

Private Sector Development Experience

Name of Project	Year	Country	Recipient	Short Description
India MSME support	2010	India	Government of India (funded by GTZ)	Support to Government of India to develop new institution to support MSME development
Trademark East Africa	2008 – 2010	East Africa Community (Arusha Tanzania); Kenya, Uganda, Tanzania, Rwanda and Burundi	DFID	Covering all EAC countries (Kenya, Tanzania, Rwanda, Uganda and Burundi) this \$100m+ programme seeks to develop national capacities – in government, the private sector and civil society – to benefit from the increased opportunities for trade and wider regional integration that the EAC offers. We have designed national support programmes covering Ministries of EAC and other government agencies that have a critical role in regional integration and the launch of a Common Market in East Africa; and programmes of support to civil society and private sector organisations for more effective engagement in regional integration. We have led the design of the newly created Burundi Revenue Authority, including drafting the enabling legislation. We are also providing ongoing implementation support to the Ministries of EAC in Kenya and Rwanda, including development of strategic plans, monitoring systems, communications strategy and training programmes.
Local and Regional Economic Development Facility	Ongoing	Indonesia	Government of Indonesia (Funded by GTZ)	LDP is currently giving support to nationwide implementation of a comprehensive and integrated strategy for regional economic development in Indonesia, and the establishment of a national institution that will provide small business enabling environment support for local governments across Indonesia, including Regulatory Impact Assessments and One Stop Shops for business licensing and registration. We are providing advice on up-scaling of pilot project in Central Java and the sustainable dissemination of the economic development approach to other regions, with the aim of establishing a nationwide programme. Undertook initial programme design including advising on institutional set-up, financing, monitoring and evaluation, sustainability and promotion. Subsequently undertook an international study (USA, Singapore, EU, South Africa) of best practice examples for establishing a national institution to support small business enabling environment reform; and developed work plan for creation of institution in Indonesia.
Africa Regional Flagship Report on Enterprise Development and Gender in Africa	2009	Nigeria and Ghana Africa region	World Bank	LDP provided major contributions to a World Bank Africa Regional Flagship Report on Enterprise Development and Gender in Africa (forthcoming) with a review of legal and regulatory barriers to women's participation in private sector development in Ghana and two states in Nigeria (Lagos and Kano), Uganda, Tanzania, and Kenya for the World Bank outlining key legal and regulatory barriers to women's participation in private sector development, comparing and contrasting East and West Africa.

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Joint External Anti Corruption Evaluation	2009 – ongoing	Viet Nam, Tanzania, Bangladesh, Zambia, Nicaragua	NORAD	LDP is a core team member in a consortium undertaking an evaluation of DFID, NORAD, Sida, DANIDA and Asian Development Bank anti corruption support in five countries worldwide. LDP is currently leading on the Tanzania country, and we have provided major inputs into country evaluations in Bangladesh, Vietnam and Zambia. The evaluation looks at the effectiveness and relevance of the commissioning donors support to anti corruption, including asset recovery, and reviews linkages with international processes and initiatives. The emphasis is on finding out what works in the fight against corruption within the framework of the UN Convention Against Corruption. Over 30 programmes are evaluated in each country, with five focus areas chosen for more in depth investigation through one to one interviews with stakeholders in government, the private sector, the wider donor community and civil society.
Review of Security, Justice and Growth Programme	2010	Nigeria	DFID	LDP director Clare Manuel led an eight person team reviewing DFID's Security, Justice and Growth Programme in Nigeria (£35 million over five years), with particular responsibility for the reviewing the Growth Component (including commercial law reform, dispute resolution and land reform)
Integration of Gender in Investment Climate Reform	Ongoing	Worldwide (including Cambodia, Yemen)	IFC	LDP Director Clare Manuel co-wrote IFC's recent publication <i>Gender Dimensions of Investment Climate Reform</i> , with contributions from LDP staff and associates (IFC, 2010). The Guide provides fresh thinking to solve common issues women face in the investment climate area including in relation to business entry, taxation, trade logistics, secured lending, ADR and SEZ. LDP is now supporting IFC to use the Guide to integrate gender in its investment climate work worldwide. We have designed and run a <i>Deep Dive</i> training event for IFC staff and other investment climate specialists in Washington, and are supporting IFC staff worldwide with technical advice and support on integrating gender into their on-going programmes. We have recently worked with IFC in Cambodia in enhancing women's voice in public private dialogue, and area currently supporting IFC's programme in Yemen.
Gender and Investment Climate Reform Assessments – Pacific	2009	Solomon Islands, Timor-Leste, Papua New Guinea, Tonga, Vanuatu, Samoa	IFC	Development of detailed programmes and tools for IFC Sydney Office to integrate gender within its on-going investment climate reform programme in the Pacific.

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State-Level Administrative Barriers to Investment Diagnostics	2008	Sudan	Government of Sudan (Funded by IFC)	LDP undertook a State-Level Administrative Barriers to Investment Diagnostics in Sudan. The objective of this assignment was to “conduct diagnostics in a number of states of the Sudan to identify the main institutional, policy, legal and regulatory issues constraining private investment and provide recommendations for related reforms that are technically and politically feasible.” In particular LDP looked closely at the business environment at state level with respect to business registration, licensing, taxation and access to land and site development (including connection to utilities). Recommendations for reform were made to assist the Sudanese Government of National Unity and State Governments to take forward a regulatory simplification programme at state level.
Gender and Growth Assessment	2008	Rwanda	IFC	Undertaking of assessment of legal, regulatory and administrative barriers faced by women in business in Rwanda focusing on property rights and access to finance
Doing Business	2008	Worldwide	World Bank	Advice to World Bank Doing Business team on development of an international legal database of laws impacting on women in businesses. Includes business entry, exit and securities registration laws
Gender and Growth	2009	S Pacific	IFC	LDP undertook analysis of the gender aspects of investment climate reform in six Pacific states (Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga and Vanuatu). We analysed specific investment climate topics: public private dialogue; starting and licensing a business.
Implementation of the Private Sector Development Strategy	2007	Kenya	Government of Kenya	LDP led the design team for the development of the Government of Kenya Private Sector Development Strategy (PSDS) Implementation Plan. The Kenya PSDS is a multi-sectoral co-ordinated approach to developing the private sector in Kenya covering enabling environment, competitiveness and SME development. LDP was responsible for taking the initial high level policy document – which had not been implemented – and designing a practical five year implementation plan, including institutional structures, funding arrangements and monitoring and evaluation framework. The LDP-led team comprised 10 local and international experts covering trade, competitiveness, labour, MSE, finance, investment, legal and regulation and other related disciplines. LDP worked closely with over 200 stakeholders from the private sector, civil society, Government and donors to develop an implementation plan which was understood, agreed upon and supported by the widest possible cross-section of participants. LDP designed an output-focused implementation structure based in the Ministry of Trade and Industry, bringing together implementers across Government, the private sector and donors. LDP also designed a pooled funding mechanism, to maximise resource flows and minimise transactions costs for both Government and private sector implemented interventions.

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Security Justice and Growth Programme	2006/07 2007	Nigeria	Government of Nigeria (Funded by DFID)	Undertook a scoping study identifying priorities for action and developed prioritised action plan to take forward best practice Fast Track Commercial Courts in Nigeria
Rwanda Investment Climate Project	2006	Rwanda	Government of Rwanda (Funded by ICF)	Design of Government of Rwanda's Investment Climate project. The project was subsequently accepted for funding by the Investment Climate Facility (its first ever project). Project was focused on enhancing Rwanda's investment climate and comprised commercial dispute resolution, business registry and licensing, and land registry components
Regulatory Cost Compliance Survey, BEST programme	2006	Tanzania	Government of Tanzania (Funded by World Bank)	LDP led a team to carry out a Regulatory Cost Compliance Survey in Tanzania. This survey was commissioned under the programme for Business Environment Strengthening for Tanzania (BEST) in order to better understand the constraints and costs to business of the legal and regulatory environment. It involved a survey of over 300 businesses in Tanzania to ascertain the business costs of legal and regulatory barriers.
Commercial Law Reform	2005	Uganda	Government of Uganda (Funded by DFID)	LDP undertook an assessment of commercial law reform proposals for Uganda's Presidential Investment Round Table on Commercial Law Reform – including in relation to companies law, insolvency law and personal property securities law. We used the regulatory impact assessment approach to review proposals for the reform of commercial laws including companies, insolvency and securities registration bills. In addition we provided best practice drafts of companies, insolvency and personal property securities laws. Previously LDP director Clare Manuel had worked for three years in the Uganda law reform commission where she advised extensively on commercial law reform including business entry and exit and securities law reform.
BEST Programme	2004/05	Tanzania	Government of Tanzania (Funded by World Bank)	LDP undertook two projects under the Business Environment Strengthening for Tanzania (BEST) Programme to draft laws relating to land (mortgages and the regulation of estate agents). In both cases we assisted policy makers to use the regulatory impact assessment technique (the first time this has been done in Tanzania) to assist the Government of Tanzania to develop legislation that is properly assessed for its impact on the private sector development, and which is designed to create as enabling an environment as possible.

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Barriers to Investment Report	2004	Kenya	Government of Kenya (Funded by FIAS)	LDP worked on legal and regulatory reform aspects of the FIAS Barriers to Investment Report for Kenya. LDP was responsible for analysis of the legal framework for investment - including providing best practice detailed technical and practical advice on business entry and exit, and securities registration.
Institutional Reform of Registrar General's Department	2004	Dominica	Government of Commonwealth of Dominica	LDP worked with the Registrar General's Department in Dominica (responsible for registration of secured interests and of businesses) to develop a programme of institutional reform, and computerisation. This focused on improving service delivery to enable private sector development. The reform process was undertaken in the context of Dominica's new Companies Act
Commercial justice component - Fiscal and Economic Recovery Project	2004	Dominica	Government of Commonwealth of Dominica (Funded by DIFD)	Development and implementation of legal sector reform/commercial justice component of the DFID project (Subcontractor to Oxford Policy Management leading on enabling environment aspects of the project).
Ghana National Private Sector Development Strategy	2003	Ghana	Government of Ghana (Funded by DFID and Danida)	Development of Government of Ghana's holistic National Private Sector Development Strategy. Developed within the context of Ghana's PRSP and public sector reform process. The Strategy was designed to provide a coherent framework for Government's role in facilitating private sector development by addressing physical, service, legal, regulatory and policy constraints on business. Emphasis was put on dialogue with the private sector; effective collaboration between Government institutions involved in private sector development and partnership with donors.
Business Sector Programme Support	2003	Ghana	Danida	Development of Danida's Business Sector Programme Support in Ghana focusing on components to Strengthen the Culture for Business including the design of the Business Sector Advocacy Challenge Fund; and Strengthen the Legal and Judicial Environment for Business including commercial law reform and support to the business registry and commercial court (2003)
Commercial Justice baseline study	2001	Uganda	Government of Uganda (Funded by DFID via budget support)	Baseline Study for Uganda's Commercial Justice Reform Programme focused on private sector perceptions and experiences of civil dispute resolution in Uganda, especially micro and small enterprises.

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Business Environment Strengthening for Tanzania	2000/01	Tanzania	Government of Tanzania (Funded by DIFD, Sida and Royal Netherlands Embassy)	Development of a comprehensive, strategic programme for enhancing the enabling environment for private sector development in Tanzania. A key focus of the design was on improving the justice environment (especially for micro and small enterprises). The President and Government have recently embraced this programme as a key policy initiative, and LDP has provided further advice on on implementation, monitoring and evaluation.
Commercial Justice Study	2000	Kenya	Government of Kenya (Funded by DFID)	Study to assess extent to which justice system in Kenya provides for swift and impartial resolution of commercial disputes and thus facilitates private sector-led economic growth; identify constraints on commercial justice in Kenya and make detailed recommendations as to how they can be addressed.