

**Investment Climate and Business Environment
Research Fund
Evaluation Report**

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List of acronyms used

ADB	African Development Bank
AUF	<i>Agence Universitaire de la Francophonie</i>
FSED	Foundation for Sustainable Enterprise and Development
CIDA	Canadian International Development Agency
FOCAL	Canadian Foundation for the Americas
ICBE-RF	Investment Climate and Business Environment Research Fund
IDRC	International Development Research Centre
IRIS	Institute for Research and Innovation in Sustainability
PSD	Private sector development
SME	Small and medium-sized enterprise
UN	United Nations

Executive summary

This evaluation report is presented to TrustAfrica and the International Development Research Centre (IDRC). It presents the findings of an evaluation of the first three years operation of the Investment Climate and Business Environment Research Fund (ICBE-RF). The ICBE-RF was established in March 2006 and was provided with US\$ 3.1 million to operate to March 2009. The main objectives of the ICBE-RF are to:

- Generate knowledge that will create a better understanding of, as well as inform policy changes for, improvements in the investment climate and business environment for sustainable enterprises in Africa.
- Strengthen the research capacity of private sector development (PSD) researchers in Africa and their associated institutions.
- Increase the density of networks and relationships among the African PSD research community and PSD experts internationally.
- Contribute to finding practical solutions to problems encountered by the private sector in investing in and operating businesses in Africa.

A Secretariat located in Dakar, Senegal was established in early 2006 operating in English and French and covering all countries in Africa.

TrustAfrica commissioned Dr Simon White of Southern African IDEAS, based in Johannesburg, South Africa, to evaluate the fund in order to:

- Assess the extent to which the ICBE-RF has contributed to capacity building in the African private sector development research community, including the number of PhD researchers supported and the quality of the research accomplished
- Assess the extent to which the prescribed research themes have been addressed, including an examination of the significance of the prescribed themes today, identifying emerging themes and the changes in priorities among the prescribed themes
- Assess the efficiency and effectiveness of the grant award process, particularly from view-point of key administrative staff at host institutions and the research teams
- Recommend actions to improve project organisation, management and results

Key findings and recommendations

ICBE-RF's contribution to African research

Since its establishment, the ICBE-RF has disbursed US\$1,489,690 to 53 research projects across 16 countries in Africa. Since many of these projects are still underway, it was difficult to determine the extent to which the ICBE-RF has contributed to capacity building in the African private sector development research community. However, the Fund has clearly met a demand for support in this field. While the financial support was sought after, with 245 applications received in the first call for proposals and 70 in the second, the ICBE-RF has been less proficient in its provision of non-financial support to the African research community. While training is an obvious form of non-financial

support the ICBE-RF could provide, and indeed the 2006 training workshop in Dar es Salaam appeared to have been a success, this form of intervention is both costly and limited in its outreach. Furthermore, it can duplicate the training in research techniques that is already provided by tertiary institutions in Africa. Thus, consideration should be given to on-line resources that have a broader outreach and are more cost-effective. It is assumed that most researchers in Africa, students as well as research agencies, have access to the Internet. Furthermore, the ICBE-RF should continue and extend its partnerships with tertiary institutions working on this topic in Africa and globally, including Canadian institutions.

Recommendation 1: Based on the finding of this evaluation, it is recommended that the ICBE-RF continue its financial support for Africa-based research on African investment climate and business environments for PSD. The Fund should continue its all-of-Africa focus.

Recommendation 2: It is recommended that the ICBE-RF pay greater attention to providing non-financial support for Africa-based research on African investment climate and business environments for PSD. This support should complement the grant programme (i.e., financial support), but not be limited to awardees; it should include the establishment of a web-based library of all relevant research related to African investment climate and business environments and an email-based community of practice for researchers working on African investment climate, business environment and PSD research. Wherever possible, the ICBE-RF should form links with other investment climate and business environment reform programmes in Africa, including major conferences. The presentation and discussion of ICBE-RF-funded research at these conferences and other events would allow researchers to discuss their work.

Recommendation 3: It is recommended that the ICBE-RF continue its liaison with tertiary education institutions and academics working on investment climate and business environment issues outside of Africa, including the FSED-supported Canadian-African Business School Partnerships programme. Partnerships between Africa-based researchers and other researchers should also be facilitated through direct support for the supervision of ICBE-RF-funded projects.

Recommendation 4: It is recommended that the ICBE-RF increase its expenditure on the dissemination of the findings of its funded research. This should include the establishment of a web-based library of completed reports and regular announcements on the Internet and any other appropriate medium regarding new work. If funds are available, consideration should be given to the establishment of a quarterly or six-monthly journal on African investment climate and business environments for PSD – this would include, but not be limited to ICBE-RF-funded research (a second-best alternative to this proposal would be the annual publication of a reader on investment climate and business environment research in Africa) and the organisation of an annual conference on research on African investment climate and business environments for PSD.

ICBE-RF's contribution to PSD and investment climate and business environment reform in Africa

While the primary focus of the ICBE-RF was to support research into African investment climates and business environments, about half of the projects funded addressed

general PSD issues. PSD is a critical issue for all countries in Africa. However, a focus on investment climate and business environment issues provides a specialist facility that focuses on a new and emerging topic within PSD that is still not yet fully understood. Many ICBE-RF-funded projects have displayed links to PSD programmes and investment climate and business environment reform programmes. However, this link should be strengthened. The Fund's mandate covers a wide range of possible applicants, but in practice its support focused on business schools and universities. This focus should be broadened in order to strengthen the link between funded research and PSD and reform programmes. Ensuring the fund is responsive to the needs of the full range of its target group requires a refinement of the three funding products provided.

Recommendation 5: It is recommended that the ICBE-RF remain faithful to its original mandate and focus on supporting Africa-based research on African investment climates and business environments for PSD in preference to general PSD research. This will require a clear operational definition of the investment climate and business environment, which will set the parameters for proposals. However, within these parameters, the ICBE-RF can highlight research themes and topics it believes will be a priority for research in any given funding round. These priorities may be informed by the ICBE-RF Steering Committee or by the outcomes of studies that the ICBE-RF commissions.

Recommendation 6: While the programme has largely focused on tertiary institutions and business schools, it is recommended that the ICBE-RF take active steps to broaden its target group and include government research agencies, private consulting firms and business membership organisations. This will require a refinement of the grant programme to ensure it is tailored to the needs, capacities and opportunities of these actors. This will include the size of the grants offered and the manner in which the grant programme is promoted. It is recommended that the ICBE-RF broaden its contact list of agencies to include the new target groups and create a quarterly newsletter, which highlights research that is supported by the Fund along with recent events in investment climate and business environment reform in Africa. The institutional linkages created between the ICBE-RF and other key actors should enhance the capacity of the Fund to reach these new target groups.

Recommendation 7: While the three sizes of grant offered by the ICBE-RF should remain, it is recommended that fewer smaller grants be made available in preference for intermediate and large grants. Small grants should be tailored to suit students working in educational facilities, while intermediate and large grants should include, but not be limited to, government research agencies, consulting firms and business membership organisations.

Recommendation 8: It is recommended that the ICBE-RF increase its efforts to develop networks and partnerships. In particular, attention should be given to facilitating and enhancing networks within the African research community working on investment climate and business environments for PSD, as well as with researchers based outside of Africa and with those working on PSD and investment climate and business environment reform programmes.

ICBE-RF management processes

The business model used to implement the ICBE-RF has worked well and is appropriate. However, to complement the competitive, demand-oriented nature of the Fund, the ICBE-RF should set aside funds for the purpose of specific commissions. These commissions could be used to better inform the ICBE-RF on major priorities in investment climate and business environment research. The ICBE-RF Secretariat has performed well with a small staff and has developed processes that work efficiently and effectively. The lean nature of the Secretariat should be maintained. However, care should be taken not to over-extend the demand on the Secretariat, particularly in the quality-assurance role. Thus, a new mechanism for monitoring the quality of funded research should be established. The ICBE-RF Steering Committee tends to have been limited to the main partners of the Fund and should be expanded to allow the ICBE-RF to develop closer institutional linkages with key actors. While the roles of the Jury and the Steering Committee are different, they can be connected and the ICBE-RF could benefit from the synergies this connection might produce.

Recommendation 9: While the bulk of the funding programme should remain a competitive process based on a regular call for proposals, it is recommended that a portion of the fund should be set aside for specific studies commissioned by the ICBE-RF.

Recommendation 10: It is recommended that the ICBE-RF Secretariat be responsible for all the activities of the ICBE-RF, rather than assign some of these responsibilities to others in the IDRC and TrustAfrica network. This will require a reconsideration of the number of professional staff assigned to the Secretariat, which should remain as lean as possible. While the Secretariat should not attempt to take on the role of quality assurance of the funded-research, it should ensure that quality assurance measures are in place for all projects.

Recommendation 11: It is recommended that membership of the ICBE-RF Steering Committee be broadened to include other key agencies involved in African investment climate and business environment reform for PSD. This would include, but not be limited to:

- Key bilateral and multilateral donor agencies – the representatives should be senior level from regional or sub-regional agency offices
- Relevant investment climate and business environment reform agencies and facilities (e.g., Investment Climate Facility for Africa)
- Representatives for Regional Economic Communities of the African Union
- Representative from the NEPAD Business Foundation

Recommendation 12: It is recommended that the Jury mechanism be continued, possibly as a sub-committee of the Steering Committee. Jury members can perform the role they currently perform (i.e., commenting on, scoring and deciding on grant applications), but many would like to do more than this. Thus, jurors could also be committee members. In addition, it is recommended that the ICBE-RF ensure all jurors are informed of programme activities and the progress of funded research on a quarterly basis.

Recommendation 13: The ICBE-RF should establish a fund it can draw down on to pay for technical specialists who can oversee and, where necessary, supervise ICBE-RF-funded research projects.

1 Introduction

The role of the investment climate and business environment in promoting private sector development (PSD) that leads to economic growth and poverty reduction has become increasingly important in developing and transition countries around the world. The World Bank claims that if a country reformed sufficiently to move from the bottom quartile to the top quartile of the *Doing Business* ranking, it would add 2.3 percent to the annual growth rate.¹ The Organisation for Economic Co-operation and Development has described work on the business environment as a “new private sector development agenda”. The new agenda is broader than the old one and moves from directly helping the poor (e.g., to establish their own enterprises or to provide micro-finance programmes), to the development of “market outcomes that may be more or less pro-poor”. This suggests that the focus of support should be on institutions and policies that influence market outcomes.² This focus was confirmed in a the World Bank Group evaluation of its assistance of investment climate reform that highlighted the importance of reforms at the institutional level, even more than at the policy level.³

The *World Development Report 2005* claims that the costs associated with weak contract enforcement, inadequate infrastructure, poor enforcement and corruption and poor regulation can amount to over 25 percent of sales - or more than three times what firms pay in taxes. These kinds of barriers weaken incentives for protected firms to innovate and improve their productivity. Conversely, a good business environment provides the appropriate opportunities and incentives for firms to invest productively, create jobs and expand. This is the key to sustainable progress in attacking poverty and improving living standards.

In Africa, significant attention has been given to ways in which investment climates and business environments have constrained the growth of the private sector and its ability to drive economic development, job creation and poverty reduction. The report of the Commission for Africa says that a “key responsibility of governments in Africa is to create an enabling environment for the private sector”.⁴

Increasing knowledge of the impact investment climates and business environments have on PSD and economic growth is essential, as is the need for understanding how reforms can lead to improvements that unleash the private sector and its role in economic and social development. In their foreword to the 2004 United Nations Commission on Private Sector and Development report, *Unleashing Entrepreneurship*:

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- 1 Djankov, S. et al. (2006) *Regulation and Growth*, World Bank: www.doingbusiness.org/documents/growthpaper_03_17.pdf
 - 2 Organisation for Economic Co-operation and Development (2004) *Accelerating pro-poor growth through support for private sector development; an analytical framework*, OECD, Paris. Page 9.
 - 3 World Bank Group (2004) *Improving investment climates: an evaluation of World Bank Group assistance*, IBRD/IDA Operations Evaluation Department, IFC Operations Evaluation Group, and MIGA Operations Evaluation Unit, Washington DC.
 - 4 Commission for Africa (2005) *Our common interest; Report of the Commission for Africa*, p 240.

Making Business Work for the Poor, Presidents Martin and Zedillo, the co-chairs of the commission state the following: “One of our key observations is the lack of knowledge about best practices and the great need for more sustained research and analysis of what works and what doesn’t”.

It is within this context that TrustAfrica established the Investment Climate and Business Environment Research Fund (ICBE-RF) in partnership with the International Development Research Centre (IDRC) and the Foundation for Sustainable Enterprise and Development (FSED) in March 2006. This US\$3.1m-research fund supports research that contributes to policy change and improvements in the investment climate and business environment for sustainable enterprises in Africa.

TrustAfrica was established in 2001 with support from the Ford Foundation on the premise that Africans need a greater voice in the international donor community as well as philanthropic resources that Africans control. As an independent foundation, TrustAfrica seeks to strengthen African initiatives that address the most difficult challenges confronting the continent.⁵ The foundation currently works on the following three major issues:

- Securing the conditions for democracy
- Fostering African enterprise and achieving broadly shared prosperity
- Cultivating African resources for democracy and development

Based in Dakar, Senegal, TrustAfrica works principally through collaboration and partnership with like-minded institutions and donors.

The ICBE-RF operates in English and French and covers all countries in the African continent. March 2009 marks the third year of the ICBE-RF. At this stage, the Fund has disbursed US\$1,489,690 to 53 research projects across 16 countries in Africa.⁶

At this stage in its development, the Fund has sought to undertake an independent evaluation of its activities to learn from past activities and plan for the next phase. TrustAfrica commissioned Dr Simon White, managing director of the consulting firm, Southern African IDEAS, for this purpose. Appendix 1 contains the terms of reference for the evaluation. The evaluation has been prepared for TrustAfrica and the IDRC who are expected to consider its findings and recommendations when planning for a possible second phase of work.

The evaluation seeks to:

- Assess the extent to which the ICBE-RF has contributed to capacity building in the African private sector development research community, including the number of PhD researchers supported and the quality of the research accomplished
- Assess the extent to which the prescribed research themes have been addressed, including an examination of the significance of the prescribed

5 TrustAfrica is recognized in the United States as a 501(c)(3) tax-exempt organization and in Mauritius as a Global Business Company (category 2) with charitable status.

6 Figures provided by Ms. Jeanne Elone, Program Associate, TrustAfrica (email correspondence, 22 March 2009)

themes today, identifying emerging themes and the changes in priorities among the prescribed themes

- Assess the efficiency and effectiveness of the grant award process, particularly from view-point of key administrative staff at host institutions and the research teams
- Recommend actions to improve project organisation, management and results

In addition, the Fund has expressed a desire for the evaluation to address the following questions:

- Has the research supported through the ICBE-RF tackled issues of direct relevance to the promotion of a better investment climate and business environment in Africa?
- To what extent have research teams made contact with policy-makers and other potential users of research results, in the design, conduct and dissemination of their research? What evidence exists regarding the potential “uptake” of research results by such users?
- Has the supported research been of acceptable quality, relative to accepted norms of social science research? What particular strengths or weaknesses can be detected?
- What evidence exists regarding the impact of ICBE-RF-supported research on individual and institutional capacities of recipients or on their longer-term career development?
- Has the grant process allowed for sufficient networking and exchange among research teams and between funded researchers and outside experts? If not, what additional mechanisms might be contemplated?
- Have processes for grant selection, contracting, and monitoring of grants been efficient and transparent? What suggestions for improvement could be made?
- What other suggestions could be made in terms of the thematic focus of future research, grant modalities (size of grants, individual vs. comparative projects, etc) or dissemination of research findings.

The evaluation has involved the review of all available programme documentation, including programme concept documents, technical reports and the research proposals and reports submitted by grant awardees. The ICBE-RF Secretariat staff were interviewed by telephone, as were a number of Jury members. In addition, a questionnaire was sent to all grant awardees of the first and second funding rounds. Of the 53 grant recipients sent the questionnaire in English and French, 29 responded, representing 55 percent of all grantees. Appendix 2 contains the questionnaire that was used for the survey of awardees. A survey of participants of a workshop run by the ICBE-RF in Dar es Salaam in 2006 was also conducted. However, the response to this survey was poor and, as a result, the few responses received are of little significance and have not been used.

While the method applied to this evaluation has produced valuable results, it is recognised that it is limited. There are two main limitations to the methodology. First, the evaluation has relied on a survey of grantees delivered by email and did not involve any follow-up interviews with survey respondents in which the responses could have been investigated in more detail. Second, the evaluation took place when approximately three-quarters of the funded research projects were still underway. Thus, it has been difficult to determine the outcomes and impact of the funded research.

This report is organised in the following way. Chapter 2 provides an overview of the ICBE-RF, dealing with its establishment, its main areas of activity and its management. Chapter 3 details the findings of the evaluation dealing with the performance of the ICBE-RF, while Chapter 4 presents the conclusions of the review and proposes a series of recommendations for the ICBE-RF and its sponsors to consider.

2 Overview of the Investment Climate and Business Environment Research Fund

This chapter presents an overview of the ICBE-RF and its support of investment climate and business environment research in Africa. This includes financial support and non-financial support. In addition, the key organisational arrangements for managing the ICBE-RF and its grant application, assessment and monitoring processes are described.

2.1 Background and establishment

The United Nations Commission Conference on the Private Sector and Development in 2004 and the Unleashing Entrepreneurship Conference in Ottawa in 2005 inspired the development of the ICBE-RF. The proceedings of the United Nations (UN) conference were consolidated in the Commission's report, entitled, *Unleashing Entrepreneurship: Making Business Work for the Poor*.⁷ This report emphasized the central role entrepreneurs can play in self-reliant development and encouraged the pursuit of a vibrant and independent private sector in the developing world.

The Commission argued:

Any approach to private sector development—and the policy and action recommendations that accompany it—should be grounded in the realization that the savings, investment and innovation that lead to development are undertaken largely by private individuals, corporations and communities. The private sector can alleviate poverty by contributing to economic growth, job creation and poor people's incomes. It can also empower poor people by providing a broad range of products and services at lower prices.

Small and medium enterprises can be engines of job creation—seedbeds for innovation and entrepreneurship. But in many poor countries, small and medium enterprises are marginal in the domestic ecosystem. Many operate outside the formal legal system, contributing to widespread informality and low productivity. They lack access to financing and long-term capital, the base that companies are built on.

The Commission believes that the primary responsibility for achieving growth and equitable development lies with developing countries. This responsibility includes creating the conditions that make it possible to secure the needed financial resources for investment. Those conditions—the state of governance, macroeconomic and microeconomic policies, public finances, the financial system and other basic elements of a country's economic environment—are largely determined by the actions of domestic policymakers. Their challenge is to capitalize on advances in macroeconomic stability and democracy and to launch reforms that bring about further changes in institutional frameworks to unleash and foster the private sector (UN Commission on Private Sector and Development, 2004, pp. 1-2).

7 United Nations Commission on the Private Sector and Development (2004) *Unleashing Entrepreneurship: Making Business Work for the Poor*, New York.

Following the UN conference and report, many private sector initiatives emerged, presenting opportunities and challenges that have implications for development, aid and investment.

It was in this context that, in April 2005, the International Development Research Centre (IDRC) in partnership with the Canadian International Development Agency (CIDA), the Canadian Foundation for the Americas (FOCAL) and the Institute for Research and Innovation in Sustainability (IRIS) at York University convened a conference to create a research agenda on PSD. One of the concerns was the fledgling state of business schools in Africa and their need for support in research and research management. The IDRC conference developed a series of research questions, identified barriers to private sector growth and actions to consider in carrying forward the “Unleashing Entrepreneurship” agenda.

Through most of 2005, IDRC and FSED assigned staff and consultants to travel throughout Africa to meet academics, business school representatives and private sector representatives. In addition, a web-based debate on the topic was conducted. The direct visits and web-debate culminated in a stakeholder workshop in July 2005, hosted by TrustAfrica, IDRC and FSED in Dar-es-Salaam, where the role of research in PSD and the operational modalities of a research fund were discussed.

In March 2006, IDRC and TrustAfrica committed US\$2.8 million to launch a research fund, now known as the ICBE-RF, and to operate it for an initial period of 30 months through to September 2008. In July 2008, the co-financiers increased the Fund to US\$ 3.1 million to cover an extension period that will last through March 2009.

The main objectives of the ICBE-RF are to:

- Generate knowledge that will create a better understanding of, as well as inform policy changes for, improvements in the investment climate and business environment for sustainable enterprises in Africa.
- Strengthen the research capacity of private sector development (PSD) researchers in Africa and their associated institutions.
- Increase the density of networks and relationships among the African PSD research community and PSD experts internationally.
- Contribute to finding practical solutions to problems encountered by the private sector in investing in and operating businesses in Africa.

A Secretariat located in Dakar, Senegal was established in early 2006, with a Programme Director and Programme Associate. TrustAfrica is responsible for the overall management of the programme. The Fund operates in English and French and covers all countries in Africa.

2.2 ICBE-RF model and operations

The ICBE-RF describes three broad elements of its work:

- Research grants
- Training workshops
- Partnerships and networks

Each of these elements is described below.

2.2.1 *Research grants*

The ICBE-RF uses a competitive research grant mechanism, based on a call for proposals that has been conducted in two rounds since the programme commenced. The calls for proposals were issued on the Internet and emails were sent to African universities, business schools, individual professors, graduate students, African investment promotion agencies, African small and medium-sized enterprise (SME) policy think tanks, and private sector entities. Guidelines for proposals were available from the ICBE-RF website and a “dynamic” list of research themes were provided to guide would-be applicants. Applicants were encouraged to focus on research that involves the private sector directly, pursues practical solutions to firm issues, can have a direct impact on policy, enhances social, human and ecological capital, and contributes to long-term economic development.

Applications received within the advertised period were assigned a unique reference number before being logged into the applicant database. Applications were then sent to a selection of peer reviewers and the ICBE-RF Jury Members. Reviewers were selected according to their competencies and previous experience in the field of research outlined in the application. The peer reviewers and jurors evaluated the applications on a scale of 0-10 (i.e., 0-5.9 “insufficient quality”, 6-6.9 “acceptable”, 7-7.9 “good”, 8-8.9 “very good”, and 9-10 “outstanding”) and submit scores and explanatory notes to the Secretariat. The scores were then entered into the database against each application and it is from the database that the initial ranking of the applications was determined.⁸

The Secretariat prepared a final score sheet and ranking for each proposal and submitted this to a plenary session of the Jury for discussion, recommendation and the awarding of grants. Once the Jury submitted its recommendations for grant awards, the Secretariat conducted due diligence checks on the sponsoring institutions and the finer details of the application to ensure clarity of objectives and outputs, presence and credibility of implementing partners, matching of methodology and outputs, and appropriateness of budget. Should the application pass all checks, a grant offer was sent to the applicant and funds were disbursed immediately once the grant offer is accepted. Typically, funds were disbursed in two or three tranches.

8 TrustAfrica (2007) Investment Climate and Business Environment Research Fund; Technical Progress Report, March 8, 2006 – March 8, 2007

Figure 1: Details on the two funding rounds

<p><i>FUNDING ROUND 1</i></p> <p>Call for Proposals: 12 June to 16 October 2006</p> <p>Notifications of the call sent to 660 contacts in 32 countries</p> <p>Scoring by peers and jurors completed: December 2006</p> <p>Jury meeting to consider applications and decide: 22-25 January 2007 (Dakar)</p> <p>Applicants informed of decision on proposal: March 2007</p> <p>Number of applications received: 245 applications from 30 countries</p> <p>Number of grants awarded: 29</p> <p>Countries receiving grants: Algeria, Benin, Botswana, Burkina Faso, Cameroon, Ivory Coast, Egypt, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Mali, Mauritania, Morocco, Mozambique, Namibia, Nigeria, Democratic Republic of Congo, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe.</p> <p><i>FUNDING ROUND 2</i></p> <p>Call for Proposals: 1 August to 31 October 2007</p> <p>Notifications of the call sent to 790 contacts in 35 countries</p> <p>Scoring by peers and jurors completed: January 2008</p> <p>Jury meeting to consider applications and decide: February 26-29, 2008 (Cape Town)</p> <p>Applicants informed of decision on proposal: April 2008</p> <p>Number of applications received: 70 applications from 16 countries</p> <p>Number of grants awarded: 24</p> <p>Countries receiving grants: Cameroon, Congo, Democratic Republic of Congo, Ghana, Kenya, Liberia, Morocco, Nigeria, Senegal, South Africa, Tanzania, Uganda</p>
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The grant programme consists of three main components: small grants, intermediate grants and large grants.

Small grants provided up to \$10,000 in support the following activities:

- Writing of case studies
- Hiring Masters and PhD students as research assistants
- Funding the research of Masters and PhD students (through their institutions)
- Presenting papers at regional or international conferences
- Implementing research findings

The process of adjudicating the small grants sought to strike a balance between efficiency (i.e., not placing an undue workload on the Jury) and legitimacy (i.e., ensuring that the process appears free of any conflicts of interest). A Small Grants Committee comprising three to four members of the Jury was formed to consider

these applications. Small grant applications were assessed according to the following criteria:

- Fifty percent anticipated contribution of the proposal to build the capacity of the African PSD research community
- Fifty percent significance of outputs proposed (i.e. research, venture plan, case study, article, conference presentation, etc.) and its contribution to improving the investment climate and business enabling environment in Africa

Intermediate grants were funds from \$10,001 to \$50,000. These grants were peer reviewed and awarded to research proposals aligned with the themes and objectives of the Fund and which achieve high scores from the Jury according to the adjudication criteria. While it was originally planned that all intermediate grants would be reviewed by three peer reviewers, in fact one reviewer was assigned to each application for Intermediate and Large grants. Applications were assessed according to the following criteria:

- Forty-five percent significance of the proposed research and likelihood of the proposed research activities to meet the ICBE-RF's objectives and expected outcomes
- Twenty percent applicant's qualifications for carrying out the proposed research
- Twenty percent quality of the plans for the proposed research (i.e., methodology)
- Fifteen percent partners and relationship to policy process

Large grants of between \$50,001 and \$100,000 were awarded to projects involving collaborators in more than one country that were aligned with the themes and objectives of the Fund, and which achieve high scores from the Jury. The proposal were reviewed by a peer reviewer and adjudicated by the Jury based on the following criteria:

- Forty percent significance of the proposed research and likelihood of the proposed research activities to meet the ICBE-RF's objectives and expected outcomes
- Fifteen percent applicant's qualifications for carrying out the proposed research
- Fifteen percent quality of the plans for the proposed research (i.e., methodology)
- Fifteen percent partners of the proposal (i.e., public policy actors, private sector actors, others)
- Fifteen percent policy process in which the proposal is immersed

Figure 2: Summary of available ICBE-RF grants

Type of Grants	Number of Grants Available	Maximum Funding US\$	Duration	Adjudication Process	Comments
Small Grants	20	10,000	12 months: 9 for research + 3 for final report	Pan African Jury	Typical projects: case studies, research leading to the award of PhDs, implementation of research findings, participation at international conferences
Intermediate Grants	10	50,000	15 months: 12 for research + 3 for final report	Peer Reviewers + Pan African Jury	
Large Grants	5	100,000	18 months: 15 for research + 3 for final report	Peer Reviewers + Pan African Jury	It is expected that large grant proposals will include multinational cooperation and/or comparative research

SOURCE: Investment Climate and Business Environment Research Fund (2007) *Call for Research Proposals*

When assessing applications, the Fund has indicated in its 2007 Call for Proposals that a strong emphasis was placed on:

applied, innovative and practical research which can demonstrably have an impact on the Investment Climate and Business Environment in Africa. Strong proposals will have a clearly defined problem statement that is directly related to the objectives of the research fund; a rigorous methodology and a detailed explanation of expected impacts and outcomes. The fund is interested in supporting collaborations with larger organizations in order to contribute to pre-existing research on relevant themes. We are particularly interested in research proposals that directly involve the private sector and/or involve other institutions linked to policymaking, such as government agencies. These joint ventures are what we refer to as “Partners” in the selection criteria. Our goal is to produce actionable research results which can be implemented through partnership with decision makers and private sector practitioners. Research will be especially welcome where it examines Private Sector Development in Africa, and where a plan to implement research recommendations is developed, demonstrating a contribution to long term economic development and improved livelihoods without eroding social, human or ecological capital, but rather enhancing these assets (ICBE-RF 2007, *Call for Proposals*).

The ICBE-RF monitors its funded-projects to ensure grants are properly managed and activities are carried out according to plans. The ICBE-RF Secretariat regularly observed about 30 percent of the grantees, while all others were monitored through regular email and telephone contact. Funds for projects were released in specified instalments based on the submission of documentation outlining the progress of research to date and draft reports. Funds were only released once the ICBE-RF Secretariat was convinced the work was on track and to a sufficient standard.

2.2.2 Training

The ICBE-RF initially contemplated a series of training programmes to enhance the quality of research on investment climate and business environment issues in Africa. The 2006 *Project Description* document refers to a relationship the IDRC had established with David Wheeler and Kevin McKague and, through them, with the FSED and York University's IRIS and the Schulich School of Business.⁹ This relationship was to lead to a series of training programmes for Africa-based researchers with three components:

- Team building amongst the Jury, Peer Reviewers and Secretariat including building a shared view of the objectives of the ICBE-RF, developing a shared understanding of the adjudication process and criteria, and establishing the principles, norms, roles, functions and inter-group dynamics necessary for effectively carrying out the objectives of the Facility
- Training potential grant applicants in research methods and proposal writing in order to ensure the highest quality grant proposal submissions
- Training of grantees in research methodology, promoting alignment between the research projects, and promoting exchange and feedback among grantees

However, with the exception of a one-week training workshop conducted in Dar-es-Salaam on 24-28 July 2006, neither the ICBE-RF nor its associates have conducted any training for capacity building in investment climate or business environment research for PSD. Kevin McKague ran the 2006 Dar-es-Salaam workshop, which focused on research methodology and proposal writing and involved 45 participants from over twenty African countries. Participants were invited because they were either considered to be potential applicants or key "gatekeepers" within their institutions who would play a pivotal role in promoting the Fund. It was envisaged that these "gatekeepers" would take back some of the methodological curriculum taught at the workshop to their institutions to build the capacity of potential applicants. At the workshop, TrustAfrica presented the modalities of the ICBE-RF to participants and gauged the technical assistance requirements of potential applicants. Subsequently and with the assistance of consultants, TrustAfrica designed an interactive and bilingual electronic forum to enable post-launch virtual meetings and discussions among jury members and peer reviewers.

2.2.3 Partnerships and networks

The ICBE-RF has endeavoured to form partnerships between business schools to build the capacity of the African PSD research community and contribute to an improvement in the investment climate and business environment for sustainable enterprise in Africa.

One aspect of this activity has involved the FSED-supported Canadian-African Business School Partnerships programme. This entails grants of up to \$50,000 to Canadian business schools for proposals to strengthen or establish PSD research

9 For more information on the Institute for Research and Innovation on Sustainability at York University go to: <http://www.iris.yorku.ca/Home/index.html> For more information on the Schulich School of Business at York University go to: <http://www.schulich.yorku.ca/ssb-extra/ssb.nsf?open>

capacity-building partnerships with African business schools or related institutions. While this refers to partnerships between business schools, it includes partnerships between similar organizations engaged in investment climate and business environment research such as other university faculties, African investment promotion agencies, African SME policy think tanks, and private sector entities.

The *Project Description* document envisaged that Canadian business schools, or other university faculties or public, private or non-governmental organizations with an interest in PSD, would apply for grant funding to undertake joint research projects or provide mentoring and training to African PSD researchers.¹⁰ Joint applications from Canadian and African institutions were especially favoured. However, it was also recognized that Canadian partners might wish to apply for funding to build a relationship that is only in its earliest stages of development. Activities illustrative of these mutual beneficial capacity building partnerships include:

- Joint research projects relating to the themes of the ICBE-RF
- Case study research and writing
- Student and faculty exchanges
- Business plan and new venture development
- Joint organization of conferences, seminars and workshops

The FSED issued a competitive call for proposals to selected Canadian business schools. David Wheeler and Kevin McKague nominated a five-member jury of Canadian academics with expertise in private sector development in emerging markets and least developed countries was formed to assess applications. Applications were judged on their potential to build the capacity of the African PSD research community, and to build long-lasting links among the proponent Canadian and African institutions.

In addition to the Canadian-African Business School Partnerships programme, the ICBE-RF has been eager to form other partnerships to improve the Fund's reach and performance.

2.3 ICBE-RF management

TrustAfrica manages the ICBE-RF and a secretariat was established within the TrustAfrica offices in Dakar, Senegal. Two professional staff operate the secretariat: Mr. Emmanuel Buringuriza, Programme Director and Ms. Jeanne Elone, Programme Associate.

An ICBE-RF Steering Committee oversees the programme and mainly convenes through teleconferences. Committee members are:

- Brent Herbert-Copely, Director, Social and Economic Policy, IDRC
- David Schwartz, Partnership Officer, IDRC
- Akwasi Aidoo, Executive Director, TrustAfrica

10 International Development Research Council and TrustAfrica (2006) *Investment Climate and Business Environment (ICBE) Research Facility; Project Description*, March, p. 4.

- Kevin McKague, President, FSED
- Philip Rosson, Former Dean, Dalhousie University
- Chantal Uwimana, Programme Director, TrustAfrica
- Emmanuel Buringuriza, ICBE-RF Programme Director, TrustAfrica
- Jeanne Elone, ICBE-RF Programme Associate, TrustAfrica
- Jean-François Gouin, ICBE-RF Consultant, TrustAfrica
- Alain Berranger, Special Advisor to the ICBE-RF and Executive-in-Residence, Schulich School of Business
- Chris Reardon, ICBE-RF Chronicler and Communications Specialist, TrustAfrica

A jury was formed to assist in the assessment of research proposals. The prime consideration for selecting Jury members was to ensure:

- The overall competence and credibility of the Jury
- Appropriate representation by geography, gender, and expertise
- An appropriate knowledge of English and French

Jury members were expected to serve for the initial two rounds of grant-making and were responsible for evaluating the relative merits of each application submitted to them for review, including the input of peer reviewers where available, on the basis of the adjudication criteria. In lieu of an Honorarium, the Jury members will benefit professionally from the team-building workshop in East Africa and attending the face-to-face Jury meetings where international per-diems will be paid to cover expenses.

The jury has met twice: first in January 2007 in Dakar, Senegal and second in January 2008 in Cape Town, South Africa.

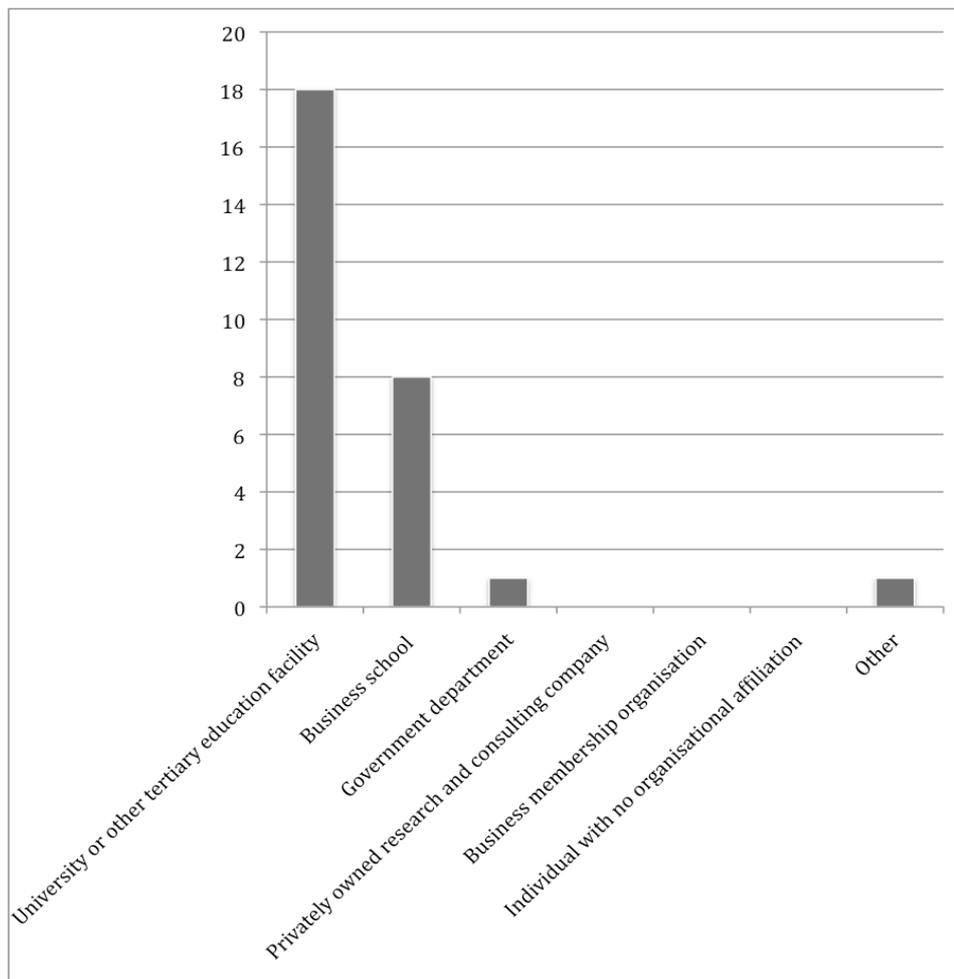
3 ICBE-RF-supported research

This chapter examines the research the Fund has supported over the last three years and comments upon the relevance of this work for investment climate and business environment reform in Africa. It describes the kinds of individuals and organisations that benefited from the grants, the range of research supported and some of the major results that came from this work.

3.1 Grant awardees

The ICBE-RF appears to have successfully reached its target group. As the figure below shows, the majority of awardees are from universities, other tertiary education facilities and business schools.

Figure 3: Survey Results: Types of grantees, both rounds



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 6 (n=28)

The focus on tertiary education facilities and business schools reflects a clear decision by the programme designers to support academic research.¹¹ Sixty-four percent of survey respondents were from universities, or other tertiary education facilities, while 29 percent were from business schools.

Thirty-six percent of survey respondents indicated that the ICBE-RF-funded research was a part of an academic qualification such as a doctorate or a masters.

Figure 4, below, shows another interesting trend. While the Fund took great efforts to ensure the grant scheme was promoted in all the countries of Africa, the awardees are found in only 17 countries.

Figure 4: Consolidated distribution of ICBE-RF grant wards, both rounds

Country	No. of projects	Rank by no. of projects	Total grant value of projects (US\$)*	Rank by value
Cameroon	10	1	293,150	1
Kenya	9	2	169,993	3
Uganda	6	3	162,850	4
Morocco	4	4	125,500	7
Nigeria	4	4	86,919	9
South Africa	4	4	210,000	2
Tanzania	4	4	128,335	6
Ghana	3	5	61,930	11
Congo	2	6	61,690	10
DRC	2	6	19,380	16
Liberia	2	6	99,996	8
Senegal	2	6	150,000	5
Benin	1	7	10,000	17
Botswana	1	7	45,000	13
Burkina Faso	1	7	50,000	12
Ethiopia	1	7	45,000	14
Mozambique	1	7	27,000	15

SOURCE: TrustAfrica (2008) *Investment Climate and Business Environment Research Fund; Second Technical Progress Report*

NOTE: *Values are estimates because second round values may change when subjected to due diligence but the values are expected to stay within 10-15% of the estimate.

11 The *Unleashing Entrepreneurship* report suggests there are many private actors outside the traditional development community engaged in addressing the challenges of development, including “leading business schools” in developed countries that “are working with African counterparts for the joint management training of local public officials and private sector leaders” (Box 4.1, p. 30).

It is interesting to note the shift in patterns from first and second funding rounds. In the first funding round, the call for proposals was sent to 660 contacts (i.e., individuals and organisations – mainly tertiary education institutions and business schools) in 12 countries. This led to 245 applications from 30 countries, of which 29 applications were approved – a success rate of 12 percent. In the second round, the Secretariat invested more time and effort into broadening the awareness of the programme, expanding the list of contacts to 790 covering 35 countries. However, in this round only 70 applications from 16 countries were received, with 24 applications, or 34 percent of applications being approved. This raises questions regarding the manner in which the grants were promoted.

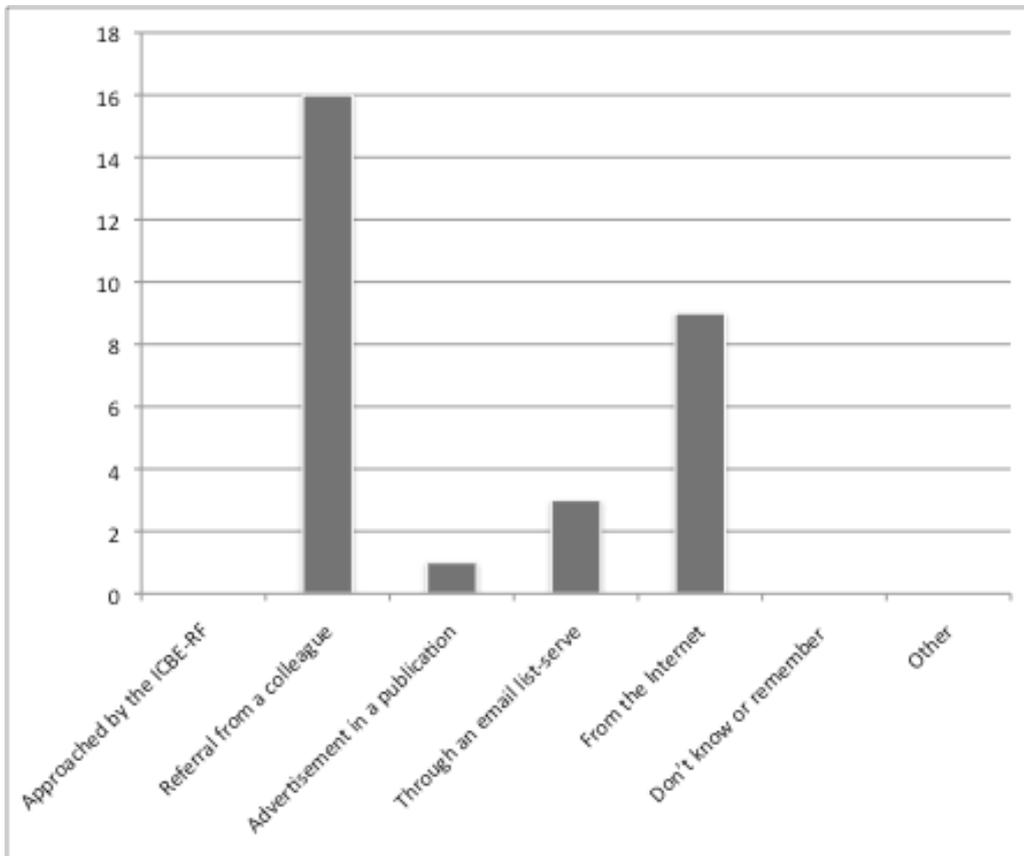
The ICBE-RF Secretariat have been unable to explain why the number of applications received during the second call for proposals was so much less – in fact, 70 percent less than the first round – despite the increase in the list of contacts to which information was sent. One wonders if the number of university and business school academics and students working on these topics is so small, that the market was saturated by the completion of the first round. While the Secretariat's call for proposals covers a wide range of possible target groups – including SME promotion agencies, private sector entities or similar organizations – the main focus of the Fund is clearly fixed on tertiary institutions and business schools. Thus, consideration should be given as to whether the Fund needs to find more effective ways to reach beyond the African academic community toward other key actors involved in research and development of the African private sector.

In addition, consideration should be given to expanding the range of actors the Fund targets and to the mechanisms used to do this. While the strong focus assigned to academic research is recognised and appreciated, care should be taken to not exclude other key actors in the PSD field. This includes government agencies (e.g., research units within line ministries and government-supported research agencies), consulting firms and business membership organisations. All of these actors are engaged in some form of research on PSD issues and, increasingly investment climate and business environment related issues part of this research agenda. The ICBE-RF can play an important role in linking up academic researchers with those who are engaged in PSD and investment climate and business environment reform. However, the ICBE-RF can also enhance the research conducted in this field by actors who are not formally a part of an academic research. It should be noted that this should not imply support for research that is of a lower standard. Instead it should be seen as ensuring all kinds of research done in this field of a high quality and relevant to the needs of PSD and government reform.

Reaching these actors will require contacts that stretch beyond the current ICBE-RF contact lists. However, it will also require new strategies that better connect the ICBE-RF and its funded projects to a broader range of agencies working in this field in Africa. This will require institutional linkages.

Figure 5, on the following page, shows how most survey respondents learnt about the Fund through a colleague or on the Internet. This is consistent with the Secretariat's approach to promoting the grants, which relied on contacts located in tertiary institutions and business schools.

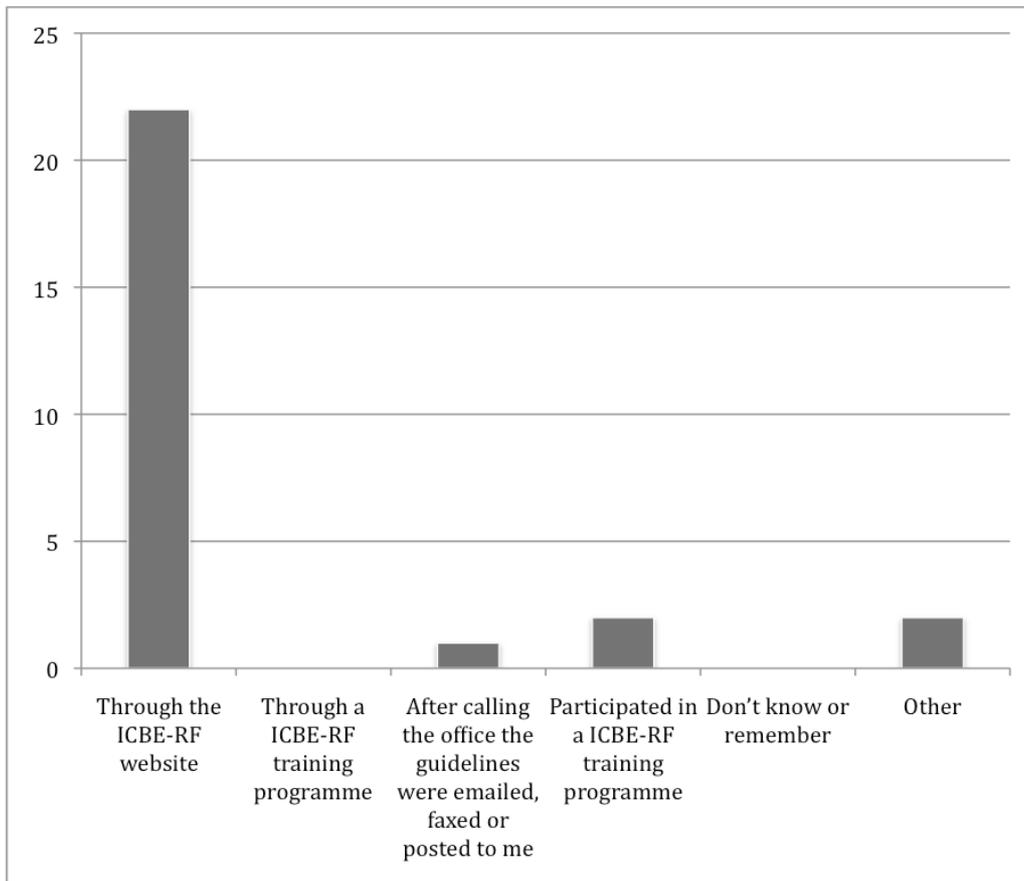
Figure 5: Survey Results: How respondent awardees first learnt of the ICBE-RF



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 7 (n=29)

Similarly, most survey respondents obtained information on the programmes through the ICBE-RF website. See Figure 6, on the following page.

Figure 6: Survey Results: How respondent awardees obtained guidelines on the grant application process



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 8 (n=27)

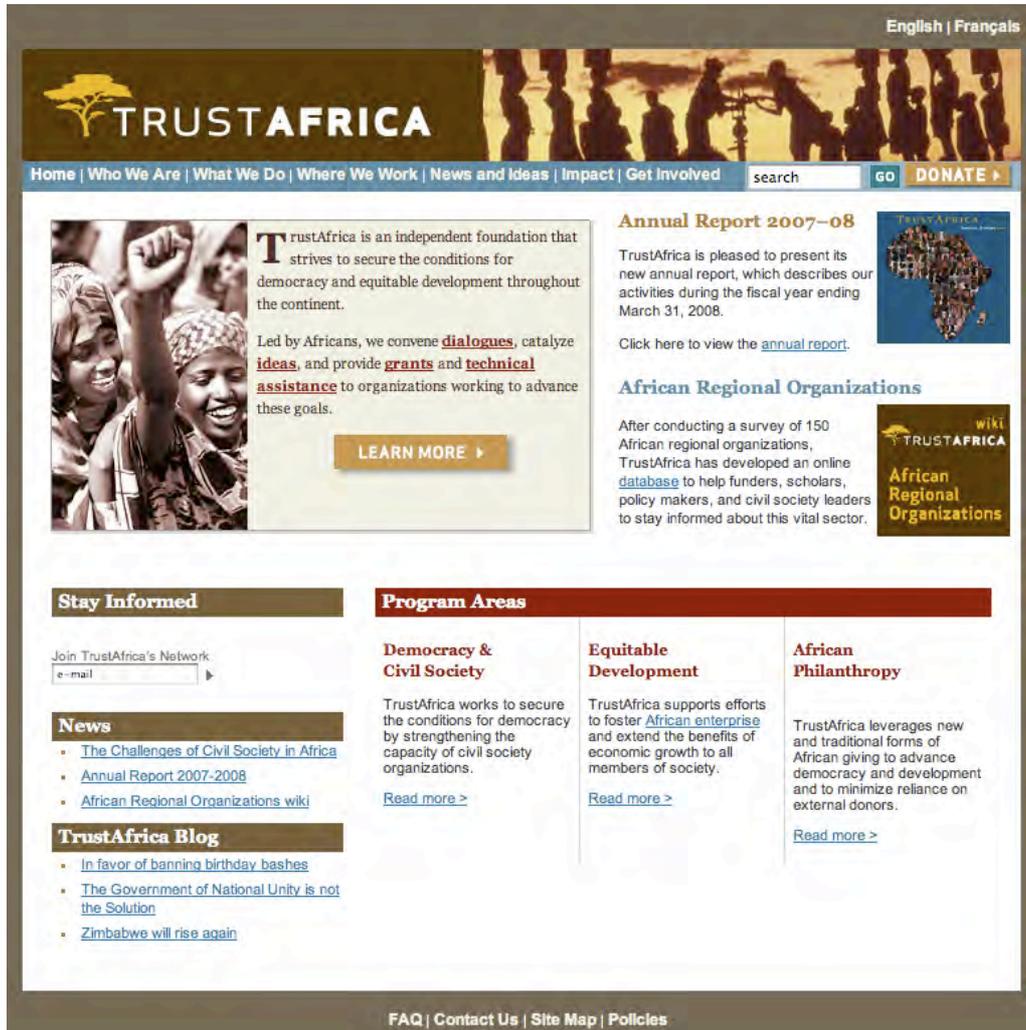
The Internet has provided an essential medium through which the Secretariat has communicated with awardees and promoted the grant programme to potential applicants. While most successful awardees were able to locate and download the information required through the TrustAfrica website, a review of this site suggests that information on the ICBE-RF requires some searching. There is no specific tab or easily located entry point to the ICBE-RF. See Figure 7 on the following page. Indeed, there is no reference to the ICBE-RF whatsoever. Only when one clicks on “What We Do” can the hyperlink to the ICBE-RF be found deep within the text.

Details on the ICBE-RF are found at the following address:

http://www.trustafrica.org/index.php?option=com_content&task=view&id=72&Itemid=82

One wonders why it was not possible to create a specific identity for the ICBE-RF within the TrustAfrica site and why a more logical and easy to find address could not have been used, such as: www.TrustAfrica.org/ICBE-RF

Figure 7: Screen shot of the TrustAfrica website



SOURCE: TrustAfrica website, 27 March 2009, <http://www.trustafrica.org>

3.2 Responding to prescribed research themes

Described by the Secretariat as “dynamic” in its second technical report to the IDRC, the Fund’s prescribed research themes have been modified from the first to the second funding rounds. The original themes were generated at the two-day IDRC conference in Ottawa in April 2005 entitled *Unleashing Entrepreneurship*. This conference provided the opportunity for participants to generate a series of research questions, which were clustered into six thematic areas. Following this, a planning meeting of business school deans and other key stakeholders was held in Nairobi in September 2005, facilitated by David Wheeler from York University and David Schwartz of IDRC. This meeting provided the opportunity for participants to consider

the research questions raised at the Ottawa conference.¹² This led to the following ranking of clustered issues or themes:

- Rank 1: Enablement (9 votes)
- Rank 2: Human capital (8 votes)
- Rank 3: Mindset and culture (5 votes)
- Rank 4: Financial capital (4 votes)
- Rank 5: Role (2 votes)
- Rank 6: Strategy and evaluation (1 vote)

Thus, it is clear that issues of “enablement” and “human capital” were considered to be major priorities by the participants of the Nairobi meeting.

The ICBE-RF *Project Description* report (January 2006) identified the following research themes for the fund:

- 1 Entrepreneurship and human capital development
- 2 Public-private partnerships and dialogue
- 3 Regulation and reform (i.e. structural changes in the business enabling environment) including but not limited to the following aspects:
 - 3.1 Financial systems
 - 3.2 Market access
 - 3.3 Customs systems
 - 3.4 Tax systems
 - 3.5 Ports and transportation systems
 - 3.6 Adjudication and transfer of property
 - 3.7 Conflict resolution and transparency in government and in private transactions and operations
- 4 Business and community linkages associated with foreign and domestic investments, including local, municipal, regional, national and sub-regional supply chains, supply chain processes and SMEs.

When the second round of funding commenced, the Fund had revised its prescribed research themes. This was based on the outcomes of the first Jury meeting in Dakar in January 2007. The following research themes were presented to interested applicants in the 2007 Call for Proposals:

- Public-private partnerships and dialogue
- Entrepreneurship and human capital development.
- Commercial dispute resolution including contract enforcement, arbitration and mediation
- Transparency in government and in private transactions and operations

12 http://psd.typepad.com/psd_idrc_blog/2005/09/nairobi_stakeho.html

- Financial systems
- Competition policy and regulation
- Business and community linkages associated with foreign and domestic investments, including local, municipal, regional, national and sub-regional supply chains, supply chain processes and small and medium sized enterprises
- Sustainable enterprise
- Corruption and crime
- Labour markets
- Business regulation and regulatory reform
- Transportation systems
- Market access
- Custom and taxation systems
- Land markets and property rights

The 2007 Call for Proposals indicates that this list “is not exhaustive and research proposals may explore other themes in accordance with generally accepted definitions of investment climate and business environment and in line with the research fund’s objectives”.

Figure 8, below, distributes the funded research projects from both rounds across the original research themes and according to Large, Intermediate and Small Grants.

Figure 8: Research projects funded according to prescribed themes, round and grant size

Research Theme 1: Entrepreneurship and Human Capital Development	
First Round Large Grant	None
First Round Intermediate Grant	Groupement Interpatronal du Cameroon: The Impact of Support Systems on the Performance of Small Enterprises in Cameroon and Senegal
First Round Small Grant	Makerere University (Uganda): Corporate Entrepreneurship: A Case of the Telecommunications Industry in Uganda
	Faculté des sciences juridiques, économiques et sociales (Morocco): Women Entrepreneurship in Morocco
	Kenyatta University (Kenya): Policy options to enhance the growth of youth-run enterprises (YREs): A case study of Machakos District in Kenya
Second Round Large Grant	None
Second Round Intermediate Grant	None
Second Round Small Grant	Centre d'Etudes et de Recherche sur les Analyses et Politiques Economiques (Congo): Capital Humain - Acces aux TIC au Congo
	Kenyatta University (Kenya): Role of transformational leadership in the growth of women-owned micro and small enterprises in Kenya: the case of

	Kasarani Division, Nairobi
	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion (Cameroon): Capital Humain, Productivité et Pauvreté: Une application dans le Secteur Agricole au Cameroun
	Centre de promotion de PME, Université Congo (DRC): Promotion de l'entrepreneuriat féminin par la microfinance : étude du cas de la République Démocratique du Congo
Research Theme 2: Public-Private Partnerships and Dialogue	
First Round Large Grant	None
First Round Intermediate Grant	University of Cape Town (South Africa): Research on Public Private Partnership and Collaborative Governance
	United States' International University (Kenya): Public-Private Alliances: A documentary case study of strategies for urban restoration
First Round Small Grant	None
Second Round Large Grant	None
Second Round Intermediate Grant	None
Second Round Small Grant	Daystar University/ University of Cape Town (South Africa): Corruption and Public Good Provision in Kenya: A Game Theoretical Approach
Research Theme 3: Regulation and Reform	
First Round Large Grant	Université Cadi Ayyad (Morocco): Research on the Moroccan Reform Process, Studied from a Sustainable Development Perspective
First Round Intermediate Grant	Lagos Business School (Nigeria): Corporate Governance Practices in the Nigerian Banking Industry
	Lagos Business School (Nigeria): A study of the impact of government policies on, and role of manufacturing strategy in, the performance of manufacturing companies in Lagos State of Nigeria
First Round Small Grant	Moi University (Kenya): Tax Modernisation Programme and the Regulation of Small and Medium Enterprises (SMEs): The introduction of electronic tax registers
	Strathmore University (Kenya): The Extent to which Consumer Behavior in Nairobi and Nakuru is influenced by the corporate social responsibility efforts of businesses – A focus on cause related marketing
Second Round Large Grant	Universite de Yaounde II/Universite Catholique d'Afrique Centrale (Cameroon): Les grandes décisions de la Cour commune de justice et d'arbitrage de l'OHADA
Second Round Intermediate Grant	Chambre de mediation et d'arbitrage, Tanger (Morocco): Appréciation des modes de règlement de litiges commerciaux et leur impact sur l'environnement des affaires au Maroc
	University of South Africa: Regulation, Firm Performance and Growth in Cameroon's manufacturing, retails and financial sectors
	Private Sector Foundation Uganda: Assessment of Uganda's potential for export of labour within the frameworks of regional and multilateral trade

	agreements
	Makerere University Business School (Uganda): Contract enforcement in Ugandan business transactions
	Kenya Institute of Public Research and Analysis (Kenya): Competition policy and regulations in the energy sector in Kenya: experience and lessons learnt
	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion (Cameroon): Privatisation et Performance des Entreprises Publiques au Cameroun
Second Round Small Grant	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion (Cameroon): Instabilité socio-politique et niveau de l'investissement privé: une évaluation empirique du cas du Cameroun
	Centre d'Etudes et de Recherche sur les Analyses et Politiques Economiques (Koyangozo Douathe) (Congo): Accords de partenariat économique et système de taxation des importations des entreprises au Congo Brazaville
	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion (Cameroon): Taux marginal d'imposition effectif au Cameroun
	Université Caddi Ayyad, Marakech (Morocco): Infrastructure microfinancière et promotion des petits investissements en Afrique
	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion (Cameroon): Dépenses Publiques D'infrastructures et Investissement privé au Cameroun
Research Theme 4: Business and Community Linkages	
First Round Large Grant	None
First Round Intermediate Grant	Uganda Management Institute: Supply chain rigidities and business survival in the Uganda Fishing Industry Sector
	Eduardo Mondlane University (Mozambique): Social Capital, Organizational Culture and the Performance of the Private Sector in Mozambique: A case Study of Small and Medium Scale Tourism Firms
	Université Polytechnique de Bobo-Dioulasso (Burkina Faso): The perception of environmental problems by business leaders in Burkina Faso and strategies to implement sustainable development practices
	Groupement Interpatronal du Cameroun: The Impact of Support Systems on the Performance of Small Enterprises in Cameroon and Senegal
	Liberia Agency for Community Empowerment: Contribution of informal businesses to Private Sector Development: Case Study of the Central Region of Liberia
	University of Botswana: Retailing and Sustainable Development in Botswana
	Unity University College (Ethiopia): Ethiopia: Enterprise and Institutional Development in the Provision of Services in the Social Sector in the Post-Liberalization period [1991-2005].
First Round Small Grant	University of Dar-es-Salaam (Tanzania): Establishing business growth opportunities by analysing the linkage between food processing entrepreneurs and small holder farmers in order to alleviate poverty
	Ghana Institute of Management and Public Administration: The Real Failure Factors of Projects: The case of Private and Public Sector Projects in Ghana {NOT SURE INF IN RIGHT CATEGORY}
	Kenyatta University (Kenya): Entrepreneurial Orientation and Access to new Markets by Small-Scale Earthenware Manufacturers in Kenya

	l'Université de Yaoundé II (Cameroon): The contribution of energy to poverty reduction in rural Cameroon
	l'Université de Yaoundé II (Cameroon): Information and Communications Technology (ICT) and Small and Medium Enterprise (SME) Performance in Cameroon
	Makerere University (Uganda): Challenges to capital markets growth in underdeveloped economies
	University of Dar-es-Salaam (Tanzania): Foreign Currency Risk: Awareness and Management Practices in Tanzania
	Universite d'Abomey-Calvi (Benin): Marketing and Distribution of Improved Horticultural Seeds in Benin
	Kwame Nkrumah University of Science and Technology (Ghana): Rural Energy Enterprise Development Seminars
	Kenyatta University (Kenya): An Investigation of Enterprise-based Training and Entrepreneurial Performance: The Case of Industrial Training and Manufacturing Enterprises in Nairobi
	Olabisi Onabanjo University (Nigeria): Small-scale maize seed production in West and Central Africa: profitability, constraints, and options
	Uganda Management Institute???
Second Round Large Grant	University of Dar-es-Salaam (Tanzania): Foreign Direct Investments and Enhancement of Economic Capacity of Small and Medium Enterprises in Developing Economies: A Network and Global Value Chain Analyses
	Centre Africain d'etudes Superieur en Gestion (Senegal): Les enjeux d'une meilleur gouvernance des universite et institutions universitaire en vue de l'amelioration du climat des affaires en zone UEMOA.
Second Round Intermediate Grant	Universite de Douala (Cameroon): Le rôle des « marchés réels » et ses institutions dans le commerce transfrontalier des produits vivriers et horticoles au Cameroun
	Centre d'Etudes et de Recherche sur les Analyses et Politiques Economiques (Congo): La durabilité des entreprises au Congo : une analyse de l'expérience des exploitants agricoles installés par AGRICONGO depuis 1986
	Kwame Nkrumah University of Science and Technology (Ghana): Technical and Economic Feasibility Studies for Biofuels SME Development in Ghana
Second Round Small Grant	National Center for Technology Management (Nigeria): Investment Climate and Economic Development: Divergent Evolution of the Oil Palm Industry in Nigeria and Malaysia
	Kenyatta University (Kenya): The relevance of regional economic groupings in optimising the competitiveness and performance of business firms in Kenya: Dimensionality and Assessment of selected sectors
	Institute of Human Settlement Studies, Ardhi University (Tanzania): The role of housing licenses in accessing loans as a strategy to urban poverty alleviation: The case study of informal settlements in Dar es Salaam, Tanzania

SOURCE: List of grant awardees provided by the ICBE-RF Secretariat, March 2009

The ICBE-RF approach to defining the “investment climate” and “business environment” and promoting research on these topics appears to have been a challenge. The initial four prescribed research themes are broad and reflect a loosely defined programme. It is unclear whether research topics or themes such as

entrepreneurship, supply chains and SMEs could be considered to be a part of either the investment climate or the business environment. It is interesting to note in the above figure that a high proportion of projects fall in the Business and Community Linkages theme, which appears to have only a loose connection with investment climate or business environment concerns. Most of these projects would be better classified as simply private sector development.

Figure 9, on the following page, illustrates how the fourth theme, Business and Community Linkages, dominated the range of funded research projects. Indeed, 49 percent of all grants offered by the Fund fall within this theme, with 31 percent falling within theme 3 (Regulation and reform), 15 percent in theme 1 (Entrepreneurship and human capital development), and only five percent in theme 2 (Public-private partnerships and dialogue).

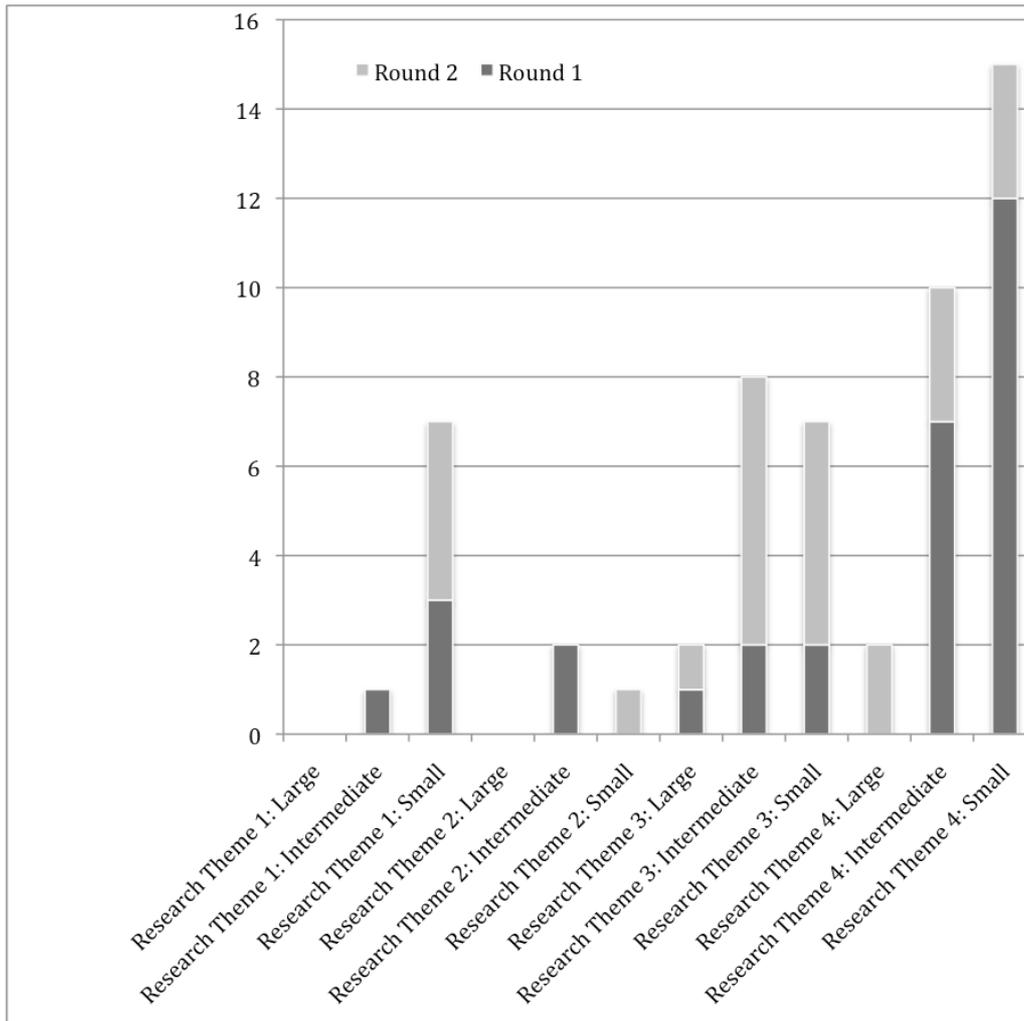
There appears to be mixed views among the jury members regarding the need for a clear focus. One view is that a general focus on PSD issues is more appropriate for Africa. This view suggests that many of the issues associated with PSD in Africa are crosscutting and include investment climate and business environment issues, as well as other micro-level, sector specific and supply-oriented concerns. Thus, the Fund should not focus exclusively on investment climate and business environment issues.

A different view on this issue suggests that investment climate and business environment issues represent a new PSD agenda for developing countries and, in particular, for Africa. Not enough is known about these issues in Africa, except that Africa appears to have fallen behind many other regions in the world in this field. Thus, as the designers of the programme apparently had in mind when they named the facility, investment climate and business environment issues should be central to the work of the Fund. These issues represent the central purpose of the Fund.

It appears that the shift away from research focused principally on investment climate and business environment issues was a result of related two factors. The first being the challenge of implementing a new programme focused on a new development agenda. Investment climate and business environment issues are relatively new topics and it would be incorrect to imagine there are many researchers in Africa poised to work on these topics should the money become available. As a relatively new field of research, the ICBE-RF could have provided more guidance and information on the importance of this topic to African PSD. For example, it could have commissioned its own research into key investment climate and business environment topics and used the results of this research to inform other research work on the continent.

The second related factor that appears to have produced the shift away from supporting research that deals with only investment climate and business environment issues is that the Fund sought to respond to demand. It appears that there were many proposals received by the Fund that dealt with general PSD issues and a much smaller proportion that focused only on research on the investment climate or business environment. This would suggest a general understanding of the need for research on PSD issues, but a lesser awareness of the role and significance of the investment climate and business environment.

Figure 9: Funded projects by theme, size and round



SOURCE: List of grant awardees provided by the ICBE-RF Secretariat, March 2009

There is a range of views on how best to define the investment climate and business environment. However, the “investment climate” is generally used to describe a broad range of issues affecting the development of the private sector. The World Bank has defined the investment climate as “the set of location-specific factors shaping the opportunities and incentives for firms to invest productively, create jobs, and expand”.¹³ In many cases, the investment climate contains what might be considered to be “macro-level” issues. This includes issues such as the rule of law, the presence of open financial markets, economic predictability, infrastructure, political stability, efficient labour markets, and skills and human resource development. See Figure 10, below.

In 2008, the Donor Committee for Enterprise Development defined the business environment as a sub-set of the investment climate, consisting of a complex of policy,

13 World Bank (2004) *World development report 2005, a better investment climate for everyone*, World Bank and Oxford University Press, Washington DC.

legal, institutional, and regulatory conditions that govern business activities.¹⁴ It includes the relationship between public, private and civil actors. Where the investment climate has an overall affect on private sector activities, the business environment is directly affected by government decisions at national, provincial and local levels. Business environments can vary across sub-national jurisdictions (referred to a “local business environments”) as well as within specific industry sectors (referred to as “sectoral business environments”).

Figure 10: Defining the investment climate and business environment

National Investment Climate	
Constitutional Rights and Freedoms • Rule of Law • Political and Macroeconomic Stability • Open Markets	
National Business Environment	
Policy, Legal and Regulatory Framework • Administrative Systems • National Organisational Arrangements	
Local Business Environments	Sectoral Business Environments

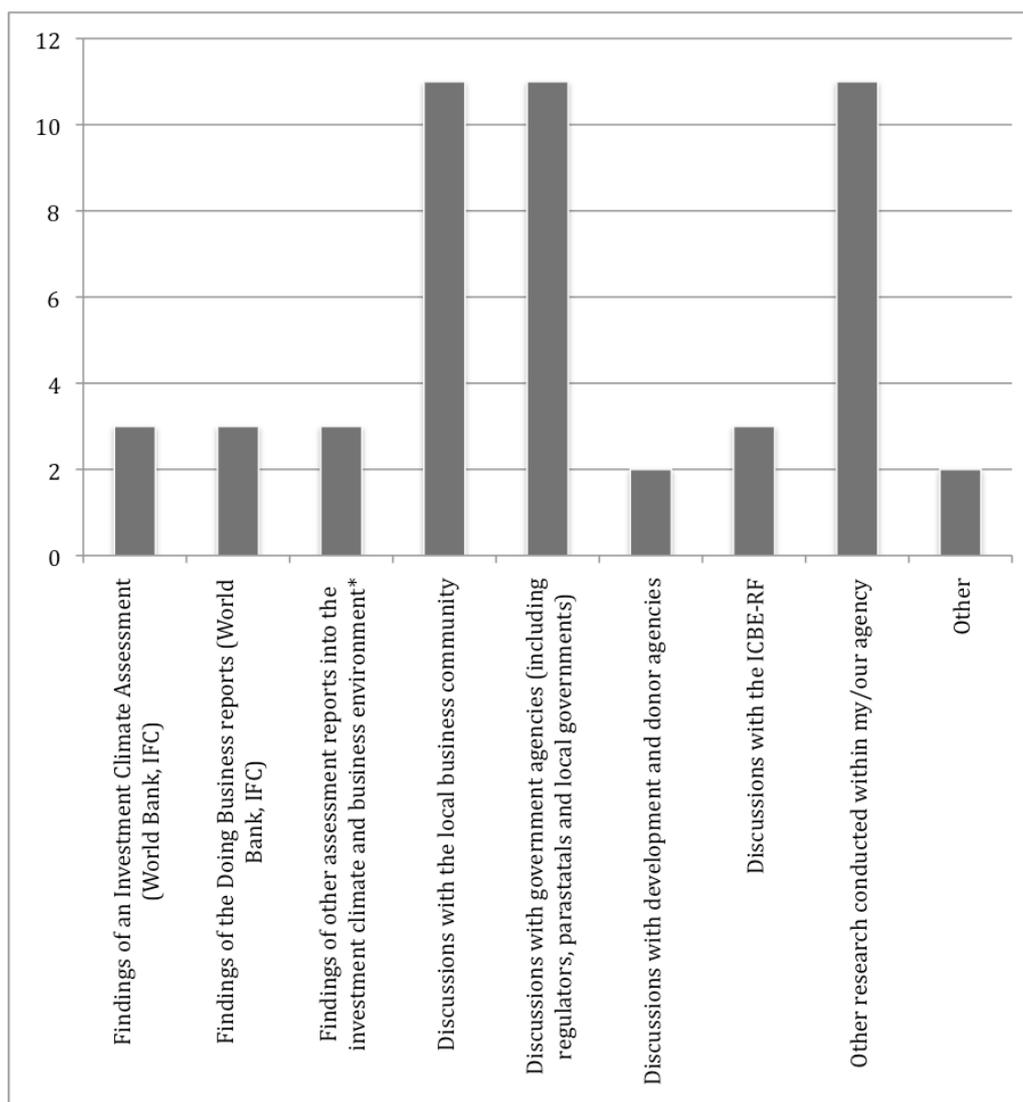
Along with other private sector development initiatives, the business environment affects the performance of private enterprises in both the formal and informal economies. The three broad sub-components of the national business environment comprise the following:

- 1 Policy, legal and regulatory framework – the range of policies, laws and regulations that affect business owners
- 2 Administrative systems – the ways in which policies, laws and regulations are enforced, and includes issues such as governance (public and private governance, corruption, etc.)
- 3 National organisational arrangements – the ways in which government and business represent themselves and communicate with each other, and includes the issues of social dialogue and public-private dialogue

Figure 11, below, illustrates that there was a wide range of factors that informed the selection of research topics among the funded survey respondents. Despite the very high proportion of university and business school based awardees, many of the respondents drew from non-academic investment climate and business environment actors and sources. This includes the local business community, government agencies, previous investment climate and business environment assessments, etc. However, as shown by the high incidents of respondents who marked the “other” category, many of the sources of information were specific to the research topic.

Figure 11: Survey Results: Factors contributing to the selection of research topics

14 Donor Committee for Enterprise Development (2008) *Supporting business environment reforms: practical guidance for development agencies*, DCED, Cambridge.

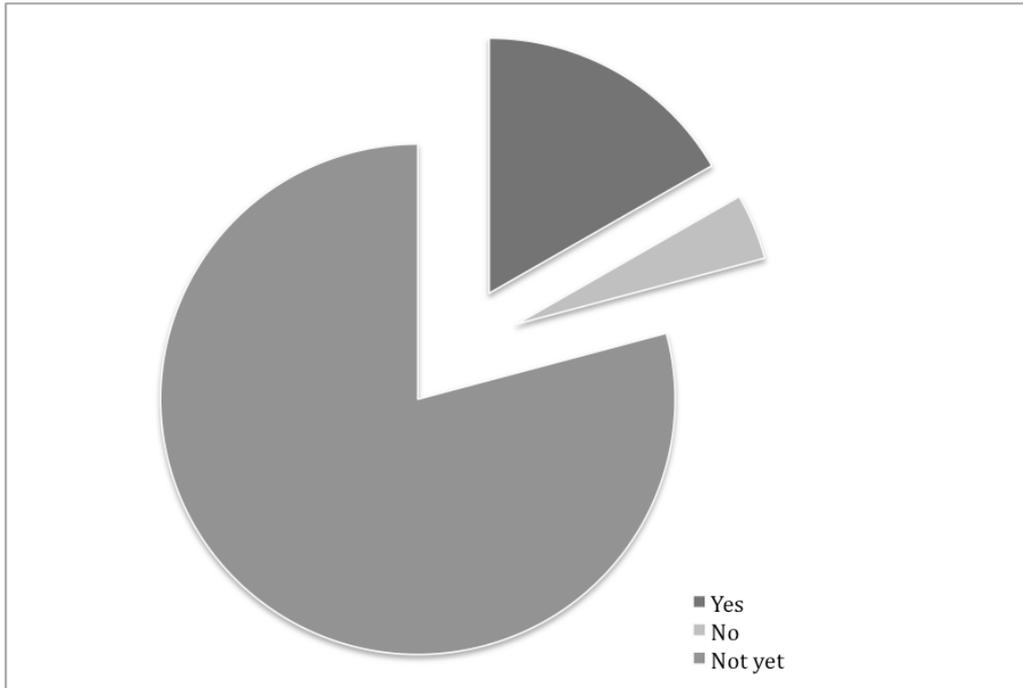


SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 13 (n=29, multiple selection)

When asked whether their research project was directly linked to any reform or development project (Question 14), 56 percent of respondents answered “no”. When asked whether their research project produced any results that can be used to inform the design of programmes that lead to the improvement of the investment climate or business environment in your country (Question 21), 17 percent of respondents said “yes”, four percent “no”, and 79 percent “not yet”.¹⁵ See Figure 12, below.

Figure 12: Case studies used to contribute to reform programmes

¹⁵ Twenty (or 77 percent) of the 26 respondents indicated they had not yet completed their research, while five respondents indicated their research was completed and one failed to answer the question (Question 12).



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 21 (n=24)

Measuring the impact of funded research is a difficult task for two reasons. Firstly, it implies that the knowledge generated by research can be applied. While the ICBE-RF emphasised the importance it places on the application of the research it funds, it is clear that not all knowledge is immediately applicable. Some research will raise more questions than it gives answers and this is not to say it has not had an impact.

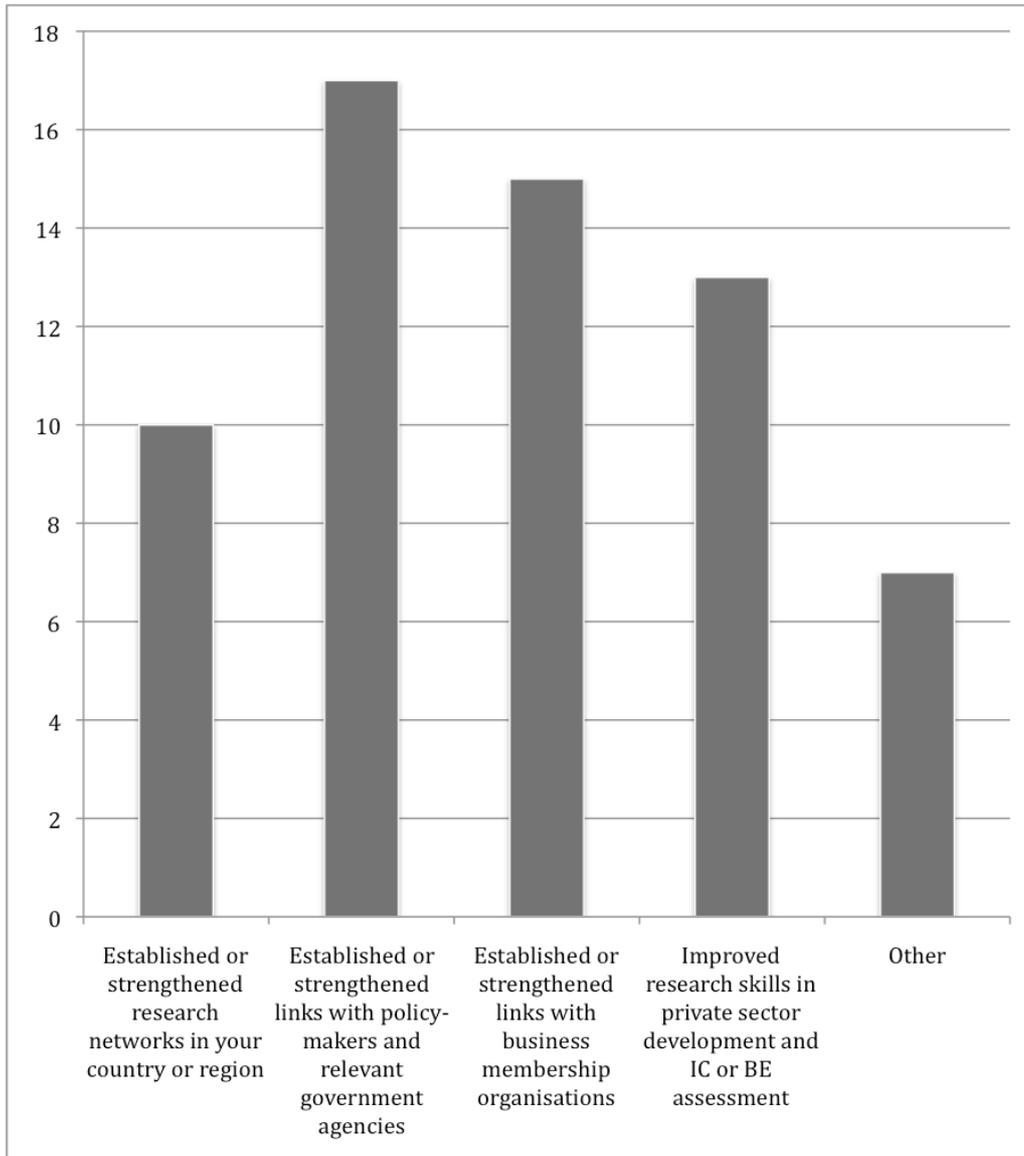
Secondly, impact occurs over time. Seventy-seven percent of the respondent awardees that participated in this evaluation had not yet completed their research. Even for those who have completed their research, measuring the impact of this work on PSD and investment climate and business environment reform will take some time.

When asked about the outcomes of their ICBE-RF-supported research project (Survey Question 15), respondents indicated that the research had led to:

- Established or strengthened links with policy-makers and relevant government agencies (59%)
- Established or strengthened links with business membership organisations (52%)
- Improved research skills in private sector development and investment climate or business environment assessment (45%)
- Established or strengthened research networks in your country or region (34%)

See Figure 13, below.

Figure 13: Outcomes of ICBE-RF-funded research



SOURCE: *ICBE-RF Evaluation survey of grantees, 2009, Question 15 (n=29, multiple selection)*

Some of the specific outcomes identified by respondents include:

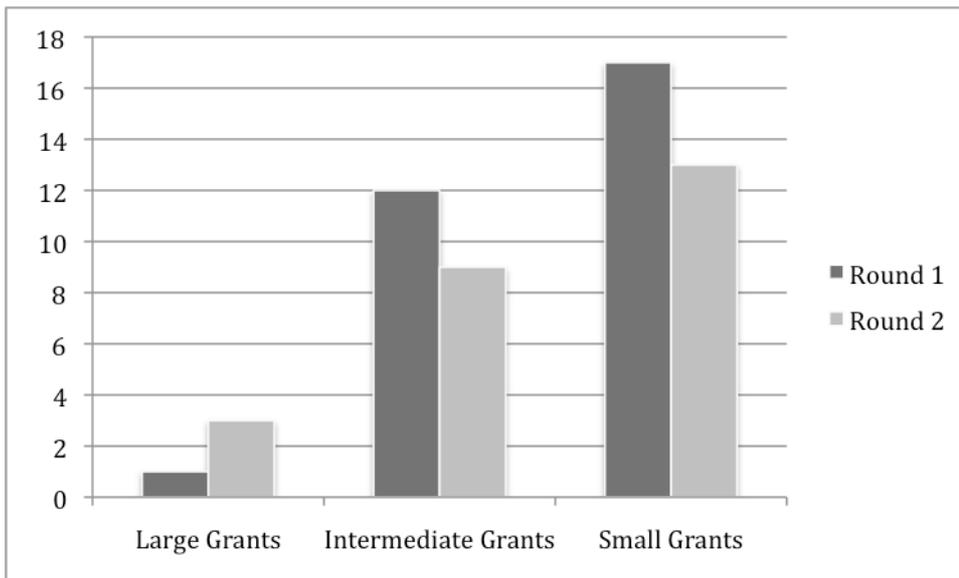
- Improved and on-going collaboration with the national business membership organisation
- Closer working relationship with policy making and research bodies within government
- Links formed between universities in the same country working on investment climate and business environment issues
- Researcher became a member of a technical committee within a government agency

- Invited to present findings at government policy seminar
- Joined a peer review network of scholars
- Established links with funding and development agencies
- Presentation of research findings to wide range of stakeholders (e.g., government, business and civil society organisations)

Finally, when considering the sizes of grants offered by the ICBE-RF, it is interesting to note that there was clearly a preference in spreading resources across a number of projects using small and intermediate grants, than in providing larger grants to fewer awardees. See Figure 14.

This raises the question regarding transaction costs and impact. It is difficult to assess the extent to which a large grant achieves more impact than a small grant. Indeed, the potential for impact is likely to be influenced more by the demand for the research, its design and the relevance of the actors involved, than by the size of the grant. However, it is clear that small grants tend to have higher proportional costs administration and quality assurance, than compared to larger grants.

Figure 14: Size of grants awarded, both rounds



SOURCE: List of grant awardees provided by the ICBE-RF Secretariat, March 2009

From an applicant’s perspective, small grants are more likely to be of interest to researchers who are working within a research institution where other costs, such as supervision, overheads, etc. are met through other sources. Thus, a PhD or Master’s student is more likely to apply for a small grant to supplement her or his costs, while a consulting firm, government research agency or business membership organisation is more likely to look for support that can cover the full cost of a desired research project. Thus, the size of grants offered should be considered in light of the target groups the programme focuses on.

3.3 The quality of ICBE-RF-funded research

One element of the evaluation of the ICBE-RF has been to consider the quality of the funded-research. It is clear that the ICBE-RF is concerned with qualitative aspects of this work and not only the volume of research funded. Indeed, support for African research on PSD and investment climate and business environment issues requires a focus on ways to improve the quality of this research.

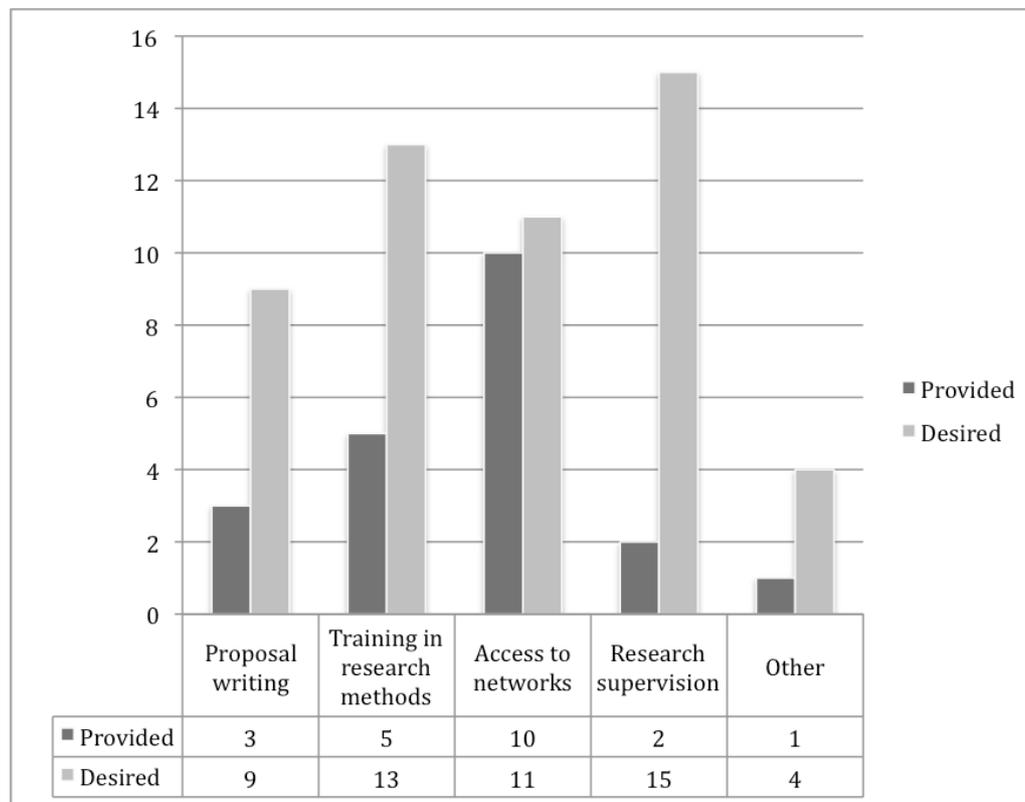
The qualitative aspects of research concern a wide range of issues, such as the rationale for the research and its design, the relevance of the research methods used, the validity assigned to the data, its analysis and the conclusions drawn from this analysis and the mechanism employed to assure quality. The quality of the ICBE-RF-funded research appears to vary across the 53 funded projects and it is difficult to make a general statement that reflects the quality of all the funded research. However, it is clear that some awardees were more aware of qualitative issues than others.

In general, each funded project has been required to ensure it is responsible for quality assurance. Student awardees were supervised by their university, while most projects involved senior academics providing supervisory oversight. It is clear that the ICBE-RF is unable to supervise research projects or to ensure quality across the whole portfolio of funded projects. Despite this, the Secretariat appears to have been very diligent in identifying quality concerns and offering advice to researchers on how to address them.

The two-person ICBE-RF Secretariat appears to have provided a range of non-financial support to grant applicants and awardees. This was primarily delivered through email correspondence and telephone conversations and includes support to applicants to revise their proposals to ensure they meet the standards set by the Jury. Only 18 percent of survey respondents indicated they had received support from the Secretariat in preparing their proposals (Survey Question 9) and 28 percent were required to make changes to their original submission in order to receive the requested funds (Survey Question 11).

Figure 15, below, indicates the value survey respondents placed upon the non-financial support that was provided by the ICBE-RF and compares this with the non-financial support respondents desired. It shows that the Fund's support to researchers in accessing networks was equally appreciated and desired. However, it also shows that while the Fund provided some support in proposal writing, training in research methods and the supervision of research, the demand for this support appears to outstrip the extent to which the Fund could supply it.

Figure 15: Survey Results: Non-financial support to ICBE-RF-funded research



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Questions 18 and 19

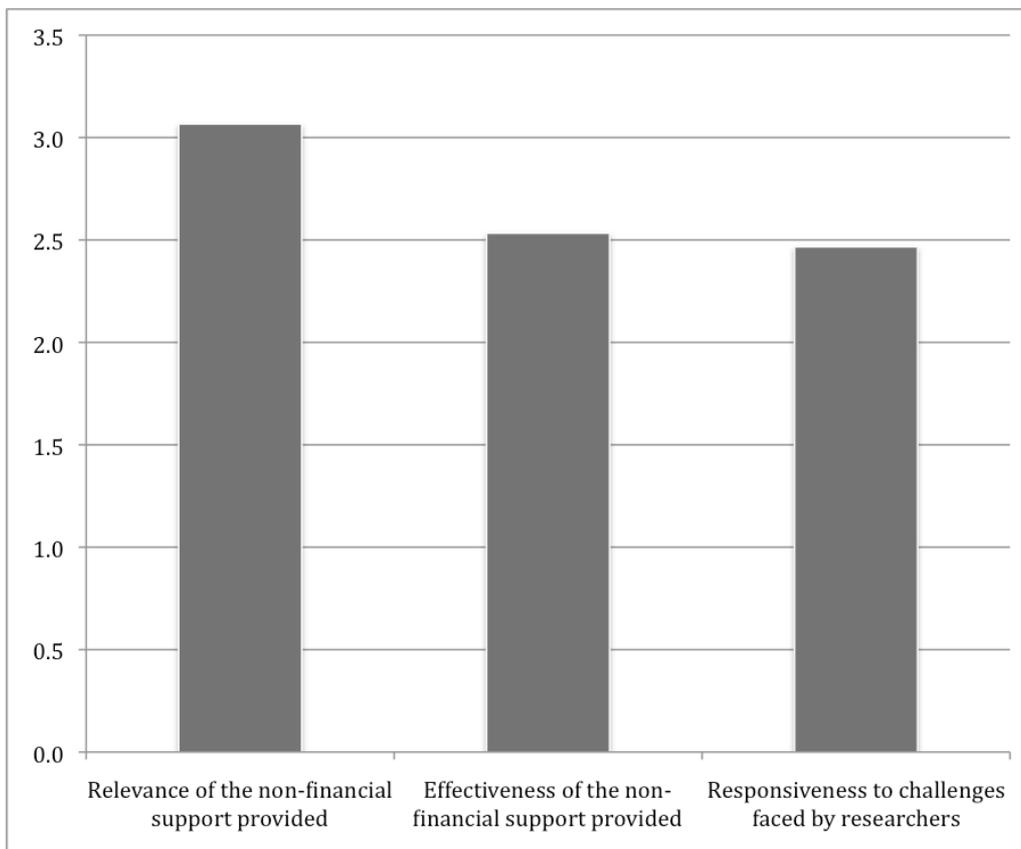
The ICBE-RF Secretariat went to great lengths to ensure they provided careful feedback on the progress and draft reports submitted by awardees. The documentation of this process is impressive and shows how seriously the Secretariat took its role in this regard. Thus, the Secretariat performed a substantial role in the supervision and reviewing of the research it funded.

In its Second Technical Progress Report, the ICBE-RF identified several key challenges in providing support to research projects:¹⁶

- Heavy bureaucracies within intermediating institutions, which have delayed grant disbursement to researchers and set back research activities
- Effective coverage of the continent, which is an ideal goal to pursue – after extensive dissemination efforts, mainly web-based, the ICBE-RF has yet to receive any applications from 20 African countries
- The review of final research reports, to ensure quality control and validate research results – the project budget does not provide for external reviewers to undertake this activity

16 TrustAfrica (2008) *Investment Climate and Business Environment Research Fund; Second Technical Progress Report*

Figure 16: Survey Results: Experience of non-financial support provided (Mean scores, 1-4)



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 20 (n=15)

A review of the proposals, draft and final reports shows a wide range of quality in research design, methodology and analysis. Question 16 of the awardees’ survey asked the respondent to describe the quality assurance measures they had employed for their research. In general, the responses to this question showed a lack of understanding of quality assurance. About 25 percent of respondents chose not to answer this question. Of those that did, a number of responses indicating a poor understanding of this issue included:

- “Quality time was devoted to data collection”
- University financial regulations
- Discarding questionnaires not fully completed
- “Finishing, design, functionality and diversity”
- Trained interviewers
- Project management meetings
- “Consistency of questions”

- Experts used to guide the process

However, not all respondents showed a lack of understanding of these issues. Indeed, many research reports reflect a sound understanding of research methodology and quality assurance measures. Better answers to this question included:

- Pre-testing of questionnaires
- Peer reviews
- Supervisors were assigned to oversee the field research team
- Random call-backs to verify the interview had taken place
- Validation workshops with the local business community
- Expert review of data and analysis by other universities
- Review by department board, school board and board for post-graduate studies

As indicated in the Figure 14, further above, many survey respondents indicated they desired support from the ICBE-RF that included research supervision and training in research methodology. Clearly, there is a need for this kind of support. The challenge for the ICBE-RF is that demand for this support appears to exceed supply. There is a limit to the technical support a two-person secretariat can provide to 53 research projects operating across 16 countries.

Indeed, this issue raises two fundamental questions:

- 1 To what extent should the ICBE-RF be expected to supervise the research it funds and ensure this research is of a sufficient quality?
- 2 To what extent should the ICBE-RF be linking up investment climate and business environment related research in Africa with other academic and technical experts in the field to ensure this work is properly supervised and technically sound?

At present, this burden appears to fall on the shoulders of a small Secretariat, which, although obviously professionally competent, cannot be expected to know everything about investment climate and business environment issues – let alone more general private sector development issues.

3.4 Capacity building through research partnerships

Twenty-eight percent of survey respondents indicated they had formed links with Canadian academic institutions (Survey Question 24), while 67 percent indicated the ICBE-RF did not provide any assistance in linking them up with Canadian researchers (Survey Question 25). About half of the survey respondents indicated the ICBE-RF had assisted them in disseminating their research results (Survey Question 23).

On 2 January 2007, the FSED issued a press release announcing the award of four grants of \$50,000 each to strengthen partnerships between Canadian and African Universities to undertake joint research and capacity building in the area of Private Sector Development. A five-member jury of Canadian academics with expertise in private sector development in emerging markets and the least developed countries

assessed a total of 19 proposals submitted from across Canada, representing a range of Canadian and African partners.

The four proposals that have been funded were:

- Intellectual Property Rights and Community Capacity Building (Centre for Intellectual Property Policy, McGill University; International Centre of Insect Physiology, the Southern Environmental and Agricultural Policy Research Institute, University of Nairobi; and the Kenya Intellectual Property Institute) – helping to build more vigorous business and research communities in the health and agricultural biotechnology sectors in Africa
- Renewable Energy in Kenya (*Université du Québec à Montréal*, the Institute for Development Studies at Nairobi University, IPA Kenya, McGill University and Harvard University) – evaluating a promising approach by Green Power, a small non-profit organization in Kenya, to decentralized micro hydro energy mini-grid systems that are largely financed, constructed, operated, and owned by co-venturing communities
- Microenterprise Development Under Resource Constraints in Sudan and Tanzania (Richard Ivey School of Business, Schulich School of Business, York University, Canada; Entrepreneurship Centre, University of Dar es Salaam, Tanzania; and School of Management Studies, University for Women, Sudan) – investigate how microenterprises manage to create new value, capture some of that value, and redistribute it within their communities
- Financing Urban Infrastructure Services in Cameroon (University of Montreal and *l'École Nationale Supérieure Polytechnique du Cameroun*) – investigate the promise of local public infrastructure funds modelled on micro credit loans as a new development aid tool in urban Africa.

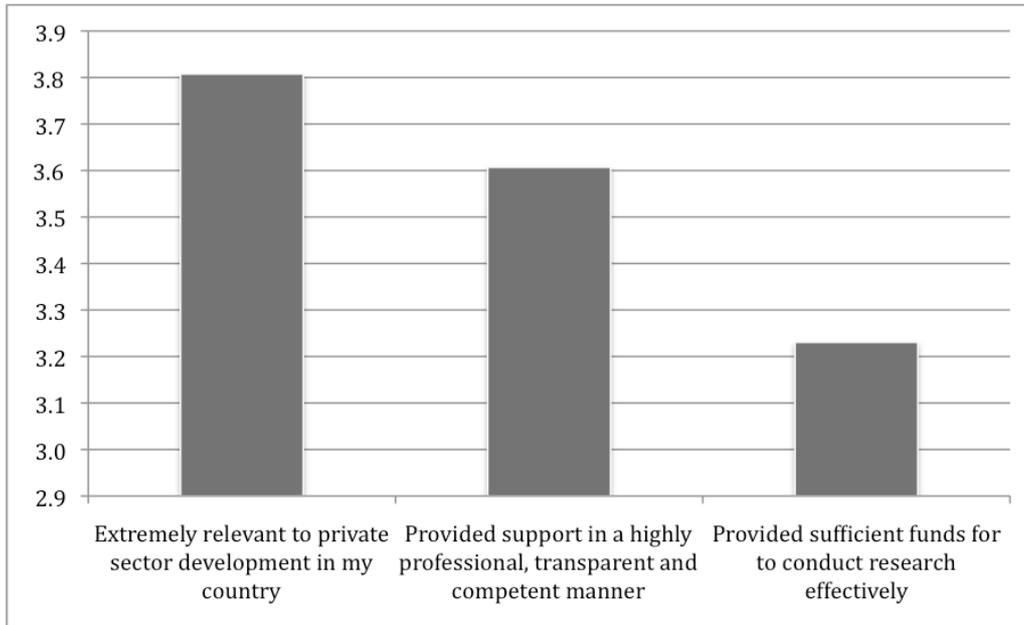
A Strategic Partners' Meeting was held on 22 January 2007 in Dakar and was chaired by Alain Berranger, IDRC Director (retired) and Executive-in-residence, Schulich School of Business, York University. Participants included representatives from the IDRC, African Development Bank (ADB), Canada International Development Agency, UK Department for International Development, Open Society Initiative of West Africa, *Agence Universitaire de la Francophonie* (AUF), Friedrich Ebert Stiftung, Investment Climate Facility for Africa, and the French Embassy in Senegal. The aim of the meeting was to introduce the ICBE-RF to potential donors and develop new financial and technical partnerships for subsequent rounds of funding and implementation. Since the meeting, the ICBE Secretariat has pursued partnership discussions with the ADB and the AUF. The AUF submitted a draft co-operation agreement at the end of 2007, proposing a possible contribution of US\$60,000 towards grant funds and other in-kind support for entrepreneurs, but after careful review, the offer was put on hold for consideration after the end of phase one of the ICBE-RF.

3.5 Efficiency and effectiveness of the grant award process

The two-person ICBE-RF Secretariat appears to have operated in a cost efficient and professional manner. As Figure 17 shows, when asked to score the ICBE-RF on its overall relevance and performance, the mean score, from a low of 1 to a maximum of 4, was 3.8 for “relevance to private sector development in my country”.

A mean score of 3.8 was assigned by respondents for the Fund’s ability to provide support in a “highly professional, transparent and competent manner”; and a substantially lower score concerning the amount of funds available – 3.2.

Figure 17: Survey Results: Overall relevance and performance (Mean scores, 1-4)



SOURCE: ICBE-RF Evaluation survey of grantees, 2009, Question 26 (n=26)

While some survey respondents complained about the time taken to process proposals and to release funds, the general view was that the ICBE-RF Secretariat performed this task efficiently and competently. It is a substantial achievement of the Secretariat to have managed this volume of funds and the technical content associated with it so effectively.

The above figure indicates that many respondents considered the funds provided to be insufficient. However, a mean score of 3.2 out of a total of 4.0 suggests that even on this issue, most respondents were satisfied with the level of funds provided.

4 Conclusions and recommendations

This chapter provides a synthesis of the evaluation findings and presents these around three major evaluation themes:

- The extent to which the ICBE-RF has contributed to African research
- The extent to which the ICBE-RF has contributed to PSD and investment climate and business environment reform in Africa
- The extent to which the ICBE-RF has managed the grants programme

4.1 ICBE-RF's contribution to African research

It is clear that the ICBE-RF has supported number of significant research projects in Africa related to PSD; disbursing US\$1,489,690 to 53 research projects across 16 countries in Africa is a substantial achievement. However, it becomes very difficult to ascertain the extent to which this has contributed to capacity building in the African private sector development research community. This is for a number of reasons.

Firstly, many ICBE-RF-funded projects are still underway. As indicated in the previous chapter, some 77 percent of survey respondents have not yet completed their research; only five respondents indicated their research was completed. Thus, it is too early to determine the impact of this research on broader development themes.

Secondly, while 36 percent of survey respondents indicated that the ICBE-RF-funded research was a part of an academic qualification such as a doctorate or a Master's programme, it is unclear that these students would not have pursued their studies if they had not received funds from the ICBE-RF. Most survey respondents provided favourable comments about the Fund and its support of their research, but this is not sufficient evidence that the Fund has provided a significant contribution to research in Africa.

What is clear is the demand for the Fund within the African academic PSD research community. The 245 applications received in response to the first call for proposals suggests a strong interest in this field. While there were only 70 applications in the second round, this too is not a small number. It suggests that there is a demand within the research community for this kind of facility.

What is less clear is the role of non-financial support for capacity building in the African private sector development research community. While the ICBE-RF was designed to provide this kind of support, it is clear that it has not done this very well. This is not a criticism of the ICBE-RF Secretariat, which has worked hard to provide the financial and non-financial support to awardees, as it is of the broader implementation strategy. Only one training programme was provided in the first year of the programme. While it appears that this was well received, it is clear this is not enough. However, it could also be argued that training workshops are not necessarily the most strategic way in which the ICBE-RF can contribute to capacity building in the African private sector development research community. Training workshops can be expensive and may be limited in their impact in terms of the number of people who are able to attend and benefit from them. Most tertiary education institutions and business schools teach research techniques and these issues are not unique to

investment climate, business environment or PSD related research. Instead, the ICBE-RF would be better placed to develop other forms of support, such as Internet-based services, email list-serves, the production of guides and other publications that can assist researchers in this field. The IDRC on-line journals and databases provide a useful resource for researchers in the field, and resources such as this could be built upon in partnership with relevant organisations.

Africa is a large continent and it is difficult to provide support to the African-based research community when it is spread across such a large land mass and diverse social, economic, political and cultural settings. However, the competitive nature of the Fund provides an ideal way of ensuring the support on offer responds to demand. Thus, while there has clearly been more interest shown – and success achieved – by the 16 countries that successfully bid for a grant, the Fund should continue to offer its services to any researchers working on this topic in the continent.

The quality of the research that was supported by the ICBE-RF varies from project to project. While some project proposals and reports exhibit signs of a high-quality research project, others do not. What is in question, from an evaluator's perspective, is the extent to which an Africa-wide fund with a small secretariat can actually ensure the research it supports is of a sufficient quality. The Secretariat has done well to put in place payment and checking systems that have encouraged qualitative assessments of the work performed, but this is a time demanding and difficult job. Attention should be given to the ways in which the ICBE-RF can enhance and ensure the quality of the research it supports, without taking this job on itself. For example, this may involve the use of application and selection criteria that ensure adequate supervision of project; it may also involve linking-up ICBE-RF-funded research projects with recognised experts, either in Africa or elsewhere, who are paid to technically supervise a project.

While training is an obvious form of non-financial support the ICBE-RF could provide, and indeed the 2006 training workshop in Dar es Salaam appeared to have been a success, this form of intervention is both costly and limited in its outreach. Furthermore, it can duplicate the training in research techniques that is already provided by tertiary institutions in Africa. Thus, consideration should be given to on-line resources that have a broader outreach and are more cost-effective. It is assumed that most researchers in Africa, students as well as research agencies, have access to the Internet. Furthermore, the ICBE-RF should continue and extend its partnerships with tertiary institutions working on this topic in Africa and globally, including Canadian institutions.

The efforts focused on linking African-based researchers to other academics working on these topics, with a particular emphasis on those in Canada, appear to have been well received. While linked to the ICBE-RF, the Canadian university programme appears to have operated autonomously. Thus, it does not appear to have been a core programme of the ICBE-RF. However, it is clear that linking African researchers with their peers working on similar topics elsewhere in the world is an important and valuable role the ICBE-RF provided and could enhance.

Recommendation 1 on continuing support for Africa-based research

Based on the finding of this evaluation, it is recommended that the ICBE-RF continue its financial support for Africa-based research on African investment climate and business environments for PSD. The Fund should continue its all-of-Africa focus.

Recommendation 2 on enhancing non-financial support to Africa-based research

It is recommended that the ICBE-RF pay greater attention to providing non-financial support for Africa-based research on African investment climate and business environments for PSD. This support should complement the grant programme (i.e., financial support), but not be limited to awardees; it should include the establishment of a web-based library of all relevant research related to African investment climate and business environments and an email-based community of practice for researchers working on African investment climate, business environment and PSD research. Wherever possible, the ICBE-RF should form links with other investment climate and business environment reform programmes in Africa, including major conferences. The presentation and discussion of ICBE-RF-funded research at these conferences and other events would allow researchers to discuss their work.

Recommendation 3 on partnerships with other academics

It is recommended that the ICBE-RF continue its liaison with tertiary education institutions and academics working on investment climate and business environment issues outside of Africa, including the FSED-supported Canadian-African Business School Partnerships programme. Partnerships between Africa-based researchers and other researchers should also be facilitated through direct support for the supervision of ICBE-RF-funded projects.

Recommendation 4 on dissemination of research findings

It is recommended that the ICBE-RF increase its expenditure on the dissemination of the findings of its funded research. This should include the establishment of a web-based library of completed reports and regular announcements on the Internet and any other appropriate medium regarding new work. If funds are available, consideration should be given to the establishment of a quarterly or six-monthly journal on African investment climate and business environments for PSD – this would include, but not be limited to ICBE-RF-funded research (a second-best alternative to this proposal would be the annual publication of a reader on investment climate and business environment research in Africa) and the organisation of an annual conference on research on African investment climate and business environments for PSD.

4.2 ICBE-RF's contribution to PSD and investment climate and business environment reform in Africa

The ICBE-RF was established with a clear mandate to “generate knowledge” which will create a better understanding of, and which will inform policy change towards “an improvement in the investment climate and business environment for sustainable enterprise in Africa”.¹⁷ To this end, it identified a number of research themes for the first round of funding and revised these, by expanding them, in the second round. The first-round research themes contained a number of items which would not normally be considered to be either investment climate or business environment issues. While the second-round themes provided a more explicit set of possible investment climate and business environment issues, there was a large “other” category created, in which the ICBE-RF remained open to proposals that did not necessarily address investment climate or business environment issues, but dealt with general PSD topics. Thus, while the primary focus of the Fund was to support research into African investment climates and business environments, about half of the projects funded addressed general PSD issues.

The question that arises is whether or not the programme should refocus its efforts toward supporting investment climate and business environment related research, or whether the current pattern of funded research projects represents the demands of the private sector in Africa. These options are presented in more detail in Chapter 3.

PSD is a critical issue for all countries in Africa. Any research that helps policy-makers, practitioners, academics and the business community better understand the problems and constraints facing the development of the private sector will always be valuable. But, is this the role of the ICBE-RF?

The demand for general PSD research is high and likely to exceed the level of funds that have been made available to the ICBE-RF by its sponsors. However, a focus on investment climate and business environment issues provides a specialist facility that focuses on a new and emerging topic within PSD that is still not yet fully understood. While it is understood that many PSD issues are crosscutting, the ICBE-RF's focus on investment climate and business environment issues makes it unique and fills a gap in the market for research.

It has been pleasing to note the relatively high incidence of ICBE-RF-funded research that has been linked to PSD programmes and investment climate and business environment reform programmes. However, this link could be strengthened in two major ways.

Firstly, the range of target groups of the ICBE-RF could be broadened. While the Fund's call for proposals indicated it was willing to receive proposals from a wide range of applicants, including African investment promotion agencies, African SME policy think tanks, and private sector entities, most applicants were from academic institutions. The ICBE-RF should take active steps to reach these other actors. By doing this, the Fund will be better able to ensure the research it funds contributes to reform and development programmes in Africa.

17 International Development Research Council and TrustAfrica (2006) *Investment Climate and Business Environment (ICBE) Research Facility; Project Description*, March, p. 4.

Secondly, the ICBE-RF can play a more active role in developing networks and facilitating linkages between Africa-based researchers working on PSD, investment climates and business environments and those in other countries.

Recommendation 5 on programme focus

It is recommended that the ICBE-RF remain faithful to its original mandate and focus on supporting Africa-based research on African investment climates and business environments for PSD in preference to general PSD research. This will require a clear operational definition of the investment climate and business environment, which will set the parameters for proposals. However, within these parameters, the ICBE-RF can highlight research themes and topics it believes will be a priority for research in any given funding round. These priorities may be informed by the ICBE-RF Steering Committee or by the outcomes of studies that the ICBE-RF commissions.

Recommendation 6 on target groups and Fund promotion

While the programme has largely focused on tertiary institutions and business schools, it is recommended that the ICBE-RF take active steps to broaden its target group and include government research agencies, private consulting firms and business membership organisations. This will require a refinement of the grant programme to ensure it is tailored to the needs, capacities and opportunities of these actors. This will include the size of the grants offered and the manner in which the grant programme is promoted. It is recommended that the ICBE-RF broaden its contact list of agencies to include the new target groups and create a quarterly newsletter, which highlights research that is supported by the Fund along with recent events in investment climate and business environment reform in Africa. The institutional linkages created between the ICBE-RF and other key actors should enhance the capacity of the Fund to reach these new target groups.

Recommendation 7 on grant size

While the three sizes of grant offered by the ICBE-RF should remain, it is recommended that fewer smaller grants be made available in preference for intermediate and large grants. Small grants should be tailored to suit students working in educational facilities, while intermediate and large grants should include, but not be limited to, government research agencies, consulting firms and business membership organisations.

Recommendation 8 on programme networking and partnership

It is recommended that the ICBE-RF increase its efforts to develop networks and partnerships. In particular, attention should be given to facilitating and enhancing networks within the African research community working on investment climate and business environments for PSD, as well as with researchers based outside of Africa and with those working on PSD and investment climate and business environment reform programmes.

4.3 ICBE-RF management processes

The business model used to implement the ICBE-RF appears to have worked well and to be appropriate. It is understood that the ICBE-RF has been eager to consider other modes of operation. However, the competitive grant process based on a call for proposals issued in specific rounds has proven to work. Yet, while the overall model for managing the programme is endorsed, there are a number of areas where improvements can be made.

While the competitive, demand-oriented nature of the Fund should be maintained, the ICBE-RF should set aside funds for the purpose of specific commissions. These commissions could be used to better inform the ICBE-RF on major priorities in investment climate and business environment research. Possible examples include:

- Literature review on African investment climate and business environment research
- Priorities for investment climate and business environment reform in each of the Regional Economic Communities
- Impact of investment climate and business environment reform in Africa on SMEs – or the informal economy – or foreign direct investment

The ICBE-RF Secretariat has performed well with a small staff and has developed processes that work efficiently and effectively. The lean nature of the Secretariat should be maintained. However, care should be taken not to over-extend the demand on the Secretariat, particularly in the role of quality assurance. Thus, a new mechanism for monitoring the quality of funded research should be established.

The ICBE-RF Steering Committee tends to have been limited to the main partners of the Fund. While this has been useful in order to get the Fund established in a manner that is consistent with the original programme design, the ICBE-RF appears to have suffered from having limited networks in the African PSD, investment climate and business environment field. Thus, consideration should be given to expanding the Steering Committee to allow the ICBE-RF to develop closer institutional linkages with key actors.

In addition to assessing proposals, the Jury appears to have advised the ICBE-RF on a number of key strategic issues, such as defining research themes. In some cases, jurors have also facilitated links between the ICBE-RF and other agencies. Some jurors expressed a mild frustration with not having been kept informed of the outcome of the decisions they made to award grants and would have liked to be better updated on the work of the Fund. Thus, while the roles of the Jury and the Steering Committee are different, they can be connected and the ICBE-RF could benefit from the synergies this connection might produce.

Recommendation 9 on financing Africa-based research on African investment climate and business environments for PSD

While the bulk of the funding programme should remain a competitive process based on a regular call for proposals, it is recommended that a portion of the fund should be set aside for specific studies commissioned by the ICBE-RF.

Recommendation 10 on the role of the Secretariat

It is recommended that the ICBE-RF Secretariat be responsible for all the activities of the ICBE-RF, rather than assign some of these responsibilities to others in the IDRC and TrustAfrica network. This will require a reconsideration of the number of professional staff assigned to the Secretariat, which should remain as lean as possible. While the Secretariat should not attempt to take on the role of quality assurance of the funded-research, it should ensure that quality assurance measures are in place for all projects.

Recommendation 11 on the Steering Committee

It is recommended that membership of the ICBE-RF Steering Committee be broadened to include other key agencies involved in African investment climate and business environment reform for PSD. This would include, but not be limited to:

- Key bilateral and multilateral donor agencies – the representatives should be senior level from regional or sub-regional agency offices
- Relevant investment climate and business environment reform agencies and facilities (e.g., Investment Climate Facility for Africa)
- Representatives for Regional Economic Communities of the African Union
- Representative from the NEPAD Business Foundation

Recommendation 12 on the Jury

It is recommended that the Jury mechanism be continued, possibly as a sub-committee of the Steering Committee. Jury members can perform the role they currently perform (i.e., commenting on, scoring and deciding on grant applications), but many would like to do more than this. Thus, jurors could also be committee members. In addition, it is recommended that the ICBE-RF ensure all jurors are informed of programme activities and the progress of funded research on a quarterly basis.

Recommendation 13 on a technical specialist fund

The ICBE-RF should establish a fund it can draw down on to pay for technical specialists who can oversee and, where necessary, supervise ICBE-RF-funded research projects.

Appendix 1: ICBE-RF evaluation terms of reference

Background

The ICBE Research Fund has now been in operation for 32 months, stretching from March 2006 to November 2008. During the period, the Fund issued two calls for proposals and concluded two rounds of grant awards.

First call for proposals

The first call for proposals was issued on June 12, 2006 and closed on October 16, 2006. The call was disseminated through 660 contacts comprising individuals in 32 countries and organisations spread over 59 countries. The response was 245 grant applications from 30 different African countries¹⁸ with a total grant demand of approximately US\$ 6.7 million.

The final awards, worth US\$ 698,700, went to 29 research teams spread over 14 countries and covering the following areas: regulation and reform in procurement, investment and corporate governance, supply chains and the informal sector, public and private sector partnerships, capital markets and foreign direct investments, energy and poverty in rural areas and the creation and growth of youth and women enterprises. Just over 50% of the teams (16 research teams) have submitted their draft final reports and three of them have submitted their final reports. The other 13 draft finals are still subject to internal and external review and are at different stages of completion. Comments from the reviews will be shared with the teams and final reports will be submitted thereafter.

Second call for proposals

The second call for proposals was issued on August 01, 2007 and closed on October 31, 2007. The second call was disseminated through an expanded contact list of 790 individuals in 35 countries and organisations spread over 61 countries. A total of 70 applications were received from 16 countries¹⁹, with Burundi, Swaziland and Congo Brazzaville appearing for the first time among the applicants. The total grant demand was US\$ 2.7 million and the themes from the 2007 applications were: finance, trade, energy, telecommunications, governance, law reform and alternative dispute resolution, and entrepreneurship. The final awards, worth US\$ 794,965, went to 25 research teams spread over 11 countries.

18 Algeria, Benin, Botswana, Burkina Faso, Cameroon, Ivory Coast, Egypt, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Mali, Mauritania, Morocco, Mozambique, Namibia, Nigeria, Democratic Republic of Congo, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe

19 Burundi, Cameroon, Congo Brazzaville, Democratic Republic of Congo, Egypt, Ghana, Kenya, Liberia, Madagascar, Morocco, Nigeria, Senegal, South Africa, Swaziland, Tanzania and Uganda

Outreach

The ICBE-RF has received applications from 33 African countries²⁰ from both the first and second calls for proposals but no applications have been received from the following 20 countries: Eritrea, Equatorial Guinea, Chad, Djibouti, Libya, Gambia, Guinea Conakry, Guinea Bissau, Niger, Gabon, Central African Republic, Malawi, Lesotho, Mauritius, Seychelles, Sao Tome & Principe, Somalia, Comoros, Cape Verde, and Angola.

Overall, the winners have come from 17 countries with 70% of the number of projects and value awarded to projects from Cameroon, Kenya, South Africa, Uganda and Tanzania. An additional four grants, worth CAD 200,000, were awarded to joint African and Canadian researchers and universities; specifically McGill University and the University of Nairobi researching on “Intellectual Property Rights and Community Capacity Building”, UQUAM, University of Nairobi, Harvard University and McGill University researching on “Renewable Energy in Kenya”, Richard Ivey School of Business, Schulich Business School, Ahfad University for Women and University of Dar-es-Salaam researching on “Microenterprise Development under Resource Constraints” and *l'École Nationale Supérieure Polytechnique du Cameroun* and the University of Montreal researching on “Financing Urban Infrastructure Services”.

Rationale for evaluation

TrustAfrica and IDRC are due to commission an evaluation of the ICBE-RF to learn from the current phase and plan the implementation of a follow-up phase of the Fund. They expect the evaluator to:

- Assess the extent to which the Fund has contributed to capacity building in the African Private Sector Development research community. The evaluator will go beyond the number of PhD researchers supported and examine the quality of research accomplished.
- Assess the extent to which the prescribed research themes were addressed. The evaluator will also examine the significance of the prescribed themes today, probe and identify emerging themes and the changes in priorities among the prescribed themes.
- Assess the efficiency and effectiveness of the grant award process, particularly from view point of key administrative staff at host institutions and the research teams.
- Recommend actions to improve project organisation, management and results.

Methodology

The evaluator will prepare and submit a proposal with a concise methodology and a conforming budget (see fixed sum contract below) to accomplish the work. S/he will use approaches excluding travel to do the work. The targeted respondents will be selected from among principal researchers, peer reviewers, jury members, steering committee members, ICBE secretariat staff and key administrative staff at the host

20 Botswana, Burundi, South Africa, Tanzania, Benin, Morocco, Ghana, Mozambique, Tunisia, Namibia, Mali, Mauritania, Senegal, Burkina Faso, Kenya, Algeria, Madagascar, Rwanda, Egypt, Cameroon, Nigeria, Zambia, Ethiopia, Uganda, Congo Brazzaville, Togo, Sierra Leone, Liberia, Burundi, Democratic Republic of Congo, Ivory Coast, Sudan, Swaziland and Zimbabwe

institutions of the principal researchers. Additional groups of respondents may be included with justification, especially where inclusion of the groups demonstrate application of recommendations.

Specific questions to be addressed in the evaluation should include the following:

- Has the research supported through the ICBE tackled issues of direct relevance to the promotion of a better investment climate and business environment in Africa?
- To what extent have research teams made contact with policy-makers and other potential users of research results, in the design, conduct and dissemination of their research? What evidence exists regarding the potential “uptake” of research results by such users?
- Has the supported research been of acceptable quality, relative to accepted norms of social science research? What particular strengths or weaknesses can be detected?
- What evidence exists regarding the impact of ICBE-supported research on individual and institutional capacities of recipients, and/or on their longer-term career development?
- Has the grant process allowed for sufficient networking and exchange among research teams and between funded researchers and outside experts? If not, what additional mechanisms might be contemplated?
- Have processes for grant selection, contracting, and monitoring of grants been efficient and transparent? What suggestions for improvement could be made?
- What other suggestions could be made in terms of the thematic focus of future research, grant modalities (size of grants, individual vs. comparative projects, etc) or dissemination of research findings.

The consultant is expected to complete the assignment by April 17, 2009 and report to the ICBE Project Director, Mr. Emmanuel Buringuriza, according to the following schedule:

Award of contract.....02/02/2009
1st Interim Report.....27/02/2009
2nd Interim Report.....27/03/2009
Final Report.....17/04/2009

Appendix 2: Questionnaire used in survey of ICBE-RF awardees

Investment Climate and Business Environment Research Fund Evaluation

CONFIDENTIAL QUESTIONNAIRE

Grantees, First and Second Rounds

The Investment Climate and Business Environment Research Fund (ICBE-RF) is currently being evaluated to assess its performance against its proposed targets. Your assistance with completing this questionnaire and returning it to info@saideas.com by **Friday 6 March 2009** is greatly appreciated.

Please note: all responses to this questionnaire will be treated as confidential. The ICBE-RF will not be provided with the details or comments of any single respondent.

OFFICE USE ONLY: RESPONDENT SURVEY NUMBER:

ORGANISATION PROFILE

1	Research contact person: full name:	
2	Organisation:	
3	Country:	
4	Email address:	
5	Direct telephone number:	
6	Which of the following categories best describes your organisation?	PLEASE MARK ONE BOX ONLY
	University or other tertiary education facility (NOT business school, see below)	<input type="checkbox"/>
	Business school	<input type="checkbox"/>
	Government department	<input type="checkbox"/>
	Privately owned research and consulting company	<input type="checkbox"/>
	Business membership organisation	<input type="checkbox"/>
	Individual with no organisational affiliation	<input type="checkbox"/>
	Other, please specify below	<input type="checkbox"/>

QUESTIONS REGARDING YOUR INVOLVEMENT WITH THE ICBE-RF

7	How did you first learn about the ICBE-RF?	PLEASE MARK ONE BOX ONLY
	Approached by the ICBE-RF	<input type="checkbox"/>
	Referral from a colleague	<input type="checkbox"/>
	Advertisement in a publication	<input type="checkbox"/>
	Through an email list-serve	<input type="checkbox"/>

From the Internet	<input type="checkbox"/>
Don't know or remember	<input type="checkbox"/>
Other, please specify below	<input type="checkbox"/>
8 How did you obtain guidelines on the ICBE-RF and its application details?	
	PLEASE MARK ONE BOX ONLY
Through the ICBE-RF website	<input type="checkbox"/>
Through a ICBE-RF training programme	<input type="checkbox"/>
After calling the office the guidelines were emailed, faxed or posted to me	<input type="checkbox"/>
Participated in a ICBE-RF training programme	<input type="checkbox"/>
Don't know or remember	<input type="checkbox"/>
Other, please specify below	<input type="checkbox"/>
9 Did the ICBE-RF assist you in any way when preparing your research proposal?	
	INDICATE ONE BOX ONLY
No, there was no assistance provided when preparing the proposal	<input type="checkbox"/>
Yes, we/I participated in an ICBE-RF training course	<input type="checkbox"/>
Yes, we/I had personal contact with ICBE-RF staff who guided us	<input type="checkbox"/>
Other, please specify below	<input type="checkbox"/>
10 What were your experiences when dealing with the ICBE-RF	
	PLEASE MARK WITH A SCORE BETWEEN 1 AND 4
10.1 Reporting to the ICBE-RF: The reporting procedures were reasonable and appropriate Mark 4 this statement is correct and 1 if incorrect	<input type="checkbox"/>
10.2 Responsive: The ICBE-RF were responsive to my/our requests for information or assistance Mark 4 this statement is correct and 1 if incorrect	<input type="checkbox"/>
10.3 Ease contacting and communicating with the ICBE-REF: It was relatively easy to contact the ICBE-RF and obtain the information I/we required Mark 4 this statement is correct and 1 if incorrect	<input type="checkbox"/>
10.4 Flexible: The ICBE-RF understood my/our situation and were responsive to this Mark 4 this statement is correct and 1 if incorrect	<input type="checkbox"/>
11 Were you required to make any major changes to your initial proposal before it was funded?	
	PLEASE MARK ONE BOX ONLY
No, my/our proposal was funded based on my/our original proposal	<input type="checkbox"/>
Yes, I/we was/were required to make one or more major changes to the proposal before it was funded	<input type="checkbox"/>

QUESTIONS REGARDING YOUR RESEARCH PROJECT

12	Has your ICBE-RF-supported research project been completed yet?	PLEASE MARK ONE BOX ONLY
	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
12.1	If the project has not been completed, please describe below the stage it is in now and when you plan to finish	
13	Which of the following factors contributed directly to the selection of your research topic?	PLEASE MARK ANY OF THE RELEVANT BOXES
	Findings of an Investment Climate Assessment (World Bank, IFC)	<input type="checkbox"/>
	Findings of the <i>Doing Business</i> reports (World Bank, IFC)	<input type="checkbox"/>
	Findings of other assessment reports into the investment climate and business environment*	<input type="checkbox"/>
	Discussions with the local business community	<input type="checkbox"/>
	Discussions with government agencies (including regulators, parastatals and local governments)	<input type="checkbox"/>
	Discussions with development and donor agencies	<input type="checkbox"/>
	Discussions with the ICBE-RF	<input type="checkbox"/>
	Other research conducted within my/our agency	<input type="checkbox"/>
	Other, please describe:	<input type="checkbox"/>
13.1*	Please identify below any investment climate or business environment assessments that contributed to your selection of your research topic	
14	Was your ICBE-RF-support research project directly linked to any reform or development project?	PLEASE MARK ONE BOX ONLY
	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
14.1	If you marked “yes” above, please briefly describe this project and indicate the other actors below	
15	Has your ICBE-RF-support research project led to any of the following?	PLEASE MARK ANY OF THE RELEVANT BOXES
	Established or strengthened research networks in your country or region	<input type="checkbox"/>
	Established or strengthened links with policy-makers and relevant government agencies	<input type="checkbox"/>
	Established or strengthened links with business membership organisations	<input type="checkbox"/>
	Improved research skills in private sector development and IC or BE assessment	<input type="checkbox"/>
	Other, please describe	<input type="checkbox"/>
15.1	If you’ve marked any of the above outcomes, then please briefly describe these outcomes below	

16	Please describe the quality assurance measures that were used during your research

QUESTIONS REGARDING STRENGTHENING RESEARCH COMMUNITY CAPACITY IN AFRICA

17	Did any of the ICBE-RF-support research form all or part of a PhD or Masters students research programme?	INDICATE ONE BOX ONLY
	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
18	In addition to funding your research proposal, did the ICBE-RF provide any other support to you or your organisation?	
	PLEASE MARK ANY OF THE RELEVANT BOXES IN COLUMN A	
19	Would you or your organisation have found additional support useful when conducting or preparing your research?	
	PLEASE MARK ANY OF THE RELEVANT BOXES IN COLUMN B	
	SUPPORT	A. PROVIDED B. DESIRED
	Proposal writing	<input type="checkbox"/> <input type="checkbox"/>
	Training in research methods	<input type="checkbox"/> <input type="checkbox"/>
	Access to networks	<input type="checkbox"/> <input type="checkbox"/>
	Research supervision	<input type="checkbox"/> <input type="checkbox"/>
	Other: please specify below	<input type="checkbox"/> <input type="checkbox"/>
20	If you received non-financial support from the ICBE-RF (i.e., training, advice, supervision), then how would you rate this on a scale from 1 to 4?	MARK WITH A NUMBER BETWEEN 1 AND 4
20.1	How relevant was the non-financial support provided? Mark 4 for extremely relevant and 1 for completely irrelevant	
20.2	How effective was the non-financial support provided? Mark 4 for extremely effective and 1 for completely ineffective	
20.3	To what extent was the non-financial support provided responsive to the challenges you were facing in this research project? Mark 4 for extremely responsive and 1 for completely non-responsive	
21	Has your research project produced any case studies that can be used to inform the design of programmes that lead to the improvement of the investment climate or business environment in your country?	PLEASE MARK ONE BOX ONLY
	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
	Not yet	<input type="checkbox"/>
22	How have you disseminated the results of your research?	
23	Did the ICBE-RF help you to disseminate the results of your research?	PLEASE MARK ONE BOX ONLY

No	<input type="checkbox"/>
Yes	<input type="checkbox"/>
23.1	If “yes” briefly describe below how the ICBE-RF did this

QUESTION REGARDING LINKS TO CANADIAN RESEARCHERS

24	Did you form any linkages with Canadian researchers (i.e., universities, companies, individuals) during any stage of your ICBE-RF-supported research?	PLEASE MARK ONE BOX ONLY
No	<input type="checkbox"/>	
Yes	<input type="checkbox"/>	
24.1	If “yes”, please identify these below, providing name, organisation, and email address	
24.2	If “yes”, what role did they perform during your research (e.g., advice, supervision, access to data or literature)?	
25	Did the ICBE-RF encourage you to make links with any Canadian researchers (i.e., universities, companies, individuals)	PLEASE MARK ONE BOX ONLY
No	<input type="checkbox"/>	
Yes	<input type="checkbox"/>	
25.1	If “yes”, please briefly describe how they encouraged you	

QUESTIONS REGARDING OVERALL PERFORMANCE

26	Overall, how would you rate the relevance and performance of the ICBE-RF?	MARK WITH A NUMBER BETWEEN 1 AND 4
26.1	The support provided by the ICBE-RF is extremely relevant to private sector development in my country Mark 4 if you fully agree and 1 if you completely disagree	
26.2	The ICBE-RF provided its support in a highly professional, transparent and competent manner Mark 4 if you fully agree and 1 if you completely disagree	
26.3	The ICBE-RF support provided sufficient funds for me/us to conduct my/our research effectively Mark 4 if you fully agree and 1 if you completely disagree	
27	Please feel free to make any comments regarding the performance of the ICBE-RF below	

RECOMMENDATIONS

28	What recommendations would you make to ICBE-RF regarding the size of their grants?
29	What recommendations would you make to ICBE-RF regarding criteria used for

selecting research projects to fund?	
30	What recommendations would you make to ICBE-RF regarding the non-financial support they should offer to researchers?
31	What recommendations would you make to ICBE-RF regarding the promotion of the fund?
32	What recommendations would you make to ICBE-RF regarding how best use can be made of the outcomes of supported research?

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE

Please return the completed questionnaire to info@saideas.com

Appendix 3: List of grantees – first and second round

FIRST ROUND

Large Grant (USD50,001 to USD100,000)

1	Université Cadi Ayyad	Research on the Moroccan Reform Process, Studied from a Sustainable Development Perspective	Morocco	\$57,500
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Intermediate Grant (USD10,001 to USD50,000)

2	Lagos Business School	Corporate Governance Practices in the Nigerian Banking Industry	Nigeria	\$25,000
3	Groupement Interpatronal du Cameroun	The Impact of Support Systems on the Performance of Small Enterprises in Cameroon and Senegal	Cameroon	\$40,000
4	Liberia Agency for Community Empowerment	Contribution of informal businesses to Private Sector Development: Case Study of the Central Region of Liberia	Liberia	\$50,000
5	Uganda Management Institute	Supply chain rigidities and business survival in the Uganda Fishing Industry Sector	Uganda	\$50,000
6	University of Cape Town	Research on Public Private Partnership and Collaborative Governance	South Africa	\$50,000
7	Lagos Business School	A study of the impact of government policies on, and role of manufacturing strategy in, the performance of manufacturing companies in Lagos State of Nigeria	Nigeria	\$41,000
8	United States' International University	Public-Private Alliances: A documentary case study of strategies for urban restoration	Kenya	\$50,000
9	Eduardo Mondlane University	Social Capital, Organizational Culture and the Performance of the Private Sector in Mozambique: A case Study of Small and Medium Scale Tourism Firms	Mozambique	\$27,000
10	Université Polytechnique de Bobo-Dioulasso	The perception of environmental problems by business leaders in Burkina Faso and strategies to implement sustainable development practices	Burkina Faso	\$50,000
11	University of Botswana	Retailing and Sustainable Development in Botswana	Botswana	\$45,000
12	Unity University College	Ethiopia: Enterprise and Institutional Development in the Provision of Services in the Social Sector in the Post-Liberalization period [1991-2005].	Ethiopia	\$45,000

Small Grant (Up to USD10,000)

13	Makerere University	Challenges to capital markets growth in underdeveloped economies	Uganda	\$9,600
14	Makerere University	Corporate Entrepreneurship: A Case of the Telecommunications Industry in Uganda	Uganda	\$9,600
15	University of Dar-es-Salaam	Establishing business growth opportunities by analysing the linkage between food processing entrepreneurs and small holder farmers in order to alleviate poverty	Tanzania	\$9,500
16	University of Dar-es-Salaam	Foreign Currency Risk: Awareness and Management Practices in Tanzania	Tanzania	\$10,000
17	l'Université de Yaoundé II	The contribution of energy to poverty reduction in rural Cameroon	Cameroon	\$10,000
18	l'Université de Yaoundé II	Information and Communications Technology (ICT) and Small and Medium Enterprise (SME) Performance in Cameroon	Cameroon	\$10,000
19	Universite d'Abomey-Calvi	Marketing and Distribution of Improved Horticultural Seeds in Benin	Benin	\$10,000
20	Strathmore University	The Extent to which Consumer Behavior in Nairobi and Nakuru is influenced by the corporate social responsibility efforts of businesses – A focus on cause related marketing	Kenya	\$10,000
21	Moi University	Tax Modernisation Programme and the Regulation of Small and Medium Enterprises (SMEs): The introduction of electronic tax registers	Kenya	\$10,000
22	Faculté des sciences juridiques, économiques et sociales	Women Entrepreneurship in Morocco	Morocco	\$10,000
23	Kwame Nkrumah University of Science and Technology	Rural Energy Enterprise Development Seminars	Ghana	\$10,000
24	Kenyatta University	Policy options to enhance the growth of youth-run enterprises (YREs): A case study of Machakos District in Kenya	Kenya	\$10,000
25	Kenyatta University	Entrepreneurial Orientation and Access to new Markets by Small-Scale Earthenware Manufacturers in Kenya	Kenya	\$10,000
26	Kenyatta University	An Investigation of Enterprise-based Training and Entrepreneurial Performance: The Case of Industrial Training and Manufacturing Enterprises in Nairobi	Kenya	\$10,000

27	Olabisi Onabanjo University	Small-scale maize seed production in West and Central Africa: profitability, constraints, and options	Nigeria	\$10,000
28	Ghana Institute of Management and Public Administration	The Real Failure Factors of Projects: The case of Private and Public Sector Projects in Ghana	Ghana	\$10,000
29	Uganda Management Institute		Uganda	

SECOND ROUND

Large Grant (USD50,001 to USD100,000)

30	Centre Africain d'etudes Superieur en Gestion	Les enjeux d'une meilleur gouvernance des universite et institutions universitaire en vue de l'amelioration du climat des affaires en zone UEMOA.	Senegal	\$100,000
31	Universite de Yaounde II/Universite Catholique d'Afrique Centrale	Les grandes décisions de la Cour commune de justice et d'arbitrage de l'OHADA	Cameroon	\$100,000
32	University of Dar-es-Salaam	Foreign Direct Investments and Enhancement of Economic Capacity of Small and Medium Enterprises in Developing Economies: A Network and Global Value Chain Analyses	Tanzania	\$100,000

Intermediate Grant (USD10,001 to USD50,000)

33	Kwame Nkrumah University of Science and Technology	Technical and Economic Feasibility Studies for Biofuels SME Development in Ghana	Ghana	45,430
34	Chambre de mediation et d'arbitrage, Tanger	Appréciation des modes de règlement de litiges commerciaux et leur impact sur l'environnement des affaires au Maroc.	Morocco	48,000
35	University of South Africa	Regulation, Firm Performance and Growth in Cameroon's manufacturing, retails and financial sectors	South Africa	50,000
36	Private Sector Foundation Uganda	Assessment of Uganda's potential for export of labour within the frameworks of regional and multilateral trade agreements	Uganda	49,000
37	Makerere University Business School	Contract enforcement in Ugandan business transactions	Uganda	20,250
38	Universite de Douala	Le rôle des « marchés réels » et ses institutions dans le commerce transfrontalier des produits vivriers et horticoles au Cameroun	Cameroon	50,000
39	Centre d'Etudes et de Recherche sur les Analyses et Politiques	La durabilité des entreprises au Congo : une analyse de l'expérience des exploitants agricoles installés	Congo	50,000

	Economiques	par AGRICONGO depuis 1986		
40	Kenya Institute of Public Research and Analysis	Competition policy and regulations in the energy sector in Kenya: experience and lessons learnt	Kenya	50,000
41	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion	Privatisation et Performance des Entreprises Publiques au Cameroun	Cameroon	10,070
Small Grant (Up to USD10,000)				
42	Daystar University/ University of Cape Town	Corruption and Public Good Provision in Kenya: A Game Theoretical Approach	South Africa	10,000
43	Centre d'Etudes et de Recherche sur les Analyses et Politiques Economiques	Capital Humain - Accés aux TIC au Congo	Congo	10,000
44	National Center for Technology Management	Investment Climate and Economic Development: Divergent Evolution of the Oil Palm Industry in Nigeria and Malaysia	Nigeria	10,000
45	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion	Instabilité socio-politique et niveau de l'investissement privé: une évaluation empirique du cas du Cameroun	Cameroon	9,000
46	Centre d'Etudes et de Recherche sur les Analyses et Politiques Economiques (Koyangozo Douathe)	Accords de partenariat économique et système de taxation des importations des entreprises au Congo Brazaville	Congo	10,000
47	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion	Taux marginal d'imposition effectif au Cameroun	Cameroon	5,030
48	Kenyatta University	The relevance of regional economic groupings in optimising the competitiveness and performance of business firms in Kenya: Dimensionality and Assessment of selected sectors	Kenya	10,000
49	Kenyatta University	Role of transformational leadership in the growth of women-owned micro and small enterprises in Kenya: the case of Kasarani Division, Nairobi	Kenya	10,000
50	Institute of Human Settlement Studies, Ardhi University	The role of housing licenses in accessing loans as a strategy to urban poverty alleviation: The case study of informal settlements in Dar es Salaam, Tanzania	Tanzania	8,835

51	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion	Capital Humain, Productivité et Pauvreté: Une application dans le Secteur Agricole au Cameroun	Cameroon	10,000
52	Université Caddi Ayyad, Marakech	Infrastructure microfinancière et promotion des petits investissements en Afrique	Morocco	10,000
53	Université de Yaoundé II, Faculté des Sciences Economiques et de Gestion	Dépenses Publiques D'infrastructures et Investissement privé au Cameroun	Cameroon	10,000
54	Centre de promotion de PME, Université Congo	Promotion de l'entrepreneuriat féminin par la microfinance : étude du cas de la République Démocratique du Congo	DRC	9,350