

Introduction

The purpose of this summary is to provide a summary list of resources that are available to international development practitioners in selecting enterprise growth initiatives based on best practices. Particularly the focus is on tools that address project design and address determining which sectors to select in enterprise growth initiatives. USAID projects have been providing and developing services in the enterprise development sector in programs spanning the globe for over 50 years. While millions of dollars have been spent to implement these projects, and evaluations of specific projects have been conducted, there has been no central source of information at USAID on best practices in this area.

In 2004, USAID/EGAT commissioned studies on best practices in enterprise development and competitiveness. These two studies, the *Enterprise Growth Initiatives: Strategic Directions and Options Final Report* and the *Enterprise Growth Initiatives: Strategic Directions and Options Handbook*, have been widely disseminated and are the cornerstones of enterprise development work.

The *Enterprise Growth Initiatives: Strategic Directions and Options Final Report* addresses factors that affect enterprise growth and address the linkage between enterprise growth and economic growth. By examining differing donor approaches, the *Report* serves as a valuable resource in comparing the methods that are undertaken in the international development community to better understand how to design and implement a project. Additionally, it focuses on the tendencies of these differing approaches to focus on improving market access, improving access to capital, and improving access to business services. Based on these findings, the *Report* goes on to give recommendations for the way forward in enterprise growth initiatives.

The *Enterprise Growth Initiatives: Strategic Directions and Options Handbook* serves as a supplement to the *Report*. Intended as a Field Manual, this document is of particular importance to project designers and implementers by providing pointed questions and case studies to assist in conceptualizing and identifying common barriers and solutions to enterprise growth.

Outside of these two resources, there are numerous other studies that have been conducted by USAID, the World Bank, the United Nations Industrial Organization (UNIDO), the Organization for Economic Cooperation and Development (OECD), among others.

Summary List

Title	Author(s)	Link	Region of Focus	Brief Summary
JBIC Private Sector Development Best Practices Guidebook	J.E. Austin	http://www.jeaustin.com/005.html	Africa	Best practices in enterprise development; designed for JBIC (Japanese Bank of International Cooperation) to guide PSD programming and initiatives.
World Bank Toolkit of Analytical Methods to Enhance the Competitiveness of Agricultural Supply Chains and Agribusiness in Sub-Saharan Africa	J.E. Austin	http://www.jeaustin.com/002.html	Sub-Saharan Africa	Implementation approaches toolkit based on value chain principles with the goal of enhancing competitiveness
USAID Value Chain Training Series by MicroLinks - Module II: Value Chain Selection	USAID	http://www.microlinks.org/ev_en.php?ID=15321_201&ID2=DO_TOPIC	Africa	Introduction to criteria/methods for selecting value chains with the highest potential for competitiveness

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USAID Value Chain Training Series by MicroLinks - Module IV: Design for Competitiveness	USAID	http://www.microlinks.org/ev_en.php?ID=13713_201&ID2=DO_TOPIC	not specified	Participants learn to prioritize end market opportunities and recognize constraints. Session culminated in mock stakeholder workshop.
USAID Value Chain Training Series by MicroLinks - Module V: Implementation Action Plan	USAID	http://www.microlinks.org/ev_en.php?ID=13714_201&ID2=DO_TOPIC	not specified	Identifying who is best suited to achieve competitiveness and how they should do it.
Private Sector Development Impact Assessment, by MicroLinks	USAID	http://www.microlinks.org/ev_en.php?ID=11937_201&ID2=DO_TOPIC	not specified	Initiative to enhance learning about and improve effectiveness of the new generation of economic growth programs through impact assessments, i.e. using impact assessments to create better projects.
Finance for Growth: Policy Choices in a Volatile World	World Bank	http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTPRRS/EXTFINGRTH/0,,menuPK:477861~pagePK:64168092~piPK:64168088~theSitePK:477849,0.html	not specified	Developing a coherent approach to financial policy design, taking into account local circumstances and the international environment.

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Evaluating Anti-Poverty Programs	World Bank	http://econ.worldbank.org/external/default/main?pagePK=64165259&theSitePK=469382&piPK=64165421&menuPK=64166093&entityID=000158349_20080124085813	not specified	Critical review of methods available to analyze programs assigned to individuals/households/locations.
Community based (and driven) development : A Critical Review	World Bank	http://econ.worldbank.org/external/default/main?pagePK=64165259&theSitePK=469382&piPK=64165421&menuPK=64166093&entityID=000009486_20040601172905	not specified	Review of CBD/CDD initiatives. Summary of important findings: projects reliant on community participation have not been particularly effective at targeting the poor; some evidence suggests CBD/CDD projects create effective community infrastructure.
Who Gets the Credit? And Does it Matter - Household vs. Firm Lending across Countries	World Bank	http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1157129	not specified	Examination of credit extended to enterprises vs. credit extended to household: how to both impact GDP per capita growth?

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Linking African smallholders to high-value markets: practitioner perspectives on benefits, constraints, and interventions	World Bank	http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2008/03/24/000158349_20080324130750/Rendered/PDF/wps4573.pdf	Africa	International survey of supply chain specialists who facilitated the participation of African smallholder farmers in supply chains for higher value and/or differentiated agricultural products.
Chile: a strategy to promote innovative small and medium enterprises	World Bank	http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2008/02/15/000158349_20080215102703/Rendered/PDF/wps4518.pdf	Chile	Review of the Chilean government's investment in SME-related programs. Underlines the importance of a National Innovation System.
What have we learned from a decade of manufacturing enterprise surveys in Africa? – World Bank	World Bank	Not available to download	Africa	Survey of research on the African business environment; focuses on risk, access to credit, labor, infrastructure, and firm-level organization.
Project Preparation and Design	UNDP	http://www.undp.org/eo/documents/21.htm#Project%20Documents%20and%20Basic%20Project	not specified	Findings regarding purpose/results of individual projects, project case studies to determine best practices.

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Effective Policies for Small Business	OECD & UNIDO	http://www.unido.org/index.php?id=033172	not specified	Guide to SME policy development.
SME Cluster and Network Development in Developing Countries: The Experience of UNIDO	UNIDO	http://www.unido.org/fileadmin/import/userfiles/puffk/psd_twp2.pdf	not specified	Description of UNIDO technical assistance program's background and experience with SME networking.
Methodology : Development of SME Supplier Networks (abridged version)	UNIDO	http://www.unido.org/index.php?id=042275	Latin America	Abridged methodological manual for development of SME supplier networks.
A Guide to Export Consortia	UNIDO	http://www.unido.org/index.php?id=031091	not specified	Overview of essentials for successful operations of export consortia.
Guidelines for Investment Promotion Agencies	UNIDO	http://www.unido.org/index.php?id=010545	not specified	Guidelines to support Investment Promotion Agencies interested in stimulating FDI inflows into their countries. Discusses developments in policy and practical approaches, as well as suggestions for how host governments can attract FDI.

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Manual for Small Industrial Businesses: Project Design and Appraisal	UNIDO	http://www.unido.org/index.php?id=03422	not specified	Designed to support the promotion of small industrial businesses.
OECD Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes	OECD	http://www.oecd.org/document/24/0,3343,en_2649_34457_40346072_1_1_1_1,00.html	not specified	Guide to best practice evaluation methods for SME and entrepreneurship activities.
Evaluating Local Economic and Employment Development : How to assess what works among programmes and policies	OECD	http://www.oecd.org/document/13/0,3343,en_2649_34453_40352269_1_1_1_1,00.html	not specified	Book examining best practices in evaluating local/regional development programs.