

# SUPPORTING BUSINESS ENVIRONMENT REFORMS

PRACTICAL GUIDANCE  
FOR DEVELOPMENT AGENCIES

ANNEX: MEASURING DONOR-SUPPORTED BUSINESS ENVIRONMENT REFORM



October 2013



# DCED

The Donor Committee for Enterprise Development

# **Supporting Business Environment Reforms: Practical Guidance for Development Agencies**

Annex: Measuring Donor-Supported Business Environment Reform Results

Donor Committee for Enterprise Development (DCED)

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### Preamble

In 2008 the Donor Committee for Enterprise Development (DCED) published guidance for donor and development agencies in their support of business environment reform in developing countries, entitled *Supporting business environment reforms: practical guidance for development agencies*.<sup>1</sup> Since the publication of this guidance, increasing attention has been given to a number of specific and closely related topics, which have been produced as annexes to the original Donor Guidance.<sup>2</sup>

This annex describes the challenges facing agencies in their attempts to measure the impact of their business environment reform support programmes and presents a series of principles that can guide practice in this field. It is based on the DCED's continuing engagement with the donor community and its programme partners. A series of case studies on measuring the results of business environment reform have also been prepared as a separate document, dealing with key reform product lines: business registration and licensing, taxation reform, public private dialogue, and trade and customs reform.

As an annex, this document does not attempt to repeat any of the key messages or principles contained in the Donor Guidance. Readers are encouraged to refer to the guidance for this information. Similarly, this annex does not repeat the general principles for measuring the impact of private sector development programmes that are outlined in the [DCED Standard for Results Measurement in Private Sector Development](#). More details on these and other related documents can be found in the reference list at the end of this document.

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<sup>1</sup> The donor guidance is available from:

<http://www.enterprise-development.org/download.aspx?id=586>

<sup>2</sup> In 2011, an annex entitled *How Business Environment Reform Can Promote Formalisation* was published and in 2013 an annex entitled *Complementing Business Environment Reform through Industrial Policy Support* was produced.

### **Acknowledgements**

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## I The Challenge of Measuring Reform Results

Measuring the results of donor-supported business environment reform (BER) programmes requires a clear understanding of the logic of change these reforms have on the private sector and the broader economy. Donor and development agencies support BER in developing and transition economies as a part of a broader private sector development (PSD) agenda. This is done with the understanding that a strong and vibrant private sector contributes to economic growth, the creation of more and better jobs and incomes, and the reduction of poverty. PSD programmes seek to improve the market and government systems in which private enterprises operate. BER-support programmes focus on the systems that govern markets and the interactions between public, private and civil society actors. Changes to the business environment are supported so that businesses are able to change their behaviours in ways that lead to increased levels of investment and innovation, and the creation of more and better jobs. This is done to reduce business costs and risks, and increase competitive pressures. BER addresses government failures in order to help private enterprises operate more efficiently within a market system. These reforms seek to alter the behaviour of public, private and civil society actors so that businesses increase their turnover and profit, make investments into new staff and equipment, innovate, and become more productive. BER also encourages informal or unregistered firms to register with the relevant authorities and operate formally (i.e., to comply more fully with relevant laws and regulations). These changes lead to economy-wide transformations that affect the pace and pattern of economic growth, the net creation of jobs and the reduction of poverty. However, donor and development agencies face many challenges when linking changes to the business environment to the achievement of these broader development goals.

There are numerous external factors that affect the business environment beyond BER-support programmes. This includes external shocks and global trends, as well as other government reform programmes. Indeed, there is growing recognition among many donor and development agencies that it is not “realistic that evaluations of donor interventions should be able to measure the extent to which observed changes in firm behaviour could be attributed to this specific intervention”.<sup>3</sup> While donor agencies typically make assumptions to accommodate the affect of these external factors when attempting to attribute the results of their own programmes, there is a growing demand to find ways to more accurately trace specific programme results.

BER-support programmes typically involve very long results chains that contain many elements (e.g., policy, legal and regulatory frameworks, administration and governance systems). Coordinating and measuring reforms across these elements can be difficult. Furthermore, the development and implementation of policy is often not linear. There may be political influences that resist change or retard progress, just as there can be influences that trigger change and create a more cohesive demand for reform.

Not all business environment practices are clearly laid-out. For example, there can be significant differences in what the law says and how it is implemented. Thus, outcomes are not always clearly observable or measurable. There are also qualitative aspects in BER that are not always easy to capture. The effects of improvements in the quality of regulation on business behaviour can be difficult to track and measure. Similarly, improvement in government services to business, while at the heart of business environment transactions, opens up different analytical challenges and heightens the importance of tracking results among local systems.

Because there are many actors involved in BER, the impact of change among one or two actors is easily diffused. The impact of a single reform can be quite small and may not lead to substantive behavioural change.

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<sup>3</sup> Lindahl, *et. al.*, (2011, p. 12)

The ultimate impact of BER often takes time to be realised and measured. Many donor and development agencies are not inclined to invest in measuring the impacts of reform three or five years after a reform-support programme has concluded.<sup>4</sup> Yet, it may take this long for the results of reforms to begin to be fully realised.

Reforms can have diverse effects on different kinds of enterprises. For example, the burden of business regulations and regulatory compliance will differ according to the size of the business, its location, the sector it operates in, and the sex of the business owner and manager.

While there is a growing body of evidence that links economic growth, income distribution and poverty reduction, there is still much more to be learnt, especially when it comes to the contribution of business environment reform to this dynamic. Economic growth is clearly a requisite for poverty reduction, but the pace and patterns of growth appear to have a significant influence on poverty levels.<sup>5</sup> The links between changes in behaviour at the enterprise level and economy-wide changes are not as straight forward or clear as some logical frameworks suggest.

While these challenges present a daunting picture for many agencies wishing to measure the impact of their programmes, they are not insurmountable. Experience in this field is growing rapidly and much can be learned from the new methods and approaches that are being applied. The primary challenge for donor and development agencies is to understand the systems in which BER occurs and to test their assumptions, improve the design of future programmes, and build the capacities and competencies of their partners.

## II Principles

The following principles are presented to guide the design and management of a results measurement system for BER-support programmes. They are presented according to the four programme phases described in the Donor Guidance.

### **Phase 1: Diagnostics**

- 1. Diagnose the elements of the business environment system:** Diagnosis involves the use of a variety of tools and an understanding of the broader systems that affect the operations of the business environment. These systems include the political and economic dynamics that maintain the current system, as well as those that drive and trigger change. It also includes the broader reform efforts government is engaged in, the capacity of the business community to advocate for reform and participate in dialogue, as well as the activities of other donor and development agency programmes. Understanding these systems thoroughly and the ways they interact is critical when identifying the right points for donor-supported BER. A diagnosis of these systems is required in order to formulate a theory on how the proposed programme will influence changes that will lead to the desired results.
- 2. Build on and deepen diagnosis findings:** Donor and development agencies collaborate with key domestic actors and programme partners to diagnose the business environment in order to identify priorities for their BER-support programmes. Once these agreed priorities are determined, it becomes possible to establish the general purpose and objectives of a reform-support programme. However, business environment assessments only provide a general profile, which is insufficient as baseline data against which programme results can be

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<sup>4</sup> A DCED review into donor-support business environment reforms in Kenya found that most donors were more interested in evaluating a programme's performance in order to design a second phase of the programme, than in actually taking a hard look at what the ultimate impact of the programme actually was. See White, *et. al.*, (2010).

<sup>5</sup> For example, see Independent Evaluation Group (2011)

prepared. Where an assessment is undertaken to identify priorities, baseline data should then be collected to build on this analysis and establish a foundation for the use of comparative data that is more detailed and customised to the specific needs of a reform-support programme once it is in place.

- 3. Assess the capacity of the major stakeholders:** A stakeholder analysis allows BER-support programme designers to formulate reforms that respond to the capacities of the relevant actors and how these actors contribute to current market and systems failures. Such an analysis can also help to identify those that support reforms and those that resist them. It can also identify how various stakeholders will be affected by the proposed reforms, which can help to ensure that supported reforms have a greater impact on growth, poverty reduction and job creation.

### *Phase 2: Design*

- 4. Design a results measurement system early:** The process of measuring programme results should begin before or as soon as the reform-support programme commences. For many managers facing the competing demands associated with establishing a new programme, the development of a results measurement system is often postponed. It is important to avoid this temptation and to focus as soon as possible on the requirements for programme results measurement. This includes the elaboration of a detailed theory of change and the collection of baseline data.
- 5. Nest intervention results chains to enhance synergies with all programme elements:** BER-support programmes require a clear logic that outlines how programme interventions will spur changes in the behaviours of key actors (i.e., outcomes) and lead to specific goals. Results chains should be clear and easy to follow. The interventions should not be overloaded with too many parallel outcomes. However, because many BER-support programmes are couched within or otherwise connected to other PSD programmes it is useful to consider the synergies between these programmes and to determine their combined impact on the systems in which the private sector operates. Typically, BER-support programmes contain a number of intervention themes designed to address the business environment system at various levels (e.g., improving government legislation and regulations, supporting business membership organisations and public-private dialogue, working with the media, establishing pilots that will be expanded if they prove successful). Each of these interventions requires a clear results chain that is embedded, or nested, in the overall programme logic. Results chains should be detailed enough to capture changes at all levels.
- 6. Aim for realistic development goals that clarify attribution and contribution:** Donor and development agencies are urged to resist the temptation of exaggerating the impact individual BER-support programmes will have on overall development goals. BER-support programmes should be designed in a manner that avoids the use of hidden or inaccurate assumptions. Be specific about the kinds of outcomes the programme will produce and clearly articulate the causal links between programme interventions, outcomes and immediate and ultimate impacts. Wherever possible, evidence and analysis should be cited to explain the underlying logic of the programme and how changes will lead to the desired results. This may involve the use of contribution analysis and other methods that offer a way of estimating the development impact of BER-support projects in a plausible way. See Stern, etc. al., (2012).
- 7. Focus on capturing system changes:** Donor and development agencies support BER in order to alter the systems in which private enterprises operate. This includes the market systems businesses operate within as well as the governance (or business environment) systems. Results measurement should seek to identify the critical elements of this system that are the subject of change and identify how they are connected and influenced by one another.

Examples of this include changes in the capacity of business membership organisations to advocate for and effect policy change, and the changes to the incentive structures that influence private investment decisions. Attention should be given to identifying the synergies that are possible with other programmes that affect the system and to enhancing coordination and harmonisation of reforms within the system.

- 8. Customise proxies and indicators to reform outcomes and results:** BER-support programmes typically rely on the use of proxies to measure reform results. The choice of these proxies at the outcome level will often be determined by the nature of the programme and the field it focuses on. For example, reforms in business registration and licensing may measure the number of steps, time and cost required to register or to obtain a specified license, while improvements to trade and customs regimes may be measured by the average time it takes to get a product from an inland city to a port. Higher-up the results chain, where impact becomes more difficult to measure, improvements in productivity may be measured by reductions in actual business costs or increases in the number of business registrations. Figure 1 provides a summary of examples of BER-support programme impacts, outcomes, indicators and means of verification.

A mixed methods approach to results measurement can help to capture the complexity of reform results. Use a number of data sources to triangulate findings in order to build up a holistic description of what reforms have occurred and how they have affected the systems in which private enterprises operate. For example, measuring results in the administration of business taxation may involve a quantitative reduction in the steps required to register for and pay tax, as well as an analysis of institutional records measuring changes in the number of taxpayers, and a comparison of the public perceptions of the tax-office and accountability before and after the reforms.

- 9. Measure the impact of reforms on the poor:** Not all BER-support programmes are directly focused on supporting reforms that specifically target poor women and men. Many prefer to focus on the broader business environment in which all private enterprises operate. However, donor and development agencies are eager to ensure their efforts have a significant impact on the lives of the poor (e.g., increased income, jobs created, overall poverty reduced). To achieve this, BER-reform programmes can focus on the systemic issues that affect the lives of poor men and women and devise measurements that capture these results. BER-support programmes can focus reforms on sectors in which poor women and men are highly represented (e.g., agriculture), as well as on sub-national locations in which poor women and men are highly represented (e.g., rural locations, urban slums). They can also target reforms toward micro and small or informal enterprises as well as enterprises that are owned and run by women, since women are often over-represented among the poor. The affects of these reforms on the poor can be specifically measured at the firm and household level (see Figure 1).

### ***Phase 3: Implementation***

- 10. Monitor programmes to enhance coordination and systems change:** Because BER-support programmes contain long results chains that affect policy, legal and regulatory frameworks as well as administration and governance systems it is essential that the measurement of change among all these elements is well coordinated across the different results chains that make-up the programme. This requires good coordination of the specific reform interventions and the integration of the relevant results chains into the broader programme logic. It also requires programme managers to monitor progress on a range of reform fronts and to consider the interplay between these.



- 11. Compare data to measure impact:** The best way to measure reform results is to compare data. There are many kinds of comparisons that can be used to measure the results of a BER-support programme and the choice of these will depend on the character and timeframe of each programme. Using pre- and post-programme data that compares baseline data with data collected during or after programme interventions can be useful, but the real impact of reforms may not be realised for a few years after the programme has concluded. This would require a specific impact assessment that is funded separately from the programme budget. National BER-support reform programmes often make it more difficult to apply quasi-experimental data using a control group, but this may be possible for sub-national reform-support programmes. However, there is growing experience in the use of control and treatment groups in BER and the use of these methods results in valuable lessons for programme designers and managers.<sup>6</sup> Case studies that show changes in an organisation over time can also be a useful way of showing improvements in organisational capacity, capability and legitimacy. This can be a useful measure of the sustainability of reform efforts, especially when triangulated with results that show changes in the business environment system and changes in firm behaviour.
- 12. Maximise opportunities for learning from results:** Measuring the results of a BER-support programme is an iterative process, which involves donors, programme managers and partners coming together to learn from the results their actions are producing. Good results measurement systems produce information on a regular and continuous basis that can be used to track progress, test assumptions and, where necessary, modify approaches. Using the result of monitoring and evaluation in this way can help to build the capacity of government to identify and manage reforms and business membership organisations to advocate for reforms and participate in public-private dialogue.

### ***Phase 4: Evaluation and Sustainability***

- 13. Ensure the findings of independent evaluations are made public and used in public-private dialogue:** The evaluation of BER-support programmes should be an independent and transparent process that examines the performance of the programme on a range of business environment systems. The use of independent, external evaluators enhances the credibility of the findings. These findings should be publicly communicated to all programme partners and relevant stakeholders. Government and business should be closely involved in processes that analyse the results of external evaluations and identify lessons that apply to future reform efforts. Programme evaluation findings should be the basis for regular public-private dialogue.
- 14. Adopt measures for sustainability:** The results of systemic change in the business environment are evidenced by the extent to which these efforts are sustained over the long term. Wherever possible, BER-support programmes should measure their results immediately after the completion of the programme as well as after more time has lapsed (e.g., three to five years later). Furthermore, careful attention should be given to determining the potential sustainability of these changes. This requires the use of indicators specifically designed to assess sustainability – see Figure 1. The long-term impact and sustainability of BER-support programmes is reflected in the way the programme affects systemic change, and should be outlined in the programme logic.<sup>7</sup>
- 15. Measure value for money:** Donor and development agencies are increasingly required to report on the value for money produced by the results of a BER-support programme. Here again, the long results chains and timeframes that typify BER-support programmes present a

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<sup>6</sup> For example, see de Andrade, *et. al* (2012).

<sup>7</sup> For more information see World Bank (2012)

challenge. 'Value for money' measurements are applied to determine whether the best results possible have been obtained from the money spent. This typically involves an assessment of how optimally the programme has operated based on its economy (i.e., measuring what goes into supporting the reform), efficiency (i.e., measuring productivity or what has been produced in relation to how much was invested) and effectiveness (i.e., qualitative and quantitative measures of how effective the programme was in achieving its objectives). While value for money assessments examine the performance of the BER-support programme, they also appraise the relationship between programme outputs and outcomes. Thus, the costs and benefits of a BER-support programme can be compared with other programme options, including the 'do nothing' option.

### **III Conclusion**

As donors and their development partners pay increasing attention to measuring the results of BER-support programmes, the approaches, tools and techniques have been improving rapidly. The DCED will continue to support the application of the Standard in Results Measurement and to support donors, programme managers and partners in their efforts to better understand the ways in which they can improve the design, quality and impact of their work.

#### IV Figure I: Sample Impacts, Outcomes, Indicators and Means of Verification

The following table is presented as a general guide for BER-support programme managers who are thinking through the process of establishing a results measurement system. These are examples only. They are presented to illustrate the kinds of impacts and outcomes a BER-support programme might typically produce and the ways these might be measured. Readers are also encouraged to refer to the *DCED Standard for Results Measurement*, which identifies three Universal Impact Indicators.<sup>8</sup>

<b>Impact of BER-support programmes</b>		
Note: It may be difficult to attribute to the programme alone.		
<b>Impact on the Economy</b>	<b>Indicators</b>	<b>Means of Verification</b>
Increase in private investment levels	Changes in the levels of private investment	Number of registered firms FDI records
Increase in economic competitiveness	Changes in the perception of investors — domestic and foreign	Longitudinal assessment of investor perceptions
Reduction in poverty	Net additional income for micro, small and medium enterprise workers and owners Changes in other poverty indicators (e.g., nutrition, empowerment)	Firm surveys Household surveys
<b>Impact on the poor</b>	<b>Indicators</b>	<b>Means of Verification</b>
Increase in net incomes for poor women and men	Increase in the value of household incomes	Household surveys: Pre and post-programme measures of a sample of poor households Control comparisons with households not affected by programme (if possible)
More and better jobs created	Increase in the number of jobs created in defined area or sector Improvement in the quality of jobs (e.g., increase in net salaries, formal employment contracts, training opportunities, safe work environments, union representation)	Labour market surveys Employers' and workers' surveys
Reduced vulnerability to risk	Increased participation in social protection schemes	Household surveys: Pre and post-programme measures of a sample of poor households Control comparisons with households not affected by programme (if possible)
<b>Impact on firms (in the formal and informal economy?)</b>	<b>Indicators</b>	<b>Means of Verification</b>
Increase in the number of firms established	Number of firms registering	Number of registered firms
Increased number of jobs created by private firms	Number of full-time equivalent employees (female and male) in private enterprises	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
Improvements in the quality of employment offered in private firms	Increased salaries Increased investments into staff training	Enterprise surveys: Pre- and post-programme measures of a sample of private firms

<sup>8</sup> Also see: *Guidelines to the DCED Standard for Results Measurement: Defining Indicators of Change*, by Nabanita Sen, February 2013.

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	Provision of formal employment contracts Improved working conditions Social protection offered to employees	Control comparisons with private firms not affected by programme (if possible)
Increased investments by private firms	Increased firm investments into plant, equipment, training, and staffing	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
Increase in firm competitiveness	Increased market share Increased sales Increased profits Increase in product and service innovation	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
Changes in business practices	Increase in the number of firms applying good management practices (e.g., more firms with attaining certified management practices, such as ISO) Increased compliance with relevant laws and regulations	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
<b>Intermediate Outcomes of BER-support programmes</b>		
	<b>Indicators</b>	<b>Means of Verification</b>
Increased competition	Increase in the number of firms participating in selected markets	Changes in the number of private firms operating in market Control comparisons with markets not affected by programme (if possible)
Reduced business risk	Increase in the levels of in-firm investments (see below)	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
Reduced business costs	Decrease in the costs of compliance	Enterprise surveys: Pre- and post-programme measures of a sample of private firms Control comparisons with private firms not affected by programme (if possible)
Improvements in the quality of business laws and regulations and their administration	See OECD indicators of regulatory quality	Expert analysis of laws, regulations and procedures
Improvements in business advocacy and public private dialogue	Improvements in the quantity and quality of business advocacy and PPD events	Longitudinal assessments of advocacy and PPD events
Sustainability of reforms	Improvements in the capacity of key actors and institutions (government and business) to identify, design, implement, and monitor reforms Improvement in the capacity of key actors and institutions to ensure benefits of BER reforms are diffused so that they benefit the poor Increase in participation of poor women and men in BER reform process Increase in the perceived importance of reform among key public, private and civil society actors Increase in the demand for reforms by	Longitudinal assessments of institutional capacity of key actors Perception surveys of key stakeholders Documentation of advocacy efforts and PPD events Documentation of collaboration among stakeholders on reform efforts Media reports on BER and the demand for BER

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	<p>business and civil society</p> <p>Improved government coordination of reform efforts (i.e., evidence of increased inter-agency coordination)</p> <p>Government revenues applied to maintain the reformed system</p> <p>Public officials incentivised to identify and implement reform measures</p> <p>Increases in the capacity of programme partners and other key business environment actors (i.e., public, private and civil society) to effectively engage in and adapt to the continuing process of business environment reform</p> <p>Transparent feedback mechanism established through which government reports back to business and civil society actors on progress with reforms</p> <p>Increase in the commission and usage by government of independent business climate surveys/progress evaluations of reforms</p> <p>Changes to the market systems and the legal, regulatory and institutional frameworks that govern them</p>		
<b>Reforms within specific business environment domains</b>			
<b>Business Registration and Licensing Reform</b>			
<b>OUTCOMES</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
Increase in the number of businesses that register and obtain the necessary licenses	Number of business registrations Number of business licenses issued	Database of business registration and licensing authorities	Reduced time to register will encourage more businesses to register and obtain licenses
Reduction in the amount of time required to register and license a business	Time taken to register and license a business	Time and task survey OR Survey of businesses that have recently been registered	Increasing the automation of processes and collocating business registration and license services will decrease time
<b>POSSIBLE OUTPUTS</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
Simplified and harmonised business registration and licensing procedures implemented	Reduction in the number of steps required to register and license a business	Compare old procedures to new	
One-stop-shop for registering and licensing businesses operational	Reduction in the number of steps required to register and license a business	Expert analysis of laws, regulations and procedures	
On-line business registration and licensing facility accessible to targeted users	Percentage of registrations and licenses completed online	Database of business registration and licensing authorities	Automating procedures will save time Targeted users have reliable access to internet
<b>Trade and Customs Reform</b>			
<b>OUTCOMES</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTION</b>
Reduced trade costs	Percentage decrease in average price for transporting X goods between Point A and Point B	Transport firm survey	Reduced costs in transportation will reduce overall cost of trade

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Reduced trade regulatory and operating costs	Actual costs (i.e., time, fees, charges) incurred in complying with trade and customs regulations	Firm survey: importing and exporting costs Review of import and cost costs Border crossing time surveys	
Reduced time to import and export goods	Actual time required to move X goods for point A to port B	Importers and exporters survey	
<b>POSSIBLE OUTPUTS</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
One-stop border posts operational	Time to complete all cross-border processes	Border crossing time surveys	
Simplified and harmonised trade and customs procedures implemented	Reduction in the number of steps required to import and export goods	Compare old procedures with new	
On-line trade and customs procedures implemented	Percentage of transactions completed online in real time	Compare old procedures with new	
Non-tariff barriers eliminated	Number of non-tariff barriers eliminated	Documentation review	
<b>Tax Administration Reform</b>			
<b>OUTCOMES</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
Increased tax compliance by private enterprises	Number of private firms registered with the tax authority	Tax authority records	Making tax administration easier and more transparent will increase the number of tax-payers
Increased transparency on tax system and processes	Tax-payers' opinion on tax administration	Tax-payer opinion survey	
More friendly and harmonised tax laws and regulations	Time taken to register for tax and submit tax forms is reduced Tax-payers' opinion on tax administration	Compare old procedures with new Tax-payer opinion survey	
<b>POSSIBLE OUTPUTS</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
Tax information centres operational	Awareness and information on tax obligations increased	Enterprise survey	
User-friendly payment system implemented	Time taken to make payment is reduced	Compare old procedures with new	
Harmonised tax regime implemented	Time taken to make payment is reduced	Compare old procedures with new	
<b>Business Advocacy and Public-Private Dialogue</b>			
<b>OUTCOMES</b>	<b>INDICATORS</b>	<b>VERIFICATION</b>	<b>ASSUMPTIONS</b>
Sustained increase in the quality and quantity of advocacy and public-private dialogue (PPD)	Number of funded advocacy projects with documented evidence of achievement of advocacy and PPD outcomes	Programme records BMO survey: pre- and post-programme achievements	PPD improved through better representation and preparation by BMOs
Improved voice and accountability for poor men and women	Number of firms participating in business membership organisations (BMOs) (disaggregated by	BMO survey: pre- and post-programme engagement by	

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	female and male-owned enterprises)	BMOs in advocacy and PPD	
<i>POSSIBLE OUTPUTS</i>	<i>INDICATORS</i>	<i>VERIFICATION</i>	<i>ASSUMPTIONS</i>
Increase in BMO resources devoted to advocacy and PPD	Changes in BMO budgets devoted to advocacy and PPD	Compare BMO records at start of programme and after	
More inclusive practices (e.g., more women involved in advocacy and PPD)	Changes in BMO membership: ratio of male and female	Compare BMO records at start of programme and after	
Copying and crowding-in by system actors	Increase in the number of actors engaging in advocacy and PPD	Compare PPD records at start of programme and after	

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**The DCED Website: Measuring and Reporting Results**

For more information go to: [www.enterprise-development.org/page/measuring-and-reporting-results](http://www.enterprise-development.org/page/measuring-and-reporting-results)

Also see: DCED (2011) *Case Study in using the DCED Standard; Advocacy for a Better Business Environment in Nigeria with ENABLE*, DCED Cambridge, available from: <http://www.enterprise-development.org/page/download?id=1667>

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DCED: *How business environment reform leads to pro-poor*: <http://www.enterprise-development.org/page/rationale-for-ber>