PUM.

Annex III Monitoring, Evaluation and Indicators

PUM's PMEL approach consists of three elements: a) client level, b) business ecosystem level, c) KPI framework

A) Client level data
- Baseline data, information about the client and about their request are collected through the application form.
- After completion of the project, the client, expert and representative receive a survey about how they evaluate the project. The questions cover the content of the project, the satisfaction and expected results. Experts share their learnings, and these learnings are made available to all experts.
- Once a year an outcome survey is sent out to all clients that had a project 1 – 3 years ago. This measures the follow-up to the baseline indicators, the implementation of the advice, changed practices, perception of business environment. This used to be the PRIME survey with the WUR. In 2024 we started with the WISE survey, managed by PUM, making use of the PRIME survey, with some adaptations after consultation with the WUR. A summary of the results is included in the annual report.

B) Business Ecosystems
- Data collection on Business Ecosystems in our CRM (still in development phase)
- MEL guide for business ecosystems supports the implementation of business ecosystems
- Annual case studies are conducted on the progress with business ecosystems.

C) KPI framework
- KPIs have been developed based on the Theory of Change. These are used for internal monitoring and steering, as well as for external reporting to donors and in the annual report.

Table KPIs PUM programme

Outcome area		#	Indicator
SMEs	**1. SMEs have improved economic performance**	1.1	% of SMEs with increased revenue
		1.2	% of SMEs with increased number of jobs
		1.3	Median compound annual growth rate of SMEs
		1.4	# of direct jobs supported in SMEs
	2. SMEs implement new business, social, and green practices	2.1	# of SMEs supported with plans to invest, trade or provide services
		2.2	% of SMEs that implement new/improved business practices
		2.3	% of SMEs that implement new/improved social practices

		2.4	% of SMEs that implement new/improved green practices
	3. PUM supports young and female-owned SMEs	3.1	% of youth-owned SMEs supported
		3.2	% of women-owned SMEs supported
Organisations	**4. Organisations have sustained or improved performance and service delivery to SMEs**	4.1	% organisations that provide improved services to SMEs
		4.2	# of members of supported BMOs
		4.3	# of startups of supported incubators
		4.4	# of business support organisations supported
Ecosystems	**5. PUM and/or partners identify and convene ecosystem actors in active dialogue**	5.1	# of ecosystem programs in different stages of development
		5.2	Role and contribution of PUM in ecosystems (qualitative assessment)
		5.3	% projects supported as part of an ecosystem
	6. Social dialogue is improved	6.1	# of countries with improved social dialogue
		6.2	# of projects with label 'social dialogue' completed
	7. Business climate, support, networks and cooperation are improved within ecosystems	7.1	% of SMEs that experience an improved business climate and network
		7.2	# of strengthened business membership organisations contributing to a sustainable local business climate
Operational	**8. Organisational performance on projects**	8.1	Total # of projects completed
		8.2	% of projects rated as 'successful'
		8.3	Satisfaction of supported clients with PUM support (% satisfied/very satisfied)
		8.4	% of projects supporting social practices
		8.5	% of projects supporting green practices
		8.6	% of projects in LDC/fragile
		8.7	% of remote advice projects
	9. Organisational performance on experts	9.1	Total # of volunteers
		9.2	% of active volunteers
		9.3	% of female volunteers
		9.4	% of young/mid-career volunteers (<55 years)
	10. Financial performance	10.1	% Non DGIS funds - other funders
		10.2	# of projects funded by DGIS
		10.3	% of overhead