evaluation of the membership fees of the chambers and associations.
<b>Business chambers and associations give consideration to the interests of female entrepreneurs.</b>	Chambers and associations have submitted to government agencies x (number) of proposals for improving the legal and administrative framework for sub-sectors with a high proportion of female entrepreneurs. Baseline value: number of proposals in the relevant sub-sectors in year xy, Target value: Increase onto xy proposals per year.	Annual reports of the chambers and associations, position papers and statements on the relevant sub-sectors.

Promoting Business Chambers and Associations		
Objectives	Sample indicators	Sources
<b>MSMEs use the services provided by the business chambers and associations.</b>	The number of members and non-members who use the services of the chambers and associations has increased from xy in year xxvv to yz in year yyvv. Baseline value: base survey in year xxvv, Target: Increase to yz in year yyvv.	Gender differentiated evaluation of chambers and associations to the number of users divided by individual services.
<b>The range of services provided by the business chambers and associations meets the needs of MSMEs.</b>	The satisfaction of the association's members with the services of the association increased on a scale of 1-5 by x point/s (Not at all satisfied 1 - Highest satisfaction 5). Baseline value: baseline survey in the year xxvv Target value: increase by x point/s	Member satisfaction survey as a gender differentiated representative annual survey of members, in which it is levied how satisfied members with the advocacy and the service offerings of the chambers/ associations are. Here, a scale, for example, from 0 (anti-developmental) to 10 (development-promoting) is given to answer.  Possible areas queried: (i) answering written questions, (ii) Internet communication with members, (iii) an updated Member Directory, (iv) a regular newsletter, (v) the chamber's publications, (vi) specific information sessions for members.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>Business chambers and associations contribute their technical expertise to public-private dialogue forums on issues related to legal and administrative frameworks.</b>	The business associations organize (in the x key provinces) an annual discussion forum for improving the legal, political and institutional framework in which entrepreneurs, representatives of industry associations and representatives of the provincial government take part. Baseline value: no/ irregular discussion forums Target value: annual discussion forums	Protocols of the discussion forums, compilation and evaluation of the list of agreements to improve the framework conditions, representative gender differentiated survey among participants in the discussion forums.
<b>The interests of business chambers and associations are represented on the basis of economic data analysis.</b>	By xy (date) all relevant chambers and associations use economic data from statistical agencies, public utilities, SME support organizations, multilateral organizations and other relevant sources for the production of position papers and statements. Baseline value: xy%, target value: 100%	References in position papers and statements; analyzes in position papers and statements that are based on the analysis of the data.
<b>Female entrepreneurs are appropriately represented on the honorary committees of the business chambers and associations.</b>	X% of the positions in the honorary committees of the chambers and associations are hold <i>until</i> (date) by female chamber and association members. Baseline value: x %, target value: y %	Lists of chambers and associations which show the occupation of the honorary committees.

## Promoting Business Chambers and Associations

Objectives	Sample indicators	Sources
<b>Business chambers and associations reach their decisions in line with democratic principles.</b>	The board of the chamber/ association is elected. by regularly held ( <i>call rota</i> ) transparent elections Not elected board of the chamber / association, target value: Underlying Board of the Chamber elected by transparent election.	
<b>The financial situation gives the business chambers and associations a high degree of performance capacity</b>	The proportion of the chamber's /association's budget from membership fees and own revenues (land turnover, rental income) has increased from x% to y%.  Baseline value: x% of the association's budget from its own resources in year xxvv Target value: y% of the association's budget from its own resources in year yyvv.	Evaluation of the membership fees and the own revenues of the chamber and associations from land turnover, rental income, donations; evaluation of the published/ internal annual financial report.
	X chambers and associations offer their members y cost-covering services. Baseline value: free services offered to members Target value: cost-covering offers to members	Evaluation of offers and prices to members; evaluation of the annual finances of the chamber/ association.
<b>Business chambers and associations provide high-quality services.</b>	The number of service products for members has increased from x to y Baseline value: x products offered in year xxvv Target value: Y offered products for members	Evaluation of tenders to the chamber/ association members.
	The number of offered fair events has increased from x to y. Baseline value: 0 fair/ exhibition events offered Target: x events offered to members each year. The number of exhibitors among members has increased from x to y. Baseline value: 0 Exhibitors among members Target value: X Exhibitor among members on Y events per year.	Evaluating the number of exhibition events for members; evaluation of the individual exhibitions and participated exhibitors; sample surveys at trade shows among members/exhibitors.
<b>The management of business chambers and associations has become more professional.</b>	A strategy/ business plan of the chamber/ association is present. Baseline value: no strategy exists, target value: strategy available	Publication / analysis of the three-year strategy of the chamber / association.
	The number of chamber/ association employee selected on the basis of job profiles has increased from x to y%. Baseline value: no job profile exists Target value: newly hired employees based on job profiles.	Evaluation of the vacancies and job profiles as well as the personnel selection process.

## SME Promotion

SME Promotion		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	The wages /salaries of employees in the formal/ informal private sector in selected sub-sectors/ value chains/ SMEs increased <i>to date</i> from x to y %. Baseline value: Average wages/ salaries x for selected occupational groups in selected sub-sectors/ value chains/ SMEs Target value: Average wages/ salaries y for selected professional groups in selected sub-sectors/ value chains/ SMEs	Sample on wages/ salaries in selected selected sub-sectors/ value chains/ SMEs; annual surveys.  Alternatively or in addition: Data of the Ministry of Labor/ employment offices/ employees organizations/ trade unions for wage and salary growth.
<b>The number of employees in selected sub-sectors has increased.</b>	The number of employees in the formal/ informal private sector in the supported sub-sectors/ value chains/ SMEs has increased from x to y%. Baseline value: X number of employees in the supported companies; Target value: Y number of employees in the supported companies	Number of employees in the supported sub-sectors/ value chains; annual surveys.
<b>SMEs have increased their turnover and profits</b>	The turnover of supported enterprises in chosen pilot regions/sectors rose by x%. Baseline value: X \$ US turnover Target value: Y \$ US turnover	Gender differentiated baseline through survey of owners and an average amount per size of enterprise; afterwards annual surveys.
<b>Exports in the relevant sub-sectors have increased.</b>	Exports in the selected sub-sectors increased by x%. Baseline value: export ratio X in Subsector Z of a country, target: Target value: export ratio Y in Z subsector of a country	Surveys of the export quota of the relevant statistical data office/ chamber/ office in charge of the "Certificate of Origin".
<b>SMEs increase their performance capacity through process and product innovations.</b>	In selected (sub) sectors X% of supported SME improve their business performance by Y% compared to the average collected in the baseline survey. Baseline value: no Balance Scorecard / European Foundation Quality Management (EFQM) or other performance measurement systems Target value: run by annually Balance Scorecard/ EFQM process and improved index	Baseline which companies use in selected subsectors Balance Scorecard/ EFQM; annual surveys of enterprises and evaluation of the data of the Balance Scorecard/ EFQM reports.
<b>The investments made by SMEs in selected sectors have increased.</b>	The investments of supported SMEs in the selected sectors/ regions increased by x%. Baseline value: X \$ U.S Target value: Z \$ U.S	Baseline survey of entrepreneurs and the formation of an average per firm size; afterwards annual surveys. Definition of investment: acquisition of factory buildings, plants, machinery or tools.
<b>SMEs use needs-based business development services (from ministries?).</b>	X (number) SMEs in selected sub-sectors/ regions/ value chains use in the period from YY BDS or investment programs of the ministries. Baseline value: x hours and y \$ U.S Target value: a hours and b \$ U.S	Reports of providers of BDS or investment programs.

SME Promotion		
Objectives	Sample indicators	Sources
<b>SMES reduce their transaction and operating costs.</b>	X (number) SMEs in selected sub-sectors/ regions/ value chains indicate that their expenditure of time and costs of obtaining the necessary licenses has dropped in the period xy. Baseline value: : x hours and y \$ U.S Target value: a hours and b \$ U.S	Baseline survey by a sample of companies and formation of an average per respondent SMEs; followed by annual surveys.
<b>Processes for registering and licensing businesses have been simplified.</b>	The average / n Number / duration / cost for the issuing of licenses ( <i>specify licence</i> ) / for the registration of a company ( <i>specify corporate form</i> ) decreased from x to y. Baseline value: x days; X \$ U.S. per licence in year xy Target value: Y days; Y \$ U.S. per license in year xx	Gender differentiated survey of companies which have registered; query and registration process monitoring by government entities; random accompaniment of companies at register
Outcome(s)/Output(s) higher aggregated level:		
<b>Key measures of the national SME promotion strategy have been implemented.</b>	X% of the activities of current national SME Promotion/ action plan relevant to the development of the private sector/ SME sector are implemented. Baseline value: Z activities Target value: x of y activities	Regular (annual) progress reports of the national SME strategy and more/ further reviews by ministries and private sector.
<b>An M&amp;E system records the results of the national SME promotion strategy.</b>	A monitoring system that monthly/ annually records (accomplishment and) effects of the national SME development strategy, is implemented. Baseline value: no monitoring system and no regular elicitation of effects Target value: monitoring system is introduced, annual feed-in of the data to the monitoring system	Data from the monitoring system; reports of the Ministry on strategy implementation and results achieved.
<b>The relevant ministries have the capacity to implement the SME promotion strategy.</b>	All employees (decision-making and technical level) in departments of government agencies / organizations in charge of the implementation of a promotion strategy have participated by xy (date) in trainings/ workshops on relevant targets, procedures, responsibilities, decision-making structures and reporting obligations. Baseline value: no employee has attended the relevant training/ workshops Target value: 100% attended	Reports of trainings/ workshops
<b>The organizational and operational requirements to implement the strategy are in place.</b>	Objectives, procedures, responsibilities, decision structures and reporting for each unit in government participating in the implementation of the strategy are defined until date xxyy. Baseline value: no procedures, standard operation procedures (SOP) etc. available	Documentation of relevant SOPs



SME Promotion		
Objectives	Sample indicators	Sources
	Target value: for each relevant area an SOP is available	
<b>A national SME promotion strategy is in place.</b>	A national SME promotion strategy has been adopted by xx(date). Baseline value: no strategy existent Target value: strategy published	Publication of the adopted strategy or policy paper or part of the development strategy.
	An independent expert panel confirmed that the national SME promotion strategy is coherent and workable. Baseline value: strategy not yet developed/ analysis confirms that strategy is not conclusive and impracticable Target value: strategy published/ approved/ evaluated as coherent and workable	Evaluation of national development strategy / SMEs strategy or sector programs of the relevant ministries by an independent panel of experts (e.g. sector working group, the embassy).  Definition coherent and practicable: the core problem of competitiveness is derived conclusively and key causes are analyzed; negative effects as well as the comparative potential are demonstrated.
<b>The ministry of finance has approved the budget for the national SME promotion strategy.</b>	For the implementation of the SME strategy x \$ U.S. household budget have been provided by the SME / Economic / Industry Ministry /or/ is an increase in budget from y to z% adopted. Baseline value: none / x \$ U.S. budget funds in year Y Target value: \$ Y budget funds in year Z.	Publication of the adopted household plan and budget.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>The relevant actors develop the SME promotion strategy based on economic data and analyses.</b>	Prioritization of sectors / industries in the national SME policy based on the basis of economic data to sectors. Baseline value: no sectors prioritized in the national development/ SME promotion strategy Target value: submission of relevant data to sectors and selection criteria for prioritizing sectors.	Evaluation and analysis of data on various sectors.  Definition of economic data to sectors: for example, employment and poverty orientation, competitiveness orientation, innovative and future industries, conflict-sensitive, gender orientation, ecological orientation, social orientation.
<b>The relevant ministries agree on how to develop the SME promotion strategy.</b>	The sector programs of the relevant ministries to promote SMEs are matched. Baseline value: no joint planning and coordination of support measures of sector ministries Target value: joint planning or harmonization of support measures	Internal or publicly available reports on the planning meeting of the sector ministries to coordination of support measures; joint planning documents of the support measures.
<b>SME promotion measures that have been tested in pilot regions are fed back into the SME promotion strategy.</b>	In x pilot regions y tested support measures were included in a SME development program by the national government /the relevant Ministry. Baseline value: no support measures are carried out in pilot regions / no reports of support measures exist /no meetings to exchange and evaluation of promotional activities take place Target value: reports/ assessments/ evaluations of support	Internal or publicly available reports to support measures of pilot regions; publication of the minutes of the evaluation and exchange meetings/ workshops.

## SME Promotion

Objectives	Sample indicators	Sources
	measures exist/ meetings to exchange and evaluation of support measures take place with the participation of national level	
<b>Private sector organisations play an active role in developing the SME promotion strategy.</b>	The participation of representatives of the private sector and civil society with decision-making and / or advisory role in the formulation of SME policy is increased by x%. Baseline value: absolute and relative value, source: In terms of the representation of these representatives with decision-making and/ or advisory role.	Protocols of the round tables or platforms for dialogue, convened for the formulation or input on SME policy.
<b>A public-private dialogue forum has been created.</b>	A platform for holding a regular dialogue (y times a year) is institutionalized between public and private sectors to agree on measures to improve the economic conditions. Baseline value: no regular dialogue platforms, no written arrangements for the regular dialogue Target value: regular meetings of the dialogue platform and written minutes of the meetings are available	Protocols of the dialogue platforms, lists of participants of the dialogue platforms, compilation and analysis of the list of agreements; representative gender differentiated survey among dialogue platforms.

## Local and Regional Economic Development (LRED)

Local and Regional Economic Development (LRED)		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The social and economic living conditions of the population in the selected municipalities/regions have improved.</b>	The number of employees in the private sector in municipalities / regions has increased from x to y%. Baseline value: x number of employees at the time a Target value: y number of employees at the time b.	Data of the responsible authorities and /or chambers and associations in the communities/ regions. Alternatively: baseline of the number of persons employed in a sample of companies and annual follow-up studies.
<b>New businesses have been set up</b>	The number of start-up companies increased from x to y in the period from the period cd.	Business register of the municipality/ region.
<b>Companies in the region enhance their economic performance capacities</b>	X% of companies in the region who have taken business-related services, exhibit a positive development in one of the following categories: (a) turnover increase (b) resource-efficient production processes, (c) energy efficiency, (d) management skills and (f) marketing. Baseline value: x turnover, / use of manufacturing processes with relatively high consumption of resources and energy consumption / use of traditional management methods / x number of appearances at trade fairs and exhibitions. Target value: increase in turnover by y%, use of resource-and energy-efficient manufacturing processes, use of new management methods and increasing number of appearances at trade fairs and exhibitions by y%.	Survey of companies in the region that have taken business-related services.
<b>Enterprises outside the municipalities/regions open up production sites/service centres.</b>	By the year xxvv y enterprises from outside the local/ regional production sites and service centers have opened. Baseline value: x companies have opened manufacturing plants or service centers in the period y Target value: increase to xy (number) companies.	Business register of the municipality/ region.
<b>Existing jobs and income opportunities are retained.</b>	The number of establishments and employment in ecotourism, sustainable fisheries and other proven resource efficient sectors of the economy evolves from the base value xx at the time xy to the target value cx at the time xxvv.	Reports of local or regional financial, economic and environmental authorities.
<b>Natural resources are available for sustainable use.</b>	Selected municipalities/ regions record an increase in the number of businesses producing resource-efficient (e.g. in ecotourism and sustainable fisheries) from the base value x at the time xxvv to the target value y at the time ccdd.	Reports of local or regional financial, economic and environmental authorities.

Local and Regional Economic Development (LRED)		
Objectives	Sample indicators	Sources
<b>Natural resources are conserved.</b>	X hectar mangrove forests in selected municipalities/ regions are reforested in the period xy, and the exposure of hazardous waste into coastal waters is decreased by the factor Y of the index value XY( base value) to the index value YY (target value).	Reports if local or regional environmental authorities.
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>The necessary political and administrative frameworks have been created for resource-saving growth in the selected municipalities/regions.</b>	Selected municipalities/ regions set up x measures designed in dialogue with SMEs by xxvv (date) for the sustainable use of natural resources, energy efficiency and to increase their efficiency.	Reports of the selected municipalities/ regions and/ or random surveys of SMEs and rural households.
<b>The locational advantages offered by the selected municipalities/regions are marketed.</b>	X for the economic development of the region relevant marketing products (e.g., website, brochure, flyer) are developed in collaboration with regional stakeholders (e.g. private sector, associations, public administration, business promotion agency) and used. Base value: y marketing projects / y website views / y products distributed Target value: x marketing projects / x website views / x products distributed	Evaluation of (numbers of output) materials of the responsible institution for economic development, analysis of website views, evaluation of Follow Up-steps of marketing or business development agency.
<b>Services for the companies established in the region are needs-based.</b>	xy% of the surveyed SMEs confirm that information, training and consulting services meet their needs and are provided at a reasonable rate. Base value: XY% target value: YZ %	Baseline survey by a sample of companies, followed by annual surveys.
<b>The administrative procedures for business setups have been simplified in the selected municipalities/regions</b>	In the selected economic regions / pilot municipalities / districts, the conditions for business start-ups have simplified, as measured by the following criteria: i) x% of new firms use the services of contact points for entrepreneurs, ii) x% of them assess the quality of support services as "good" or "very good". Base value: y% use service/ y% rate with satisfactory Target value: x% use service (x% rate good or very good).	Gender differentiated regular (annual) survey of companies that have used the services of partner municipalities.

Local and Regional Economic Development (LRED)		
Objectives	Sample indicators	Sources
<b>The relevant actors design further local/regional economic development measures based on an analysis of results achieved so far.</b>	A monitoring system with measurable indicators for the developed action plans/ strategies for local and regional economic development has been developed / applied. Base value: no monitoring system developed / is not applied Target value: monitoring system developed / applied	Evaluation of regional action plans/ strategies, publication of the indicators of the regional strategy, evaluation of the monitoring system/ regular monitoring data.
<b>Local actors have implemented resource-saving economic development measures (e.g. eco-tourism).</b>	In the institutionalized consultations to local economic development between communities, private sector and civil society x proposed solutions for barriers to local economic development are identified/ developed/ implemented. Base value: no obstacles identified/ solutions developed/ implemented Target value: Obstacles identified/ proposed solutions developed/ implemented.	Evaluation of protocols and participation lists of consultations, documentation of working group results and entries, presentation of proposed solutions, regular monitoring of measures.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>The selected municipalities/regions earmark relevant budget for the implementation of the local/regional economic development strategy.</b>	Support measures to regional economic development are budgeted / will be implemented. Base value: no budget available / budget available but not used, Target value: budget budgeted / implemented / used by region	Evaluation of the planning meeting and budget plans of the region for regional economic development, adopted budget of the region for support measures, regular (annual) progress reports from the region.
<b>The selected municipalities/regions cooperate with the relevant authorities at national level to implement their strategies.</b>	x% of the respondents from the regional levels of government and national government confirm that the cooperation relations between national and regional / local levels of government have improved substantially. Base value: 0% satisfaction, target value: x% confirm improvement	Output values: regular annual survey of regional levels and representatives of national level, criteria of cooperation are: frequency of contacts, clarity to relationship and responsibilities, standard procedure, regular exchange between national and regional level.
<b>Local and regional actors have the capacities required for sustainable economic development.</b>	Companies surveyed confirm that regional and local authorities improved their role as mediators and regulators ("facilitator") for the development of the business location. Base value: base survey in year xxvv (scale: 1-5: 1 = very good) Target value: improvement by x on the scale	Gender differentiated company survey, rating on a 1-5 scale (1 = very good), improvement by at least 1 point;  Definition intermediary role and regulator: smart regulation, no market distortion, awareness on policy impact assessment, if subsidization then with a temporarily exit strategy.

Local and Regional Economic Development (LRED)		
Objectives	Sample indicators	Sources
<b>A dialogue forum on local and regional economic development involving administrations, the private sector and civil society has been set up/institutionalised.</b>	<p>The regional administration invites x times a year representatives of the public and private sectors to a voting session/ dialogue forums for the development and implementation of a regional economic development strategy.</p> <p>Base value: no / irregular meetings, target value: regular institutionalized meeting</p>	<p>Minutes of coordination meetings / dialogue forums (regular, eg quarterly meetings. Baseline year yyyy), evaluation of regional strategies / work plan of the regional administration, evaluation of regular meetings / progress reports.</p>

## Green Private Sector Development

Green Private Sector Development		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased and living conditions have improved</b>	Owners of at least x SME, that engaged the services of chambers and associations and applied them in their business practices have raised their income within the period xy (inflation-adjusted) by y% Baseline value: x \$US income of year xy Target value: Y \$US income of year yx	Representative, gender differentiated annual survey of SME, that engaged the services of Technology-Transfer-Centers and applied them in their business practices, on a baseline of the income of year xxvv
<b>The number of employees working for SMEs has increased, including suppliers of green technologies.</b>	The number of employees working for SMEs, including suppliers of green technologies, has increased from x% to y%. Baseline value: Number X of employees in supported enterprises Target value: Number Y of employees in supported enterprises	Baseline of number of SMEs in relevant sub-sectors; annual surveys
<b>SMEs have increased their turnover and profits.</b>	The turnover of supported enterprises in chosen pilot regions/sectors rose by x%. Y% of the supported enterprises confirm, that their profit increased compared to the baseline year.	Turnover: Gender-differentiated baseline through survey of owners and an average amount per size of enterprise; afterwards annual surveys. Profits: compared surveys of enterprises
<b>Environmental pollution due to greenhouse gases and pollutant residues in products is decreasing.</b>	SME, that use energy efficient technologies/processes reduce their greenhouse gas emissions from a baseline value X in year xxvv to a target value Y in year xxvvv.	Survey of SME that introduced energy efficient technologies/processes and environmental reports from relevant environmental agencies.
	The number of SME from one or several relevant subsectors, that received an Eco-Label for their main products, increased from x in baseline year xxvv to y in year xxvv.	Statistics of consumer organizations and/or environmental agencies. Alternatively: survey in relevant subsectors.
<b>SMEs reduce their production costs.</b>	x% of SMEs, that use energy efficient technologies/processes have a decrease in their energy costs. Baseline value: 0%	Ex-post survey of SMEs that introduced energy efficient technologies/processes.
<b>SMEs reduce their energy consumption.</b>	X SMEs in the supported region/sector reduce their energy consumption by using energy efficient technologies on an average of x%. Baseline value: Input/Output relation of Energy in year XY Target value: reduction of x%	Gender differentiated, regular survey. Data of SMEs energy Input/Output and data analysis. Additionally use of data from chambers and associations.

<b>Consumers have a demand for low-toxicity products.</b>	SMEs from one or several relevant subsectors, which shifted to low-toxicity products, have an increase of turnover concerning these products, from an index value <i>X</i> in <i>year xxvv</i> to an index value <i>Y</i> in <i>year xxvv</i> .	Survey among relevant SMEs in baseline year; annual questionnaires in reference year
<b>SMEs invest in the development of low-toxicity products.</b>	<i>X</i> % of SMEs from one or several relevant subsectors have invested in the development of low-toxicity products within the period <i>XY</i> .	Ex-post survey among SMEs of one or several relevant subsectors. Additionally: Survey of relevant industry associations and chambers of commerce.
<b>Income from the environmental tax is used to further develop environmentally friendly technologies.</b>	Government institutions increase their spending to further develop environmentally friendly technologies from a baseline value <i>X</i> in <i>year xxvv</i> to a target value <i>Y</i> in <i>year xxvv</i>	Statements of accounts from relevant government institutions
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Legal and institutional conditions have been created for energy-efficient and low-emission manufacturing processes.</b>	Aspects of a Green Economy (e.g. energy efficiency, introduction of low-toxicity products) are established and budgeted in <i>X</i> national and <i>Y</i> regional development plans/ plans of measures / funding programs. Baseline value: no aspects of a Green Economy established and budgeted in development plans / plans of measures	Evaluation of development plans/ plans of measures
<b>SMEs have access to credit lines for the ecological modernisation of their production</b>	The national development bank (or other institutions comparable) offer from <i>year xxvv</i> credit lines for the ecological modernization of their production to SMEs, that have been made use of by <i>X</i> SMEs until <i>year xxvv</i> Baseline value: no such credit lines existing	Data from development bank (or other institutions with comparable tasks)
<b>The government has passed framework legislation on the taxation of fossil fuels and environmental pollutants.</b>	The government has passed by not later than <i>XX (date)</i> a framework legislation on the taxation of fossil fuels and environmental pollutants. Baseline value: no framework legislation existing	Official bulletins and publications
<b>A coordinated bill has been drafted and its consequences have been assessed.</b>	The interdepartmental working group has in exchange with trade associations and chambers of commerce as well as civil sector organizations drafted a bill and assessed its consequences by not later than <i>XX (date)</i> .	Drafts and protocols of hearings and ballot meetings with trade associations and chambers of commerce as well as civil sector organizations.



<b>Technologies that use energy-efficient and low-emission manufacturing processes become more widespread.</b>	Relevant institutions (e.g. technology transfer centers) apply piloted energy efficient and low-emission manufacturing processes within a replication strategy in <i>X</i> regions beyond the pilot region(s). Baseline value: pilot project existing, no replication Target value: replication in <i>X</i> regions	Evaluation of replication strategy in relevant regions, survey of staff in regional (government administration) institutions, chambers and associations as well as in supported SMEs.
<b>Consumer protection organisations expand their capacities in the environmental sector.</b>	Consumer protection organizations publish from <i>year xxvv</i> quarterly to pollution in industrial and agricultural products and inform consumers about these issues in <i>Y</i> (amount) TV and radio programs.	Publications of the consumer protection organizations and recordings of TV and radio programs
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>Energy-efficient and low-emission manufacturing processes are piloted at selected SMEs.</b>	The relevant ministry has pilot approaches for environmental friendly and climate sensitive private sector development in <i>x</i> sectors and <i>y</i> regions. Baseline value: no pilot approach Target value: pilot approaches <i>x</i> sectors and <i>y</i> regions	Evaluation of approaches from relevant ministries. Evaluation of pilot measures and relevant progress reports.
<b>Consumer protection organisations expand their capacities in the environmental sector.</b>	Consumer protection organizations expanded the number of qualified staff in the environmental sector from <i>X</i> in <i>year xxvv</i> to <i>Y</i> in <i>year xxvv</i> .	Organization chart of the consumer protection organizations.
<b>Business associations and chambers have been consulted on drafting a bill on the taxation of fossil fuels and environmental pollutants.</b>	Business associations and chambers have from <i>XX</i> to <i>VV</i> ( <i>period</i> ) elaborated <i>x</i> ( <i>amount</i> ) position papers and statements, which they discussed with the interdepartmental working group on drafting a bill on the taxation of fossil fuels and environmental pollutants.	Position papers and statements from business associations and chambers as well as protocols from relevant meetings of the interdepartmental working group.
<b>The relevant ministries coordinate the drafting of the bill.</b>	A working group consisting of representatives from relevant ministries holds regular meetings (e.g. monthly) to coordinate necessary tasks and steps.	Working group protocols
<b>Development partnerships with the private sector have been initiated to introduce environmentally friendly production processes.</b>	<i>X</i> development partnerships with the private sector to efficiently introduce climate- and environmental technologies are contractually agreed.  Baseline value: <i>y</i> partnerships Target value: <i>x</i> partnerships	Reports on development partnerships

Technology centres and business service providers have the relevant expertise to introduce environmentally friendly technologies.	X% of the managers and staff of technology centers and business service providers have by <i>date XY</i> the relevant expertise to introduce environmentally friendly technologies.	Anonymized information from human resource staff of technology centers and business service providers
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## Public Private Dialogue (PPD)

### Public Private Dialogue (PPD)

Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	Holders of at least x (number) MSMEs have increased their income through implemented measures from PPD in the period xxyy by y% (inflation-adjusted). Base value: x \$ U.S. income in year xy Target value: Y \$ U.S. in the yv year	Representative, gender differentiated annual survey of MSMEs
<b>The number of employees at MSMEs has increased.</b>	The number of employees of MSMEs in the supported areas has increased from x to y%. Base value: X number of employees in MSMEs Target value: Y number of employees in MSMEs	Baseline in the number of employees in MSMEs; annual surveys.
<b>MSMEs have increased their turnover and profits</b>	Turnover of MSMEs in the supported areas increased by x%. The profit has increased by y% compared to the base year. Base value: X \$ U.S. turnover Target value: Y \$ U.S. turnover	Turnover: Gender differentiated baseline survey of entrepreneurs, afterwards annual surveys. Profit: Comparative survey of companies.
<b>MSMEs tap into new markets through product innovations.</b>	X% of the owners or managers of MSMEs confirm that they have gained customers in previously developed markets through product innovation (e.g. export markets, supplier of major companies, turnover in the capital, gained tenders from government bodies). Base value: 0 in the respective market segments, target value x% of y companies	Gender differentiated survey of companies; random surveys and case studies of companies to new product introductions.
<b>Technology centres implement programmes to develop innovative products and ensure energy-efficient production.</b>	Technology centers set in the period xxvv Y (number) programs to develop innovative products and energy-efficient production. Base value: 0 programs implemented; target value: Y implemented programs.	Accountability and other reports/ statistics of the technology centers.
	X (number) MSMEs set to xxvv (time) the implemented technology centers programs in operational practice. Base value: 0 MSMEs; Target value: X MSMEs	Survey of in the programs participating MSMEs. If necessary, studies/ reports of technology centers.
<b>Public tax income has risen</b>	The revenue from the taxation of MSMEs increased after the tax law reforms entered into force by the end of year xxvv from xy (baseline) to zv (target value).	Data of the statistical offices and / or the tax authorities.

## Public Private Dialogue (PPD)

Objectives	Sample indicators	Sources
<b>Tax law for microenterprises has been simplified.</b>	For micro-enterprises with a turnover of up to USD xy (or other limits such as number of employees/ inside or fixed assets) the number of tax law provisions has been reduced from the baseline y in year cd to x in year vv.	Publication in the Official Journal and/ or press releases.
<b>Informal businesses with a high proportion of female entrepreneurs have become formalised.</b>	The number of formal microenterprises increased from a baseline X in the year xxvv to a target value y in cd. The proportion of microenterprises run by women that became formal rose by x%.	Data of the statistical offices and/ or the financial authorities; if necessary sample surveys among in year xxvv formalized micro-enterprises.
<b>The private sector development strategy has been adopted (e.g. with a focus on innovation and technology or BDS).</b>	Relevant government agencies have by (date) adopted and budgeted the funding strategy which was designed in consultation with the PPD forum private sector.	The private sector promotion strategy and the formal decision of its adoption.
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Key proposals of the PPD forum to promote MSMEs and reform the legal and administrative frameworks have been implemented.</b>	X (number) proposals of the PPD forum for the design of the reform of the tax law for MSMEs have been adopted to y (date) by the Parliament.	Publication in the Official Journal and / or press releases.
<b>The organisations involved in the PPD forum have drawn up proposals to dismantle the major barriers to sustainable economic growth.</b>	The private sector organizations of the formalized economy and government have in the context of a national policy dialogue agreed on measures to resolve x barriers that have been identified at national/ regional/ local level as a priority. Base value: x barriers identified, but no action agreed Target value: agreed measures for x barriers	Protocols of the dialogue platforms, compilation and analysis of the list of agreements, analysis of policy measures; Representative gender differentiated questioning dialogue platforms
<b>The PPD forum has become constituted/is recognised by the relevant private sector development institutions.</b>	The platform for holding a regular dialogue (y times a year) between public and private sectors to agree on measures to improve the business environment is institutionalized. Baseline value: no regular dialogue platforms, no written arrangements for the regular dialogue Target value: regular meeting of a platform for dialogue and written minutes of the meetings are available	Protocols of the dialogue platforms, lists of participants of the dialogue platforms, compilation and analysis of the list of agreements; Representative gender differentiated survey of dialogue platforms.

## Public Private Dialogue (PPD)

Objectives	Sample indicators	Sources
<b>The PPD forum analyses the implementation and results of its proposals and demands.</b>	The number of recommendations for the PPD monitoring reports that are tracked by relevant decision-makers has increased from x to y percent. Baseline value: 0 tracked recommendations Target value: x tracked recommendations	Evaluating the number of PPD proposals based on PPD protocols, gender differentiated annual surveys of PPD members, survey of relevant institutions.
<b>Financing of the PPD forum is ensured in the long term through public and private sector grants</b>	The budget acquired from the public and private sector covers at least since x (date) the operational costs of the PPD. Baseline value: coverage of operational costs x% in year Y Target value: De-cover ratio Y% in year Z.	Evaluation of the operation plan and the annual PPD budget.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>Business chambers and associations use their technical expertise to conduct a dialogue with the public sector.</b>	The annual number of position papers / opinions / templates of the chambers and associations to improve the business environment for SMEs, which are presented to the Government / Parliament, has increased from x to y. Baseline value: x position papers / opinions / templates in year xy, Target value: y position papers opinions / templates in year Y.	Publication and / or evaluation of / comments / templates / position papers of the chambers and associations.
<b>Statutes have been adopted for the PPD forum (mandate, members, financing, secretariat).</b>	The statutes (mandate, members, funding, secretariat) of the public-private dialogue forum have been adopted by all members of PPD. Baseline value: no statutes exist Target value: statutes adopted	Statutes signed by the members of the PPD forum.
<b>Public and private stakeholders in economic development have agreed to set up a public-private dialogue (PPD) forum.</b>	Representatives of state institutions, the formal economy, and civil society (a total of at least x (number) organizations) have to x (date) agreed to establish regular meetings of the forum with the aim to contribute to an MSME-friendly design of economic conditions.	Memorandum of Understanding on the agreement and / or meeting minutes.
<b>Business chambers and associations have the capacity to represent their interests based on economic data and analyses.</b>	See "promoting business chambers and associations"	

## Business Development Services (BDS)

Business Development Services (BDS)		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>The target group's household income has increased.</b>	Owners of at least x small and medium-sized businesses that have made use of BDS and apply them in their work practices, have increased their income during the period xy, adjusted for inflation by y%. Baseline value: x \$ U.S. income in year xy Target value: Y \$ U.S. in year xx	Representative, gender differentiated annual survey of small and medium-sized enterprises, which have taken services from BDS to apply them in their work practices.
	X% of companies that used the services of BDS, confirm by the year y an increase in real wages of their employees. Baseline value: index value of 100 in real wages Target value: Index value x in real wages	Ex-post survey of companies who have made use of the services of BDS and / or salary statistics of labor offices/ chambers/ industry associations.
<b>The number of employees working for SMEs has increased.</b>	The number of employees in small and medium-sized businesses that have made use of services of BDS and apply them in their work practices has increased from x to y% in the period xy. Baseline value: X number of employees in the supported companies Target value: Y number of employees in the supported companies	Gender differentiated annual survey of small and medium-sized enterprises, which have made use of services from BDS and apply them in their work practices.
<b>The investments made by SMEs have increased.</b>	At least x small and medium-sized businesses that have made use of BDS and apply them in their work practices, have increased their investments in the period xy by y%. Baseline value: x \$ U.S. investments in year xy Target value: Y \$ U.S. in year xxyy	Representative, gender differentiated annual survey of small and medium-sized businesses that have taken advantage of the services of technology transfer centers and apply them in their work practices on the basis of the volume of investment in year xxvv.
<b>SMEs have increased their turnover and profits</b>	The turnover of at least x (number) small and medium-sized businesses who have made use of BDS and apply them in their work practices, increased by y%. Z% of the same companies confirm that their income has increased compared to the base year. Baseline value: X \$ U.S. turnover Target value: Y \$ U.S. turnover	Turnover: Gender Differentiated baseline survey of entrepreneurs; followed by annual surveys. Profit: Comparative survey of enterprises (baseline not needed, as asked for an assessment, not by value).
<b>SMEs successfully market innovative products and services.</b>	At least x% of small and medium-sized businesses that have made use of BDS and apply them in their work practices, increased the number of its customers and its turnover with innovative products/ services in the period xxyy.	Annual survey of small and medium-sized businesses, that have made use of BDS and apply them in their work practices. In addition: Brief case studies to the market success of innovative products and services.
<b>SMEs have professional quality management systems.</b>	At least x% of SMEs apply to y (date) important components of professional quality management systems in practice. Baseline value: 0 SMEs in year xb Target value: z SMEs in year cd.	Annual survey of small and medium-sized businesses, that made use of BDS have and apply them in their work practices.

Business Development Services (BDS)		
Objectives	Sample indicators	Sources
<b>SMEs comply with core ILO labour standards</b>	X% of employees in small and medium-sized businesses that have made use of BDS and apply them in their work practices, confirm an improvement of working conditions in x of the following categories: (i) working hours, (ii) safety, (iii ) compliance of contractual arrangements Baseline value: Y% of employees Target value: X% of employees.	Annual, gender differentiated survey of employees on the basis of the criteria mentioned, evaluation of change for each criteria on a scale from 1-7.
<b>HR management at SMEs complies with international standards.</b>	At least x% of SMEs apply to y (date) an international standard in operational practice. Baseline value: 0 SMEs in year xxvv Target value: z SMEs in year ccdd	Annual survey of small and medium-sized businesses that have made use of BDS on international standards and apply them in their work practices.
Outcome(s)/Output(s) higher aggregated level:		
<b>SMEs become more competitive while complying with social standards.</b>	X% of companies that have taken the service offer, confirmed by the year y a positive development in x of the following categories: (a) revenue growth, (b) increase in export volume in \$ U.S., (c) cost reduction, (d) increase of real wages, (e) number of employees, (f) resource-efficient production, (g) management skills, (h) organizational structures, (i) marketing, (j) business networks, (k) business collaborations, (l) the strategic orientation of the company. Baseline value: X \$ U.S. turnover, X \$ U.S. export volume, etc. Target value: Turnover Y \$ U.S. export volume Y in \$ U.S. etc.	Ex-post survey of businesses to the categories mentioned.
<b>SMEs introduce product and service innovations.</b>	X% of companies that have taken the service offer, confirm by the year y a positive development in x of the following categories: (a) new product development, (b) process innovation, (c) quality improvement of the (end) product. Baseline value: x (amount) of newly developed products Target value: Y \$ U.S. turnover, export volume Y in \$ U.S. etc.	Ex-post survey of businesses to the above categories. Note: The calculation of basic and target values for process innovations and quality improvements is difficult. Therefore, it makes sense in this case to capture the changes in these two areas narratively.
<b>SMEs use business development services at market prices.</b>	X provider of business services confirm that the paid customer demand for new BDS increased by y%. Baseline value: x paid services for Y customers Target value: vy paid services to C customers	Evaluation of the internal annual reports of BDS providers, evaluation of the participation of the offered business services.
<b>Product quality meets customer expectations.</b>	X% of companies that have made use of BDS, express their satisfaction with the quality of the services business services. Baseline value: x% satisfaction in year a Target value: y% satisfaction in year b	Ex-post survey of companies who have taken BDS.
<b>Private providers of business development services have increased</b>	The share of income of BDS providers from selling paid business services and acquired project funds has increased from x% to y%. Baseline value: x% of the revenue from the sale of corporate services and	Evaluation of the published/ internal financial reports of BDS.

Business Development Services (BDS)		
Objectives	Sample indicators	Sources
their income from turnover of services to SMEs.	acquired project funds in year xy Target value: y% in year XC	
Providers of business development services market their range of services.	The share of public subsidies in total revenue has decreased in the period xy from x% to y%. Baseline value: share of public subsidies x% in year a Target value: y% in year b	Evaluation of the published/ internal financial reports of BDS.
SMEs recognise the benefit of business development services to increase the company's performance capacity.	The number of companies that repeatedly use the business services of BDS providers in the market, increases from x% to y% Baseline value: 0 companies use the services of BDS again in a period of 2 years Target value: y companies use again services of BDS providers in a period of 2 years	Evaluation of customer data from BDS providers, interviews with BDS providers, evaluation of participation lists.
The range of business development services meets SME demand or requirements.	As part of an independent survey x% of the surveyed enterprises in selected sectors answer that they have access to needed BDS offers on the market. Baseline value: y% of the companies surveyed, confirm that sufficient offers are available Target value: x% of the surveyed companies confirm that enough offers are available.	Annual, gender differentiated survey of enterprises in selected sectors.
Private providers offer high-quality business development services.	X% of the companies/ opinion leaders dealing with SME promotion confirm that the BDS supply in the selected industry/ region improved in two of the following aspects: (1) the number of qualified suppliers, (2) product offer matching smaller businesses needs, (3) specialization in three growth sectors of the national growth strategy, (4) gender orientation. Baseline value: 0% of the company / opinion leaders dealing with SME promotion confirm one of the four aspects Target value: x% of opinion leaders confirm at least two of those matters	Gender Differentiated annual survey of enterprises / opinion leaders dealing with SMEs on the issues, rating scale 1-5 (1 = very good).
The scope of business development services has increased.	BDS providers offer the market x (number) new services in the areas of xy. Baseline value: BDS providers offer services in the region Y in year Z Target value: BDS providers offer in the region Y X services in year Y	BDS market mapping, including the services offered; annual monitoring and updating of the BDS market mapping



Outcome(s)/Output(s) lower aggregated level:		
<b>Innovative services have been developed and piloted at companies.</b>	BDS providers have until (date) xy (number) of new services developed and tested in z (number) businesses. Baseline value: BDS providers have no new services developed and piloted; Target value: x new services developed and tested in xy businesses.	Reports of BDS to the experience of piloting new services.
<b>The range of business development services is gender-differentiated.</b>	X% of enterprise services are offered gender differentiated by xxvv (date). Baseline value: 0% of enterprise services are gender differentiated Target value: x% are gender differentiated	BDS market mapping, including the services offered; annual monitoring and updating of the BDS market mapping
<b>The providers' staff has the knowledge required to provide new or high-quality business development services.</b>	X employees of BDS providers have by y (insert date) attended z (number) Trainings to technical matters and all aspects of evaluating the need for BDS services; 75% of them rate this positive on average.	Training programs, list of participants, training report, findings of the participant evaluation.
<b>State institutions and business associations have developed proposals for new business development services.</b>	Government agencies and industry associations have developed to x (date) y (number) proposals for new business services.	Written elaboration of state institutions and trade associations; Protocols of expert discussions with these organizations.

## Promotion of Value Chains

Promotion of Value Chains		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>Poverty in the producers' households has been reduced.</b>	X% of producer households, which were supported by the action plans for the promotion of value chains, state that their social situation has improved in at least two of the following aspects: (a) balanced diet, (b) children to attend school regularly, (c) health care improved, (d) investment in residential accommodation and (e) purchase of household durables (e.g. refrigerators).	Random and gender differentiated ex-post household survey of producers, which have been supported by the action plans for the promotion of value chains.
<b>Producers' income has increased.</b>	Holders of at least x small and medium-sized manufacturing and processing companies that benefit from measures of value chain promotion, have increased their income during the period xxvv, adjusted for inflation by y%. Baseline value: x \$ U.S. income in year xxvv Target: Y \$ U.S. in year vvcc	Gender differentiated annual survey of small and medium-sized manufacturing and processing companies in the value chain on the basis of income in year xxvv.
<b>Producers have increased their profit margins.</b>	The members of the marketing groups increase their profit margin on the products marketed directly to xxvv (date) from baseline value x% to the target value y%.	Information provided by the manager/ reports of the marketing groups. Survey of members of the marketing groups; annual repetition.
<b>The proportion of directly marketed products has increased</b>	The members of the marketing groups sell to xxvv (date) yx% of their products directly. Baseline value: 0% of production marketed directly in year xxvv (date)	Information provided by the manager/ reports of the marketing groups
	X (number) agricultural producers have joined to xxvv (date) a marketing community. Baseline value: 0 members of marketing cooperatives by (date).	Information provided by the manager/ reports of the marketing groups
<b>Producer marketing groups have been set up and are operational.</b>	X (number) marketing groups are created to ccvv (date) in the regions vx. Baseline value: 0 marketing groups exist by (date)	Reports of the Dialogue Forum for controlling the value chain processes.
	The marketing groups have until xxvv (date) sold in total xy tons of agricultural products. Baseline value: 0 tonnes of agricultural products by xcy (date) sold.	Information provided by the manager/ reports of the marketing groups
<b>The competitiveness of textile processing companies has increased. Their turnover volumes and prices have risen.</b>	X% of MSMEs in the textile processing industry show an improvement (to y) in xy of the following characteristics: (a) the number of customers, (b) turnover, (c) prices. Baseline value: base survey in year xy, Target value: x% of MSMEs improved	Representative, gender differentiated annual survey of companies in the value chain, Expert analysis of the annual reports.
<b>Producers take up designs and comply with environmental and social</b>	X% of MSMEs in the textile processing industry use to y (time) innovative designs of trained textile designers. Baseline value: y% of MSMEs are using innovative designs in year xy	Interviews with a sample of MSMEs for determining a baseline; repeated annually to update the data. Alternatively or additionally: surveys of trained textile designers.

## Promotion of Value Chains

Objectives	Sample indicators	Sources
standards.	Target value: x% of MSMEs are using innovative designs in year xc	
	X% of MSMEs in the textile processing industry keep up by xy (time) the key environmental and social standards ( <i>specify which are the most important standards</i> ). Baseline value: y% of MSMEs keep the most important standards in year xccc Target value: x% of MSMEs respect the major standards in year ccdd	Interviews with a sample of MSMEs for determining a baseline; repeated annually to update the data. Alternatively or additionally: Information of the government inspection offices.
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>Designers are trained, and develop and present innovative designs. Consultants on environmental and social standards offer their services</b>	X (number) textile designers offer to y (time) z innovative designs. Baseline value: y (number) textile designer and u innovative designs in year xccc Target value: x (number) textile designer and z innovative design measures in year xxvv	Reports of the Dialogue Forum for controlling the value chain processes. Information materials from designers (e.g. brochures, websites).
	X (number) consultants offer to y (time) z (number) services related to environmental and social standards. Baseline value: y consultant and x services for environmental and social standards in year xxvv Target value: x consultants and u services for environmental and social standards in year xccc	Reports of the Dialogue Forum for controlling the value chain processes. Information materials from designers (e.g. brochures, websites).
<b>The plans of action to develop selected value chains have been implemented.</b>	X% of the measures of the action plans for the promotion of selected value chains are implemented by xy (date). Baseline value: y measures implemented in year xyz Target value: z measures implemented in year xvv.	Reports of the Dialogue Forum for controlling the value chain processes.
<b>An M&amp;E system records the results of the value chain promotion strategies.</b>	A monitoring system collects starting from xxvv (time) periodically the impact of the policies on the promotion of value chains. Baseline value: no monitoring system and no regular impact measuring Target value: Monitoring system introduced, annual feed-in of data to the monitoring system	Data from the monitoring system; Reports of the Ministry for strategy implementation and achieved results.
<b>The relevant stakeholders manage the implementation of the individual plans of action.</b>	The Dialogue Forum for controlling the value chain processes holds from xxvv (time) regularly meetings xy times a year with the participation of all relevant groups (producer groups, business organizations and local administration).	Protocols of the Dialogue Forum.
	The Dialogue Forum examines the reports on the implementation of measures from the WSK-promotion strategies and makes proposals for the implementation of further measures.	Protocols of the Dialogue Forum.

## Promotion of Value Chains

Objectives	Sample indicators	Sources
<b>Plans of action to implement promotion strategies have been agreed in dialogue with the stakeholders in the relevant value chain.</b>	X concrete action plans for the promotion strategies created in dialogue with stakeholders within the respective value chains have been agreed to y (time). Underlying: y measures agreed on in year x Target value: z measures agreed on in year yx	Analysis of records and reports on the implementation of measures.
<b>Relevant actors have developed promotion strategies for the prioritised value chains.</b>	X promotion strategies are available to y (time) for the value chains prioritized in the sector policies / strategies. Baseline value: no support strategies for value chains available Target value: x support strategies for value chains available.	Evaluation of the support strategy documents for value chain, evaluation of sectoral policies.
<b>Producer groups, business associations and local administrations have the capacity to steer value chain processes.</b>	X representatives of producer groups, industry associations and local government have to xxvv (time) participated in training events on the objectives and control mechanisms of value chain processes.	Reports on the continuing training, including the list of participants.
	The Dialogue Forum for controlling the value chain processes has to y (time) a secretariat with x employees, an office and the necessary office equipment.	Protocols of the Dialogue Forum.
<b>Private providers of business development services enhance technical and business skills in the selected value chains.</b>	X% of the supported businesses confirm that the services of BDS providers have enabled them, to improve their competitiveness in y of the following categories: (i) expanding the product range or services, (ii) improving the product quality, (iii) reduce the costs or (iv) getting new customers Baseline value: 0% of entrepreneurs confirm improvement. Target value: x% confirm improvement through support in y categories.	Representative, gender differentiated annual survey of companies in the value chain.
<b>The relevant ministry has provided budgets for promotion measures in the prioritised value chains.</b>	The budget for funding measures in selected value chains made available by the relevant Ministry has increased from x USD in year xxcc to y USD in cd.	Evaluation of budget planning, funding documents of the relevant Ministry.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>The roles of private stakeholders (including chain leaders, BDS providers), supporting organisations (including facilitators) and government agencies have</b>	The groups involved in the dialogue forum have their respective mandates, duties and responsibilities set out in writing.	Protocols of the Dialogue Forum.

## Promotion of Value Chains

Objectives	Sample indicators	Sources
been clarified.		
<b>Specific measures in support of female and young WSK actors are agreed.</b>	X funding programs for economic integration of women / female entrepreneurs and young people in the selected value chains are adopted by the relevant Ministry/ the political support of the project. Baseline value: y women-specific programs Target value: x programs	Evaluation of the policy / strategy documents.
<b>A dialogue forum of relevant stakeholders has selected value chains in accordance with economic, environmental and social criteria.</b>	The relevant ministry has through a dialogue between stakeholders from the public and private sector selected x value chains based on agreed criteria (economic, environmental, social).	Evaluation of the dialogue process on the basis of protocols, as well as the economic, ecological, social data on value chains by an independent panel of experts (eg sector-working group).
<b>The relevant ministry has mainstreamed the value chain approach as an analytical tool in sector policy.</b>	The Ministry XY has anchored the VC approach as an analytical tool in the sector policy / strategy. Baseline value: VC approach is not anchored in the sector policy Target value: value chain approach is anchored	Evaluation of the policy / strategy documents.

## Employment Promotion within Private Sector Development (PSD)

Employment Promotion within Private Sector Development (PSD)		
Objectives	Sample indicators	Sources
<b>Impact:</b>		
<b>Poverty is reduced</b>	X% of the households of the owners or employees of MSMEs, which have been supported by measures to promote employment state, that their social situation has improved in at least two of the following aspects: (a) balanced diet, (b) children attend school regularly, (c) health care improved, made (d) investment in residential accommodation and (e) purchase of household durables (eg refrigerators).	Random and gender-differentiated ex-post survey of households of owners or employees of MSMEs, which have been supported by measures to promote employment.
<b>The target group's household income rises</b>	Households of the owners of MSMEs, which have been supported by the measures for employment promotion, have increased their income during the period xy, adjusted from inflation by y%. Baseline value: x \$ U.S. income in year xy Target value: Y \$ U.S. in year xxcc	Random and gender-differentiated survey of households of owners of MSMEs, which have been supported by measures to promote employment. Annual repetition of the survey.
<b>The real wages of employees rise to the same extent for men and women.</b>	The real wages of female and male employees in MSMEs, which have been supported by measures to promote employment, rose by y% during the period xy. Baseline value: average income in year xy Target value: the average income in the year after	Data from industry associations and trade unions. Alternatively or additionally: survey in MSMEs, which have been supported by measures to promote employment, and their annual repetition.
<b>The jobs created are sustainable.</b>	The created additional jobs in the assisted MSMEs up to the point x remain until the comparable time y (date). Baseline value: number of existing jobs in the assisted MSMEs at the time a; number of additional jobs created = total number of jobs at the time b Target value: total number of jobs at the time c is at least equal to the total number at the time b	Baseline through Surveys of MSMEs supported or of MSMEs in the supported areas; annual surveys to update the data.
<b>Outcome(s)/Output(s) higher aggregated level:</b>		
<b>MSMEs create additional jobs.</b>	The number of employees of supported MSMEs has increased from x% to y% in the period xxvv. Baseline value: X number of employees in the supported companies at the time y Target value: XY Number of employees in the supported companies at the time ZC	Baseline of the number of employees in the support MSMEs; annual surveys.
<b>SMEs have increased their turnover and profits.</b>	The turnover of at least x (number) small and medium-sized enterprises, which have been supported by measures to promote employment has increased by y%. XY% of the same companies confirm that their income has increased compared to the base year.	Turnover: Gender differentiated baseline survey of entrepreneurs; followed by annual surveys. Profit: Comparative survey of enterprises (baseline not needed, as asked for an assessment, not for figures/numbers).

Employment Promotion within Private Sector Development (PSD)		
Objectives	Sample indicators	Sources
	Baseline value: X \$ U.S. turnover Target value: Y \$ U.S. turnover	
<b>Foreign companies make investments.</b>	By the year x cv foreign companies have invested in the development or upgrading of production or service centers in the region ax. Baseline value: x (number) companies have made investments in the period y Target value: increase to xxcc (number) businesses	Business Register of the municipality / region. Data of the relevant companies.
<b>Investment legislation creates incentives for foreign investment.</b>	A new investment promotion law with tax and labor incentives for potential investors from abroad entered into force to xxvv (date).	Official bulletins and press releases.
<b>The productivity and hence the competitiveness of MSMEs has increased in selected sectors.</b>	The productivity of SMEs/ companies or selected sectors has increased from x to y%. Baseline value: X, target value: Y	Productivity = Output / Input Baseline: annual surveys of the supported companies.
	X% of companies that have increased their productivity, confirm by the year y a positive development in x of the following categories: (a) revenue growth, (b) increase in export volume in \$ U.S., (c) cost reduction, (d) management skills (e) organizational structure, (f) marketing, (g) business networks, (h) business collaborations, (i) the strategic orientation of the company Baseline value: Turnover X \$ U.S. \$ U.S. export volume X, etc. Target value: Turnover Y \$ U.S. export volume Y in \$ U.S. etc.	Ex-post survey of businesses to the categories mentioned.
<b>Sectors/value chains focusing on their employment potential are promoted.</b>	X% of the measures of the Action Plans to promote selected sectors / value chains are implemented by y (date). Baseline value: y measures implemented in year xy Target value: z measures implemented in year xxvv	Reports of the Permanent Secretariats of the communities / regions to accompany the employment promotion program.
<b>MSMEs invest in expansion and modernisation.</b>	X% of MSMEs, which have taken services from the promotion measures claim that they have from xy (date) increased the extent of their expansion and modernization investments. Baseline value: Scope of the modernization and expansion investments in USD in year XX Target value: Scope of the modernization and expansion investments in USD in year YY	Baseline of a sample of MSMEs, which have taken services from the promotion measures. Annual follow-up surveys.
<b>Companies have been established in areas that hold promise for the future.</b>	The number of start-up companies increased from x in the period xx to y in the period yy.	Business Register of the municipality/ region.

Employment Promotion within Private Sector Development (PSD)		
Objectives	Sample indicators	Sources
<b>The economic and technical knowledge of MSMEs allows them to introduce product and process innovations.</b>	At least x% of the surveyed MSMEs confirm that the number of product and / or process innovations have increased a year after following the use of measures of the employment program by at least y%. Baseline value: y% of MSMEs surveyed had made product and / or process innovations the year before the survey. Target value: x% of MSMEs have surveyed product and / or process innovations one year after the support	Baseline of a sample of MSMEs, have taken services from the promotion measures. Annual follow-up surveys.
<b>Outcome(s)/Output(s) lower aggregated level:</b>		
<b>Permanent secretariats in the municipalities/regions monitor the implementation of the plans of action.</b>	The dialogue forums in the communities/ regions have to y (time) a secretariat with x staff, offices and the necessary office equipment.	Protocols of the dialogue forums / secretariats.
	By ccvv(date) a% of measurements set out in the action plans have been implemented.	Protocols of the dialogue forums / secretariats.
<b>Forums of relevant stakeholders for local economic development have been created, bearing in mind employment aspects.</b>	The relevant local or regional administrations invite x times a year strategies representatives of the public and private sectors to participate in voting sessions / dialogue forums for the development and implementation of local economic development. Baseline value: no/ irregular meetings Target value: regular institutionalized meetings	Minutes of coordination meetings / forums for dialogue (regular, e.g. quarterly meetings base year xxvv), evaluation of local strategies/ work plans of municipalities and regional administrations; Evaluation of the regular meetings/ progress reports.
<b>Business development services are geared to MSME demand and are gender-differentiated.</b>	As part of an independent survey x% of the surveyed companies in selected sectors confirm that they have access to needed BDS offers on the market, in reasonable quality. Baseline value: y% of the companies surveyed confirm that sufficient offers are available Target value: x% of the surveyed companies confirm that sufficient offers are available.	Annual, gender differentiated survey of enterprises in selected sectors using quality criteria.
<b>Innovative business start-up concepts are put into practice.</b>	X (number) start-ups (including at least b% owned by women) have taken to y (date) part in measures of entrepreneurship promotion (e.g. action-oriented entrepreneurship training, technical guidance, assistance with financing, creation of networks). Baseline value: XY (number of) participants (gender differentiated) use measures at the time b Target value: x (number) participants (including at least y% women) take part in measures until xxvv (date)	Reports from provider of the measures for start-ups and participant lists.



Employment Promotion within Private Sector Development (PSD)		
Objectives	Sample indicators	Sources
Entrepreneurship seminars are offered for setting up businesses.	<p><math>X</math> (number) Entrepreneurship seminars with <math>y</math> (number) participants for start-ups, including at least <math>b\%</math> women, have been conducted to <math>zzxx</math> (date).</p> <p>Baseline value: <math>a</math> and <math>b</math> (number) seminars and participants (gender differentiated) in seminars at the time <math>c</math></p> <p>Target value: <math>x</math> and <math>y</math> (number) seminars and participants (including at least <math>b\%</math> women) participate until <math>xxvv</math> (date)</p>	Seminar reports and participant lists.