

BASELINE STUDY AND RECOMMENDATIONS FOR MEL FRAMEWORK PUM

FINAL REPORT

seo • amsterdam economics

AUTHORS

NIENKE OOMES, SÖNKE BUSCHMANN, DEBBIE KEIJSER & EMILY VAN DEN BURG

COMMISSIONED BY

STICHTING PUM NETHERLANDS SENIOR EXPERTS

AMSTERDAM, JULY 23

Executive Summary

Stichting PUM Netherlands Senior Experts (PUM) commissioned SEO Amsterdam Economics (SEO) to conduct a baseline study and provide recommendations for an improved Theory of Change (ToC) and Monitoring, Evaluation and Learning (MEL) framework. In its approved subsidy proposal for 2023-2030, PUM proposes to focus on a 'systemic' approach aimed at achieving impact at the ecosystem level. Therefore, the aim of this assignment was to further align PUM's ToC and MEL framework with this new goal to support vibrant business ecosystems.

PUM's activities are embedded in a wider Sustainable Development Goal (SDG)-8 Programme. With SDG-8 explicitly referring to Decent Work & Economic Growth, PUM's activities focus on promoting sustainable and inclusive development and growth of Small and Medium-sized Enterprises (SMEs) in developing countries and emerging markets. PUM seeks to create this impact both directly, through its Dutch senior volunteer experts, and indirectly, through services to employer organisations and other business member organisations (BMOs) and business support organisations (BSOs). These activities impact three dimensions of 'systemic' change that PUM is envisioning, including better societies, better functioning markets, and better governance.

As part of this assignment SEO, jointly with PUM, reconstructed its ToC. The research team conducted interviews with multiple stakeholders, reviewed all available documentation, and conducted three workshops to develop a new ToC based on the new mission, goals and methods of PUM. In essence, the new ToC reflects how PUM achieves systemic impact on enterprises and their employees by helping to mature entrepreneurial ecosystems. This is achieved by either completing the ecosystem or enhancing key aspects of the ecosystem and by making the actors in the ecosystem more collaborative. To this end PUM will either join other local and international actors or initiate itself a coalition of actors to comprehensively address the noted challenges in the ecosystem.

Organisational recommendations

- PUM's new mission requires significant organisational changes, including staff and volunteer development, programme management. Therefore, PUM should take measures to ensure that staff and volunteers have or acquire sufficient experience, diverse skills, and programme management expertise.
- Deploy a small group of staff initially to identify and design new ecosystem programmes, collaborating with country teams to create pilot programs. The increase in collaboration will generate a flow of ecosystem opportunities through the staff engagement
- To address critical aspects in future ecosystems programs, enlarge volunteer basis with expertise from sectors such as financial and policy
- Develop structural partnerships with international non-governmental organisations on private sector development to secure fundings and amplify PUM's impact in ecosystem programs.
- Focus on and play a larger role in smaller ecosystem programmes where its business expertise and volunteer base can make a pivotal impact. Rather than pursuing larger, more abstract programs that require significant resources where PUM's role would be relatively small.

Likewise, SEO jointly with PUM developed its MEL framework. Through desk research and interviews, the research team first analysed PUM's existing MEL framework. Next the team developed PUM's indicator framework, using the indicators included in PUM's subsidy proposal as a starting point and supplemented it by indicators necessary to cover the revised ToC. In addition to the full list of proposed indicators, the developed MEL

framework includes baseline values, suggestions for target setting and data collection methods for each indicator. Key recommendations to further improve the MEL framework are listed below.

MEL framework recommendations

- Collect baseline values related to the implementation of economic, inclusive, and green practices to measure the extent of PUM's contribution to introducing new practices in SMEs or organisations.
- At ecosystem level, develop more indicators, including the number of ecosystem projects and programmes started, implemented, completed, and stopped, as well as the number and percentage of projects with 'ecosystem potential' and consider introducing economic/inclusive/green labels for ecosystem programmes.
- Establish a clear procedure for approving ecosystem programmes and assigning projects with economic/inclusive/green labels, including defining an entrepreneurial ecosystem and determining the decision-making authority within PUM for these processes.
- Decide within PUM which indicators will be used for (a) internal steering; (b) external reporting to MFA; and (c) external communication.
- Develop a "dashboard" in the MEL system for planned, approved, active, and completed ecosystem programmes, providing key impact, resource, and progress information, as well as assessing the health of the pipeline for future programmes to aid in learning and assessment of successes and bottlenecks.
- Enable volunteers and staff to assess the impact of working more systemically by regularly presenting and disseminating MEL system results, combining quantitative data and qualitative stories to build a sense of achievement and motivation for further systemic work.
- Change the current incentive system for both paid staff and volunteers to align with the goal of working in a systemic fashion, rewarding them for identifying, designing, and implementing ecosystem programmes.
- To enhance internal communication and learning, develop dashboards that provide a sense of how individual efforts contribute to the overall impact, and creating a common vision and motivation for staff.

Abbreviations

BEE	Business Enabling Environment
(E)BMO	(Employers' and other) Business Member Organisation
BSO	Business Support Organisation
CIP	Country Impact Plan
DECP	Dutch Employers Cooperation Programme
HQ	Headquarter
KPI	Key Performance Indicator
ILO	International Labour Organisation
MEL	Monitoring, Evaluation, and Learning
MFA	Dutch Ministry of Foreign Affairs
MT	Management Team
VNO-NCW	The Confederation of Netherlands Industry and Employers
(I)NGO	(International) Non-Governmental Organisation
PMEL	PUM's Management Accounting Department
PRIME	Pioneering Real-Time Impact Monitoring & Evaluation
PSD	Private Sector Development
PUM	Stichting PUM Netherlands Senior Experts
SDG	Sustainable Development Goal
SME	Small and Medium Enterprise ¹
ToC	Theory of Change
UN	United Nations
VC	Value Chain
(T)VET	(Technical and) Vocational Education and Training Institute

¹ Throughout this document, the term SME is used to represent enterprises with 2-250 employees.

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1. Introduction

Stichting PUM Netherlands Senior Experts (hereafter referred to as 'PUM') commissioned SEO Amsterdam Economics to carry out a baseline study and provide recommendations for an improved Theory of Change (ToC) and Monitoring, Evaluation and Learning (MEL) framework. This chapter describes the background of PUM and the purpose and methodology of this assignment. Chapter 2 presents the reconstructed ToC and organisational recommendations. Lastly, Chapter 3 elaborates on the existing MEL framework, the proposed indicator framework and recommendations to further improve the MEL framework.

1.1. Background PUM

PUM resulted from the merger between PUM Netherlands Senior Experts and the Dutch Employers Cooperation Programme (DECP) in January 2023. PUM Netherlands Senior Experts was founded in 1978 by the Dutch Employers' Association (VNO-)NCW as a volunteer organisation dedicated to strengthening businesses. Specifically, PUM's volunteers work with Small and Medium Enterprises (SMEs)² in developing countries and emerging markets, aiming to positively impact the economy, environment, and society and, fundamentally, contributing to the United Nations (UN) Sustainable Development Goals (SDG).³ DECP was founded in 2005, by (VNO-)NCW and MKB Nederland, as an organisation aimed at strengthening employer organisations in developing countries by supporting and enhancing their capacity for social dialogue and advocacy for the business community.⁴ In January 2023, PUM Netherlands Senior Experts and DECP merged. Through this merger, PUM has become the largest private-to-private volunteer organisation in the Netherlands and one of the largest in Europe.

The merger between the two organisations has resulted in PUM's activities being embedded in a wider SDG-8 Programme. With SDG-8 explicitly referring to Decent Work & Economic Growth, the programme focuses on promoting the sustainable and inclusive development and growth of SMEs, including via employer organisations and other business member organisations (BMOs) and business support organisations (BSOs). BMOs in particular are seen as organisations that can indirectly promote a dynamic, sustainable and inclusive business environment, including via social dialogue and policy dialogue. Rather than conducting such dialogue itself, PUM aims to support national organisations who can in turn engage in advocacy activities with political decision makers to promote a more dynamic, sustainable and inclusive business environment. Through enabling the development potential of SMEs, PUM can also attain impactful contributions to several other SDGs, including SDG 1 (Poverty Alleviation), SDG 7 (Sustainable Energy), and SDG 17 (Global Partnerships), to name a few.⁵

PUM is 'an impact-driven organisation striving for broad, lasting and measurable results'.⁶ In their subsidy proposal PUM proposes to focus on three areas:

- **The first area is increasing the resilience and accelerating the sustainable and inclusive growth of SMEs** through sharing knowledge, experience, networks, and skills of volunteer experts. This advice should ensure

² On its website <https://www.pum.nl/en/get-advice#check-our-criteria> (accessed 19 July 2023), PUM states that the criterion for the size of its enterprise clients is 10-250 employees, but the previous evaluation showed that around one third of PUM clients were micro enterprises (2-10 employees).

³ PUM's Website (www.pum.nl)

⁴ DECP's Website (www.decp.nl/about-us)

⁵ Subsidy Proposal 2023 - 2030 of the merged PUM organisation

⁶ Subsidy Proposal 2023 - 2030 of the merged PUM organization, p.60

that clients are better equipped to reach their goals (such as increasing profit) and leads them to attain sustainable development of their businesses.

- **The second area is strengthening (Employers' and other) BMOs** to promote policies and labour market agreements that contribute to sustainable growth, employment, and welfare.
- **The third focus area is indirectly empowering SMEs by creating a supportive entrepreneurial ecosystem** by means of providing services to other organisations: BSOs, business incubators, and Vocational Education and Training Institutes (VETs).⁷

In its subsidy proposal for the Dutch Ministry of Foreign Affairs (MFA), PUM states that it aims to achieve impact in three dimensions of systemic change, including; (1) better societies, (2) better-functioning markets, and (3) better governance. These three dimensions of systemic change are seen as essential for making business systems vibrant and the extent to which businesses contribute to climate action, sustainability, and inclusion. To attain these dimensions, PUM aims to tailor advice and training more to the sustainable development of businesses within an ecosystem, for instance by structurally embedding sustainability and inclusion in its delivery of knowledge, skills, and expertise.⁷

PUM's subsidy proposal, which was approved, envisages a more 'systemic' approach aimed at achieving impact at the ecosystem level and aims to achieve this through four strategic pillars:

- **PUM aims to create Vibrant Business Systems** by creating strong interlinkages between different types of organisations (BMOs, BSOs, business incubators, educational institutes). In turn, these interlinkages are expected to "realise Vibrant Businesses, Better Lives", with the pool of experts being able to develop the entire business enabling environment directly and indirectly.⁷ PUM's aim is to make sure that there are interlinkages between its SME and BMO/BSO clients, for example by involving employers' organisations in the selection of SME clients, and by supporting SMEs that are members of employer organisations.
- **PUM aims to put more focus on the 'programmatic approach'**, shifting away from one-off projects to working within business ecosystems. The programmatic approach aims to build "deeper sustainable, long-term, results" by means of a prolonged multiannual engagement with clients and other stakeholders in the business-enabling environment. The programmatic approach fits in PUM's wider shift towards a more impact-focused approach, away from stand-alone, short-term support of clients.⁷
- **The final two strategic pillars include the cluster focus and working in partnerships.** The cluster focus relates to PUM's intention to work in 'economic clusters' as part of its systemic approach for the forthcoming future. The 'working in partnerships' pillar relates to the goal of aligning PUM's efforts to activities of complementary organisations that can add additional capabilities or resources, including collaborating with Dutch business partners.⁷

1.2. Purpose and methodology

The purpose of this consultancy assignment was to carry out a baseline study and provide recommendations for an improved ToC and MEL framework that supports PUM's new goal to support vibrant business ecosystems. In particular, the aim was threefold:

1. Execute a baseline measurement, to enable PUM to establish Key Performance Indicators (KPIs) and set targets to report to MFA;
2. Provide actionable recommendations to improve the ToC;
3. Provide actionable recommendations to improve the overall MEL framework.

⁷ Subsidy Proposal 2023-2030 of the merged PUM organisation

In the inception phase, we decided - after consultation with PUM and the steering committee - to adjust the methodology for the baseline measurement. The Terms of Reference for this study initially requested to carry out a new baseline survey to measure baseline values. During the inception phase we found that a separate baseline survey was not necessary to produce baseline values and set targets. For certain new indicators, the baseline value was automatically set to zero due to the absence of historical data. In other cases, targets could be established without the need for a specific baseline value. Moreover, we identified a group of new indicators for which baseline values could be obtained through the 2023 Pioneering Real-Time Impact Monitoring & Evaluation (PRIME) survey, scheduled for distribution in July 2023—just after the finalisation of this report (see Appendix C).

The accompanying Excel file to this report includes targets for all KPIs for which we recommend to set targets. In many cases, these targets are based on available baseline values. In some cases, no targets could be set yet because it was decided to collect the new baseline values by including new questions in the 2023 PRIME survey. Once data on these new questions is collected, we recommend PUM to set targets based on the newly collected baseline values. The target setting methodology and rationale per indicator is explained further in Table 3 and 4.

The assignment was executed between April and July 2023. As part of this assignment we conducted the following activities:

- Researched the existing MEL framework and ToC
- Interviewed MT members about the WHY of PUM
- Interviewed PUM staff members about data collection tools
- Interviewed PUM staff members about the ecosystem pilots
- Interviewed multiple representatives of MFA
- Assessed external requirements and existing indicators
- Merged and simplified the indicators from the subsidy proposal
- Developed additional indicators based on adjusted ToC and internal steering requirements
- Conducted three workshops with a variety of PUM management and staff:
 - The first two to further develop and elaborate PUM's new ToC with management team (MT) members, operational staff and Monitoring and Evaluation (M&E) staff.
 - The third to discuss our proposed adjusted indicators and proposed recommendations for the MEL framework with two representatives of the MT, operational staff and staff involved with data collection and reporting.

2. Theory of Change (ToC)

In this chapter, we present the reconstructed version of PUM's Theory of Change, which the research team developed in close collaboration with PUM. Subsequently, we provide recommendations to further improve the ToC, in particular, the design of ecosystem programmes.

In the course of this assignment, the SEO team worked closely with key PUM staff on developing its new Theory of Change (ToC). The team conducted interviews with multiple stakeholders, reviewed all available documentation, and conducted three workshops to develop a new ToC based on the new mission, goals and methods of PUM. In this Chapter we describe the key elements of the current version of the ToC and its interconnections. It is explicitly acknowledged that a ToC is never truly 'final' and will continue to evolve as the organisation itself continues to evolve. We also provide some key recommendations for the future.

Following the approach outlined in the inception report, we developed the ToC in 2 steps:

1. **The research team developed the ToC based on three workshops with PUM management and staff.** During Workshop 2, that took place on May 22, we discussed the drafted global ToC, which was finalised for Workshop 3, that took place on June 22. During the workshop, the ToC was reviewed and the discussion centred around having a more refined view on PUM's role.
2. **The research team had interviews with multiple stakeholders to refine the ToC.** These included interviewees from the MFA, the PUM management team and other PUM staff. During these interviews, the narrative was clarified including addressing any questions.

2.1. Mission & Goal

Prior to this assignment, PUM developed a new mission statement as the basis for the theory of change and to future course of PUM as an organisation.

Key elements of this mission statement are:⁸

- "Global developments like climate change, migration and digitalisation lead to further inequality and affect the livelihoods of large groups of people in developing countries. With major consequences for their daily lives and lack of prospects for a better future. At the same time, these countries have enormous potential because of their young populations and natural resources."
- "We believe that entrepreneurial people make the difference. Changemakers, who take action to improve the world and collaborate with others to improve the lives of the people in the community around them. Their businesses play the catalysing role in stimulating inclusive and sustainable development in ecosystems."
- "PUM is an impact-driven organisation, with knowledgeable, committed, and enterprising people. We share expertise within ecosystems on the basis of equality together with ambitious entrepreneurs and likeminded organisations. PUM experts provide support on a voluntary basis to structurally create a better future for people in their communities."

⁸ See PUM podium, "The Why", 4 May 2023 (unpublished presentation), p 1-17

Translated into specific goals, PUM seeks to create vibrant business ecosystems to enable entrepreneurs and businesses to grow and develop. Growing businesses in turn create employment opportunities and better employment conditions for all. At the same time, they use 'greener' business models that ensure that growth does not come at the expense of the natural environment and climate, but is instead helping to address climate change and environmental degradation.

Based on the expressed mission statement, the ultimate goal of PUM is to contribute to SDG8: Promote inclusive and sustainable economic growth, employment and decent work for all. That entails that economic growth – or growth of enterprises – results in more employment; better paid, more secure, and safer employment for all groups in society; and doing this while reducing, rather than increasing the ecological footprint of enterprises. PUM considers this responsible business growth – growth not purely focused on economic changes, but also inclusive, and (environmentally) sustainable.

PUM's ambition is to generate responsible business growth not just for individual enterprises through individual projects, but through systemic changes for all enterprises in an ecosystem that enable potentially all enterprises to grow in a responsible manner. PUM wants to achieve this by initiating, stimulating and supporting the development of vibrant business ecosystems in (up to) 34 countries. These are ecosystems that enable enterprises to adapt to new opportunities, clear obstacles to growth out of the way, stimulate new, greener and more social business models, and offer efficient services and policies to entrepreneurs and businesses.

It is important to see from the outset that this ToC represents PUM's mid-term *ambition*, not its current ToC. PUM's new objective is to achieve results on a *systemic* level, and not anymore on a firm level, which has been the mainstay of its activities in the past 40 years – helping enterprises to overcome business challenges with experienced Dutch managers and experts. This is, however, not to say that PUM is fundamentally breaking with its past: firstly, PUM has for years started to concentrate activities in clusters and worked with TVET organisations and incubators – often in conjunction with firm-level activities. Secondly, with the addition of DECP, work with sector associations and employers' associations has frequently been focusing on systemic level changes, perhaps just short of ecosystem programmes as is now the objective. Finally, it needs to be considered that this ToC will not be implemented overnight; instead, it may take several years before all PUM activities are embedded in ecosystem programmes. In the meantime, activities will continue generating results on a firm or organizational level, which is not in contradiction with this ToC and MEL framework. In short, this ToC represents a further step in a longer evolution towards achieving more impact with the same means, through strategically deploying the tools PUM has on a systemic level to achieve a bigger impact.

2.2. Systemic approach

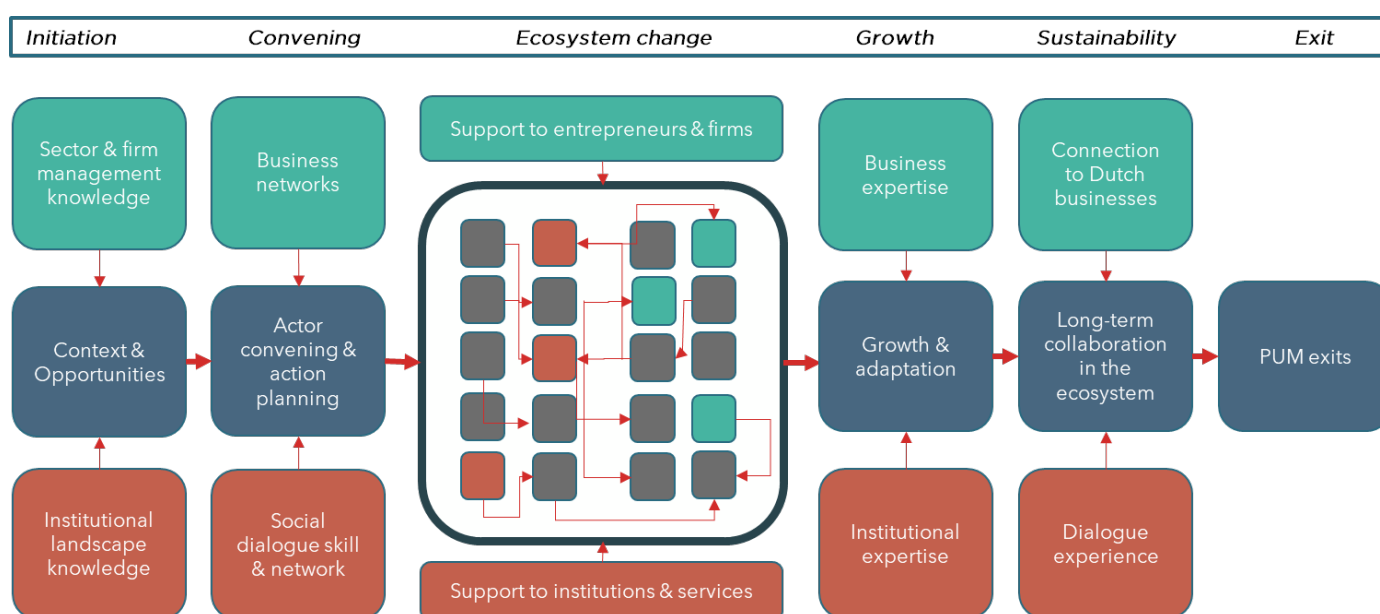
Under its new systemic approach, PUM would like to achieve results not only at the level of individual enterprises and organisations, but also at the level of entrepreneurial ecosystems in a region or country. The aim is to achieve transformative or "systemic" results, which change the system in which enterprises operate to be more conducive to growth, more inclusive and more environmentally sustainable.

In general, an entrepreneurial ecosystem can be described as follows: (see also Appendix A)

- A dynamic and ***interconnected set of actors, resources, and institutions*** that facilitates the creation and growth of new or existing enterprises in a particular region or industry.

- Based on the view that entrepreneurship is not just the product of individual effort, but rather a **complex and collaborative process** that requires support and resources from a wide range of stakeholders, including entrepreneurs, investors, educators, policymakers, and support organizations.
- Typically, defined in “**domains**” – such as Culture, Talent, Finance, Policy, Markets and Support (services).
- Ecosystem interventions are typically (a) **actor-driven** (rather than government or donor-driven), (b) **comprehensive** (seek to address the whole spectrum of changeable obstacles), (c) **continuous** (institutionalised) processes to address challenges, and (d) **specific, result-oriented** actions to remove an obstacle, or create a new service.
- Ecosystem activities are typically around **completing** the system (if there are missing parts), **enhancing** the functionality of ecosystem domains, and making the ecosystem more **collaborative**.

Figure 1 Schematic representation of PUM's approach to an ecosystem programme



- **Initiation:** PUM staff (-volunteers) and country teams spot potential enterprises and ecosystems, work with individual enterprises, with BMOs or other institutions (like Technical Vocational Education and Training (TVET) organisations or incubators) and in this way acquire on-the-ground knowledge of the challenges that hold back the ecosystem and the potential for growth and development for businesses and their employees.
- **Convening:** PUM uses its convening power – typically through its engagement with Employers’ or Sector Associations – to bring key actors (enterprises, support services, government actors and the like) together to discuss and formulate a plan for change.
- **Ecosystem Change:** PUM supports – alongside other partners and actors – the implementation of a comprehensive programme, where only some of the activities are carried out by PUM, while most are done by partners and (local) actors. Importantly, all these interventions are part of a comprehensive plan that addresses the systemic obstacles for growth, driven by the actors, rather than by PUM or other single actors (such as donors or governments) alone.
- **Growth:** After a number of interlinked interventions have been completed, new challenges will arise and PUM can continue to support with its skill set. Businesses in a changed ecosystem may require support to adapt and

utilise growth opportunities now available. Organisations (BMOs, TVET or incubators) may adapt their services and grow organisationally which PUM can support.

- **Long-term ecosystem institutional sustainability:** A key goal of ecosystem programmes in the longer term – to realise institutionalised structures that ensure collaboration across the ecosystem, in which PUM – primarily through its work with BMOs – can assist. Also, connections with Dutch businesses and sector organisations can be developed, if suitable, using PUM's volunteers' networks.
- **Exit:** Eventually, with a functional and collaborative ecosystem in place, PUM can exit from the ecosystem, or retain a "on-demand" role in the future ecosystem development.

Ecosystem programmes in this ToC are broadly defined as a set of actions (which could be called projects within the programme) with different entities, designed to achieve a change in the ecosystem that enables further growth. Practically this means that a range of local and international actors (of which PUM is one) convene to design a set of interventions and pool resources to deliver these. Given the broad spectrum of possible activities, it is unlikely that PUM alone can offer these services, and thus in most cases it will be a coalition of actors that delivers these services in a coordinated fashion.

Generally, in an ecosystem programme, the local actors drive and own the process, not "external actors" such as PUM or other business support organisations. In most cases, sector associations, employers' organisations or generally BMOs are likely to be the local lead actors, that initiate, coordinate and manage the change process.

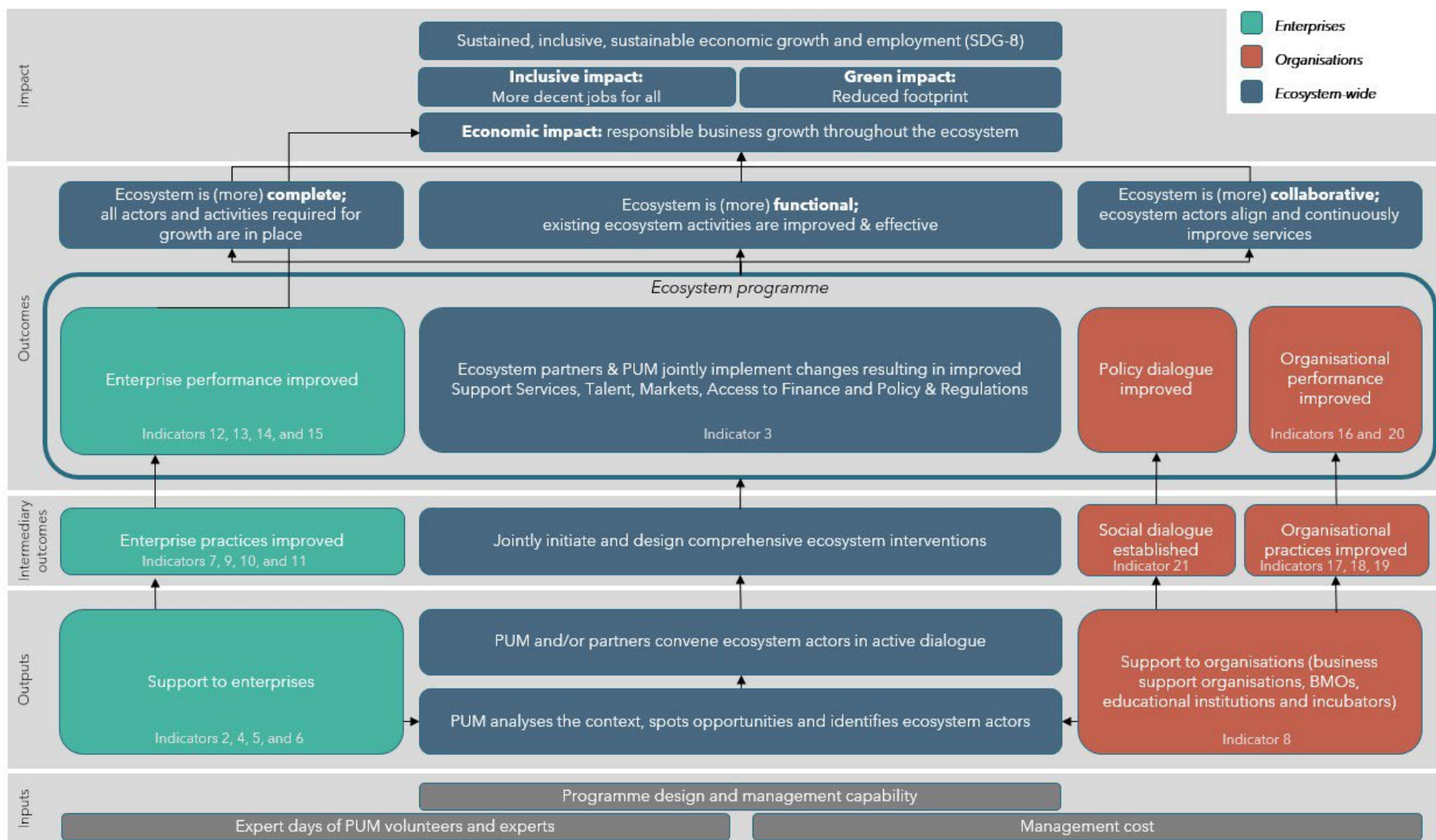
PUM's role in each of these ecosystem programmes will differ: Together with these local lead actors, PUM can be the pro-active initiator ("*aanjager*"), working with local actors to develop a programme and implement it together with the local actors. It is equally possible that PUM is one of the many contributors to a programme, delivering a part of the work as requested by a coalition of actors that have developed the programme. Here, PUM is more a supplier (in some cases perhaps also a co-creator), delivering its services.

In practice, many ecosystem programmes are likely of the latter type, where initiators (like e.g. SNV) have developed an idea with local actors and request a portion of the work to be carried out through PUM. In "smaller" ecosystems, where PUM is or was already active in enterprises or support organisations, it is likely that PUM assumes the more proactive role.

PUM is well equipped to accomplish this approach. It is (a) able to mobilise practical business experience and -knowledge (essential to spot opportunities, and convince (business-) actors to engage); (b) can rely on volunteers and staff volunteers with an entrepreneurial mindset (which is important as ecosystem programmes are non-standard and highly entrepreneurial); (c) has an established reputation with ecosystem actors and office infrastructure in target countries, and (d) works with BMOs and BSOs that are essential for convening stakeholders and advocating policy change.

With this general approach in mind, the team has developed an overall ToC for PUM that can serve as the basis for its new MEL framework. The final version of the ToC is shown overleaf, and is explained in more detail in the following sections. The ToC figure also highlights which (numbered) indicators correspond to which ToC boxes, measuring results at output and (intermediate) outcome level.

Figure 2 New Theory of Change for PUM, jointly reconstructed by SEO and PUM



2.3. Inputs



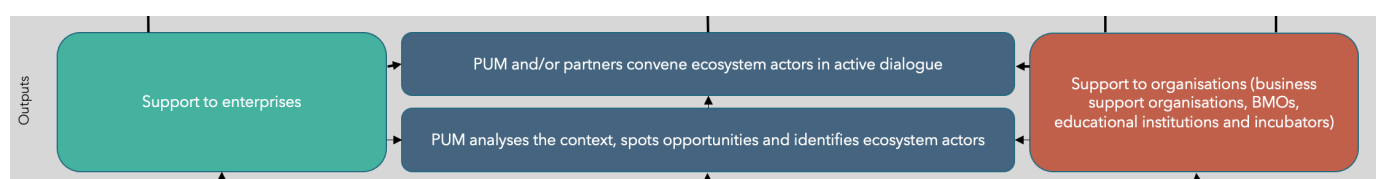
PUM's inputs are depicted in three categories:

- PUM volunteers and experts that engage with enterprises or support organisations. Currently, PUM estimates to have the capacity and volunteer base to conduct up to 1,500 expert missions a year, in 34 countries (with the target of 1,500 expected to be reached in 2025).
- PUM as an organisation delivers management, administration, communication, and MEL services to achieve the impact envisaged.
- Going forward, PUM will have significant capacity develop and implement ecosystem programmes. PUM at present has country teams, with country representatives in 34 countries, primarily concerned with the identification of new activities.

Input indicators:⁹

- Total number of volunteer experts
- Percentage of female volunteer experts
- Percentage of commercially active volunteer experts
- Number of days volunteered by experts
- Number of days worked by paid staff
- € cost of overhead, including MEL function, management and communication
- € revenues/funding mobilised
- € expenditures per year

2.4. Outputs



The key outputs are delivered to three different output areas or levels: enterprises, organisations and ecosystems:

- **Enterprises:** PUM volunteers engage with enterprises, or groups of enterprises in a prospective ecosystem and provide support to change business practices, whichever they are. Unlike the past, however, the enterprise-level support is primarily meant to enhance PUM's understanding of the context, the problems and obstacles of growth, with the aim to assess the potential for an ecosystem programme. The potential effect on the individually supported enterprises is a secondary objective here, and can lead to outcomes and impacts, next to the systemic effects.

⁹ These input indicators are not yet included in the tables in the subsequent chapter, but are included in our indicator database.

- **Organisations:** PUM works with BMOs (employer or sector associations) and BSOs, including educational institutions and incubators. This support too is primarily an “entry road” into an ecosystem (or several ecosystems, as BMOs can represent different ecosystems), with the aim of identifying an opportunity for a comprehensive programme. Of pivotal importance are sector- and employers’ associations as these are typically already engaged with the key actors in an ecosystem. Here, the support is focussed on the creation of social dialogue (bi-partite, with employees; or tripartite with employees and civil society to increase the association’s representation and thus its ability to advocate inside the ecosystem and vis-à-vis the government).
- **Ecosystems:** PUM’s country teams and headquarter (HQ) staff utilise the experiences with enterprise and/or support organisations to deliver the main output, which is the identification of opportunities to develop an ecosystem-wide intervention, and identify the key actors in that ecosystem (enterprises, support services, government actors and the like). Presumably after approval by PUM to further pursue, PUM (volunteers and staff) then pursue to engage the relevant actors in an active dialogue, likely together with other partners ((I)NGOs, donors). It is not necessarily so that PUM would be the “lead initiator” in a given ecosystem setting, but can also be partnering with other initiators, if PUM’s skills are complementary. And even if PUM is the initiator, it is the local actors that lead the intervention, from design to implementation, while PUM can be an entrepreneurial, pro-active supporter and facilitator, that can offer support for some of the actions needed.

The development of an ecosystem programme, involving the development of contextual understanding and engagement with actors, takes time. PUM’s enterprise-level and organisation-level outputs may therefore start well (in terms of years) before the ecosystem intervention becomes apparent as an opportunity. It is to be expected that many opportunities do not result in a programme, despite the scope for impact. For example, PUM may see an opportunity, but actors may not be engaged, critical partners or funding partners may not be available, or there is no success with a critical partner or lead enterprise.

It is therefore important to develop a broad portfolio of possible programmes to arrive at the desired number of programmes over time. A “one-in five” rule of thumb could be a good indication for the success rate that can be expected.

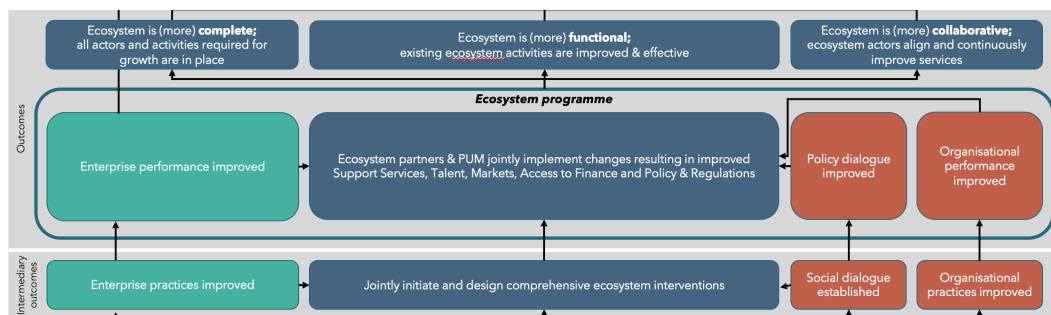
Output indicators:

- Number of projects completed (by type of client)
- Number of SMEs with supported plans to invest, trade or provide services¹⁰
- Percentage of projects supported as part of an ecosystem programme (**‘ecosystem label’**)
- Percentage of SME projects supported on aspects related to business growth (**‘economic label’**)
- Percentage of SME projects supporting on aspects related to inclusion (**‘inclusion label’**)
- Percentage of SME projects supported on aspects related to reducing the environmental footprint (**‘green label’**)
- Number of SMEs meeting sustainability standards
- Number of strengthened organisations contributing to the business climate¹¹

¹⁰ This is an output indicator, since in practice it is measured as the total number of SMEs supported by PUM.

¹¹ This is an output indicator, since in practice it is measured as the total number of organisations supported by PUM.

2.5. Outcomes



Resulting from the outputs as described, the next-level intermediary outcomes can be described as follows:

- **Enterprises:** Directly supported enterprises have improved their practices (whichever they are) and – importantly – contribute practical work-floor-level insights to the design of a prospective ecosystem programme that addresses the systemic constraints enterprises in the ecosystem face.
- **Organisations:** the key outcome here is that engagement with social partners will result in the establishment (or improvement) of an active social dialogue, which enables collaboration on matters of growth, decent work and environmental sustainability. At the same time, this engagement increases the relevance (representation) of the supported BMO. This in turn enables active policy dialogue, which is usually a critical element of an ecosystem programme.
- **Ecosystem:** through its engagements with enterprises, organisations and active work of the PUM (country) staff, PUM convenes ecosystem partners and develops a joint plan on what challenges to address, PUM identifies key supporters (aside from PUM) and engages lead enterprises in the process.

Outcome indicators:

- Percentage of SMEs that introduced new business practices
- Percentage of SMEs that introduced new inclusive practices
- Percentage of SMEs that introduced new green practices
- Percentage of SMEs with increased profit (female/male owned or managed)
- Average compound annual revenue growth rate of SMEs
- Number of direct jobs supported in SME clients (female/male/youth)
- Percentage of SMEs with increased number of direct jobs (female/male owned or managed)
- Number of members of supported organisations
- Percentage of organisations that introduced new organisational practices
- Percentage of organisations that introduced new inclusive practices
- Percentage of organisations that introduced new green practices
- Percentage of organisations with increased number of members/students/startups (by type of organisation, male/female of members)
- Number of social dialogues conducted by EBMOs

The next outcome level results in an ecosystem programme has been designed and is supported by the actors. Here, PUM continues to offer support to enterprises and organisations, and is part of a wider set of interventions that aim to improve the ecosystem. It is expected that this involvement varies from PUM being a small contributor with only some support on specialist themes¹², to a leading initiator that offers a large chunk of the

¹² The themes change over time and depend on the country impact plans and the pool of experts.

support to the actors in the programme. While each ecosystem programme will have its own tailor-made ToC, it will typically include the outcomes of an enhanced social dialogue (better policy consultation processes, enabling timely and balanced policy (and regulatory) decisions), improved access to talent (though the work with educational institutions) and/or more start-ups as a result of work with incubators.

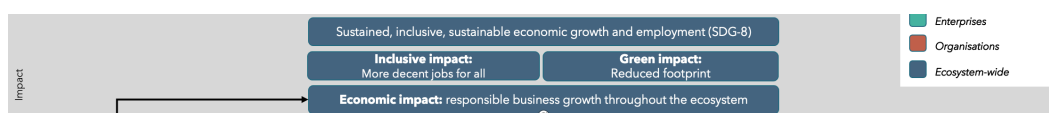
In a more comprehensive ecosystem programme, a vast set of actions affecting different domains is implemented and PUM is not necessarily in a position to deliver all these services. However, if PUM does partake in the programme it is contributing to the outcome, in proportion with its input share. Note that even if the ecosystem programme envisaged does not come off the ground, or fails to achieve results, the work directly with enterprises (and to a lesser extent with organisations) can yield impact in terms of inclusive or green growth, albeit on a smaller scale than a systemic impact.

The “systemic” outcome is realised when an ecosystem has become more ‘mature’, meaning three things:

- more **complete**, i.e. critical ecosystem services (in the broadest sense of the word) have been established that were previously not present;
- more **functional**; when the quality of critical ecosystem services has been enhanced (as is most often the case);
- more **collaborative**, and thus short-term able to address challenges, and long-term able to adapt further. An ecosystem programme is considered to be a success if at least one of the above is achieved

A major assumption here is that a more mature ecosystem, as defined above, will facilitate growth for enterprises in the ecosystem. It may also be the case that systemic impact is materialised only if all of the above is achieved. Literature on the subject is currently unclear, as the causation of ecosystem changes is largely unresearched.¹³ This might be an important research question for PUM’s MEL system – what systemic results need to be achieved before it can be plausibly established that these changes cause growth of enterprises not directly supported, but in the affected ecosystem?

2.6. Impacts



A successful ecosystem programme is assumed to yield economic impact. This means that, potentially, all enterprises in an ecosystem can grow in a responsible fashion, typically¹⁴ resulting in business growth and employment growth. This growth varies across enterprises, but a better functioning ecosystem would *on average* result in better business performance and growth.

Economic impact in turn can lead to inclusive impact. This happens when economic growth generates employment for previously excluded or disenfranchised groups (poor, youth, women, minorities) or to better quality of employment for these groups (e.g., better primary or secondary employment conditions, more ‘decent’ work),¹⁵

¹³ See Wurth, Stam and Spigel (2022), Toward an Entrepreneurial Ecosystem Research Program, *Entrepreneurship Theory and Practice*, Vol. 46(3), p. 729-778

¹⁴ Note that growth in revenues, or profits, or innovation do not *necessarily* result in employment growth (or even improved employment). Innovation can reduce employment, though the efficiency gains through technological innovation would create jobs elsewhere in the economy.

¹⁵ Decent work as defined by the ILO standard that applies in a given country.

for example through adoption of more inclusive business practices. Note that only employment growth that is decent would constitute an inclusive impact, and only growth achieved with at least the same or better conditions would be a positive impact.

Economic impact can also lead to 'green' impact, when ecosystem programmes lead to the adoption of more sustainable business practices and a 'greening' of business models and practices. While not every ecosystem programme will lead to this, it is important to notice that in order to be considered "sustainable" economic growth requires a commensurate "greening at least to the extent that the extra growth does not result in a net-negative impact on the environment (or climate). Therefore, each ecosystem programme - in order to contribute to SDG 8, has to have some element of "green".

All of the above impacts - economic, inclusive and green - contribute in different constellations to the ultimate SDG-8 impact. This is defined by the UN as "sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."¹⁶

Establishing, let alone quantifying systemic impacts is generally difficult as there are no data that can be meaningfully collected to establish impact, and with no comparison group, attribution is even harder to determine. In this ToC, impact is considered to be achieved if there is (a) a plausible impact pathway of a specific ecosystem programme (explaining how the actions of the different actors, including PUM, have led to changes on an ecosystem level and have achieved a more mature ecosystem, and (b) if there is at least some evidence that the enterprises in the ecosystem have grown faster, employed more, or operate greener than the trend value of the previous years. PUM's contribution to the result could either be pro-rata with its contribution to the overall ecosystem programme or be categorised in contribution levels (made a difference, critical contribution, casual relation).

2.7. Organisational recommendations

Organisational implications

With this new mission and approach, PUM's most critical challenge will become identifying, appraising, designing and managing ecosystem programmes. This is a more conceptual challenge, yielding more abstract results, requiring new and more elaborate systems to acquire opportunities and managerially more demanding. In other words, this is a significant change that necessitates significant organisational changes. It is likely that PUM staff and volunteers require (a) more experience and skills and expertise in conceptualising ecosystem programmes, (b) have more diverse areas of expertise to deliver the broader range of activities, and (c) more programme management skills. The latter is particularly important and requires possibly further mapping out - if the number of programmes increases from a few to the envisaged "three per country" (which would mean 78 programmes), while the "regular" PUM (and DECP) work continues, albeit in ever lesser volumes, which too requires support and management.

Next to that, the administrative workflow needs to change, and new processes will be necessary (e.g. the current "intake form" would need to be adapted for programmes instead of enterprises). Likely, a new "manual" how PUM develops and manages programmes will be necessary over time as PUM matures in designing programmes. Paying attention to making it easy to change programmes in content and direction (as well as stopping

¹⁶ <https://sdgs.un.org/goals/goal8>

them) is likely very important - ecosystem programmes are unplannable over a long period, full of surprises, and generate continuously new insights and ideas from different actors as time passes by. PUM's programme management approach needs to be reactive to that ever-changing and dynamic environment.

Since the results are more abstract ("systemic change") the importance and sophistication of the MEL system will also have to increase to capture these results - for external accountability but also for internal motivation. Overall, "peer-learning" will likely be essential to take along the staff in this journey from a product- to a programme- and a (more) impact-driven organisation. Learning how this works in practice from colleagues and practitioners will likely be faster, more effective, leading to more innovation and be more motivational for staff.

Designing ecosystem programmes

One recommendation would be to - at least initially - deploy a small group of staff for the identification and design of new ecosystem programmes, who work with a range of country teams to build a first series (pilots) of programmes. This "design group" can adapt and learn faster, is more adept to the challenge and can likely be more successful with the opportunities that are currently "in sight" (before a more systematic approach organisation-wide will generate a flow of new opportunities).

It is very likely that only one out of five programme ideas will eventually become a funded programme, and each requires a sizeable investment in time and effort. It might be helpful to present these ideas in "pitch sessions", where a simple format (what is the opportunity, what can we do here, who are the partners, what could be the result, how do we achieve this) is presented to management (or an appraisal team) publicly, with all staff (particularly the country teams) present. This is peer learning, helping staff to learn how programmes can be developed, it is helpful to learn what in concrete terms are the reasons to approve or to reject, is in general a motivational event that engages staff in a positive manner, and will lead quicker to a flow of more fundable opportunities.

Broaden volunteer base, engage with diverse partners

We would recommend PUM to start enlarging the volunteer basis with expertise and experience from sectors such as finance or policy, which are likely critical aspects of many programmes in the future. This is because working in ecosystems programmes typically requires not only sectoral understanding but also key skills in all the different domains of an ecosystem. At the very least, this is needed to be able to actively engage in discussions with actors in that ecosystem or be able to (assist in) designing a comprehensive ecosystem programme.

We also recommend PUM to develop more structural partnerships. A current challenge is the fact that PUM offers advice, training and initiative, but has no own (sizable) fund to finance key activities in an ecosystem programme - such as funding research, mobilising early-stage capital or organising costly events. At the same time, there are complementary international non-governmental organisations ((I)NGOs) with a private sector development (PSD) focus able to provide funding and keen to co-fund opportunities that these organisations cannot develop on their own. Structural partnerships, with early involvement in the design of any ecosystem programme may amplify the possibilities for PUM to make a change.

Stay close to the ground

PUM's sweet spot is where challenges are concrete, addressable, and clear; where face-to-face groups take actions, where long-standing human networks are critical. "Large" ecosystem programmes – seeking to make a change in a major industry, seeking policy changes on a national level, or seek to address major change in a domain like Access to Finance, are far more abstract in their concept, need a heavy-weight champion (which PUM cannot be), require major budgets (which PUM does not have), many years of sustained funding, and high-level political buy-in. While it is not at all impossible for PUM to play a role in a programme like this as one of the many contributors, this is unlikely to be frequent, PUM's role would be relatively small, and PUM's role could be reduced to merely deliver expert days.

However, PUM can play a larger role in smaller ecosystem programmes. In such smaller programmes, a sector or industry is addressed with perhaps only a handful of lead enterprises, with a sector association or employer organisation that is actively engaged, and where the problems are addressable with expertise, experience and business acumen, i.e. without mobilising major funds and high-level effort to make any change. The business experience of PUM's volunteer base is PUM's strongest asset and is much more likely to be of pivotal importance in such a setting.

3. MEL framework

This Chapter first presents the existing MEL framework and examines PUM's current MEL activities in the current process. Subsequently, we provide recommendations for improving the Key Performance Indicators (KPIs) and for further optimising the MEL framework, including how it can provide guidance to PUM's management of work processes and operations.

3.1. Existing MEL framework

PUM's current MEL activities are centred around its primary process, consisting of eleven phases.¹⁷ Whilst, PUM does not have a structured MEL framework in place (with an indicator framework and clearly defined roles and responsibilities etc.), it does produce certain documents at each phase. These eleven phases consist of:

1. **Research.** Aims to understanding the economic environments and identify impact potentials, through creating and updating the Country Impact Plan (CIP) identifying two or three priority areas.
 - **Deliverable:** CIP.
2. **Acquisition.** Focuses on the acquisition of Clients within PUM's chosen clusters, or a starting point for organic growth of a cluster, motivated to work with PUM by their Representatives.
3. **Application.** The Representative, alongside Client, makes sure all the data necessary for the support request is provided.
4. **Plan.** Focuses on creating the Plan of Approach, a translation of the request of the Client into goals to be achieved and actions needed.
 - **Deliverable:** Plan of Approach.
5. **Agreement.** The final check to see all necessary steps have been taken.
6. **Matching.** The selection of a suitable Expert for the Client (or several Experts if the case so requires).
7. **Preparation & Briefing:**
 - a. **Preparation.** Focuses on the Expert(s) drawing up a workplan together with the Client in preparation of the advisory service.
 - **Deliverable:** Workplan
 - b. **Briefing.** The Expert(s) is briefed to understand the context, their role and contribution to the programme/cluster, to be able to create synergy and additional impact, and avoid misunderstanding and unneeded repetition.
8. **Execution.** The Expert(s) works with the Client to address the problem defined in the workplan
9. **Debriefing.** The Client, Expert(s), and Representative each complete debriefing forms.
 - **Deliverable:** Debriefing forms
10. **Follow up and Relationship Management.** After the advisory services, the Expert will remain in contact with the Client to sustain the knowledge transfer.
11. **Evaluation & Reflection.** Every six months, data from the completed debriefing forms (from phase 9) are collected and analysed by PUM's Management Accounting Department (PMEL). Moreover, on an annual basis, Clients receive the PRIME survey.
 - **Deliverable:** PRIME survey.

¹⁷ PUM Primary Process Roles and Responsibilities March 2023

These eleven phases involve multiple roles including Theme (and Sector) Coordinators, PUM's Management Accounting Department, Business Support Group, or as part of the members of the Country Team. The Country Team members include Country Coordinators, Representatives, and Project Officers.

Theme and Regional Coordinators oversee the Sector and Country Coordinators, respectively, whose roles are the following:

- **Country Coordinators** are involved in the acquisition and planning of new projects. They assess the client's Plan of Approach and coordinate (de-)briefing sessions with Experts before and after their missions . Furthermore, they are requested to reflect upon their clusters and further develop their CIPs on a yearly basis .
- **Sector Coordinators** are responsible for maintaining the pool of experts, and subsequently matching expert(s) with cases after drawing up the Plan of Approach with the Client. Before and after the mission, the sector coordinators are also part of the (de-)briefing sessions with the experts. Furthermore, they are requested to reflect upon their sectors and further develop their Sector Development Plans on a yearly basis.

The **Representatives** oversee the acquisition of potential Clients, helping the Clients with their application, including the Plan of Approach and execution of the mission. The Representatives, Country Coordinators, and Project Officers together form the 'Country Team', responsible for writing and updating the CIP, detailing the strategy for their country. Moreover, the team is also involved in the (de-)briefing sessions.

The **Project Officers** assist in drawing up the Plan of Approach and are responsible for preparing the Client contract. In preparing for the mission, the Project Officers are accountable for the preparation, including making the logistical arrangements and informing the Representatives and Clients accordingly. Furthermore, they are also involved in the (de-)briefing sessions.

Lastly, the **Business Support Group** and **PMEL** support the Country Team concerning the CIP. Moreover, the PMEL is also in charge of analysing the debriefing data and presenting the findings to the Theme and Regional Coordinators on a sixth-month basis.

The data collected through these eleven phases are mainly on an input and output level, obtained through PUM's processes, such as Dynamics, and utilised to produce products, including the existing KPIs reported annually in the annual reports. These KPIs range from cases in the programme relevant for management to four PSD indicators (namely the number of; (i) companies with supported plans to invest in trade or provide services, (ii) direct jobs supported, (iii) strengthened organisations contributing to the business climate , and (iv) enterprises or individuals that utilise business development services).

Since 2013, PUM has been using the PRIME survey, alongside Procus and Dynamics, as another method of collecting data. The outcome data collected through the PRIME survey was used for various outcome indicators, including those related to business practices (e.g. 'sustainability practices') and business performance (e.g., revenues and profits). While the PRIME survey initially only included self-reported data from SMEs, since 2022 it also includes data from organisations (Educational Centres, BSOs and Incubators), using a separate questionnaire for organisations.

As part of this assignment, the SEO research team carefully reviewed the most recent PRIME questionnaires for both SMEs and organisations. For both questionnaires we recommended to include more detailed questions in order to collect our newly proposed indicators on (a) economic practices, (b) inclusive practices, and (c) green practices. These are included in **Appendix C**.

3.2. Recommendations for improving KPI framework

The research team developed the KPI framework in three steps:

1. **As a first step, the team streamlined the list of 29 indicators included in PUM's subsidy proposal.** Out of these 29 indicators, six were Private Sector Development (PSD) indicators mandated by the Ministry of Foreign Affairs and therefore could not be changed. Following in-depth analysis and various discussions with PUM staff, we merged and simplified these 29 indicators to a set of 15, which were shared with PUM on 15 June 2023. This list of streamlined indicators is included in **Appendix B**.
2. **The research team developed additional indicators needed to cover the reconstructed ToC and to provide the management with sufficient tools for internal steering.** During Workshop 3, which took place on 22 June 2023, we discussed the final ToC and the proposed new indicator framework, including data collection tools and a preliminary discussion on roles and responsibilities regarding data collection.
3. **In consultation with PUM staff, we proposed targets for the key indicators.** We shared the proposed targets with PUM and discussed them in part during Workshop 3 and in part during follow-up meetings. We further discussed the proposed targets and developed targets for remaining indicators in consultation with PUM staff.

The excel file attached to this report includes the full database of all proposed KPIs, including baseline values, suggestions for target setting and data collection methods. An excerpt of this database is included in the tables below.

Table 1 Proposed **output** indicators, data sources, and purpose

#	Type	Adjusted indicator	Source baseline data	PSD?	Proposed data collection method	Purpose
1	S,O,E	# of projects completed (by type of client)	Annual report data	N	Keep the same (Dynamics)	I) External reporting to MFA, II) internal steering
2	S	# of SMEs with supported plans to invest, trade or provide services	Annual report data	Y	Keep the same (Dynamics)	I) External reporting to MFA, II) internal steering
3	S	% projects supported as part of an ecosystem programme ('ecosystem label')	To be collected by PUM	N	Dynamics	I) Internal steering, II) External reporting to MFA, III) communication
4	S	% SME projects supported on aspects related to business growth ('economic label')	To be collected by PUM	N	Debriefing report (expert to propose label, based on criteria to develop); to be approved by project team	I) Internal steering, II) communication
5	S	% SME projects supporting on aspects related to inclusion ('inclusion label')	To be collected by PUM	N	Debriefing report (expert to propose label, based on criteria to develop); to be approved by project team	I) Internal steering, II) communication
6	S	% SME projects supported on aspects related to reduction of environmental footprint ('green label')	To be collected by PUM	N	Debriefing report (expert to propose label, based on criteria to develop); to be approved by project team	I) Internal steering, II) communication
7	S	# of SMEs meeting sustainability standards	No data available; suggest to use total #SMEs	Y	TBD, following further MFA guidelines on this PSD indicators	I) External reporting to MFA, II) internal steering
8	O	# strengthened organisations contributing to the business climate	Annual report data	Y	Keep the same but report by type of organisation	I) Internal steering, II) External reporting to MFA, III) communication

Notes:

- 'Type (S,O,E)' refers to SME, Organisation, or Enterprise.
- PSD indicators are highlighted in blue.
- Please refer to the accompanying Excel-file for the complete overview of the proposed indicator framework.

Table 2 Proposed **outcome** indicators, data sources, and purposes

#	Type	Adjusted indicator	Source baseline data	PSD?	Proposed data collection method	Purpose
9	S	% SMEs that introduced new business practices	To be collected by Prime	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication
10	S	% SMEs that introduced new inclusive practices	To be collected by PRIME	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication
11	S	% SMEs that introduced new green practices	To be collected by PRIME	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication
12	S	% SMEs with increased profit (F/M owned or managed)	PRIME	N	Keep the same	I) Communication
13	S	Average compound annual revenue growth rate of SMEs	To be collected by PRIME	Y	Calculate based on the complete PRIME dataset	I) External reporting to MFA
14	S	# of direct jobs supported in SME clients (F/M/Y)	Annual report data	Y	Keep the same	I) External reporting to MFA, II) internal steering, III) communication
15	S	% SMEs with increased # direct jobs (F/M owned or managed)	To be collected by PRIME	N	Calculate based on the complete PRIME dataset	I) Communication
16	O	# members of supported organisations		Y		I) External reporting to MFA
16a	O	# of startups (M/F/Y) of supported incubators	PRIME	Y	Keep the same	I) External reporting to MFA
16b	O	# members of supported BSOs/EBMOs	PRIME	Y	Keep the same	I) External reporting to MFA
16c	O	# students (M/F/Y) of supported Els	To be collected by PRIME	Y	New PRIME questions proposed by SEO; new baseline values can be collected via application form	I) External reporting to MFA
17	O	% organisations that introduced new organisational practices	To be collected by PRIME	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication

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18	O	% organisations that introduced new inclusive practices	To be collected by PRIME	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication
19	O	% organisations that introduced new green practices	To be collected by PRIME	N	New PRIME questions proposed by SEO	I) External reporting to MFA, II) internal steering, III) communication
20	O	% organisations with increased number of members/students/startups (by type of organisation, M/F of members)	To be collected by PRIME	N	New PRIME questions proposed by SEO. Alternative: baseline values via application form; follow up with separate survey	I) Internal, and II) communication
21	E	# social dialogues conducted by EBMOs	To be collected by PRIME	N	Dynamics (debriefing form) (sent directly by PUM to organisations and experts)	I) Internal steering, II) communication (e.g., annual report)

Table 3 Proposed **output** targets

#	Type	Adjusted indicator	Baseline values					Proposed targets				Target setting
			2017	2018	2019	2020	2021	2022	2023	2024	2025	
1	S,O,E	# of projects completed (by type of client)	1846	1505	1710	988	923	1019	1300	1500	1500	With the introduction of the new ecosystems approach, PUM expects a slow rebound during the 2023-24 transition period. An increase to 1500 by 2025 seems feasible given pre-COVID levels.
2	S	# of SMEs with supported plans to invest, trade or provide services	1403	1074	1180	770	641	634	684	747	933	Linked to the targeted # of projects, using 2022 value of 62% for the ratio between the # of SMEs and the total # of projects.
3	O	% projects supported as part of an ecosystem programme ('ecosystem label') (by type of client)	N/A	5%	13%	10%	12%	13%	20%	25%	40%	Using historical % of 'programmes' as a proxy. In 2023-24, 8 new pilot ecosystems programmes will be started and lessons learned will start to be implemented in 2025.
4	E	% SME projects supported on aspects related to business growth ('economic label')							90%	90%	90%	Expecting no further change (note: multiple labels can be assigned to one project).
5	E	% SME projects supporting on aspects related to inclusion ('inclusion label')							10%	15%	20%	Expecting no change in 2023 but a gradual increase thereafter, once PUM can show a positive track record for projects focused on introducing new inclusive practices.
6	S	% SME projects supported on aspects related to reduction of environmental footprint ('green label')							10%	15%	20%	Expecting no change in 2023 but a gradual increase thereafter, once PUM can show a positive track record for projects focused on introducing new green practices.
7	S	# of SMEs meeting sustainability standards							684	747	933	Setting a target is complicated due to broad definition of MFA. Option: as a proxy, measures this as the sum of SMEs receiving support to meet these standards.

8	S	# strengthened organisations contributing to the business climate	137	107	129	76	76	88	95	104	130	Linked to the targeted number of projects, using the 2022 value of 9% for the ratio between the number of organisations and the total number of projects.
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Table 4 Proposed **outcome** targets

#	Type	Adjusted indicator	Baseline values					Proposed targets					
			2017	2018	2019	2020	2021	2022	2023	2024	2025	Target setting	
9	S	% SMEs that introduced new business practices								TBD	TBD	TBD	Target can be set once we get the baseline estimate from the 2023 PRIME survey.
10	S	% SMEs that introduced new inclusive practices					29%	33%	TBD	TBD	TBD		Target can be set once we get the baseline estimate from the 2023 PRIME survey.
11	S	% SMEs that introduced new green practices								TBD	TBD	TBD	Target can be set once we get the baseline estimate from the 2023 PRIME survey.
12	S	% SMEs with increased profit (F/M owned or managed)	58%	63%	64%	46%	45%	63%	N/A	N/A	N/A		We propose to not have a target for this indicator as PUM only has limited influence on this and can therefore not be accountable for it.
13	S	Average compound annual revenue growth rate of SMEs								N/A	N/A	N/A	We propose to not have a target for revenue growth as PUM only has limited influence on this and can therefore not be accountable for it.
14	S	# of direct jobs supported in SME clients (F/M/Y)	26498	27393	27041	11221	7584	7728	12080	13178	16472		<u>Calculation:</u> On average (2017-2022) supported SMEs have 17,65 employees. Target set at #SMEs supported (#10) * 17,65 <u>Alternative:</u> if PUM has the aim to target SMEs of a certain size in the future, the target can be adjusted accordingly.
15	S	% SMEs with increased # direct jobs (F/M owned or managed)								N/A	N/A	N/A	We propose to not have a target for this indicator as PUM only has limited influence on this and can therefore not be accountable for it.
16	O	# members of supported organisations											This indicator provides some information about the size of the organisation. If PUM has the aim to

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16a	O	# of startups (M/F/Y) of supported incubators	35	51	13	N/A	N/A	N/A	target organisations of a certain size in the future, a target can be set accordingly. If this is not an aim, we propose to monitor it but not have a target.
16b	O	# members of supported BSOs/EBMOs	523	671		N/A	N/A	N/A	
16c	O	# students (M/F/Y) of supported EIs				N/A	N/A	N/A	
17	O	% organisations that introduced new organisational practices							Target can be set once we get the baseline estimate from the 2023 PRIME survey.
18	O	% organisations that introduced new inclusive practices				TBD	TBD	TBD	Target can be set once we get the baseline estimate from the 2023 PRIME survey.
19	O	% organisations that introduced new green practices				TBD	TBD	TBD	Target can be set once we get the baseline estimate from the 2023 PRIME survey.
20	O	% organisations with increased number of members/students/startups (by type of organisation, M/F of members)				TBD	TBD	TBD	Target can be set once we get the baseline estimate from the 2023 PRIME survey.
21	E	# social dialogues conducted by EBMOs				TBD	TBD	TBD	To be developed in Phase 2

3.3. Other recommendations MEL framework

Recommendations to further improve data collection protocols

- **Consider collecting baseline values related to implementation of (economic, inclusive, and green) practices.** Based on our newly proposed questions in PRIME (see Appendix C) it is possible to measure whether an SME or organisation introduced new practices, and the extent to which this could be attributed to PUM. However, some PUM representatives suggested that PUM may wish to also assess the full extent to which a client implements such practices. This could potentially be done by including questions in the intake form (client profile) or by letting the expert make such an assessment during the first mission. However, the research team would like to warn that a full assessment could be quite cumbersome (both for clients and for PUM itself) and PUM would still need to rely on self-reported information (as PUM does not have the capacity to monitor whether e.g., certain environmental or inclusive practices are truly implemented). From the ToC point of view, it may in fact be sufficient to assess to what extent PUM contributed to a change in practices.
- **As PUM transitions further with its ecosystem approach, more indicators could be developed at the ecosystem programme level.** At present, we only recommend to monitor and have targets for (a) the number of ecosystem programmes; and (b) the percentage of projects that are part of an ecosystem programme. Going forward, PUM could consider expanding its ecosystem indicators, including e.g. the following:
 - Number of ecosystem projects started, implemented, completed, and stopped
 - Number of ecosystem programmes started, implemented, completed, and stopped
 - Number and percentage of projects with 'ecosystem potential' (to be defined more clearly)
 - Consider also introducing economic/inclusive/green labels for ecosystem programmes
 - Number of countries in which ecosystem programmes were started / are active / were completed or stopped
- **In order to facilitate the ecosystem programme pilots, PUM should develop a clear procedure for approving ecosystem programmes.** This should include a clear definition of an entrepreneurial ecosystem (for example, the one proposed by us in Appendix C, but this could be further adapted). Subsequently, it should be clarified within the organisation who in PUM eventually decides whether or not a project can be considered part of an ecosystem. This is especially important if the number of ecosystem projects becomes a new indicator based on which PUM reps will be rewarded (see below). During Workshop 3, it was mentioned that this responsibility could be assigned to e.g. (a) the country coordinator, or (b) the entire project team, or (c) the country coordinator with advice from relevant 'ecosystem experts (to be recruited from within PUM's volunteers)'.
- **Similarly, PUM should develop a clear procedure for assigning projects with 'economic', 'inclusive' or 'green' labels.** This will require a clear set of guidelines/criteria to determine whether or not a project's design qualifies for obtaining a certain label. This is especially important if PUM follows our recommendations to set a target for the number of economic/inclusive/green projects (for which PUM then becomes accountable) and makes changes to the reward system as a result of which PUM reps will have incentives to search for e.g. more 'inclusive' or 'green' projects (see below).

Recommendations to further improve communication and learning

- **Decide within PUM which indicators will be used for (a) internal steering; (b) external reporting to MFA; and (c) external communication.** In the tables in the previous section, we have aimed to clarify for which indicators communication is key (e.g. publication in PUM's annual reports) and which indicators are mainly used for internal steering or external reporting to MFA (without necessarily publishing them). We would recommend PUM to further discuss this internally and develop a clear list of indicators for internal/public external/non-public external purposes.
- **Ensure that the MEL system includes a “dashboard” of planned, approved, active, and completed (pilot) ecosystem programmes that is available to volunteers and staff at all times.** That dashboard should be simple, and depict what the potential impact is (number of businesses, number of jobs at stake, greening impact), per country and sector, what resources are committed, how successful it is so far (simple rating system) and how “healthy” the “pipeline” of future ecosystem programmes is (number of concept-stage programmes, number of approved programmes, number of programmes in implementation, number of completed programmes, with names of key staff attached). Using this dashboard for pilot ecosystem programmes can also help to assess the successes and bottlenecks experienced by those pilots, thereby contributing to learning.
- **Ensure that the MEL system enables volunteers (and staff) to assess for themselves whether working more systemically does generate more impact for a larger group than helping out one enterprise at a time.** Regular presentations by volunteers to volunteers, plus making individual volunteers fully aware of how their work is embedded in the wider ecosystem work helps to build better programmes over time and removes objections to this change of work. Disseminating results from the MEL system regularly (instead of only in the annual report) is also valuable to build a sense of achievement ex-post, and motivates others to try. Further developments of the MEL system should make suggestions on how to best do this with a combination of quantitative information and qualitative ‘stories’.

Recommendations to improve interests and incentives to use a more systemic approach

- **Changing the current incentive system for both volunteers and staff is very important in order to motivate them to embrace the new, more systemic way of working.** There are two distinct groups in PUM responsible for the development and success of the programmes: “paid” staff, and volunteers. Both need to be motivated to embrace the new way of working.
- **For paid staff, the incentives are currently not aligned with the goal of working in a systemic fashion.** This is particularly the case for PUM representatives, which are currently paid on a commission basis (earning EUR 400 for each completed mission), which incentivises them to aim for as many missions as possible. Commissions currently do not depend on whether e.g. a project is part of an ecosystem programme. This can potentially result in an ‘oversupply’ of individual missions that are not very impactful.
- **Changing the commissions to be rewards for identifying, designing and implementing ecosystem programmes seems an obvious step.** However, it is important to consider that certainly in the beginning, the “search cost” to develop a new ecosystem programme is significantly higher, and less certain (one in five ideas may become a programme). Therefore, we recommend to award incentives to fully developed concepts as well, and support as well incentivise design of full programmes, all in order to stimulate the flow of new ideas (instead of having to choose from a few options available).
- **Develop dashboards for internal communication and learning, and to provide a sense of how an individual’s effort matters for the whole.** It is also a tool of management to communicate with staff on

ambitions and results, and helps to create a common vision on the approach (and not least - helps to motivate MEL staff to collect and digest data, as they can see the relevance of their work too). A simple tool, but usually effective and low-effort, comparatively.

Appendix A Key Definitions

Entrepreneurial Ecosystems

There are various definitions of ‘ecosystem’ and it is important for PUM to clarify which one it will use. We propose to use a definition that is an adaptation of both the original (2010) version of Isenberg¹⁸, and the subsequent popular adaptation of the Babson College definition which underscores the interplay of these elements and the need for collaboration, resource availability, and supportive conditions to foster a vibrant and successful entrepreneurial ecosystem.

Based on Spigel (2020), an ecosystem consists of the following six “domains”:¹⁹

1. Financial capital: Access to diverse and appropriate forms of finance, including debt, equity, grants, and impact investments, is critical for entrepreneurs. The availability of financial capital and the presence of investors are essential components of the ecosystem.
2. Talent and skills development: Building the capacity and skills of entrepreneurs and their teams is crucial for inclusive and environmentally sustainable business growth. Support for talent development through training programs, mentorship, and education plays a significant role in the ecosystem.
3. Market support and linkages: Connecting entrepreneurs to markets, customers, and supply chains is essential. Support for market development, market research, and access to market information helps entrepreneurs to scale and succeed.
4. Supportive policies and regulations: Government policies, regulations, and institutions shape the overall environment for entrepreneurship. An enabling policy framework, including business-friendly regulations, tax incentives, and intellectual property rights, can facilitate entrepreneurial activities.
5. Business development services: Access to relevant business development services, such as incubators, accelerators, technical assistance providers, and advisory services, can help entrepreneurs overcome challenges and improve their businesses.
6. Culture, networks and collaboration: Building networks and fostering collaboration among entrepreneurs, investors, support organizations, and other ecosystem actors is critical. A strongly positive attitude towards entrepreneurship and business is essential to motivate new businesses to start and improve the ecosystem.

Business Enabling Environment (BEE)

- **A Business Enabling Environment (BBE) refers to the set of conditions, policies, and institutions that create a favourable environment for businesses to operate and thrive.** This includes factors such as access to finance, infrastructure, regulation, market competition, and human capital development. It refers to the environment for enterprises in a national context, not a sub-category or specific region like ecosystems.
- **BEE interventions are typically not addressing all BEE issues, but focus on one; the impact is oftentimes based on a ‘policy belief’** (for example, “educating more engineers or better business regulation is good for growth”) rather than a clear causal model explaining how BEE changes affect growth. They also tend to focus

¹⁸ Isenberg, D.J. (2010) “The big idea: how to start an entrepreneurial revolution” Harvard Business Review, Vol. 88, p. 40-50

¹⁹ Spigel, B. (2020) “Entrepreneurial Ecosystems: Theory, Practice and Futures” E.Elgar.

on national business-related policies and institutions, driven by government (or donors) in consultation with the private sector.

- **The BEE concept overlaps with ecosystems, but is slightly different in several respects.** First, it is broader and less focussed, usually captures many or even all sectors. Second, it is usually not driven by entrepreneurs and business actors.

Other definitions

- **Sectors/Industries/markets:** Sectors are typically defined along enterprises that generate comparable products (e.g. insurances, or agricultural products)
- **Value chains:** describes the actors along the chain (farm-to-fork) that are involved in the production and delivery of a particular good or service, together with the value chain (VC) supporters (services that have a direct relationship with an actor) and VC influencers (services and institutions that affect actors generally). Narrower (e.g. the dried tomato value chain) and less comprehensive in terms of involved actors than an ecosystem. Market systems are comparable to value chains, though usually more in-depth in understanding and acts through "market facilitation" (small interventions with market actors).
- **Clusters:** Clusters refer to a geographic concentration of enterprises, suppliers, and related institutions, usually with a fairly narrow focus (e.g. biotechnology cluster). Closest concept to an ecosystem but does (usually) not include "domains" such as finance or talent, focusses more on directly related actors doing business (suppliers and lead enterprises).
- **Catalytic effect:** phenomenon where a small change or intervention in one area can lead to significant changes or improvements in another area without a direct intervention ("knock-on effect").
- **Business growth:** increase of business revenue (above inflation), profits, market share or size (in terms of number of employees)
- **Job growth:** Typically, refers to one of the following:
 - Jobs created: an increase in the number of staff, due to business growth;
 - Jobs "improved": an increase in wages (the enterprise pays better) or in job security (e.g., because the enterprise has become more resilient);
 - Jobs "facilitated" (e.g. by better match-making between job applicants and hiring enterprises).
- **Decent work:** Decent work can result from wage growth, but also from improved secondary labour conditions (fringe benefits, or occupational safety) or reduced (job-) uncertainty. Through 'decent jobs' that match a local standard (compliance) and/or an international standard (e.g. the International Labour Organisation's (ILO's) "Decent work" standard²⁰), employees earn a decent income²¹
- **Sustainability:** economic growth without degrading the natural resources or social systems on which that growth depends. Or, business growth not at the expense of employee well-being and without (further) environmental damage. Implies (logically) that business growth requires a commensurate reduction in ecological footprint, while at least not deteriorating employees' social position.

²⁰ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

Appendix B Proposed adjustments to subsidy proposal indicators

Table B1 Proposed adjustments to indicators in the subsidy proposal

#	Original indicator in subsidy proposal	Proposed adjustment
1	% SMEs with increased turnover/revenue (F/M owned or managed)	Delete, overlap with #7
2	% SMEs with increased profit (F/M owned or managed)	Keep
3	% SMEs with increased # jobs (F/M owned or managed)	Delete, overlap with #8
4	% SMEs with improved resilience (F/M)	Delete, resilience is not one of the outcomes in the ToC and hard to measure properly.
5	% SMEs with improved performance on sustainable and inclusive business practices	Delete, green element is captured under #11 and adjusted #21. The inclusive element is also captured under #21.
6	% BSOs/EBMOs improving the business environment supported (% of all clients)	Combine with #18
7	Average compound annual revenue growth rate of SMEs	Keep, required PSD indicator
8	# of direct jobs supported in (M)SME clients	Keep, required PSD indicator. Add sub-indicators for female and youth.
9	Increase in the # of decent jobs supported	Delete, # decent jobs hard to measure properly for each SME and each job.
10	# of SMEs with supported plans to invest, trade or provide services	Keep, required PSD indicator
11	# of SMEs meeting sustainability standards	Keep, required PSD indicator
12	# of SMEs supported on digitalisation	Delete. This is not a focus of PUM and having a sufficient level of digitalisation should be a requirement for new clients/experts, not an indicator.
13	# of SMEs supported on aspects related to climate change	The indicator does not capture everything PUM does related to 'green' projects, adjust to: % of SMEs that introduced new green practices.
14	# of startups (M/F) supported by incubators	Combine with #29
15	# Members (F/M) of organisation supported by EI (VET)	Combine with #29
16	% of youth-owned startups (F/M) supported by incubator clients of PUM	Combine with #29
17	# EBMOs influencing conditions	Combine with #18

18	# strengthened organisations contributing to the business climate	Keep, required PSD indicator. Is it possible to add sub-indicators for the type of organisation (BSO (incl. EBMO), incubators, VEI)? Currently only BSOs are part of the definition for this indicator.
19	# member organisations of PUM supported organisations that contribute to a sustainable business climate	Combine with #18
20	# Social dialogues conducted by EBMOs resulting in improved policies or industrial relations	Change to: # social dialogues conducted by EBMOs. # social dialogues and their contribution to improved policy is hard to measure.
21	# SMEs with increased inclusive practices for females and youth	Adjust to include all three aspects (economic, inclusive and green): <i>% SMEs that introduced new inclusive/green/business practices</i>
22	# BSOs with increased inclusive practices for females and youth	Change BSOs to organisations and include all three aspects (economic, inclusive and green): <i>% of organisations that introduced new business/inclusive/green practices</i>
23	# EIs (VETs) with increased inclusive practices for female and youth entrepreneurs	Combine with #22
24	# incubators supporting local SME clusters	Combine with #18
25	# EIs (VETs) with improved practices for skills development	Combine with #22
26	# (M)SMEs engaged in cluster- or programme activities	Change wording to align with the new ecosystem approach: <i>% projects supported as part of an ecosystem programme</i>
27	# organisations engaged in cluster- or programme activities	Delete , overlap with #26
28	# of multistakeholder initiatives (including PSD partners) that have expanded the business enabling environment	Change wording to align with the new ecosystem approach: <i># of projects completed (by type of client)</i>
29	# members of supported organisations	Keep, required PSD indicator. Add sub-indicators for the type of organisation (BSO (incl. EBMO), incubators, VEI).

Note: the rows with the PSD indicators are highlighted in blue.

Appendix C Proposed modifications to PRIME to collect better data on economic, inclusive, and green practices

Table C1 Proposed new PRIME questions on business practices for SMEs

Type of business practice (OLD)	Type of business practice (NEW)	Has your company introduced a new business practice in this area over the past 12 months?	Which new business practice did your company introduce? (open text)	To what extent did PUM contribute to this?
Financial management	Financial Management: Implementing sound financial practices, including budgeting, financial forecasting, cost control measures, and effective financial reporting, to ensure sustainable financial health.			
Leading, planning and organising the business	Strategic Planning: Developing a clear and comprehensive business strategy that aligns with business goals and guides decision-making processes.			
Marketing techniques to increase sales of your product or service	Marketing and Branding: Market research and analysis; Customer Relationship Management; marketing and branding strategies to reach target customers and differentiate the business from competitors.			
Meeting quality requirements	Quality Management: Establishing and maintaining rigorous quality control standards, ensuring consistent product or service quality, and continuously striving for process improvements.			
Retain, motivate and train employees	Talent Management: Strategies to retain, motivate and train employees (e.g. implementing effective recruitment, training, and talent retention strategies to attract and retain skilled employees; promoting a culture of continuous learning)			
Efficient organisation of the production or service delivery process	Operational Efficiency: optimising internal processes, streamlining operations, and implementing efficient resource management practices to reduce costs, improve productivity, and enhance overall operational performance.			

Introduction of new products or services	Innovation and Adaptability: Encouraging a culture of innovation, fostering creativity, and being adaptable to changes in the market.			
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Table C2 Proposed new PRIME questions on inclusive practices for SMEs

Type of inclusive practice (NEW)	Has your company introduced a new inclusive practice in this area over the past 12 months?	Which new inclusive practice did your company introduce? (open text)	To what extent did PUM contribute to this?
Maternity and Paternity Leave: Providing paid leave for both mothers and fathers to support work-life balance and parental responsibilities.			
Flexible Work Arrangements: Offering flexible working hours, remote work options, part-time schedules, or job-sharing opportunities to accommodate diverse needs and responsibilities.			
Equal Pay Policy: Implementing policies that ensure equal pay for employees performing similar roles regardless of gender, ethnicity, or other factors.			
Accessibility Measures: Ensuring physical accessibility for employees and customers with disabilities, such as wheelchair ramps, elevators, accessible restrooms, and appropriate signage.			
Employee Resource Groups: Establishing employee-led groups that provide a platform for women or underrepresented groups of employees to connect, support, and advocate for their needs.			
Mentorship and Sponsorship Programs: Creating programmes that facilitate mentorship and sponsorship relationships to support the career development of women, young employees, or underrepresented groups of employees.			
Diverse Hiring Practices: Implementing inclusive recruitment strategies that aim to attract a diverse pool of candidates and reduce bias in the selection process.			
Inclusive Language and Communication: Promoting the use of inclusive language and avoiding discriminatory or exclusive terms in all internal and external communications			

Table C3 Proposed new PRIME questions on green practices for SMEs

	Has your company introduced a new 'green' practice in this area over the past 12 months?	Which new green practice did your company introduce? (open text)	To what extent did PUM contribute to this?
Energy Efficiency: Implementing energy-saving measures, including measures to promote energy-conscious behaviours.			
Renewable Energy: Using renewable energy sources such as solar power or wind power.			
Waste Reduction and Recycling: Implement waste management strategies, including recycling programmes for paper, plastic, glass, and other recyclable materials, and promote the reduction of single-use items.			
Responsible Consumption Choosing products with minimal packaging and supporting eco-friendly brands.			
Water Conservation: Installing water-efficient fixtures or promoting water conservation practices.			
Sustainable Agriculture: Using agricultural methods and techniques that minimise the negative environmental impact, for example minimising fertilizer and pesticide usage.			
Sustainable Transportation: Encourage the use of public transportation, carpooling, cycling, or walking.			
Green Building Design: Incorporating green building principles in building design and construction, such as energy-efficient building materials, natural lighting, and efficient insulation.			

Table C4 Proposed new PRIME questions on organisational practices for organisations

	Has your organisation introduced a new organisational practice in this area over the past 12 months?	Which new organisational practice did you introduce in your organisation?	To what extent did PUM contribute to this?
Effective Leadership (cultivate strong leadership that provides clear direction, fosters a positive work culture, and promotes collaboration and employee engagement)			
Transparent Governance (establish transparent governance structures and processes that ensure accountability, fairness, and ethical decision-making.			
Continuous Improvement (foster a culture of continuous improvement by encouraging innovation and enhancing organizational efficiency)			
Knowledge Sharing (promote knowledge sharing and learning within the organisation, e.g. through internal training programmes and mentorships)			
Effective Communication (implement communication channels and tools that facilitate timely and transparent information flow across different levels and departments.)			
Employee Empowerment (empower employees by delegating responsibility, and involving them in decision-making processes)			
Conflict Resolution (establish mechanisms for conflict resolution and provide resources for managing and resolving conflicts in a constructive and respectful manner.			
Social Responsibility (engage in socially responsible initiatives, such as community service, charitable contributions, or partnerships with nonprofit organisations)			

Customer Focus: Prioritise customer satisfaction by understanding their needs, delivering quality products or services, and maintaining strong customer relationships.			
Workforce Well-being: Prioritise employee well-being by promoting work-life balance, offering wellness programs, and creating a supportive and healthy work environment.			

Table C5 Proposed new PRIME questions on inclusive practices for organisations

	Has your organisation introduced a new inclusive practice in this area over the past 12 months?	Which new inclusive practice did you introduce in your organisation?	To what extent did PUM contribute to this?
Equal Opportunities: Ensure equal opportunities for all individuals regardless of gender, age, or socio-economic background by implementing and promoting fair and unbiased recruitment, promotion, and advancement processes.			
Diversity and Inclusion Policies: Develop and implement diversity and inclusion policies that explicitly promote a diverse workforce and create an inclusive work environment that values and respects differences.			
Gender Equality Initiatives: Implement initiatives to promote gender equality, such as providing equal pay for equal work, offering mentorship or sponsorship programmes for women, and creating opportunities for women to advance into leadership positions.			
Flexible Work Arrangements: Offer or promote flexible work arrangements, such as part-time work, job sharing, or remote work options, to accommodate the diverse needs of employees and promote work-life balance.			
Skills Development Programs: Provide targeted skills development programs, training, and mentorship opportunities to support the professional growth and advancement of women, youth, or other economically disadvantaged groups.			
Accessible Facilities: Ensure that physical facilities, including restrooms, workspaces, and common areas, are accessible and inclusive for individuals with disabilities.			

Employee Resource Groups: Establish employee resource groups or affinity groups that bring together individuals with shared characteristics or experiences, such as women's networks or youth forums, to foster a sense of community and support.			
Mentoring and Coaching: Implement mentoring and coaching programmes that connect individuals from disadvantaged groups with experienced professionals who can provide guidance, support, and opportunities for networking.			
Employee Assistance Programs: Offer or promote employee assistance programmes that provide resources and support for personal or professional challenges to ensure the well-being and success of employees from all backgrounds.			
Collaboration with Community Organizations: Partner with community organizations and nonprofits that focus on supporting women, youth, or other economically disadvantaged groups to leverage resources, networks, and expertise in promoting inclusivity.			

Table C6 Proposed new PRIME-BSO questions on green practices for organisations

	Has your organisation introduced a new 'green' practice in this area over the past 12 months?	Which new green practice did you introduce in your organisation?	To what extent did PUM contribute to this?
Energy Efficiency: Implement and promote energy-saving measures, including measures to promote energy-conscious behaviours.			
Waste Reduction and Recycling: Implement and promote comprehensive waste management strategies, including recycling programmes for paper, plastic, glass, and other recyclable materials, and promote the reduction of single-use items.			
Sustainable Transportation: Encourage the use of public transportation, carpooling, cycling, or walking for commuting, and provide facilities for bicycle parking.			
Green Procurement: Encourage purchasing environmentally friendly products and services, including those made from recycled materials, renewable resources, or with reduced packaging.			

Water Conservation: Implement water-saving measures, such as installing water-efficient fixtures, using rainwater harvesting systems for irrigation, and promoting water conservation practices.			
Sustainable Events: Organize events with a focus on sustainability, including waste reduction, recycling, promoting digital communication, and sourcing environmentally friendly catering options.			
Sustainable Infrastructure: Incorporate sustainable design principles in facility construction and renovation, such as using eco-friendly materials, maximizing natural lighting, and implementing energy-efficient systems.			
Environmental Education and Awareness: Provide environmental education and training programmes for staff, students, or members to raise awareness and encourage environmentally responsible behaviors.			
Green Spaces: Create and maintain green spaces on the organization's premises, such as gardens or rooftop gardens, promoting biodiversity and providing opportunities for nature engagement.			
Collaboration and Partnerships: Collaborate with local environmental organizations, government bodies, and other stakeholders to share best practices, explore joint initiatives, and promote environmental sustainability.			



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SEO-report nr. 2023-81

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Roetersstraat 29
1018 WB, Amsterdam
The Netherlands

+31 20 525 1630
secretariaat@seo.nl
www.seo.nl/en/