



The Donor Committee for Enterprise Development

## Business Environment Working Group

### Minutes of Meeting on 3 June 2024 at USAID, Washington DC

Final Minutes, approved by email circulation, 27 June 2024

PRESENT IN-PERSON	PRESENT ONLINE
Moussa Traoré (USAID, BEWG co-Chair)	Tobias Leeg (GIZ)
Sylvia Solf (WBG, BEWG co-Chair)	Toru Homma (JICA)
Karin Wedig (GIZ)	Siobhan Kelly (FAO)
Liliana de Sá Kirchknopf (SECO)	Tania Ghossein (WBG)
Jun Saotome (JICA)	Asya Akhlaque (World Bank)
Yasuhiko Yuge (JICA)	Simon White (Consultant to BEWG)
Toshiaki Sakamoto (JICA)	
Lori Brock (USAID)	
Pilar Salgado Otonel (World Bank)	
Karen Kimami (Gatsby Africa)	
Silvia Muzi (World Bank)	
Melina Heinrich-Fernandes (DCED Secretariat)	
APOLOGIES	
None	

### Welcome, introductions and confirmation of the agenda.

Sylvia Solf (WBG) and Moussa Traoré (USAID (BEWG co-chairs, opened the meeting at 9 AM and welcomed everyone. All participants introduced themselves.

### BEWG Annual Work Plan and Budget

Simon White gave a presentation on the draft 2024/25 BEWG Work Plan and Budget. The meeting then discussed the proposed work items, giving more direction and focus. As this discussion began to run over time, it was split across the afternoon session.

The annex contains an updated scope of work for each item, reflecting the comments and changes made on each work item.

### Data and Toolkits for Business Environment Reform Roundtable

This session considered the range of data donor and development agencies can use to prioritise business environment reforms and guide reform-support programs. It began with a presentation by Valeria Perotti, Program Manager for [Business Ready \(B-READY\)](#). *B-READY* is the World Bank's new flagship report and provides a quantitative assessment of the business environment around the world, to support private sector development; it replaces the World Bank's discontinued flagship [Doing Business](#) assessment with a revised methodology and broadened scope. The project measures the quality of the regulatory framework, the provision of public services in support of firms and markets, and how efficiently they are combined in practice. With comparable data across economies and over time, *B-READY* provides evidence to promote reforms for a stronger private sector. The first *B-READY* report will be launched on September 25, 2024. There was considerable interest and discussion on this.

Sylvia Solf and Silvia Muzi then presented the World Bank *Investment Climate Assessment* (ICA) 2.0 Policy Toolkit (“Enabling Productive Investment”). This has been developed to respond to ongoing challenges and new global trends (e.g., policies that unleash private sector dynamics and policies to scale up productive private investment). The toolkit standardises a range of state-of-the-art analyses for the micro-foundations of growth benchmarking firm dynamics and policy indicators across countries, sectors and time. It leverages several databases (e.g., *Enterprise Surveys*, *B-READY*) and introduces new databases based on the standard lifecycle of firms (i.e., new firms, upgrading, growth, and easing exit). There was a substantive Q&A and discussion on how the ICA 2.0 can help inform policy dialogue and prioritization of reforms and its link to B-READY

## Improving How We Work

Following lunch, this session focused on the outcomes of a “pause-and-reflect” session the BEWG undertook in early 2024. Sylvia introduced the topic, and Moussa shared the issues raised in the earlier discussions. This led to a discussion on how the BEWG can best serve its members' needs.

The following was discussed and decided:

- **Quality of TORs.** To improve the quality of terms of reference (TOR), over the last few months, the BEWG has invited the Secretariat to comment on draft TORs. The Secretariat’s review has helped maximise collaboration with other Working Groups and has overall worked well. The BEWG agreed to continue the practice of having the Secretariat review task item TORs before their publication.
- **Rationalising the number of work items per year.** By rationalising work items, the BEWG may be better placed to raise and allocate a higher budget for more substantial assignments. The BEWG plans to limit the number of work items to three to four items per financial year. Each item must garner the support of at least four member Agencies, to be proposed as part of the BEWG’s annual work plan.
- **Task Item Milestones.** The BEWG now requires that all selected consultants submit an inception report to the Task Team when commencing implementation of a task item. Similarly, going forward, the BEWG will require consultants to submit the deliverable in parts (e.g., concept, literature review). This will help task team members provide guidance along the implementation cycle. This phased approach will also afford the Task Teams to add another layer of quality assurance. If the work or deliverable is not advancing as expected or desired, the task team may elect to terminate the collaboration with the consultant and salvage any unused resources.
- **TOR development meeting.** When developing the TOR for a task item, the BEWG will hold an inception meeting so members may agree on the TOR before it is advertised, and a consultant is commissioned and begins work. This is in lieu of attempts to agree on the material content of a TOR via email. The objective is to help the Task Team to have a shared understanding of what its members would collectively like work item to achieve. Task Teams will use this meeting to be clear about the rationale behind each task item (i.e., what the Task Team means to achieve through the work item).
- **Order of operations.** The BEWG will consider, when appropriate, holding a webinar or meeting where its members describe their experiences on a topic and then consider what work needs to be done before the consultant commences work. In some cases, the consultant could facilitate and document the discussion.
- **BEWG quarterly meetings.** The BEWG will reduce the time spent on procedural reporting on work items and increase the technical discussions on topics of interest to members during its quarterly meetings. Membership updates are also a very interesting aspect of meetings (i.e., one or two agencies provide an update on the BER work).
- **Deliverable formats.** The BEWG will explore increasing the variety of work output formats, including shorter notes, blog posts, and webinars. For example, during COVID in COVID, the BEWG had a series of webinars to share information that went well. The use of a webinar series could be repeated.

- Consultants for task items. The BEWG will consider establishing a pool of consultants who have worked with the BEWG and DCED and done good work. Similarly, the BEWG will explore the possibility of working (more frequently) with research institutes and will compile a list of such entities. The rationalisation of work items may also allow the Working Group to increase budget items per task item and work with research institutes more often.
- Consider preparing the TORs of Task Team members to clarify members' contributions, such as providing comments on policy notes agreed on within the timeframe provided.
- Task Team membership. In some cases, agencies have brought in another staff member (who is not a permanent member of the BEWG) to participate in a Task Team. This has proved quite helpful and can reduce the workload for a BEWG member. The BEWG will continue this practice as appropriate. The Secretariat has been more active in ensuring cross-fertilisation and exchanges across working groups, and the practice should be continued.

### **Using Evidence to Inform Innovative Programs for SME Growth: Frontiers, Partners, and Scaling: A Joint Session with the Results Measurement Working Group**

Japan International Cooperation Agency ([JICA](#)) is partnering with the Abdul Latif Jameel Poverty Action Lab (J-PAL). This session focused on how to use evidence to inform program design and implementation.

The session began with an overview of JICA's private sector development strategy. This was followed by a stock-taking of evidence from randomised evaluations on business training and market access, and then, case studies from evaluation projects on JICA's Africa Kaizen Initiative were discussed to conclude with emerging lessons.

### **Summary and closure.**

## Annex 1. Work Item Scoping

The text in red shows the changes made following the discussion.

<b>TITLE:</b>	<b>Industrial policy, competition and BER in the new global context</b>
<b>BUDGET:</b>	US\$35,000
<b>FUNDING SOURCE:</b>	BMZ/GIZ
<b>TASK TEAM MEMBERS</b>	
GIZ (lead)	Tobias Leeg
ILO	Sandra Yu (co-chairperson)
Work Bank Group	Sylvia Solf, Tania Ghossein
USAID	Moussa Traore
JICA	
Green Growth Working Group	The GGWG will be invited to join the team.

### Description

This work item will investigate the opportunities for greater synergies in donor support for **green** industrial and competition policies and business environment reforms that promote private sector development. Particular attention will be given to changes and trends in donor-supported industrial and competition policies in developing and emerging economies.

A recent [UNCTAD \(2023\) review](#) of industrial and competition policies found that while these policy mechanisms “ultimately aim at achieving the goal of economic growth and development,” synergies and tensions arise (e.g., digitalisation, sustainable development, and the global economic downturn). Thus, more attention should be given to improving the interaction frameworks and mechanisms between competition authorities and industrial policymakers.

This is not a new topic for the BEWG. Indeed, this work item will build on previous DCED-BEWG work on industrial policy and BER, which includes:

- [BER and industrial policy - are they compatible](#) (DCED 2013)
- [Donor Guidance Annex on Complementing BER through Industrial Policy Support](#) (2013)
- [Promoting Economic Transformation through BER](#) (2019)

This work item will pay particular attention to the use of “Green Industrial Policy” (Green IP) as a subset of industrial policy. While industrial policy demands government intervention into markets, this is particularly true of Green IP. There is a need to ensure government efforts are focused on the rationale for intervention and the use of policy and regulatory instruments that are objective oriented.

It will seek to answer questions such as:

1. What are the trends in donor-supported industrial and competition policies **that support green transition** in developing countries over the last ten years, and how has BER featured in this support? There are **three** sub-questions that are relevant:
  - a. Have government objectives, policy-mix and implementation models for **Green IP** and competition policy changed?
  - b. Are there new features to **green** industrial and competition policies that have emerged (e.g., job creation, economic growth, inequality, climate change, increased focus on SME or location, bottom-up and sector-based approach)?

- c. What lessons can donor and development agencies learn from these trends, particularly when supporting business environment reform **that supports a green transition**?
2. What are the long-term effects of industrial policies aimed at promoting innovation and technological advancement on the business environment and investment trends?
3. How do government incentives and subsidies targeted at specific industries impact the overall investment climate, **for a green transition and** inclusive economic growth and job creation?
4. What are the trade-offs between promoting market competition through competition policy and supporting strategic industries or fostering domestic champions through industrial policy, and how do these choices affect the overall attractiveness for investment?

The work will commence with a shared definition of investment policy and Green IP, agreed to by the BEWG and GGWG.

In addition to the above, this investigation will consider the influence Green IP has on other countries.

This work item will be undertaken in liaison with the GGWG, and representatives of the GGWG will be invited to join the Task Team.

### Work Item Objectives (2024-25)

Identify the opportunities for greater synergies in donor support for industrial and competition policies and business environment reforms that promote private sector development.

### Terms of Reference

<b>Purpose and Tasks to be undertaken</b>	<p>Purpose: Commission research that investigates the opportunities for greater synergies in donor support for industrial and competition policies and business environment reforms that promote private sector development.</p> <p>Tasks to be undertaken:</p> <ol style="list-style-type: none"> <li>1. Conduct a literature review on the current global and regional trends in donor support for <b>Green IP</b> and competition policies in developing and emerging economies.</li> <li>2. Describe and analyse the different approaches by countries (e.g., by income group and region) for deciding which <b>green industrial policies</b> to implement and what the majority of policies focus on (e.g., SMEs, <b>sectors</b>, green practices).</li> <li>3. Prepare five short country case studies that display the <b>types and coordination</b> of <b>Green IP</b> and competition policies and institutions that steer the productive transformation in the prioritised industries, including success factors and challenges.</li> <li>4. Identify the interrelation or trade-offs, if any, between <b>Green IP</b> and pro-competitive business regulations, and describe the potential effects of industrial policies on competition and how competition agencies respond.</li> <li>5. Show how donor and development agencies can help governments design effective <b>Green IP</b> without negatively impacting fair competition.</li> </ol>
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	<ol style="list-style-type: none"> <li>6. Present a series of recommendations and best practices for donor and development agencies wishing to support industry and competition policy reform within the business environment.</li> <li>7. Prepare a draft Technical Report (i.e., study report) for submission to the Task Team.</li> <li>8. Based on comments from the Task Team, revise the Technical Report, which will be submitted for consideration by the BEWG.</li> <li>9. Based on comments from the BEWG, a final version of the report will be prepared.</li> </ol>																
<b>Outputs:</b>	<ol style="list-style-type: none"> <li>1. Inception Report – the consultant will produce the inception report as a first step. The report will provide a brief overview of the literature and provide a clear definition of industrial policy and Green IP with which to frame the study. The report will also provide a detailed description of the approach to the study and the timeframe for deliverables.</li> <li>2. Technical Report</li> <li>3. Policy Note (depending on the research findings and conclusions)</li> <li>4. Webinar</li> </ol>																
<b>Consultant selection:</b>	<p>Essential experience:</p> <ul style="list-style-type: none"> <li>• Education: Higher university qualification in economics, economic policy, business management, or related fields.</li> <li>• Language: Excellent verbal and written language skills in English (C2 of the Common European Framework of References, CEFR).</li> <li>• General professional experience: 7-10 years of professional experience in providing advisory services in the field of economic policy, private sector development, or business environment reform.</li> <li>• Specific professional experience: At least ten years' experience in formulating, managing or evaluating business environment and/or private sector development programmes,</li> </ul> <p>Desired experience:</p> <ul style="list-style-type: none"> <li>• Experience in the region/knowledge: At least 7 years in developing or emerging countries.</li> <li>• Development cooperation experience: At least five years of professional experience in development cooperation</li> </ul>																
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<b>Management:</b>	GIZ will lead the recruitment and supervision of the consultant, with technical guidance and support provided by the Task Team.																

<b>TITLE:</b>	<b>Reforming business environments for private sector capital mobilisation for sustainable growth and climate resilience</b>
<b>BUDGET:</b>	US\$35,000
<b>FUNDING SOURCE:</b>	BMZ/GIZ
<b>TASK TEAM MEMBERS</b>	
GIZ (lead)	Tobias Leeg
SECO	Brigitte Bruhin
JICA	
World Bank Group	
OECD?	It may be useful to invite the OECD Blended Finance unit to participate (e.g., Lasse Møller, a former BEWG member)
Other?	

## Description

This work item will examine BER's roles in mobilising private capital for sustainable growth and climate resilience. Many new initiatives have been introduced recently to mobilise private investment and help deliver on the sustainable development goals (SDGs) and global climate goals. While these initiatives seek to de-risk private investment and catalyse further new investments, the demand for a more enabling business environment in developing and emerging economies is critical.

A [report prepared for the 2023 G20](#) argued that improving the quality of the investment climate and business environment in developing and emerging economies is “foundational to raising levels of private investment and finance.” For example, an unstable macro environment or unpredictable government regulation will be detrimental to efforts to attract investors. Thus, “Governments that are serious about achieving the SDGs must tackle these issues and seek recourse to external support.”

The OECD has produced *Blended Finance Principles* and *Blended Finance Guidance* policy tools for donor governments, development co-operation agencies, philanthropies and other stakeholders to design and implement effective and transparent blended finance programmes. The OECD Community of Practice on Private Finance for Sustainable Development (CoP-PF4SD) Conference is a high-level, biennial event bringing together key actors from across the development finance ecosystem to discuss crucial policy topics related to mobilising private finance for sustainable development.

The study will focus on the link between private capital mobilisation and the enabling business environment for sustainable growth and climate resilience. This addresses a gap in the understanding of many donors regarding the sustainability of private capital mobilisation that moves beyond a focus on blended finance (a form of subsidy) and investment volumes to focus more on the structural business environment changes required to sustainably enable continued capital inflows.

- The study will: Take a broader view of PCM to include also private capital enabled (e.g. policy reforms that create an enabling environment for private investment beyond transactional support such as through blended finance)
- Collect and synthesise the perspectives on this topic from various donor and development agencies.
- Identify and describe the modalities and domains BER applies to enhance private sector capital mobilisation for sustainable development.



- Assess the logic (i.e., theory of change) that is used to inform BER efforts designed to create a more enabling environment for financing sustainable growth and climate resilience.
- Consider the role of an entrepreneurial and private investment ecosystem that can be applied to enhance private sector capital mobilisation for sustainable development.

## Work Item Objectives (2023-24)

To investigate the role of donor-supported business environment reform in enhancing private sector capital mobilisation for sustainable development.

## Terms of Reference

<b>Purpose and Tasks to be undertaken</b>	<p>Purpose: Commission research that investigates the role of donor-supported business environment reform in enhancing private sector capital mobilisation for sustainable development.</p> <p>Tasks to be undertaken:</p> <ol style="list-style-type: none"> <li>1. Review the recent literature (i.e., last five years) on private sector capital mobilisation for sustainable development and the requirements on national business environments. This should include identifying specific areas (e.g., reform domains or topics <b>or ecosystems</b>) where reform is most needed.</li> <li>2. Interview representatives from five donor and development agencies to identify how their support for climate change and sustainable development encompasses business environment reform.</li> <li>3. Present an intervention logic that shows the links between the private sector capital mobilisation and business environment reform at the macro (i.e., national policies), meso (i.e., institutions) and micro (i.e., firm and investment services) levels.</li> <li>4. Present a series of recommendations and best practices for donor and development agencies wishing to support private sector capital mobilisation for sustainable development.</li> <li>5. Prepare a draft Technical Report (i.e., study report) for submission to the Task Team.</li> <li>6. Based on comments from the Task Team, revise the Technical Report, which will be submitted for consideration by the BEWG.</li> <li>7. Based on comments from the BEWG, a final version of the report will be prepared.</li> </ol>
<b>Outputs:</b>	<ol style="list-style-type: none"> <li>1. <b>Inception Report – the consultant will produce the inception report as a first step. The report will provide a brief overview of the literature and propose a focus for the study. The report will also provide a detailed description of the approach to the study and the timeframe for deliverables.</b></li> <li>2. Technical Report</li> <li>3. Policy Note (depending on the research findings and conclusions)</li> <li>4. Webinar</li> </ol>
<b>Consultant selection:</b>	<p>Essential experience:</p>



	<ul style="list-style-type: none"> <li>• Education: Higher university qualification in economics, economic policy, business management, or related fields.</li> <li>• Language: Excellent verbal and written language skills in English (C2 of the Common European Framework of References, CEFR).</li> <li>• General professional experience: 7-10 years of professional experience in providing advisory services in the field of economic policy, private investment, private sector development, or business environment reform.</li> <li>• Specific professional experience: At least ten years' experience in formulating, managing or evaluating business environment and/or private sector development programmes,</li> </ul> <p>Desired experience:</p> <ul style="list-style-type: none"> <li>• Experience in the region/knowledge: At least 7 years in developing or emerging countries.</li> <li>• Development cooperation experience: At least five years of professional experience in development cooperation</li> </ul>																
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<b>Management:</b>	GIZ will lead the recruitment and supervision of the consultant, with technical guidance and support provided by the Task Team.																

<b>TITLE:</b>	<b>Renewed SME agenda in the context of green and just transition</b>
<b>BUDGET:</b>	US\$35,000
<b>FUNDING SOURCE:</b>	BMZ/GIZ
<b>TASK TEAM MEMBERS</b>	
World Bank Group (lead)	Sylvia Solf and Pilar Salgado
FAO	Siobhan Kelly
ILO	Sandra Yu
SECO	Brigitte Bruhin
USAID	Moussa Traore
Others?	

## Description

Small and medium enterprises (SMEs) are an important source of jobs and for growth. They represent roughly nine out of ten businesses globally, account for more than 50 per cent of firm employment in EMDEs and contribute to 40 per cent of gross domestic product (GDP). They also face more pronounced challenges in growing due to market failures. SMEs face more challenges in accessing markets, capital and inputs than larger companies, resulting in SMEs being less likely to adopt more sophisticated technologies or structured managerial practices (including green) and achieve higher levels of productivity. They also face more constraints in accessing finance due to their higher credit risk, informality and lack of collateral. Women-led businesses (roughly 15-20 per cent of SMEs) face even greater constraints.

SMEs also account for a meaningful share of greenhouse gas (GHG) emissions and pollution in many countries. In addition, the low-carbon transition will also increasingly become a competitive factor for SMEs, particularly for those participating in global value chains. Emissions embedded in supply chains (i.e., scope 3) comprise over 70 per cent of global GHG emissions. While voluntary and mandatory schemes to report on and reduce Scope 3 emissions focus primarily on multinational companies (MNCs), many SMEs participate in their value chains and will increasingly be required to measure, report, verify, and reduce their emissions.

The policy note will explore the impact of regulations and policies on the ability of SMEs to adjust to these new challenges.

It is understood that the GGWG plans a work item on "The role of trade and MSME development to drive a just transition" in 2024/25. A task team has been formed and met once to discuss the focus of this work (see the current outline [here](#)). While the GGWG work is focused more on trade regulations, the BEWG will engage and collaborate wherever possible.

## Work Item Objectives (2023-24)

To investigate how policy and regulatory reform can enhance the ability of SMEs in developing and emerging economies to adjust to the challenges of the green and just transition.

## Terms of Reference

<b>Purpose and Tasks to be undertaken</b>	<p>Purpose:</p> <p>Commission research that investigates the challenges facing SMEs in developing and emerging economies and the measures that have been taken by governments and donor and development agencies to address the green and just transition.</p> <p>Tasks to be undertaken:</p>
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	<ol style="list-style-type: none"> <li>1. Review the recent literature (i.e., last five years) on donor-supported public policies, programmes and institutions for SME development that supports the green and just transition in developing and emerging economies.</li> <li>2. Interview representatives from five donor and development agencies engaged in SME development to address the green and just transition.</li> <li>3. Prepare three country case studies that display contrasting approaches to donor-supported public policies, programmes and institutions for SME development that supports the green and just transition.</li> <li>4. Present a series of recommendations and best practices for donor and development agencies.</li> <li>5. Prepare a draft Technical Report (i.e., study report) for submission to the Task Team.</li> <li>6. Based on comments from the Task Team, revise the Technical Report, which will be submitted for consideration by the BEWG.</li> <li>7. Based on comments from the BEWG, a final version of the report will be prepared.</li> </ol>																
<b>Outputs:</b>	<ol style="list-style-type: none"> <li>1. Technical Report</li> <li>2. Policy Note (depending on the research findings and conclusions)</li> <li>3. Webinar</li> </ol>																
<b>Consultant selection:</b>	<p>Essential experience:</p> <ul style="list-style-type: none"> <li>• Education: Higher university qualification in economics, economic policy, business management, or related fields.</li> <li>• Language: Excellent verbal and written language skills in English (C2 of the Common European Framework of References, CEFR).</li> <li>• General professional experience: 7-10 years of professional experience in providing advisory services in the field of economic policy, private investment, private sector development, or business environment reform.</li> <li>• Specific professional experience: At least ten years' experience in formulating, managing or evaluating business environment and/or private sector development programmes,</li> </ul> <p>Desired experience:</p> <ul style="list-style-type: none"> <li>• Experience in the region/knowledge: At least 7 years in developing or emerging countries.</li> <li>• Development cooperation experience: At least five years of professional experience in development cooperation</li> </ul>																
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BEWG webinar:	To be determined																
<b>Management:</b>	The consultant will be appointed via the World Bank Group, which will also manage the contract. The assignment will be guided by the BEWG Task Team.																

## CONTINUING WORK ITEM

<b>TITLE:</b>	<b>Whole-of-Government Approaches to MSME Development and Formalisation</b>
<b>BUDGET:</b>	US\$25,000
<b>FUNDING SOURCE:</b>	DCED Trust Fund
<b>TASK TEAM MEMBERS</b>	
ILO	Sandra Yu (co-chairperson)
FAO	Siobhan Kelly (Co-chairperson)
Work Bank Group	Sylvia Solf, Tania Ghossein
USAID	Moussa Traore
JICA	
Others?	

### Description

In 2023/24, US\$30,000 was allocated from the DCED Trust Fund for this work item. A consultant was appointed and commenced work in early 2024. However, the Task Team experienced difficulties with the consultant and the quality of the work produced. As a result, the BEWG decided to terminate the contract on 30 April 2024. Negotiations are underway to determine the funds owed to the consultant based on the days worked. Any unspent funds will be returned to the Trust Fund. The BEWG intends to continue this work item and commission a new consultant. Thus, funds from the 2024/25 budget will be sought.

Increasingly, successful BER requires a “systems approach” to supporting MSME development and enterprise formalisation that works across multiple government ministries, departments and agencies, including stakeholders’ involvement. This work item will focus on the macro and meso-level of government reforms and services that operate across government ministries, departments and agencies (MDAs).

### Work Item Objectives

Investigate good practices in the ways governments can support BER for micro, small and medium-sized enterprise (MSME) development through a more coordinated, joined-up approach spanning government MDAs.

### Activities

Commission a suitable consultant or consulting firm to undertake this research and produce a report for consideration by the BEWG.

<b>Terms of Reference:</b>	<p><b>PURPOSE:</b> Commission research on how developing-country governments support BER for MSME development with particular attention given to:</p> <ul style="list-style-type: none"> <li>• National coordinating mechanisms for MSME development (spanning national MDAs as well as sub-national government entities and non-government entities, and research and education). For example, this may include the role of a national SME strategy for guiding and coordinating reform efforts.</li> <li>• Improving government systems for national MSME development, also comparing approaches for urban and rural based enterprises.</li> <li>• Typology of successful policies or reforms that have benefited from whole-of-government approaches, including identification of agencies,</li> </ul>
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	<p>modalities, innovative governance/institutional coordination mechanisms, driving factors, leading to a shortlist of candidates for case studies.</p> <ul style="list-style-type: none"> <li>• Intersection and relation with broader structural reform programs and to the achievement or the intersection between economics, social and environment SDGs.</li> <li>• Improving government systems for national MSME development.</li> <li>• Typology of successful policies or reforms that have benefited from whole-of-government approaches, including identification of agencies, modalities, driving factors, leading to a shortlist of candidates for case studies.</li> <li>• Intersection and relation with broader structural reform programs.</li> <li>• Risk mitigation mechanisms to avoid incentivising small firm size.</li> </ul> <p>This research entails a review of global best practices and the selection of two national developing-country case studies demonstrating a cross section of policy areas.</p> <p><b>TASKS:</b> The contractor is responsible for providing the following services (in English):</p> <ol style="list-style-type: none"> <li>1. Conduct an initial literature review and prepare an inception report presenting its results and describing the consultant's understanding of the assignment and presenting an approach and methodology with clear timeframes for the study's deliverables. This should include a proposed annotated outline of the Technical Report (i.e., study report). The inception report will also provide a preliminary list of countries that will be considered for the case studies, based on an initial literature review.</li> <li>2. Review relevant documents on global best practices and economic /policy research in MSME development specifically focussed on government coordinating mechanisms and how a whole-of-government approach is applied.</li> <li>3. Identify two country case studies that will be prepared for the study. Explain the rationale for the short list, including ability to access information, and the policy areas that will be demonstrated by the case studies (e.g. formalization, agro-industrial strategies).</li> <li>4. Interview key informants (e.g., national developing-country coordinating ministries, business representative organisations, and relevant donor and development agencies).</li> <li>5. Prepare a draft Technical Report (i.e., study report) for submission to the Task Team.</li> <li>6. Based on comments from the Task Team, revise the Technical Report, which will be submitted for consideration by the BEWG.</li> <li>7. Based on comments from the BEWG, a final version of the report will be prepared.</li> </ol>
<b>Outputs:</b>	<ol style="list-style-type: none"> <li>5. Technical Report</li> <li>6. Policy Note (depending on the research findings and conclusions)</li> <li>7. Webinar</li> </ol>
<b>Consultant selection:</b>	<p>Essential experience:</p> <ul style="list-style-type: none"> <li>• Education: Higher university qualification in economics, economic policy, business management, or related fields.</li> <li>• Language: Excellent verbal and written language skills in English (C2 of the Common European Framework of References, CEFR).</li> <li>• General professional experience: 7-10 years of professional experience in providing advisory services in the field of economic policy, private sector development, or business environment reform.</li> </ul>

	<ul style="list-style-type: none"> <li>Specific professional experience: At least ten years' experience in formulating, managing or evaluating business environment and/or private sector development programmes,</li> </ul> <p>Desired experience:</p> <ul style="list-style-type: none"> <li>Experience in the region/knowledge: At least 7 years in developing or emerging countries.</li> <li>Development cooperation experience: At least five years of professional experience in development cooperation</li> </ul>																
<b>Timeframe:</b>	<table> <tr> <td>Finalise TOR:</td><td>1 July 2024</td></tr> <tr> <td>Complete consultant search and selection:</td><td>15 August 2024</td></tr> <tr> <td>Research commences:</td><td>1 September 2024</td></tr> <tr> <td>First draft submitted to Task Team:</td><td>15 November 2024</td></tr> <tr> <td>Second draft submitted to BEWG:</td><td>10 December 2024</td></tr> <tr> <td>Presentation to BEWG:</td><td>To be determined</td></tr> <tr> <td>Submission of Final Report:</td><td>To be determined</td></tr> <tr> <td>BEWG webinar:</td><td>To be determined</td></tr> </table>	Finalise TOR:	1 July 2024	Complete consultant search and selection:	15 August 2024	Research commences:	1 September 2024	First draft submitted to Task Team:	15 November 2024	Second draft submitted to BEWG:	10 December 2024	Presentation to BEWG:	To be determined	Submission of Final Report:	To be determined	BEWG webinar:	To be determined
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<b>Management:</b>	The consultant will be appointed via the World Bank Group, which will also manage the contract. The assignment will be guided by the BEWG Task Team.																