



Business Environment Reform Facility

Document Reference/Library on Public-Private Dialogue and Approaches

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Acronyms and Abbreviations

BBI	Better Market Initiative (Nigeria)
BER	Business environment reform
BERF	Business Environment Reform Facility
BMO	Business Membership Organisation
DCED	Donor Committee for Enterprise Development
DFID	UK Department for International Development
EPPCF	Ethiopian Public Private Consultative Forum
FCAS	Fragile and Country-affected States
IEG	Independent Evaluation Group
IFC	International Finance Corporation
NAG	National Action Group (Malawi)
ODI	Overseas Development Institute
PD	Policy Dialogue(Zimbabwe)
PIAC	Presidential Investor Advisory Council
PIRT	Presidential Investors Roundtable (Uganda)
PPC	Public-Private Collaboration
SBR	State-Business Relationship
SSA	Sub-Saharan Africa
UNACOIS	l'Union Nationale des Commerçants et Industriels du Senegal'

1. Introduction

There is an extensive and growing body of literature on Public-Private Dialogue (PPD) focusing on the evolving forms of PPD, contexts in which it is most effective, lessons learned by other countries in setting up platforms for PPD, and proposing methodologies for the monitoring and evaluation of PPDs.

BERF has been identifying and cataloguing this literature in order to build a document reference/ library of evidence on the topic. It is organised according to the source of the evidence, the type of evidence and approaches used to collect it, the location of the programmes covered and details of the PPD mechanisms that brought about positive change in business environment reform (BER), among other criteria. This library of evidence is available in a separate Excel workbook.

This report is structured in two parts:

Part A outlines the methodology adopted to develop the evidence map/library. This sets out the steps followed to screen the evidence including how we mapped and coded it. This methodology will be used to map evidence for BER in a broader exercise being done by BERF.

Part B presents a synthesis of the evidence with regard to PPD referring back to the original research question in the ToRs, namely; *“What are the PPD systems, approaches and mechanisms that are more conducive to BER and Investment climate programmes in Sub-Saharan Africa and politically fragile states?”*

The approach to build the evidence library is informed by the 3ie evidence map work of Snilstveit et al. (2013)¹ and by the approach outlined in the ‘DFID (2014) How to Note – Assessing the Strength of Evidence²’ but has been modified to address the particular needs of this task which is to provide a broad overview of the evidence base.

This evidence library has also been compiled for a broad audience in donor organisations and at a practitioner level, and is relevant for the following purposes:

- To collate and analyse sources of evidence from donor PPD programmes on what has worked (and what hasn’t worked) in PPD approaches, systems and mechanisms for BER and investment climate programmes, in particular in Sub-Saharan Africa.
- To find material to strengthen an argument for the use of PPDs that are viewed as supportive of BER and investment climate programmes.

¹ Snilstveit, B., Vojtkova, M., Bhavsar, A., and Gaarder, M. (2013) Evidence Gap Maps: A tool for Promoting Evidence-Informed Policy and Prioritizing Future Research, Research Policy Working Paper No. 6725, World Bank, Independent Evaluation Group.

² DFID, (2014) How to Note: Assessing the Strength of Evidence, Department for International Development.

2. Part A. Evidence Library Methodology

2.1 Step 1: Document search

An initial search for documents was made through google to identify studies relevant to the research question. A series of search phrases were used including the following:

- “Public-Private Dialogue” or “PPD”
- “Public-Private Collaboration” or “PPC”
- “Reform coalitions and growth coalitions”
- “State Business relations” or “SBRs”
- “Public-Private Strategic Policy Alliances” or “PPAs”.

Additional searches were conducted using a number of relevant institutional databases and websites including:

- Public-private dialogue³
- World Bank e-library
- IFC – Independent Evaluation Group (IEG)
- Donor Committee for Enterprise Development (DCED)
- Overseas Development Institute (ODI)
- Research4Development, DFID
- USAID Microlinks

A ‘snowball’ approach was then used to identify further documents. For instance, we consulted the bibliographies of the identified reports, and grey literature to identify other relevant documents.

2.2 Step 2: Inclusion and quality criteria

Evidence identified through our comprehensive search process needs to fulfil a number of inclusion criteria in order to be included in the evidence database as defined in the table below. The purpose of setting inclusion criteria is to enhance transparency and rigour of the review as they will guide the subsequent screening process.

³ The Public-private dialogue website is an invaluable source of information containing an extensive number of documents including Manuals for practitioners, M&E Guides, Case studies and background papers presented in different International workshops on PPD. Most of the papers identified in this document were retrieved from the PPD website.

Table 1: Inclusion and quality criteria

Criteria	Description	Examples
Relevance: The evidence addresses the main learning areas of PPD in the context of Business Environment Reforms	The focus should be on practical and empirical aspects rather than on theoretical considerations. Systematic review evidence is considered to be relevant.	DFID Rapid Evidence Assessment documents on Business Environment Reform and Poverty ⁴ .
Geographical focus: All regions	We consider evidence from all geographical regions as learning can be generated beyond Sub-Saharan African countries.	
Time cut-off: Evidence from 2000 onwards only is considered.	DFID is keen to understand the latest modalities in the area of business environment reforms and hence we propose to consider 2000 as a cut-off date.	Time cut-off: Evidence from 2000 onwards only is considered.
Accessibility: The evidence is accessible through academic or institutional databases	For evidence to be included in the evidence gap map, it needs to be available either through academic or institutional databases.	Accessibility: The evidence is accessible through academic or institutional databases
Language: English evidence only	We have the capacity to review evidence in English.	Language: English evidence only

The inclusion criteria set up in Table 1 are very broad. This was done in order to create a comprehensive library with all the relevant and available documents related to PPD in the context of BER. It is important to note that all the documents found will be included in the screening process and will be assessed relative to the inclusion criteria set out in Table 1 based on their titles and abstracts, using the inclusion criteria.

2.3 Step 3: Evidence characterisation

Once the evidence has met the inclusion criteria, the next step in developing the evidence map is to systematically code and extract relevant data using a structured format. Table 2 presents the criteria used to characterise the data.

Table 2: Classification criteria

Criteria	Classification	Description
1. Relevance to the research question	<ul style="list-style-type: none"> ▪ Yes ▪ No 	Only the studies that provided relevant information to answer the research question were selected for the next level of review.

⁴ White, S. and Fortune, P. (2015) Business Environment Reform and Poverty: Rapid Evidence Assessment. London: Coffey International Development.

Table 2: Classification criteria

Criteria	Classification	Description
2. Type of evidence	<ul style="list-style-type: none"> ▪ Systematic reviews and research syntheses ▪ DFID internal documents and those of its Portfolio Partners ▪ Project monitoring reports ▪ Internal project reviews ▪ Donor reviews ▪ External reviews ▪ Impact Evaluation ▪ Case studies ▪ Background paper for International Workshop on PPD ▪ M&E tools ▪ How to guide/practical notes 	This is a very open category where tags will be developed as documents are added. It should however be aimed at keeping the number of tags as small as possible, i.e. the categories should be rather broad.
3. Method	<ul style="list-style-type: none"> ▪ Experimental ▪ Quasi-Experimental ▪ Before/After ▪ Observational/ Qualitative 	
4. Data Source	<ul style="list-style-type: none"> ▪ Monitoring Data ▪ Primary surveys ▪ Secondary data ▪ Qualitative narratives/data 	

2.4 Step 4: Quality Assessment

Following the evidence characterisation, the next step is to consider the quality (or degree to which it minimises the risk of bias). Drawing from 'DFID's How to Note', the following principles and scoring were applied to assess the quality of the documents included in the library:

Table 3: Quality Assessment criteria

Principle of Quality	Associated Questions
Conceptual framing	<ul style="list-style-type: none"> ▪ Does the study acknowledge existing research? ▪ Does the study construct a conceptual framework? ▪ Does the study pose a research question or outline a hypothesis?
Transparency	<ul style="list-style-type: none"> ▪ Does the study present or link to the raw data analysis? ▪ What is the geography/context in which the study was conducted? ▪ Does the study declare sources of support/funding?
Appropriateness	<ul style="list-style-type: none"> ▪ Does the study identify a research design? ▪ Does the study identify a research method? ▪ Does the study demonstrate why the chosen design and method are suited to the research question?

Table 3: Quality Assessment criteria

Principle of Quality	Associated Questions
Cogency	<ul style="list-style-type: none"> Does the author ‘signpost’ the reader throughout? To what extent does the author consider the study’s limitations and/or alternative interpretations of the analysis? Are the conclusions clearly based on the study’s results?

This review used the same scoring criteria proposed by White and Fortune (2015)⁵. Each document was assessed using the criteria in Table 3 using a score of 0-5, where high scores are associated with a well-designed and conducted research study. Studies were classified into three different categories:

Table 4: Classification of individual study quality

Study Quality	Score range	Definition
High	14-20	Comprehensively addresses the four principles of quality.
Moderate	7-13	Some deficiencies in attention to principles of quality.
Low	0-6	Major deficiencies in attention to principles of quality.

⁵ White, S., and Fortune, P. (2015) Business Environment Reform and Investment Promotion and Facilitation: Rapid Evidence Assessment. London: Coffey International Development

3. Part B. Synthesis of Evidence

The search process identified a total of 96⁶ studies of which 88⁷ met the inclusion criteria. Of these, 47 studies were considered High Quality, 29 of Moderate Quality and 12 of Low Quality. Table 5 shows the quality of the studies assessed:

Table 5. Quality of the studies	
Study Quality	Score range
High	47
Moderate	29
Low	12
Total	88

Of the total 88 studies that met the inclusion criteria, 30 were identified in Sub-Saharan Africa. Of these 30 documents, 13 were considered to be High Quality, 6 were considered to be Moderate Quality, and 6 were considered to be Low Quality.

Table 6: Quality of the studies in Sub-Saharan Africa	
Study Quality	Score range
High	13
Moderate	6
Low	11
Total	30

The approach proposed by Snilstveit, et. al (2013) and by DFID (2014) use a rigid, systemic method of document identification and assessment. In applying the quality assessment criteria in SSA, a lot of documents, particularly case studies and background papers prepared for the International workshop on PPD may not be included in the evidence map. These documents provide interesting insights on the lessons learned from a variety of programmes in Sub-Saharan Africa. One of the challenges is that PPD is process-oriented and qualitative; therefore assessing the economic benefit of reforms is often difficult. Intangible benefits and ‘outcomes’ are hard to quantify. For instance, how to quantify improved levels of trust, understanding and cooperation (IFC, 2008⁸). Hence, for this reason, we have summarised the results of all the studies identified in SSA.

⁶ The annotated table with all the documents identified is available in an excel workbook.

⁷ The 8 documents excluded did not meet the first criteria set out in Table 2.

⁸ IFC (2008) The Monitoring and Evaluating Handbook for Business Reform, Investment Climate Department, The World Bank Group, available at http://www.publicprivatedialogue.org/monitoring_and_evaluation/M&E%20Handbook%20July%2016%202008.pdf

3.1 What are the PPD systems; approaches and mechanisms that are more conducive to BER and Investment Climate programmes in SSA?

There is no single answer about what approaches worked in PPD (IFC, 2009, Pinaud, 2007, and Bannock, 2005)⁹. However, there are some general factors behind PPD's success in achieving or promoting investment climate reforms that were identified in the documents reviewed. They include:

- **Buy-in:** the political will of Government to make reform happen is a key contributor to a successful PPD (World Bank 2009, and Sagagi, 2007). An efficient and effective Secretariat as the dialogue's "engine"; i.e. the commitment to operationalise that willingness is critical. For example, the Private Sector Foundation Uganda (PSFU) was successful due to the strong support and patronage of many individuals from business, government, and academia. These persons included the President of Uganda, the Uganda Manufacturers Association, and the Presidential Economic Council (PEC), among others.
- **Trust:** - the Ethiopian Public Private Consultative Forum (EPPCF) has accomplished a lot particularly in terms of institutionalising the PPD and building trust between the private and the public sector (Mihretu, and Tolina, 2014).
- **Clear objectives:** in Senegal, the largest, most representative and well-organized business association 'l'Union Nationale des Commerçants et Industriels du Senegal' (UNACOIS) developed of a comprehensive, evidence-based white paper with clear and actionable policy reform recommendations on tax reforms for the SME sector. The document strongly contributed to UNACOIS's success because it established their image as a professional and knowledgeable partner that the government could trust (Mihaylova and Poff, 2014). Similarly, in Zimbabwe, the Policy Dialogue (PD) used to specify discussion topics beforehand kept objectives for the PD on a realistic level. The Nigerian Economic Summit also identified priority issues, which were reviewed every two years and aimed to establish consensus on policy options, implementation strategies, and performance evaluation, within the framework of a long-term vision (Ahmed, 2006).
- **Decentralised approach:** a decentralised approach was key to the success of the UNACOIS initiative. Instead of identifying the needs and interests of its membership across the country based on information available from members in Dakar only, UNACOIS segmented its membership by region and then actively involved each region in the public-private dialogue process (Mihaylova and Poff, 2014).
- **Promotion of regular and ongoing PPD:** in Senegal, UNACOIS promoted PPD on a regular basis with the National Government to ensure that Senegal's most vulnerable

⁹ A detailed description of some the factors listed in this document can also be found in the "Evidence and Learning note: Public-Private Dialogue Interventions in Sub-Saharan Africa: Lessons for Zimbisa" (see Sections 6,7 and Table 7.3).

entrepreneurs (SMEs and informal sector operators) had a voice and were able to participate in the policy-making process.

- **Partnership management:** ENABLE developed a prioritisation matrix to help managers categorise partners according to momentum and potential impact. ENABLE also worked to create a culture of accepting and learning from failure (for example, through the introduction of "failure reporting"). This has greatly improved the allocation of ENABLE resources. Partners not showing sufficient progress after six (6) months are put on hold, or exited completely. This allows ENABLE to focus on high potential partners who are most capable of delivering intervention objectives (ASI and Springfield, 2013).
- **Working with grassroots organisations:** ENABLE decided it could generate better VFM by collaborating with more established BMOs. To ensure that members of grassroots organisations would still have a voice, ENABLE worked to build linkages between grassroots and established BMOs, rather than work directly with grassroots organisations themselves (ASI and Springfield, 2013).
- **Catalyse market research:** ENABLE tried to catalyse a market for research. That meant working with Business Membership Organisations (BMOs) to help them to understand the importance of research, and helping them build the skills they need to commission research (e.g. poll members, write ToRs or evaluate proposals (ASI and Springfield, 2013). Similarly, the Better Market Initiative (BBI) in Nigeria, utilised empirical evidence conducted by local institutions to mobilise the private sector to remove obstacles or constraints to private sector development in the country (Agboli, and Emery, 2005).
- **Clear and ongoing communication strategy:** the Practice of Public Policy Dialogue in Botswana, 1988-2007 provided information on an ongoing basis to its members about major economic and social development issues (Dewah, 2007). Similarly, ENABLE produced case studies on a regular basis to share with ENABLE's stakeholders. The case studies illustrated ENABLE's approach in practical terms, highlighting the systemic change sought by the programme and demonstrating successes (ASI and Springfield, 2011). The National Action Group (NAG) in Malawi provided e-information on business related issues direct to an e-mail database of businesses and those interested in business (public sector, donors, NGOs etc.) (Agar and Kaferapanjira, 2006).
- **Ensuring the right people are involved in the dialogue:** it is very important that those genuinely committed to reform populate the Working Groups. In the Ugandan Presidential Investors Roundtable (PIRT) a key factor for PPD success was that the right people were selected to participate at the Working Group level, that is, the group included those willing to devote the required time to make change happen (World Bank, 2009).
- **Champions from both the public and the private sector:** champions encourage participation from across their sector and promote strong communication within the dialogue and with key stakeholders outside of the dialogue (Bannock, 2005). For example,

the Ugandan Presidential Investors Roundtable (PIRT) was successful because of the government's commitment to reform and having in place a sufficient number of champions to make this happen (World Bank, 2009).

- **Independence of the working groups** was one of the BBI's strengths, particularly in the Nigerian context where the private sector is unlikely ever to "speak with one voice" (Agboli, and Emery, 2005).
- **The Political economy of policy making:** Pinaud (2007) analysed the conditions of public-private dialogue in Sub-Saharan Africa and found that PPD donors need to pay careful attention to the political economy of policy making.
- **Capacity building of representative organisations and government officials** to actively engage and dialogue on an ongoing basis is required (Lamotte and Herr, 2005).

In the context of Fragile and country-affected states (FCAS) the World Bank (2014a) suggests that the design and implementation of successful PPDs in these countries must take into account the following factors:

- **Project design should be conflict sensitive** and based on stakeholder mapping.
- **Stakeholder and political economy assessments** to understand informal arrangements and maintain current information on them.
- **Transparency and accountability:** a public media coverage of PPD activities and events needs to be designed to create and promote a culture of transparency and accountability.
- **Engaging with traditionally excluded groups:** the inclusion of all stakeholders is crucial to the long-term sustainability of PPD platforms.
- **Creating strategies to work with champions** who are available and plan for any eventualities that may arise from those champions (i.e. limited time commitments or other difficulties).
- **Having a deep understanding of how authority is determined:** engaging stakeholders entails an understanding of the values and culture in which a PPD project is embedded. A PPD platform needs to understand political and social networks and how those networks are related to drivers of conflict or tensions.
- **Developing risk mitigation plans** to prepare for unforeseen circumstances and common disruption.
- **Extended timeline for the implementation:** the timeline for successful implementation and transition to local ownership in FCAS is much slower than in other countries. Hence, the timeline needs to be extended to ensure a sustainable outcome of the project.

In terms of the impacts on PPD on firms and economies, there is considerable debate about how the effects work, whether current state-business relations are conducive to or hinder

economic performance, and about the nature of PPD conditions that conduct to more active policies encouraging economic growth. However, there are few studies analysing empirically this relationship and results suggest a positive relationship of PPD on firm's productivity and economic development:

- Cali and Sen, (2011) show that effective State-Business relationships (SBRs) **contribute significantly to economic growth** and appear to be driven by the intensity of the interactions between the state and the private sector.
- Qureshi and te Velde (2010). analysed whether an effective SBR improves firm performance in seven sub-Saharan African countries including Benin, Ethiopia, Madagascar, Malawi, Mauritius, South Africa and Zambia. The findings reveal that **SBRs are positively correlated with firm performance and increasing firm productivity** by nearly 25-35% in Sub-Saharan African firms. Results also show that of the various services provided by a business association to its members, providing information on government regulations and lobbying government is the most useful for firms in SSA countries.
- te Velde, and Leftwich (2010) found that formalised SBRs do matter and can also be useful for economic development.
- te Velde (2010) suggested that the nature of **SBR is a crucial factor behind efficient skills development, capital formation** and ultimately **higher productivity and incomes**.
- Te Welde (2006) measured the key factors based on theory and practice associated with effective SBRs for 20 sub-Saharan African countries over the period 1970-2005. The 20 SSA countries were scored over time on the basis of the factors identified and a composite SBR time series was conducted for each country. The findings suggest that: 1) higher scores are associated with faster growth; 2) the new measures correlate well with other governance indicators; 3) the new measures are correlated with more operational investment climate data, such as fewer procedures when trading goods and services.

3.2 What are the key challenges that have been encountered in PPD interventions in SSA?

The documents reviewed for this evidence map highlighted a number of key challenges encountered in the implementation of PPD programmes in SSA. These are discussed roughly in order of the frequency with which these challenges were raised.

A key challenge identified by a number of programme reports and evidence reviews is the **lack of coordination** among the private sector and business member organisations (BMOs). This challenge is identified in a number of evidence reviews including a review of the Ethiopian Public Private Consultative Forum (EPPCF). A key reason for this is a lack of trust among private sector actors (as identified in a review of the Practice of Public Policy Dialogue in Botswana, 1988-2007) and a review of The Better Business Initiative in Nigeria. The National Action Group (NAG) observes that the challenge of limited coordination within the private sector needs to be overcome so that lobbying is more effective and efficient, as well as making

it easier and more efficient for the public sector to engage with a diverse private sector. This is echoed by the review of The Better Business Initiative in Nigeria. A review of Public-Private Dialogue in Nigeria notes that the private sector can be passive in its relationship with government for a number of reasons including the lack of coordination.

Related to a lack of coordination is the **lack of consistency** in reform initiatives. A report on Improving Trade and Industrial Policy Coordination between Government and Private Sector by Policy Dialogue identifies inconsistencies between the various sectorial policies, which should complement each other, and poor resource allocation for critical issues and duplication of resources. A report on State–Business Relations and Economic Growth in sub-Saharan Africa meanwhile highlights that results were undermined by differences in approach and priorities amongst key state organisations.

The challenge of **sustainability** is highlighted by a number of documents including the review of the Ethiopian Public Private Consultative Forum (EPPCF), a report on Making Business Membership Organisations work for the poor and a review of Public-Private Dialogue in Nigeria. Evidence from the ENABLE programme highlights that despite subsidy provided to BMOs to take up services to develop an improved service offering to the private sector, very few BMOs were willing to pay for the services. This underlines challenges in achieving systemic change and avoiding free-riding. At the same time, a review of the National Action Group (NAG) highlights the challenge of shifting the focus of private sector representative bodies more onto enabling environment activities than on more survivalist revenue-raising activities.

Other studies identify **a lack of strategic guidance** as a challenge. The Making Business Membership Organisations Work for the Poor Report, for instance, notes that ENABLE initially encountered issues concerning an over-reliance on "lead consultants" who were expected to act as mentors and who were given primary responsibility for managing partners. However, ENABLE found that short-term consultants were unable to provide the responsiveness required, and lacked the necessary strategic oversight. At the same time, a review of experience on Consultative Mechanisms for Trade Policy in Uganda identifies a particular weakness resulting from the lack of a permanent forum Secretariat to coordinate forum activities, including sponsoring and managing in-depth research on topical issues.

Several other studies identify weaknesses emanating from **a lack of rigorous situational analysis and evidence collection** during programme design and early on in programme implementation. As the review of the Formal Consultative Mechanism for Trade Policy in Uganda highlights, this leads to programmes setting unrealistic targets and assumptions in the given time frame. The review by Policy Dialogue on Trade and Industrial Policy Coordination between Government and the Private Sector argues that programmes all too frequently are not anchored on sound evidence and realities on the ground. The National Action Group recommends integrating an understanding of the political economy of change

and policy-making into lobbying activities so that the private sector understands how to bring about change.

Related to the challenges of evidence-informed policy making, several studies identify **weaknesses in monitoring and evaluation systems** which undermine efforts to identify and track progress, ensure adherence to set targets, and to implement recommendations (see Review of World Bank Group Support to Structured Public-Private Dialogue for Private and Financial Sector Development).

In the context of fragile and affected countries, the World Bank conducted a survey and carried out interviews that captured the knowledge of 27 professionals with extensive experience in implementing PPD projects in more than 30 countries. Respondents pointed to difficulties with stakeholder management as their biggest challenge. They also indicated that maintaining close dialogue and understanding how to incentivize desired behaviour was the most effective means of troubleshooting challenges that arise over the course of a PPD project.

Finally, a number of studies highlight a further challenge: the **slow pace and length of the reform process**. As a review of the Zimbabwe Economic Policy Dialogue (2013) highlights, comprehensive policy reform is a long-term process requiring consultation with a set of informed stakeholders.

4. Conclusions

PPD plays a key role in promoting and implementing enabling environment reforms. However, the evidence suggests that there is no single answer about what approaches work in PPD (IFC, 2009, Pinaud, 2007, and Bannock, 2005) and that simply asking for the opinions of representative organisations is not sufficient (Lamotte and Herr, 2005).

This paper has highlighted that there is no simple key to the success of PPD, but there are some general conditions that characterise the most successful programmes including:

- Buy-in from the government
- Building trust between the different stakeholders involved in the dialogue
- Setting up clear objectives
- Decentralised approach
- Promotion of regular, ongoing public-private dialogue
- Partnership management
- Working with grassroots organisations
- Catalyse market research
- Clear and ongoing communication strategy
- Ensuring the right people are involved in the dialogue
- Champions from both the public and the private sector
- Independence of the working groups
- Political economy of policy making
- Capacity building of representative organisations and government officials

This document also identified a number of key challenges encountered in the implementation of PPD programmes in SSA:

- A lack of coordination and consistency
- Sustainability
- A lack of strategic guidance
- A lack of rigorous situational
- Analysis and evidence collection
- Weaknesses in monitoring and evaluation systems
- Slow pace and length of the reform process

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Appendix 1 Terms of Reference

Overview

Zimbabwe's economy is expected to achieve zero growth in 2016, from 1.5% (estimated) in 2015 and 3.2% in 2014. Despite ongoing political uncertainty, discretionary application of rule of law and a worsening macro-economic environment, the country is considered by leading development partners and potential investors to be one of Sub-Saharan Africa's most promising economies. According to the World Bank,¹⁰ the country's strengths lie in its 'relatively well-educated work-force, abundant natural resources and developed, though ageing, infrastructure'. These advantages provide a credible foundation for future growth prospects and validate efforts to reduce poverty around an inclusive agenda which has the backing of policymakers, local and international investors, Business Membership Organisations (BMOs), academic institutions and civil society.

The actions of a few 'change agents' within key ministries such as the Office of the President and Cabinet (OPC) and the Ministry of Finance (MoF), have also encouraged cautious optimism. These 'reformists' within government, have engaged and promoted dialogue with development partners and the private sector with the objective of improving the business environment.

Zimbabwe's competitiveness performance trails behind comparator countries. For example, it is ranked 155 of 189 countries in the World Bank's Ease of Doing Business and has a Distance to Frontier score of 48.17 in comparison to its closest trading partner South Africa, which scores 64.89. A World Bank-supported 100 Day Rapid Result Initiative to address weaknesses in the business environment and constraints to Zimbabwe's competitiveness, has achieved good results. It now takes 30 days to register a business compared to the previous 90 days; construction permits can be approved in 120 days versus 448 days and paying taxes now takes 160 hours as compared 242 hours before the initiative. It is hoped that these improvements and a further round of reforms currently underway, will create a more attractive climate for the level of investments which the Zimbabwean economy urgently needs. The sustainability of these reforms will rely on the effectiveness of the working groups which have been formed by the government and the extent to which they are able to continue to engage successfully with all stakeholders, building on the momentum of the 100 Day Rapid Results Initiative.

A BERF Report to DFID on 'Future Options for Zimbisa' (one component of DFID's support to Zimbabwe through the Business Enabling Environment Programme (BEEP)) found that the programme has assisted Zimbabwe to improve business advocacy through Public Private

¹⁰ <http://www.worldbank.org/en/country/zimbabwe/overview>

Dialogue (PPD). Zimbisa has recorded commendable successes to date and the advocacy system groups being supported - BMOs, ministries and government agencies, research institutions and the media - are on track to achieve all outcomes and outputs, including the target of delivering six new or amended regulations or laws by January 2017 and ensuring that inclusive growth policies are implemented. Notwithstanding these achievements, Zimbabwe's return to long-term competitiveness beyond the current political cycle will require deeper investments in promoting and sustaining the advocacy systems already established under Zimbisa.

Objective

Provide evidence to support the Business Case extension of the current Zimbisa Public Private Dialogue (PPD) programme, including guidance from other donor programmes on what works and doesn't work in the context of PPDs in Sub-Saharan Africa.

Link with BER/investment/jobs/poverty (ToC)¹¹

Evidence from this report will enable an assessment of the value of public-private dialogue (PPD) mechanisms and stakeholder 'buy-in' as necessary pillars for successful business environment reform which has the potential to attract and retain investment and generate jobs for women, marginalised groups and the rural poor. An assessment of the benefits of PPD mechanisms especially in fragile political states will help to illustrate how inclusive growth policies can be nurtured even in unfriendly investment climates.

Client and Beneficiaries

The immediate client for this output is DFID Zimbabwe. The ultimate beneficiaries will be poor people, including women. BMOs across the country, those in new sectors, informal trade associations and sector associations (especially those championing business initiatives by women) are also beneficiaries who will benefit directly or indirectly from jobs which are created as Micro and Small and Medium Sized Enterprises set up operations, or as existing ones expand. DFID's partners and other development agencies (for example, Danida, World Bank, IMF, IFC et al), government policy-makers, BMOs, research bodies and the media, will also benefit from the evidence on good practice in PPDs and stakeholder engagement researched by BERF.

Scope

¹¹ This assignment provides expert external assistance and does not replace the work of DFID civil servants.

This assignment will produce two outputs as follows:

a. Part A (Evidence and Learning Note)

- A desk review of evidence on BE and investment climate programmes being funded by other donors that have incorporated PPD systems and mechanisms and the benefits that have accrued to the countries in question.
- Analysis of desk-based research of PPD systems and approaches in Sub-Saharan Africa (and elsewhere as appropriate) to determine the evidence supporting:
 - a. PPD programme performance with respect to the benefits to the economy, that is, the costs vs benefits.
 - b. The impact of PPDs on high-level reforms and the extent to which PPD systems have provided 'whole economy' benefits.
 - c. Examples of the use of innovative PPD platforms or solutions to address investment climate constraints and inclusive growth especially as it affects women and poor people in rural areas and BMOs country-wide.
 - d. Examples of effective 'bridge-building' solutions used by governments and BMOs including the approaches that have been sustained in difficult political economy situations.
 - e. Financial sustainability strategies, innovative, low-cost solutions employed by BMOs to build capacity, sustain membership and implement outreach activities.
 - f. Examples of strategies that demonstrate models of inclusive stakeholder engagement, (for example SMS, smartphones), which have been used to build the capacity of women and young people to effect change and support an improved enabling environment for foreign and local investments.

b. Part B (Document Reference/Library on PPD systems and approaches)

- Desk research to scan and review PPD evidence reference sources that are viewed as most supportive of BER and investment climate programmes, in particular in politically fragile states.
- Annotated table of the best documents/evidence on PPD approaches, systems and mechanisms

Method

The consultants/researchers will undertake research to produce the outputs as follows:

Part A (Evidence and Learning Note)

- Review existing sources of data including the Annual Review of BEEP (2016) and the BERF Report to DFID titled ‘Future Options for Zimbisa’.
- Review the evidence from PPD mechanisms employed through DFID’s programmes such as BRICK (Kenya) and ENABLE (Nigeria), IFC, World Bank and other donor PPD programmes, especially those from Sub-Saharan Africa and fragile political states.
- Compare PPD programmes implemented by various donors, providing guidance on the ones which have been attributed to recording the greatest results in attracting investments.
- Collate and analyse research findings.
- Draft a formal report highlighting:
 - a. How DFID Zimbabwe should use evidence and best practice from donor PPD programmes to deepen business environment and investment climate reform efforts currently underway through the Zimbisa programme.
 - b. A table of the most effective and innovative PPD mechanisms and approaches to promote an enabling environment for investments in Sub-Saharan Africa.

Part B (Document Reference/Library)

- Collate and analyse sources of evidence from donor PPD programmes on what has worked (and what hasn't worked) in PPD approaches, systems, and mechanisms for BER and investment climate programmes.
- Draft a full Document Reference/Library report highlighting:

PPD systems, approaches and mechanisms which support investment climate and business environment reform, including donor programmes in politically fragile states.

Timeframe and Staffing

Final delivery of the Evidence and Learning and Document Reference/Library to DFID Zimbabwe is programmed for October 2016 (although this may be earlier, depending on the timing of approvals).

The evidence will be researched and the Evidence and Learning Note and Document Reference/Library report drafted by in-house experts/consultants. A Senior Researcher will draft the Evidence and Learning Note with support from a junior researcher as necessary. A Senior Research Assistant will research and produce the Document Reference/Library report.

The expected level of effort for the PPD Evidence and Learning Note is 12 days. The expected level of effort for the PPD Document Reference/Library is 5 days.

Deliverables

The consultancy will produce an Evidence and Learning Note on *‘What works and doesn’t work and the benefits of Public Private Dialogue in Sub-Saharan Africa’*.

A Document Reference/Library report on PPD mechanisms and approaches from Sub-Saharan Africa and benchmarks from elsewhere that can be drawn on by DFID Zimbabwe for ongoing research to support learning will also be produced.

Dissemination

The Evidence and Learning Note will be published and disseminated to DFID Zimbabwe’s development partners: Danida, the World Bank, IMF, and IFC among others. Subject to guidance provided by DFID Zimbabwe, it will also be distributed to local stakeholders and delivery agencies.

The study will also be made available on BERF’s website: www.businessenvironmentreform.co.uk

Workplan

Item/Activities	Timing (2016)
Draft ToR reviewed by DFID Zimbabwe and comments received	29-Aug
ToR revised and submitted to BERF for approval	31-Aug
BERF approved ToR, proposed consultant’s CV and estimated budget submitted to DFID ICT and DFID Zimbabwe for approval	02-Sep
Revised ToR received; amendments made as needed	09-Sep
Consultants assigned; drafting begins	12-Sep
Draft Evidence and Learning Note and Document Reference/Library Report QA’d by BERF/Itad and BERF/KPMG	03-Oct
Drafts revised and submitted to DFID ICT and DFID Zimbabwe	05-Oct
Comments received from DFID ICT and DFID Zimbabwe	14-Oct
Evidence Note and Reference Reports reviewed, finalised and QA’d	18-Oct
Evidence Note and Reference Report delivered to DFID Zimbabwe and DFID ICT	20-Oct

Competencies Required

Post-graduate degree in Economics, Finance, International Business, Public Policy or related discipline. Working experience in investment climate or business environment reform in developing countries:

- Knowledge of Business Environment and/or investment climate reform in developing countries.
- Excellent research, analytical and report-writing skills.
- Sound knowledge of relevant research methodologies
- Good knowledge of the political economy and business operating framework in developing countries in Sub-Saharan Africa, such as Zimbabwe.
- Understanding of how business environment reform influences job creation for women.
- Understanding of the impact of reforms on the growth and viability of Small and Medium Sized Enterprises (SMEs) in Sub-Saharan Africa.
- Excellent communication skills.

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