



Ministry of Foreign Affairs

Evaluation of CBI Export Coaching Programmes (ECPs) 2008-2015 Final report

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Final report

Client: Rijksdienst voor Ondernemend Nederland (RVO.nl)

Rotterdam, 13 July 2018



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Nora Plaisier
Corine Besseling
Stephanie Bouman

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Table of contents

List of Abbreviations	7
Executive summary	9
Scope and objectives	9
Methodology	9
Results	9
Recommendations	11
1 Introduction	12
1.1 CBI	12
1.2 The Export Coaching Programmes (ECPs)	12
1.3 The ECPs under evaluation	13
1.4 Structure of the report	14
2 Set up and implementation of the evaluation	15
2.1 Objective	15
2.2 Main research questions	15
2.3 Methodology and implementation	16
2.3.1 Analytical framework	16
2.3.2 Methods	23
2.4 Limitations	26
3 Evaluation of major findings per evaluation criteria	27
3.1 Selection criteria	27
3.1.1 The clusters	27
3.1.2 The answering scale	28
3.1.3 Relationship between the scores and success of the companies	29
3.1.4 Relationship between the initial size and success of the companies	30
3.1.5 Level and reasons of drop out	31
3.2 Relevance	31
3.2.1 Barriers perceived and addressed	31
3.2.2 Programme elements valued most and missing	32
3.2.3 Goals	33
3.3 Effectiveness	34
3.3.1 Programme targets	34
3.3.2 Type and number of activities	36
3.4 Sustainability	37
3.4.1 Performance after the programme	37
3.4.2 Social improvements	38
3.4.3 Supplier relations	39
3.5 Additionality/contribution	39
3.5.1 Importance of CBI programme	39
3.5.2 Own resources	40

3.5.3	Other donors	40
3.6	Efficiency	40
4	Comparisons	43
5	Conclusions and recommendations	49
5.1	Conclusions on evaluation criteria	49
5.2	Implications for theory of change?	51
5.3	Recommendations	52
	Annex A: Terms of Reference	55
	Annex B: Results of the survey	57
	Annex C: List of interviewees	81
	Annex D: Programme factsheets	83

List of Abbreviations

BSO	Business support organisation
BSOD	Business support organisation development
CAGR	Compound annual growth rate
CBI	Centre for Promotion of Imports from developing countries
CSR	Corporate social responsibility
ECP	Export Coaching Programme
EMP	Export Marketing Plan
EU	European Union
EXPRO	Export orientation mission
IOB	Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie
LDC	Least Developed Country
PM	Project Manager
R&D	Research and development
RVO	Netherlands Enterprise Agency
SME	Small and medium sized enterprises
TAM	Technical Assistance Mission
ToC	Theory of change
ToR	Terms of reference
UMIC	Upper Middle Income Country

Executive summary

Scope and objectives

This evaluation covers 15 Export Coaching Programmes (ECPs) that were implemented by the Dutch Centre for Promotion of Imports from developing countries (CBI) in the period 2008-2015. These ECPs cover different sectors and different countries, and also the number of companies participating in each programme differs. The objective of the evaluation is two-fold, as indicated in the Terms of Reference:

- To learn from the programmes implemented in the past. The focus of this learning will be on issues raised in an earlier evaluation of CBI by IOB and issues brought forward by CBI programme managers.
- To render account, to analyse whether all the objectives of the ECPs have been reached and all means have been used in an effective and efficient manner.

Methodology

We developed an analytical framework for this evaluation, as reflected in the theory of change and the evaluation matrix. The evaluation was implemented using the following methods: desk review (including quantitative and qualitative analysis); a survey among participating companies; and interviews with CBI programme managers, CBI experts and participating companies. Subsequently, the data collected were triangulated and analysed. The construction of a database with information at company level was part of the analysis. Unfortunately, there are many information gaps, which limited the extent to which all evaluation questions could be answered.

Results

This section presents the conclusions on the criteria assessed in this evaluation. As we mainly rely on the survey response and the (limited) information available at CBI, not all information could be objectively verified.

Selection criteria

CBI uses a set of criteria to select the participants of ECPs. The initial export audit is one of the main instruments used for selection. This is an extensive set of questions/indicators to assess whether a company is likely to be able to export as a result of the ECP. Based on our findings, there seem to be no clear elements missing from this list of questions. Due to data limitations, we were not able to assess whether some clusters within the export audit are more important than others for the performance of a company.

The evaluation was also asked to look at the rating applied in the audits, and whether a 10-point-scale would be better than a 4-point scale. Our assessment is that changing the rating to a 10-point scale would help to more clearly demonstrate the progress made, but there is no reason to assume that it would alter the selection of companies or the performance of companies.

Relevance

Based on the findings in the survey, the ECP are relevant for the participating companies. The large majority of survey respondents indicates that their objective for participating in the ECPs align with

the objectives of these programmes, although still a significant share (almost 30 percent), does not seem to have exporting to the EU as a main objective. The ECPs also at least partially address most of the constraints that (potential) exporters face, and there are only a few areas which could receive more emphasis (see section 5.3). In terms of activities, the technical assistance missions are valued most based on the response of the survey, followed at some distance by trainings in the EU and participation in market entry activities. Distant learning guidance seems to be least appreciated.

Effectiveness

The effectiveness of the 15 ECPs is difficult to establish, as for several ECPs the objectives and/or log frames were not available. As information is also lacking on the achievements in several ECPs, we cannot assess the extent to which the objectives have been achieved. Only for three programmes sufficient export data are available and for these programmes the realised exports were larger than foreseen. For employment, only two ECPs have information, and we see that in one ECP employment it increases, while in other it decreases. However, only a limited number of companies account for the realised increase, both in exports and employment.

Sustainability

As the ECPs assessed came to an end in 2016 or earlier, this evaluation has provided an opportunity to see what happened afterwards. Keeping mind that the survey response is not fully representative and results should be interpreted with caution, the results provide some positive signals on sustainability. More than 80 percent of the companies indicate that they still undertake export promotion activities to the EU, especially by visiting of trade fairs. The majority of respondents report an increase of exports (around 60 percent of the respondents) and employment (around 70 percent of the respondents). Finally, more than 80 percent of the survey respondents indicate that social conditions have improved within the company, although a quarter of these indicate that these improvements are not the result of participating in the programme or of increased exports. The improvements resulting from the programme mainly relate to salary increases, secondary benefits, and safety and health conditions.

Additionality/ contribution

Based on the survey results, we find that only a small part of the respondents (16 percent) feel that participation in ECP has been an important or even a major driver in their export performance. On the other hand, 93 percent of respondents indicate that participation in the ECPs has at least had some effects on their export performance (ranging from a small effect to being the major driver). Again, these results should be interpreted with caution, given the possible bias in survey results as indicated above.

Almost half of the respondents indicate that would not have had the resources to conduct similar activities, and the rest indicated that they could only have done part of the activities without the support CBI. This means that they would not have needed the full support from CBI, pointing to a modest contribution of the ECPs. More than 70 percent of the survey respondents have not made use of support from other programmes or organisations, mainly because there was no other support available as far as they were aware.

Efficiency

We planned to assess efficiency by comparing expenditures versus budgets, and to look at the expenditure per company or per Euro of exports. No data are available to analyse this. Based on the interviews, the budget did not seem to be an issue or constraint in the implementation of the ECPs. In terms of operations, there is room for increasing efficiency (see recommendations).

Recommendations

Based on the results of the evaluation, we have formulated a number of recommendations, grouped under different headings. They are explained in more detail in the relevant chapter.

Administrative systems

- Improve the use of administrative systems by the programme managers.
- Define and monitor clear budgets and objectives for each ECP.
- Increase learning within the organisation by analysis of data that become available in better administrative systems.

Selection of companies

- Keep the four-point scale for scoring in the export clusters.
- Explicitly discuss the objectives of a company for participating in the ECP to ensure a focus on increasing exports.
- Consider to experiment with selecting companies on the basis of the EXPRO.
- Consider to differentiate participation fees in the programme to reflect initial export performance.

Co-operation between Programme managers and experts

- Increase interaction between the experts and PMs within ECPs.
- Increase knowledge exchange between PMs and experts across programmes.

Content of the programmes

- Increase attention to perceived constraints related to difficulties in financing export transactions and problems related to transport and customs.

Other relevant developments

In addition to these recommendations, we note that there have been many developments in CBI after the ECPs under review in this evaluation came to an end. Although at this stage the results of these changes are not clear yet, we feel they address some of the issues identified in this evaluation and therefore they are expected to contribute to better results of the current ECPs. These improvements relate to the introduction of a value chain approach, the bigger involvement of BSOs in the programme, specific country focus in ECPs and finally better reporting on results.

1 Introduction

1.1 CBI

The Centre for the Promotion of Imports from Developing Countries (CBI) has been active for more than four decades in promoting exports of developing countries to the EU. It is funded by the Netherlands Ministry of Foreign Affairs and part of the Netherlands Enterprise Agency (RVO).

Its main activities to promote exports from developing countries include export coaching programmes for small and medium enterprises (SMEs), technical assistance to business support organisation (BSOs), providing market studies on export opportunities in the EU; and informing and influencing relevant policy makers. CBI involves importers from the EU in the development and implementation of its activities. It is active in 35 countries in more than 25 sectors.

By supporting small and medium-sized enterprises (SMEs) in developing countries entering the European market, CBI promotes the integration of these countries in global value chains. This in turn should help to achieve sustainable and inclusive economic growth.¹

1.2 The Export Coaching Programmes (ECPs)

The Centre for the Promotion of Imports from Developing Countries (CBI) has been active for more than four decades in promoting exports of developing countries. Export Coaching Programmes (ECPs) are one of the main activities. The aim of the ECPs is to enable exporters in developing countries to become and/or remain active as suppliers in the EU markets and to improve their market position in the EU. The programmes can target different sectors and cover one or more developing countries.

Before 2010, these programmes targeted mainly individual companies in developing countries (so-called 'Old-style programmes'). Since 2012 CBI's approach to ECPs has changed. The ('new-style') programmes became more integrated with other activities of CBI (e.g. market intelligence, support to Business Support Organisations (BSOs) and support to enabling environment). In addition, a value-chain approach was introduced.

This evaluation targets 15 old-style ECPs. However, given the fact that many elements of the old-style ECPs are still part of the new style programmes too, this evaluation is not only for accountability purposes but also for identifying lessons learnt.

The ECPs under evaluation consist of different phases and activities, as demonstrated in the table below. The selected companies receive an export audit at the start of the programme, on the basis of which an action plan for the specific company is developed. They receive direct technical assistance and participate in trainings to support them in implementing this plan. If a company has accomplished the main activities of this action plan (so-called "critical actions") and scores well at the export audit at the end of the programme, the company is "competent."² Not all participating companies finish as competent companies.

¹ The information in this section is based on <https://www.cbi.eu/about/>

² This means that a company should score 2 out of 4.

Table 1.1 ECP programme phases and activities

Phase (contractor)	Activities
1. Feasibility study	<ul style="list-style-type: none"> Country/sector selection
2. Identification and pre-selection	<ul style="list-style-type: none"> Recruit participants Identify missions and launch workshops Pre-select applications
3. Technical assistance (by external consultant)	<ul style="list-style-type: none"> Final selection of participants Export auditing (start and end) Action plans and distance guidance
4. Training	<ul style="list-style-type: none"> Various seminars and workshops (e.g. EXPRO) Write export marketing plan
5. Market entry	<ul style="list-style-type: none"> Trade fair participation Company matchmaking
6. Market consolidation	<ul style="list-style-type: none"> Contact consolidation and follow-up

Sources: Triodos (2009) as adapted by IOB (2015)

1.3 The ECPs under evaluation

The evaluation covers 15 ECPs that were implemented in the period 2008-2015. These ECPs cover different sectors and different countries, and also the number of companies participating in each programme differs. The table below provides more information on the specific ECPs under evaluation.

Table 1.2 ECPs under evaluation

Code	ECP	Countries covered	Number of countries	Period of implementation
1.046	Fresh Fruit and Vegetables 2008-2014	Bolivia, Colombia, Ecuador, Egypt, Ethiopia, Ghana, Guatemala, Kenya, Madagascar, Pakistan, Peru, Serbia, South Africa, Sri Lanka, Tanzania, Thailand, Uganda, Vietnam	18	2008 -2014
1.049	Home Textiles	Afghanistan, Bangladesh, Colombia, Egypt, Ethiopia, India, Indonesia, Jordan, Mali, Morocco, Peru, Philippines, South Africa, Sri Lanka, Thailand, Tunisia, Vietnam	17	2007 - 2013
1.056	Fishery products Indonesia	Indonesia	1	2009 –2014
1.058	Knowledge Process Outsourcing	Republic of Moldova, Palestinian Territory	2	2010 - 2015
1.060	Medical Devices and Laboratory Equipment	Pakistan	1	2009 - 2015
1.144	Tourism 2008-2014	Benin, Ethiopia, Ghana, Jordan, Kenya, Madagascar, Mali, Mozambique, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia	14	2008 - 2014

Code	ECP	Countries covered	Number of countries	Period of implementation
1.244	Tourism 2008-2014	Indonesia, Mongolia, Nepal, Sri Lanka, Thailand, Vietnam	6	2008-2014
1.344	Tourism 2008-2014	Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Nicaragua, Peru, Suriname	8	2008-2014
1.444	Tourism	Albania, Armenia, Bosnia and Herzegovina, Georgia, Republic of Moldova, Montenegro, Serbia	7	2008-2014
1.147	Outerwear	Egypt, Tunisia	2	2008-2013
1.247	Outerwear (Pakistan)	Pakistan	1	2008-2013
1.347	Outerwear	Bolivia, Colombia, Peru	3	2008-2013
1.157	Wine RSA	South Africa	1	2008-2013
1.348	Natural Ingredients for Food, Pharmaceuticals and Cosmetics	Bolivia, Colombia, Peru	3	2009-2015
QP1101	Timber Bolivia	Bolivia	1	2010-2015

1.4 Structure of the report

This evaluation report is set up as follows. Chapter 2 describes the set-up of the evaluation. This includes the objectives, research questions, analytical framework and methodology. In chapter 3, we present our findings on the evaluation criteria for the 15 ECPs together, specifically looking at the selection criteria for selecting SMEs; the relevance, effectiveness, sustainability, attribution and efficiency. In chapter 4 we assess to what extent we can make comparative analyses, based on the database we compiled for this evaluation, and the results of this exercise. The final chapter presents the conclusions and recommendations.

The findings on the individual ECPs are available in Annex D.

2 Set up and implementation of the evaluation

2.1 Objective

The objective of the evaluation is two-fold, as indicated in the Terms of Reference:

- To learn from the programmes implemented in the past. The focus of this learning will be on issues raised in an earlier evaluation of CBI by IOB and issues brought forward by CBI programme managers.
- To render account, to analyse whether all the objectives of the ECPs have been reached and all means have been used in an effective and efficient manner.

At the kick-off meeting, it was indicated that the evaluation of 15 ECPs at the same time will lead to a large set of data, which can help to make quantitative analyses beyond the specific programme level. This should provide more insights, for example on the relative performance of ECPs in Least Developed countries (LDCs) and Upper Middle Income Countries (UMICs). This comparative analysis is considered an important added value of this evaluation.

In addition, information was shared on the developments within CBI and specifically with respect to the ECPs. These are important to take into account for providing recommendations, as certain elements of the ECPs have already changed, as also indicated in section 1.2.

2.2 Main research questions

The ToR lists the evaluation questions to be answered in this evaluation. They are grouped under the different evaluation criteria and presented in the table below.

Table 2.1 Evaluation questions

Evaluation questions
Selection of companies
1.1 What is the relation between scores of the companies on clusters of questions in the HBAT audit form, and the success of the companies (export to EU, jobs) in the programme. Can any cluster be considered determinative? Special attention is asked for the relation of size of the company and the success in the programme (Export to EU, jobs)
1.2 Are questions missing in the clusters or are clusters missing (e.g. Commitment of the management, budget availability) and how can they be measured?
1.3 What can be said of the answer scale, which is a 4 point scale (1 = inadequate, 2 = adequate, 3 = good, 4 = excellent). Is a 4 point scale sufficient or should an eight or ten point scale be used?
Relevance of the programmes for the companies
2.1 Did the programme respond to the perceived barriers to EU export of the companies.
2.2 Which elements of the programme contributed most, which less and which elements were missed?
2.3 Did the programme contribute to reaching the goals of the companies?

Evaluation questions
Sustainability
<p>3.1 CBI is interested in the results of the programmes some years after finishing: what are the levels of the (Key) Performance Indicators now, compared to the levels at the end of the programme?</p> <p>Have the companies taken up practices like: renew their network, research the internet, find market niches, convert business contacts into contracts.</p> <p>3.2 Were social improvements for the workers of the companies realised and why were they realised? (because of buyer requirements, regulations etc.?).</p> <p>3.3 Has the (positive) development of the company led to improved relations with suppliers in the value chain, like more stable or more equal relationships? (for example in case of tourism: relation with hotels, transporters).</p>
Additionality (and attribution)
<p>4.1 Where would the companies have been without the support of CBI and how would the company value the support received from CBI.</p> <p>4.2 Would the support have been commercially available. Would the companies have used their own means to undertake or purchase the activities or support?</p> <p>4.3 Have other donors offered the same support?</p>
Effectiveness
<p>5.1 Were the targets of the programmes reached?</p> <p>5.2 Compare the type of activities implemented and the level of success of the companies per programme (level of export). And: does repeated participation in activities, like fairs, lead to different levels of success?</p>
Efficiency
<p>Calculate the cost per delivered company and the costs in relation to increase in export of the programmes</p>

2.3 Methodology and implementation

2.3.1 Analytical framework

In the inception phase we agreed on the analytical framework to be applied for this evaluation. It consists of two main elements: a first review of the theory of change and the evaluation matrix. This framework has guided our approach to the evaluation (e.g. survey, interviews, desk review, etc.) as presented in the next section.

Theory of change

CBI does not have an explicit theory of change for the ECPs that are subject to this evaluation, only a logframe per programme is available. A theory of change (ToC) sets out a hypothesis explaining *how* a certain intervention is expected to achieve its desired outcomes, by specifying the processes and drivers through which change comes about in a specific context and identifying underlying assumptions.

For the purpose of the evaluation of CBI published in 2015, IOB reconstructed an intervention logic of the ECP (and the Business Support Organisations Development, BSOD) programmes which shows in more detail how the programmes contribute to more sustainable development.³ Based on this intervention logic, the logframe for one of the ECPs under investigation and the CBI strategic document 2016-2020, we constructed a common logframe for the ECPs under review in this evaluation. Underlying assumptions explaining the cause-effect relations have been added as common elements. The validity of the logic flow and assumptions have been investigated during the evaluation.

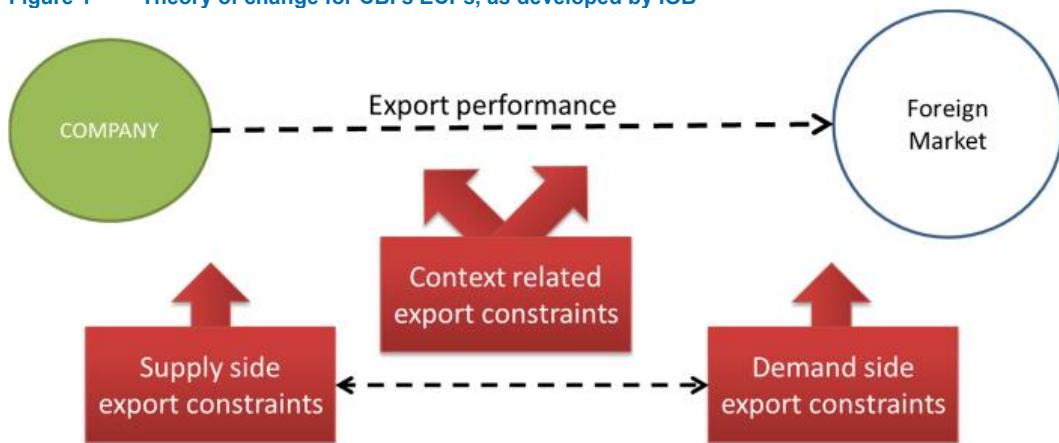
³ IOB (2015) Aided trade. An evaluation of the Centre for the Promotion of Imports from Developing Countries (2005-2012), IOB nr. 408.

Goal ECPs:
Enable exporters in developing countries to become and/or remain active as suppliers in the EU markets and to improve their market position in the EU.



The IOB also constructed a simplified theory of change for the Export Coaching Programmes, as presented in figure 2.1. This ToC more explicitly shows that the constraints for exporting for SMEs in developing countries can be of different types. Some constraints are easier to address than others. Supply side constraints (like product quality, internal export organisation) can be changed at a company level, although to some extent this will also be beyond the control of companies (e.g. prices of inputs). Demand-side constraints (e.g. consumer preferences, demand changes) cannot be changed by a company, but companies can anticipate and make adjustments to their products or services to make them meet consumer demands (e.g. complying with private standards like GLOBALGAP, hiring English-speaking staff to be of more service to tourists). The IOB identifies a third category of context-related export constraints (e.g. trade policy restrictions, exchange rate risks), which would be more difficult to overcome. This theory of change provides useful insights, and also helps in establishing relevance (does the ECP respond to the perceived barriers) and additionality/attribution (what would have happened without the support).

Figure 1 Theory of change for CBI's ECPs, as developed by IOB



Source: IOB evaluation (2015)

The potential constraints to exports are also identified. Whereas the IOB evaluation perceives demand-side barriers as barriers that can be overcome with adaptations or additional investments, and the context-related constraints are more difficult to overcome, we see this more nuanced, where in each category of constraints, there are barriers that can be overcome and those that cannot be or are very difficult to overcome. In the table below the barriers that are more difficult to overcome are presented in red.⁴ This distinction is not black and white (e.g. if we look at trade policy restrictions: complying with food safety requirements is something that can be changed, while tariffs or quotas are examples of trade restrictions where a company has no influence on). Nevertheless, it is important that companies are aware of the different types of constraints, and that they have been educated about the possibilities to overcome these potential barriers. During the evaluation, we have investigated whether the ECPs have taken these constraints into account and made (potential) exporters aware of these constraints, and whether certain constraints may be missing in the table below.

Table 2.2 Trade-related constraints

Supply side constraints	Context related constraints	Demand side constraints
Cost-price level	Trade policy restrictions	Market entry
Design quality	Exchange rate	Customer needs and preferences
Product quality	Currency convertibility	Demand changes and trends
Packaging	Financing of export transactions	Market size and growth
Parts and raw material supply	Shipping delays and costs	Insufficient demand
Internal export organisation/capacity		Communication with foreign markets/buyers.
Production capacity		

The implications of the evaluation results for the intervention logic and theory of change are analysed in the final chapter.

Evaluation matrix

We have used an evaluation matrix to systematically assess the ECPs. The advantage of using such framework is that the review is undertaken in a transparent, well-focused, and structured manner. The evaluation matrix consists of the evaluation questions, judgement criteria/ indicators, and sources and methods of verification. The ToR include a list of specific questions for the

⁴ We also note that there were some overlapping constraints in the original IOB table: where import restrictions and market access (tariff and non-tariff barrier) were also included in the table. We have left these out under demand-side constraints, as they are all part of trade policy restrictions (under context-related constraints).

evaluation as outlined in the previous section. Based on this information, we have developed the evaluation framework for this evaluation as specified in the table below. The sources and methods of verification are presented in more detail in the next section on methods. It should be noted that although the ToR asks to assess additionality/attribution, we have changed this into additionality/contribution. Attribution analysis would mean that we would be able to establish causal relations between the ECPs and results achieved. In our evaluation, we prefer to use the term contribution to indicate that we can only analyse if the ECPs have *helped* to achieve the observed results.

Table 2.3 Evaluation framework

Evaluation questions	Judgement criteria and indicators	Sources and methods of verification
Selection of companies		
<p>1.1 What is the relation between scores of the companies on clusters of questions in the HBAT audit form, and the success of the companies (export to EU, jobs) in the programme. Can any cluster be considered determinative? Special attention is asked for the relation of size of the company and the success in the programme (Export to EU, jobs)</p> <p>1.2 Are questions missing in the clusters or are clusters missing (e.g. Commitment of the management, budget availability) and how can they be measured?</p> <p>1.3 What can be said of the answer scale, which is a 4 point scale (1 = inadequate, 2 = adequate, 3 = good, 4 = excellent). Is a 4 point scale sufficient or should an eight or ten point scale be used?</p>	<ul style="list-style-type: none"> • Correlation between scores on different clusters and change in exports, jobs of the company; • Correlation between size of company and change in exports, jobs of the company; • Extent to which other factors identified for success are included in the export audit clusters and could be measured at the selection stage; • Correlation between the initial motivation of a company and change in exports, jobs of the company; • Extent to which current answer scaling provides sufficient room for a nuanced assessment in the export audit as perceived by CBI programme managers and experts; • Extent to which the use of a different answer scale would result in a different selection of companies and also in a different success rate of the programme 	<p>Score on audits, data available at CBI on exports and size of company, and data on company performance collected through the survey</p> <p>Indicators on motivation based on input CBI experts</p> <p>Data analysis (comparative analysis)</p> <p>Interviews with CBI experts and CBI programme managers</p> <p>Literature review</p>
Relevance of the programmes for the companies		
<p>2.1 Did the programme respond to the perceived barriers to EU export of the companies.</p> <p>2.2 Which elements of the programme contributed most, which less and which elements were missed?</p> <p>2.3 Did the programme contribute to reaching the goals of the companies?</p>	<ul style="list-style-type: none"> • Extent to which perceived barriers of the companies to their EU exports are addressed by the programme • Extent to which barriers addressed by the programme were taken away partially or completely. • Relative importance of different programme elements for realising exports • Requests for additional support by companies (on what issues). • Needs/activities that are not addressed by the programme • Extent to which participation in programme contributed to reaching the objectives of the company with respect to EU exports. • Extent to which participation in programme contributed to reaching other goals of the companies. 	<p>Survey: information on perceived barriers, needs and objectives and extent to which these are addressed; scoring on relative importance of activities; scoring on relative importance of ECP in performance</p> <p>Data analysis (comparative analysis)</p> <p>Interviews with companies, BSOs, CBI experts</p>

Evaluation questions	Judgement criteria and indicators	Sources and methods of verification
Sustainability		
<p>3.1 CBI is interested in the results of the programmes some years after finishing: what are the levels of the (Key) Performance Indicators now, compared to the levels at the end of the programme?</p> <p>. Have the companies taken up practices like: renew their network, research the internet, find market niches, convert business contacts into contracts.</p> <p>3.2 Were social improvements for the workers of the companies realised and why were they realised? (because of buyer requirements, regulations etc.?)</p> <p>3.3 Has the (positive) development of the company led to improved relations with suppliers in the value chain, like more stable or more equal relationships? (for example in case of tourism: relation with hotels, transporters).</p>	<ul style="list-style-type: none"> • Development of key performance indicators, at company level, programme level and overall (e.g. to name some: Export to EU, Jobs, Trade Fair Visits, Number of contacts, Number of Clients, but also local sales, sales within the Region/Continent, other Non-EU Regions) • Extent to which key elements of training and other support provided in the programme have become current practice in companies; • Extent to which different activities have become better integrated in the current practice of the companies than others. • Changes in employment (full-time, part-time, subcontracted) and the extent to which participation in the programme or resulting exports have contributed to that (directly or indirectly). • Changes in working conditions and the extent to which participation in the programme or resulting exports have contributed to that (directly or indirectly). • Changes in relations with suppliers in the value chain and the extent to which participation in the programme or resulting exports have contributed to that. (indirectly) 	<p>Survey: information from participants on export value, jobs, changed work practice, changed labour conditions, and changed improvement in relation with suppliers, and the role of ECP in all of these changes.</p> <p>Additional insights from CBI experts and possibly BSOs through interviews.</p>
Additionality (and contribution)		
<p>4.1 Where would the companies have been without the support of CBI and how would the company value the support received from CBI.</p> <p>4.2 Would the support have been commercially available. Would the companies have used their own means to undertake or purchase the activities or support?</p> <p>4.3 Have other donors offered the same support?</p>	<ul style="list-style-type: none"> • Appreciation of participants by programme and individual programme activities; • Would companies have implemented the changes to their business without the CBI support/ would have been in a position to obtain support from other sources? • Number and type of initiatives of similar support available to companies (donors, government, commercial) • Extent to which companies were willing to pay (or have paid) for similar services. • Relative importance of participation in ECP compared to other support received (as perceived by participating companies); 	<p>Survey: relative appreciation and importance of different activities, presence of other support and willingness to pay, with additional insights from interviews with companies, CBI experts, BSOs and third parties (e.g. Dutch embassies).</p> <p>Comparative analysis (relative importance of ECP in results achieved).</p>

Evaluation questions	Judgement criteria and indicators	Sources and methods of verification
	<ul style="list-style-type: none"> Relative importance of participation in ECP compared to other factors influencing companies' exports (e.g. changes in demand or context conditions). 	
Effectiveness		
<p>5.1 Were the targets of the programmes reached?</p> <p>5.2 Compare the type of activities implemented and the level of success of the companies per programme (level of export). And: does repeated participation in activities, like fairs, lead to different levels of success?</p>	<ul style="list-style-type: none"> Extent to which objectives of programme were reached, based on OVIs in logical framework (not, partially, or completely): # companies that have increase their export to EU and outside EU; size of export increase; share of export increase to EU; # of companies with sufficient score on export audit. Correlation between participation in certain types of activities and increase in exports, jobs. Correlation between intensity of participation and increase in exports, jobs. 	<p>Information from programme documentation, survey and database on type of activities, intensity of participation, changes in exports, jobs, etc.</p> <p>Comparative data analysis</p>
Efficiency		
<p>Calculate the cost per delivered company and the costs in relation to increase in export of the programmes</p>	<ul style="list-style-type: none"> Costs of the programme divided by number of companies and by number of competent companies. Costs of the programme divided by the increase in exports, by company, at programme level and overall level. 	<p>Programme documents for costs;</p> <p>Interviews with programme managers on reasons for possible over/under use of budget</p> <p>Data analysis</p>

2.3.2 Methods

We have used a range of different methods to achieve the objectives of the evaluation. They are described briefly below. Before going into detail, we note that there was much less information available than expected at the start of the evaluation. Due to changes in administrative systems and changes in project managers, we identified many gaps or inconsistencies in the information available.

Desk review: qualitative analysis

For a broader view on programme structure and organisation within CBI, we have analysed the documents received from CBI on programme manuals, the strategic plan, previous evaluations of export coaching programmes and the IOB evaluation, and internal notes on success and failure stories.

At the programme level, we have analysed programme-specific documents, such as starting documents, initial and final audits, and distant guidance documents. It should be noted that there were many gaps in the information. The start documents, closing documents, and OVI sheets were not available for all programmes. An overview of the actual budget spent was not available for any of the programmes. These four type of documents were critical to the analysis as they contain information on the estimated and actual budget, the targets set, employment data, export data (to the EU and in total), and other data relevant for assessing whether the targets had been reached. Within the documents we do have, there is sometimes inconsistency in the information provided. The most important data that is not consistent across documents for several programmes is information on the number of companies that participated in the programme, that dropped out and that completed the programme. Other examples of inconsistency concern information on the type of activities followed, the countries included per programme, and the number of companies per expert. We have held interviews with the programme managers and experts to get a better view on the correct number. However, most of the programmes were finalised four years ago and some of the programme managers were not present at the start of the programme so not all details could be recalled.

Desk review: quantitative analysis

We have constructed a company-level database of the 15 ECPs, which contains relevant qualitative and quantitative information per programme. In total 511 companies are included in the database. The selection of companies is based on the lists of ECP participants that were included in the different programme overviews received from CBI (SAGE). The database is submitted to CBI as a separate deliverable.

The database contains information received from CBI (starting and closing documents, application forms of participants, SAGE/HBAT, OVI sheets) and information collected by the evaluation team through the interviews and survey (see below). The data collected complement and complete as much as possible the information available at CBI, as not all information is available for the full population of companies (for instance the export values over time and participation of companies in certain activities).

The team tried to complete the database with the following information for each enterprise that participated in one of the 15 ECPs (see Table below).

Table 2.4 Database content at company level

Type of information	Details
Basic information	ECP number, company name, country, name entrepreneur, email, phone number, year of establishment, CBI expert
Scores of initial audit	Scores on the clusters (not aspect level)
Scores of final audit	Scores on the clusters (not aspect level)
Activities	Participation of the company in ECP activities like Technical Assistance Missions, Trainings, Distant learning, Market entry activities (trade fairs, road shows), etc.
Results	Existence of export marketing plan, number of business contacts obtained (not available for older programmes)
Exports	Export values in EUR for the period 2008-2015, to both EU/EFTA and non-EU/EFTA
Employment	Number of FTEs employed by the company, for the period 2008-2015
Motivation of companies	Information obtained from CBI experts, scale from 1-5 (for the programmes for which the CBI experts are available)
Intensity of participation	Information obtained from CBI experts, scale from 1-5 (for the programmes for which the CBI experts are available)

Despite efforts to combine several sources of data, the final dataset unfortunately shows a lot of gaps. Explanations for that are the following:

- Not all basic information for all companies and programmes could be retrieved from the CBI archive anymore. Even the number of participants of the ECPs differed across information sources.
- There were no CBI experts available for all programmes, and programme managers at CBI who actively worked on certain programmes during its implementation period have left.
- The exchange rates for export values used in the CBI monitoring system were not applied correctly. Employment figures are not included over time; they are available only for one point in time.
- Data collected for the Prime evaluation and IOB evaluation could not be included in the database. With regard to the Prime data this was due to the fact that hardly any companies participating in the ECPs under investigation were included in the Prime survey (which started in 2014). For the IOB evaluation this was due to a low response rate and anonymity of company information.

Survey

As no field visits were foreseen as part of this evaluation, an online survey was the main tool to obtain information from the companies that participated in the export coaching programmes. This mainly helped to get better insights into the relevance, effectiveness and sustainability of the support received. The full survey results and the questionnaire are available in Annex B.

In line with the ToR, we involved CBI experts in disseminating the survey and increasing the response rates. From previous evaluation, CBI was aware that response rates to surveys are often quite low. Because the CBI experts have been the first and main contact point for the companies, the expectation was that the response rate to the survey is likely to increase when the companies are contacted by the experts again. In practice, not all CBI experts were available or willing to undertake this task, so we could only use them for part of the ECP participants. The CBI experts were involved in the following activities:

- Inform the companies about the upcoming survey and request for their cooperation;

- Send a reminder (two or three times) per email to fill out the survey or to complete the survey (for those that had started but not completed the survey);
- Call the companies to remind them to fill in the survey.

Although the experts helped to increase the response rate, the survey questions were filled out by the companies themselves and not by the experts.

The survey was open for 72 days in the period March-May 2018. About a quarter of the email addresses we received were no longer valid. Some of the experts managed to find new emails. The final panel consisted of 369 companies, of which 80 (22%) completed the survey, and 18 (5%) only partially completed the survey (see Table 2.5). The majority of the respondents filled out the survey in English, a few made use of the French or Spanish version. The help of the experts with the survey has been very valuable as 75% of the companies that completed the survey were contacted by the experts. For the ones that did not respond at all, only 21% of them were contacted by one of the experts.

Table 2.5 Summary of survey response

	Number of companies	Share of total	Number of companies with expert involved	Share of expert involved per respondent type
Participants	479		145	30%
Bounced	110	23%		
Remaining panel	369	100%	126	34%
Declined	3	1%	1	33%
No response	268	73%	56	21%
Partially responded	18	5%	9	50%
Responded completely	80	22%	60	75%

Interviews

Interviews were another important element of the methodology. Especially given the gaps and inconsistencies identified in the desk study, these were important to get a more complete understanding of the ECP, their implementation and results. CBI programme managers and CBI experts have been the main sources of information, and interviews were undertaken at different times during the evaluation. In addition, additional interviews have been organised with participating companies.⁵

Analysis and reporting

After the data collection as described above, we have analysed and triangulated the data. Given the scope of the evaluation, combined with the lack in data and a relatively low response rate, this has been an important exercise. For some evaluation questions, we could collect data from multiple sources and can draw stronger conclusions, while for other questions or criteria, this proved not to be possible, as evidence is much weaker. This is reflected throughout the report.

⁵ Although we planned to also interview other stakeholders, during the interviews it became clear that e.g. embassies and BSOs had hardly involvement in the ECPs. Given that time most ECPs are relatively old, these interviews were not deemed to provide much added value.

2.4 Limitations

There are a number of limitations of this evaluation. First, no field work could be undertaken within the scope of this evaluation. Although we have held a survey and interviews with beneficiaries, field work usually gives much better insights on the impact on the ground (including validity of desk findings) and the relative importance of the instrument. Secondly, since the programmes have been finalised (more than) three years ago, relevant stakeholders were not always present anymore. For example, programme managers and CBI experts have changed jobs, or contact information of companies was outdated. Thirdly, and as described in section 2.3, we encountered many issues with respect to the availability of information. This has significantly reduced the possibilities for quantitative statistical analyses and hence the assessment of attribution of CBI support to business performance. Therefore, a contribution analysis was used. Limited availability of data also implied that that we could not draw firm conclusions on all evaluation criteria.

3 Evaluation of major findings per evaluation criteria

3.1 Selection criteria

For the evaluation of the selection criteria used to allow companies to enter the programmes we have looked at four aspects:

- The clusters used in the audits. Where there any questions or clusters missing?
- The answering scale in the audits. Is a four point scale sufficient or is an eight or ten point scale preferable?
- Relation between the audits scores and the success of the companies. Are for example size of the company or a high score on certain clusters determinative for the success of the company?
- Level and reasons for drop-outs.

3.1.1 The clusters

The audit conducted during the export audit mission (and the progress/final audits) contains some 70 to 80 questions divided over 12 to 24 clusters. Each cluster addressed a different topic such as export knowledge, finance, marketing, product characteristics, sales promotion, etc. According to CBI, these audits could be adjusted by the programme managers with respect to the specific clusters to be included as well as the specific questions per cluster, in order to focus on the most relevant aspects for a specific programme. To what extent this happens in practice is difficult to tell. We do observe that there were differences in export audits between the different ECPs. But the large majority of the experts interviewed did complain that the list of clusters and questions in the audits was too long and not sufficiently tailored to the sector. For example, in some of the tourism-related ECPs, one of the questions asked was whether the company had an R&D department, but this is generally not applicable to tourism companies. As a result some experts have adjusted the clusters and/or questions in the audit themselves. There were also similar questions appearing under multiple clusters, phrased slightly different, but asking for the same thing. Given that very few project managers interviewed were already around at the start-up of the programme, the process of identifying the relevant clusters/ questions for the export audit was difficult to assess in hindsight. Also several experts indicated that the export audit for their firms was conducted by another expert in order to avoid any bias with the selection. As a result some of the experts interviewed could not say anything about the initial audit or related factors.

The interviews revealed that it was very difficult to verify some of the information provided by the SMEs. For example, many of the companies had no financial documents and were thus not able to provide an answer or invented a figure. Other companies provided lower export and/or turnover figures so that they could benefit from the programme. The audit also contained questions on corruption. Although the question is relevant as some form of corruption can be found in most countries, all companies would obviously deny that they are involved in any corruption.

Some of the experts interviewed complained about the limited time given by CBI to visit the companies and conduct the audit.⁶ This in combination with the above has led to an execution of the audit that is likely different than originally foreseen. For example, experts did not ask the audit questions one by one, but they identified the most relevant clusters for their sector and focused the

⁶ They indicated that the time given by CBI to conduct the audits was a few hours, but if you wanted to ask all the questions a day or more was needed.

discussion on these. This also raises some doubts on the reliability of the rating of all clusters and specific questions.

Based on the interviews, there seems to be no questions missing in the audit. One aspect that is not explicitly included but according to the experts still implicitly taken into account, is motivation, although this is very difficult to assess. Both experts and programme managers indicated that there have been many companies showing high motivation at the start, and limited motivation in the implementation of the ECP, but also vice versa. Based on the input from some of the experts we have compared the motivation of the companies with their export performance, but this does not provide a conclusive answer on the relation between motivation and export performance. See Box 3.1 for more details. Another aspect that would be very valuable to include in the selection is the presence of a business spirit. This is however difficult to assess and does not necessarily show during the initial audit. One of the programme managers indicated that the EXPRO⁷ might provide a better selection method as entrepreneurs show their knowledge as well as their way of thinking during the event, however, the costs would be very high, around €3000 to €4000 per company.

Box 3.1 Motivation and participation intensity vs. realised exports

For 102 companies we have information on their motivation during the programme. Only for 14 of them we also have information on their export performance, their motivation at the start, and the intensity of participation in the programme but the data does not show a direct link between a high score for motivation and/or participation and success in terms of exports either to the EU or to other destinations. The companies received a grade from one to five for their motivation and participation, with five being the best score. For all companies that received a five, exports to the EU and to other countries increased during the programme. The exports of the companies that received a four are either increasing, decreasing or fluctuating. The two companies that scored a three saw their exports increase. When looking at the absolute and percentage increase both the companies that scored a five and a three see modest and very large increases. For the companies that scored a four we see both modest and very large increases and decreases.

3.1.2 The answering scale

The answering scale used in the programmes is a four point scale. The tourism programmes (have started with a five point scale, but this has been changed to a four point scale during the programme. The opinions about the four point scale, whether it is sufficient or whether the scale should be increased are mixed.

Several programme managers (PMs) have indicated they would prefer to increase the scoring to a ten point scale as this would allow to better show progress made by the companies. Some companies score already a three for some of the clusters during the initial audit. With a four equalling excellent, a four is often not given, so it appears the company y did not improve whilst they in effect made improvements that could help to increase their exports. Using a ten point scale would also provide a better overview of the clusters in which the companies did not progress at all, and it would also allow for better comparison of companies. Other PMs were not in favour of a 10-point scale, however. One of the PMs indicated that the a ten point scale is likely to be more refined, but that will also result in more work for the experts. Another PM noted that with a ten point scale, it would become more difficult to indicate for example the difference between a three and a four, or between a six or a seven. This would lead to reduced consistency, or the need to define very clearly in which situations you give which rating.

⁷ The EXPRO is one of the first activities that take place in the programme. The activity is an export orientation mission and takes place in the EU for about one week.

All experts interviewed agreed that the four point scale is workable. About half of the experts indicated that the length of the answering scale does not matter that much as long as it is consistent and it is clear how should be scored. It was also indicated that the score is not that important, but what matters are the description of the baseline, the points of improvement, and the progress made by the companies. The other half of the experts is not in favour of increasing the answering scale, for different reasons. Some feel that it will become more complicated and/or more time-consuming. Others questioned what would be the use of introducing more detail. Usually programme managers are interested in the general developments in a programme, and not in the specific progress of each company on each cluster. One of the experts suggested to downscale the answering scale to 3 points and work with a traffic light scale (red, amber, green).

Given that so far, only a four-point scale has been used, we cannot determine what would have been the scores on a ten-point scale, and if it would lead to a different selection or success rate of companies. For the selection, this is not likely to be the case, as a 3 score on a 4-point scale would translate to a 6-8 score on a 10-point scale, thereby not affecting the selection, only showing the relative strength of participating companies in more detail. For the success rate, it is likely that a ten-point scale will show more progress, but there is no reason to assume that it would increase the success rate itself, e.g. in terms of realised exports. The only influence could be on the motivation of the SME, as they would see more clearly that they are making progress, but usually, the companies do not read the outcomes of the progress audits.

3.1.3 *Relationship between the scores and success of the companies*

It would be very interesting to see if the score received in the initial audit could be related to the success of the companies in the programme (in terms of export to the EU and employment). Especially with respect to the different clusters in the audit it would be interesting to see if scores could be determinative for the final success of the company. An answer to these questions could help improving the selection procedure and increase the selection of the companies that will finish the programme and remain successful afterwards. As shown in Section 2.3.2, the quality of the data is not sufficient to draw any conclusions on the relationship between the scores and the success of the companies. For quite a few companies we do have data on the initial audit score and exports, however, as the companies for which data are available on the initial audit score are often not the companies for which data are available on exports, the number of data points left are too small to make an (regression) analysis. In addition, there are some inconsistencies in the scoring, which further complicate the analysis. The scores received on the initial audit range from zero to four. As presented above, the answering scale was from one to four with the exception of a few programmes, which had an initial scale of one to five. One could assume that the zero is part of the five point answering scale since we observed this only for a few programmes. However, the programmes that include a zero in their answering scale are not a 100% similar to the programmes for which initially a five point answering scale was used.

We can however say something about the clusters themselves. For about half of the clusters the initial scores range from zero/one to four, while for a few clusters (entrepreneurship, CSR, HRM, and sales planning) the same grade is provided for all firms (most often a two). This is similar for the scores in the progress audit (see Table 3.1). For the clusters that cover all grades we see that the majority of the companies received a two or a three. When comparing the average scores per cluster (see also Table 4.2), there is no cluster that jumps out because of very high or low initial or progress scores. When comparing the number of companies per grade for each cluster we do see a difference. In ten clusters the overall performance on the cluster has not changed (the number of companies per grade remained the same), for six the average grade improved slightly and for eight the average grade improved considerably.

Table 3.1 Summary of cluster scores⁸

Cluster	Overall performance	Initial audit score		Progress audit score	
		Lowest	Highest	Lowest ⁹	Highest
(International) Entrepreneurship (new)	Remained the same	2	2	2	2
Communication	Remained the same	0	4	1	4
CSR (new)	Improved	2	2	2	3
Export knowledge	Improved	0	4	1	4
Finance	Improved slightly	0	4	1	4
Human Resource Management (new)	Remained the same	2	2	2	2
Logistics information	Remained the same	0	4	1	4
Management	Remained the same	0	4	1	4
Market orientation	Improved	0	4	1	4
Market orientation (old)	Remained the same	2	4	2	4
Market possibilities	Improved	0	4	1	4
Marketing	Improved	1	3	2	3
Pricing	Improved	0	4	1	4
Product characteristics	Improved	0	4	1	4
Product characteristics (old)	Remained the same	2	4	2	4
Production process characteristics	Remained the same	0	4	1	4
Production process characteristics (old)	Remained the same	2	4	2	4
Research and Development capacity and capability	Improved slightly	0	4	1	4
Sales and promotion (old)	Improved slightly	2	4	2	4
Sales planning	Remained the same	1	1	2	2
Sales Promotion	Improved slightly	0	4	1	4
Sourcing (Outerwear)	Improved slightly	0	2	1	3
Sourcing (Textiles)	Improved slightly	1	3	1	3
Supply chain	Improved	1	2	2	2
Supply chain (replaces product characteristics)	Remained the same	2	3	2	3

3.1.4 Relationship between the initial size and success of the companies

Additional to the audit criteria, CBI has some additional selection criteria such as at least 51% must be locally owned, number of employees must be between 25 and 500, or management is able to communicate clearly in English. We have compared the size of the company at the start of the programme with the development of their exports. For some 80 companies there was data on their initial size and on their exports for at least three years. For exports to the EU/EFTA we see that the number of employees ranges from 0¹⁰ to 415, with an average of 70, for companies who increased their exports. Companies whose exports decreased over time had between 0 and 340 employees with on average 40 employees. As for total exports, the number of employees ranges from 0 to 618,

⁸ Clusters for which no data was available at all have been removed from the this list.

⁹ None of the firms have received a zero during the progress report. It is not known whether the companies who received a zero in the first place have improved themselves or whether the zero has been removed from the scoring scale.

¹⁰ The employment numbers are based on the programme OVI sheets. For several companies the documentation does indicate that the number of employees at the start of the programme was zero.

with an average of 74, for companies who increased their exports. For companies whose exports decreased, the number of employees ranges from 0 to 415, with an average of 63. Both the companies that see their exports increase and the companies that see their exports decline consist of very small firms and large firms, but on average the companies that face an increase in their exports have more employees. These outcomes should be taken with a pinch of salt, as quite a few companies – according to the programme OVI sheets – started with zero employees, which seems unlikely.

3.1.5 *Level and reasons of drop out*

The reasons for which companies drop out could also give some insights into the possible need for adjusting the selection criteria. The level of drop-outs differs significantly per programme. Not all ECPs have data on the number of drop outs, but for the programmes for which data is available the share of companies dropped out ranges from 16% to 61% with an average of 39%. The reasons for dropping out vary per programme and include the following: financial problems, the company had other priorities, private issues caused the company to leave the programme, the owner died, the company did not receive licenses from the government to continue its activities, the company chose to focus on another markets, the company found another way to gain the relevant export knowledge, etc. For one of the outerwear programmes, many companies dropped out because of problems in the implementation of the programme. Many of the standard activities were not conducted and many companies lost interest in the programme. According to two experts, some programme managers were rather lenient in allowing companies into the programmes and companies that were too weak still entered the programme. The reasons for dropping out or limited success differ significantly and therefore provide limited guidance on altering the clusters or questions of the initial audit. Stricter compliance with the criteria could reduce some of the drop outs.

3.2 Relevance

In order to assess the relevance of the programmes, we have looked at the following three aspects:

- What barriers were perceived by companies to export to the EU and has the programme addressed them?
- Which programme elements were valued most by the companies and were there elements missing?
- Did the programme contributed to reaching the goals of the companies?

3.2.1 *Barriers perceived and addressed*

As part of the survey among participating companies, we asked which barriers companies face when exporting to the EU and whether the programme was able to address these barriers (see [Table 3.2](#)). More than 80% of the respondents indicated that they lack knowledge on EU customer needs and preferences, and/or that they lack contacts on the EU market. Almost 70% of the companies indicated that the programme has addressed the lack knowledge on EU customer needs and preferences and 30% indicated that it has been addressed partially. With respect to the lack of contacts on the EU market only 43% has indicated that the programme has addressed the barrier, and 39% indicated that is been addressed partially. Other barriers that are perceived by more than half of the respondents include: ability to meet customer needs and preferences, ability to meet EU product requirements, lack of internal capacity to define actions to enter the EU market, and difficulties in production at constant quality.

Table 3.2 Barriers perceived by companies and addressed by the programme

Type of barrier / number of companies	Faced by the company	Addressed	Partially addressed	Not addressed
Lack of knowledge on EU customer needs and preferences	86%	68%	32%	0%
Ability to meet customer needs and preferences (e.g. design, packaging)	73%	57%	38%	5%
Ability to meet EU product requirements (technical and safety requirements)	70%	71%	26%	3%
Lack of contacts on EU market	81%	43%	39%	18%
Lack of internal capacity to define actions to enter the EU market	72%	48%	42%	10%
Difficulties in production at constant quality	51%	43%	48%	10%
Problems related to inputs and suppliers	49%	34%	44%	22%
Difficulties in financing export transactions	46%	37%	39%	24%
Problems related to transport and customs	40%	18%	52%	30%
Other problems related to trade policy restrictions (e.g. tariffs, quota, etc.)	41%	38%	50%	12%

Source: Survey data, N = 83.

The indication of barriers addressed by the programme ranges from 18% to 71% with an average of 46%. The barriers perceived by most companies are also the barriers with the highest share of being addressed by the programme. The indication of barriers not addressed by the programme ranges from 0% to 30% with an average of 13%. Here, the barriers that are perceived fewest by the companies are the also barriers that are least addressed by the programme.

Respondents could also indicate other barriers they face and whether the programme has solved them. Three companies indicated that the other barriers they face were addressed by the programme. They include drafting a business plan, conducting efficacy studies, and a lack of knowledge on HR management and internet trends. Other barriers that were faced but not addressed by the programme according to three companies include the lack of perception on environmental quality and website positioning. One respondent also indicated in this respect that *“the technical staff of the programme was not trained to solve the problems of my company, they also came one day and left the next day”*.

3.2.2 Programme elements valued most and missing

In the survey we asked the respondents to rank the different elements of the programme from one to five, with one being the highest. In Table 3.3 we present the average score, the number of times the highest score has been given, and the number of respondents per programme element. The Technical Assistance Missions (TAM) and visits by the experts are most often ranked as most valuable. Trainings in other locations and distant guidance have only very limited or not all been ranked as the most valuable element. This however does not mean that the companies do not value the element, only that it is not the most valuable. During the interviews three companies indicated that the coaching was very good and that it definitely helped their business. With respect to the trade fairs two companies indicated that they were not always useful as they did not always match their product.

Table 3.3 Programme elements valued most¹¹

Programme element	Average score	Top score	Number of respondents
Technical assistance missions (TAM)/ visits of CBI expert	1.92	50%	74
Trainings in the EU	2.34	23%	73
Trainings in other locations	3.47	5%	59
Distant learning guidance	4.17	0%	54
Participation in market entry activities (trade fairs, meetings with buyers)	2.41	33%	75

Source: Survey data.

With respect to the question whether any elements or activities were missing, 22 out of the 58 respondents indicated that the programme was very extensive and that no activities were missing. The activities or elements missing according to the other respondents can be clustered around the following topics:¹²

- Trainings in the home country in order to save costs;
- Additional trainings on access to finance, e-commerce, social media and website building, and the English language;
- More (guidance on) B2B meetings, potential client visits, and establishing of contacts;
- More continuity of trainings and more follow up by the experts after the programmes are finished.
- More emphasis on market research and efficacy studies;¹³
- More company-tailored coaching by the experts.

According to one of the experts, “*the technical trainings provide a lot of valuable information, but everything needs to be thought and learned within two years*”. The last two years of the programme are dedicated to use the new knowledge to support market entry and additional exports. Some companies are not able to process that much information in a short time period, let alone, implement it. It was suggest to prioritise the trainings and better spread them over the programme. One of the companies did indeed indicate that “*they learned a lot from programme, but that it was difficult to translate it into practical aspects*”. Another expert also indicated that the trainings provided were very good, but that many companies still struggle to present their product to the EU market. More commercialisation support would be needed.

Although not part of the programmes some experts or programme managers did also include trainings on corporate social responsibility (CSR) or on obtaining social/environmental certificates. The reason for this extra focus differed per programme. Many of the experts found it in general very important or had a background in these topics. For two other programmes (1060 and 1157) external reports were published (by human rights watch and the BBC) on the severe circumstances in the sector.

3.2.3 Goals

The ultimate goal of the ECPs is to increase the exports of the participants to the EU or to have them enter the EU market and to sustain that position after the programme. With that in mind, we have asked the respondents what the objectives were to participate in the programme.

¹¹ Respondents could rank the programme elements from one to five, with one being ‘most valued’.

¹² Although it is part of the standard CBI activities, some companies indicated that they did not have the option to receive TAMs and trainings in the EU

¹³ This came also back in the interviews.

Table 3.4 Company's goals

	Share of companies
To increase the total exports of my company	61%
To increase the exports of my company to the EU specifically	71%
To increase the total turnover of my company	55%
To increase the skills of our staff for exporting	55%
To increase the quality of our products/services	58%
To increase the contacts on the EU market	63%
To increase the knowledge of the EU market	67%

Source: Survey data, N = 83.

Companies could indicated multiple goals. Surprisingly, almost 30% of the respondents did not indicate 'increasing exports to the EU' as one of their objectives, and 40% did not have the goal to increase their overall exports. 73 out of the 83 respondents indicated that they had additional objectives to the ones already listed in the survey. These objectives include:

- Exporting to markets other than the EU;
- Better understanding of the EU culture, market and customers;
- Diversify their product portfolio;
- Improve the quality of their products and become a sustainable company;
- Better working conditions and social improvements;
- Improved knowledge with respect to financial procedures, planning, drafting a business plan and international/EU certifications.

During the interviews one of the companies indicated that their main reason to apply for the programme was to receive coaching. Although the owner of the company was active in the sector for a long time, she had never received any formal training on running a business. Another company indicated that their main goal was to get access to the trade fairs.

The above shows that most of these additional objectives imply that they want the ECPs to contribute to strengthening their management, operation and products, thus showing the focus on intermediate objectives rather than the ultimate objective (increases in turnover/profit/exports). Over 90% of the participants has indicated that the programme has (partially) addressed their additional objectives.

3.3 Effectiveness

In order to assess the effectiveness of the programmes, we have looked at two aspects:

- Were the programme targets reached?
- Do the type of activities and/or number of activities followed lead to different levels of success.

3.3.1 Programme targets

The specific targets for each programme are set out in the log frame included in the programme's start document. Unfortunately, not for all programmes a start document or a separate log frame was available. Based on the start documents that were available we can conclude that the programmes had on average six targets that included the following:

1. Total exports of XX companies to the EU/EFTA from the start of the programme until one year after ending equalled at least €XX;
2. One year after the ending of the programme the number of employees has increased;
3. 70% of the companies have realised exports to the EU/EFTA during the programme;

4. 85% of the companies score sufficient (2) on the export audit clusters;
5. 60% of the companies have shown their knowledge of the EU/EFTA market and export marketing in their Export Marketing Plan;
6. 85% of the companies have at least 15 new contacts in the EU/EFTA.

The number of companies and value of exports for the first target differ per programme, as this will largely depend on the number of companies participating in a programme. The values in target 2-6 are the same for all programmes for which documentation was available, with the exception of the tourism programmes. At the start of the tourism programme there was only one programme. Later on it has been divided in four separate tourism programmes based on regions, without new or tailored targets set or documented. Since all targets for the early tourism programme were set in number of companies and not in shares, the specific targets for each of the four tourism programmes are unknown. One could assume that the values are split over the programmes based on the number of companies, however, as the information on the number of companies for each programme is inconsistent, we cannot estimate the targets for the four separate programmes.

For 5 out of the 15 programmes there was no documentation available on any of the targets reached.¹⁴ For one of these programmes the PM was not even aware of any programme targets and only looked at whether companies were declared competent or not at the end of the programme. Also the experts were not always aware of the targets. They were aware of the goals of the programme in general (i.e. to increase exports), but often not of the specific targets or they only became aware the targets when the programme was already ongoing for a while. In addition to the above targets a few programmes had also set a target for the number of companies to be declared competent. We found several times that the goal set for competent companies was larger than the number of companies actually selected for the programme.

Below we provide an overview of the targets reached per target. For the programmes for which documentation was (partially) available the results are presented.¹⁵ The documents used for this assessment include the OVI sheets and export and cluster data from HBAT. Where possible the gaps have been filled with the survey results on export and employment.

1 Increase in exports

Only for four of the 15 programmes sufficient export data was available to say something about the target. For those programmes, the actual export value was larger than targeted. The targets were set at €3.3 million, two times at €4.7 million, and at €12 million. The realised exports ranged from two times the target to more than ten times the target. For two programmes the increase in exports is mainly dominated by one or a few firms. For the third programme only total exports are available.

2 Increase in employment

Only for two programmes sufficient employment data was available to say something about the target. For one programme the total number of employees has increased and for one programme it has decreased. For several programmes the available data can be questioned, as for many companies it is indicated that the company started with zero employees, companies increased the number of employees by more than 200 persons, or companies completed the programme but ended with zero employees.

¹⁴ There was no final document available on the targets reached, but also separate documents on trade fair participation, EMPs, export or employment were missing.

¹⁵ The individual programme outcomes can be found in the factsheets in the Annex.

3 70% realised exports to the EU/EFTA during the programme

Only for four programmes sufficient export data was available to say something about this target. Two programmes did not reach the target, for the other two programmes 70% of the companies or more realised exports to the EU/EFTA. However, for one of these programmes, according to the documentation, the companies already exported to the EU/EFTA in the start year of the programme. Moreover, for all programmes the results are biased upwards as the companies that dropped out were not included in the overview. If the dropped out companies would have been included the target would likely not have been met as the number of companies exporting to the EU/EFTA equals exactly the target.

4 85% scored sufficient (2) on the export audit clusters

For five programmes sufficient data was available to say something about the target. For three programmes the target was not reached. For two programmes the target was reached, but for one the percentage share is biased upwards as the companies that dropped out were not included in the overview.

5 60% prepared an Export Marketing Plan (MEP)

For seven programmes sufficient data was available to say something about the target. For one programme the target was not reached. For six programmes the target was reached, but for five the percentage share is biased upwards as the companies that dropped out were not included in the overview. If the dropped out companies would have been included the target would likely not have been met as the number of companies that had an MEP was slightly above the target.

6 85% had at least 15 new contacts in the EU/EFTA

For five programmes sufficient data was available to say something about the target. For none of these programmes the target was reached.

Based on the interviews we found that almost in every programme there have been external factors influencing the success of the companies and programme. In the last ten years we have seen several earthquakes, tsunamis, or disease outbreaks such as Ebola. These can have a negative effect on the programmes, for example in the tourism programmes. The Arab spring was another external factor that influenced the performance of companies. Some exporters were not willing to leave the country for trade fairs or business visits, afraid that they would not be able to enter the country anymore. Two companies indicated that a lack of European demand for their products and competition from China in terms of low prices made it difficult for them to export to the EU. There have also been factors of positive influence. For instance, eating quinoa became a trend, which was a boost for several companies in the programme on natural ingredients for food, pharmaceuticals and cosmetics. Despite the many negative external influences, many PMs have indicated that the programme was completed successfully in terms of the number of companies declared competent.

3.3.2 Type and number of activities

Many activities have been conducted during the programme, such as technical assistance missions (TAM), distant guidance, (training on) attendance of trade fairs, EXPRO (export orientation mission), etc. With the exception of certain tailored trainings these activities were the same for all programmes.¹⁶

¹⁶ Please note that some general activities (technical assistance missions, distant guidance) will differ in content for each company, but all companies receive this type of support.

We note that there are some issues with respect to the data on the participation of companies in certain activities. For example, one of the first activities followed is the EXPRO which is (supposed to be) obligatory for all participants. The fifteen programmes together have over 500 companies, but according to the CBI documentation on activities followed, only 42 have attended the EXPRO.¹⁷ For some activities the number of companies that participated appear to be larger than the number of companies selected for the programme. The opposite is true for the export audit (activity C). After this activity the final selection is made of the companies that can enter the programme, but the number companies 'participating' in activity C is sometimes is lower than the number of companies participating in the programme.

The above issues in combination with limited data availability do not allow us to run an (regression) analysis on the data. We can make some observations on the basis of the information we do have; these are presented in Box 3.2. Experts and PMs have, however, indicated that attending multiple trade fairs increases the chances of success. At their first trade fair companies are often insecure and are not sure how to behave at the fair, while at their third trade fair they are more confident and know how to approach buyers and promote their product. Attending multiple fairs also provides the clients with more confidence as they see the company multiple times over a longer time period and know the company is here to stay.

Box 3.2 Type and number of activities vs. export performance

For 116 companies we have information on total exports for more than three years, for 71% exports has increased over time. When comparing the type of activities followed we see that for both groups (increase in exports and decrease in exports), the majority of the companies have followed each activity. Only for the E activities (TAM and distant guidance), a large group of companies that have increased their exports have not been involved. In terms of the number of times a certain activity was followed, only trade fairs have on average been attended more often by companies who saw their exports increase. This observation is however questionable. The CBI documentation on activities shows that several companies have attended 4 to 5 fairs, yet several experts and programme managers have indicated in interviews that companies could attend up to 3 trade fairs.

3.4 Sustainability

In order to assess the sustainability of the programmes, we have looked at three aspects:

- The level of employment and export during and after the programme and whether companies have continued with market access activities.
- Whether social improvements for the workers of the companies were realised.
- Whether the development of the company has led to improved relations with suppliers in the value chain.

3.4.1 Performance after the programme

The comparison of the export and employment values at the end and after the programme can only be conducted on the basis of the survey, as the documentation of CBI on export and employment values ends when the programme ends (and is to a large extent incomplete). One should keep in mind that the companies that have succeeded are more likely to fill out the survey, which could give an upward bias in the results. With respect to exports to the EU, 32 out of the 98 companies have provided export data. When comparing the last year of the programme with the year thereafter, 18

¹⁷ We have received an overview of the activities each company participated in per programme from CBI. Each activity has its own letter, that for the EXPRO is 'J'. Only for three programmes activity J is followed by some of the companies.

companies have increased their exports. The majority of these companies saw their exports gradually increase during the programme, for the others it was fluctuating during the programme.

For employment 32 companies (although not the same companies) have provided data. Also here 18 companies had a larger number of employees in the year after the programme, compared to the last year of the programme. The majority of these companies saw the number of employees gradually increase during the programme, for the others it was fluctuating during the programme.

As the number of companies for which data are available on export and employment after the programme are so small, it is not possible to draw any conclusions on the contribution of the programme to the sustainability of the companies' performance.

Within the survey, 81 companies have responded to the question on whether they continued with export promotion activities to the EU after the programme. The large majority (83%) of respondents continued with export promotion activities. An overview of the type of activities that were conducted is presented in [Table 3.5](#). The majority of the companies continued with visiting trade fairs, finding new niche markets, and attending other networking events. Also here one should keep in mind that the companies that have succeeded are more likely to fill out the survey, which could give an upward bias in the results.

Table 3.5 Continuity of activities after the programme

Type of activity	Number of companies
Visiting trade fairs	59
Attending other networking events (seminars, missions, etc.)	38
Hiring an own salesperson or local consultant abroad	16
Conducting online activities	36
Joint activities with competitors (e.g. consortium)	12
Conducting / identifying market studies	18
Finding new niche markets	49

Source: Survey data, N = 81.

About 17% of the companies did not continue with activities. Five companies indicated that the costs were too high. Other reasons included the focus on another market and the fact that they did not know how to do it without additional guidance from CBI

3.4.2 Social improvements

In the survey companies also had to indicate whether social conditions within the companies have improved. Out of the 81 respondents, 70 responded positively. 17 respondents, however, indicated that it was not due to the programme or increased exports. The improvements resulting from the programme mainly relate to salary increases, secondary benefits, and safety and health conditions. One respondent have, in the open field box, also indicated other improvements. They concern increased skills training, and employees no longer sitting on the ground when doing their job.

Table 3.6 Social improvements resulting from the programme

Social improvements	Number of companies	Share of total
Increase in salary	36	68%
Secondary benefits	28	53%
Less overtime	8	15%
Better safety & health conditions	28	53%

Social improvements	Number of companies	Share of total
Better social protection for example by means of building up a pension via the company	15	28%

Source: Survey data, N = 81.

3.4.3 *Supplier relations*

Value chain studies or supplier relations were not explicitly part of the programmes. However, depending on the expert, some attention was paid to it during the programme. This varied from how to analyse the value chain of your product to paying attention to the suppliers you use and their practices. Given that in general the attention to this topic was absent or limited, we do not expect significant changes in these relations as a result of the programme.

3.5 *Additionality/contribution*

In order to assess the additionality of the programmes, we have looked at the following three aspects:

- Where would the companies have been without the support of CBI and how did they value it?
- If the programme was not available, would the companies have used their own resources to conduct similar activities?
- Has the same support been offered by other donors as well?

3.5.1 *Importance of CBI programme*

We have asked companies how important CBI's programme was to their business and export development. About 15% indicated that the programme was a major driver for their export performance. The majority of the companies indicated that it is was one of the factors contributing to their export performance. Around 30% of the respondents graded the programme with a 10. Over 60% gave an eight or higher and only 10% gave a five or lower. The informal feedback experts received from the companies during trainings was always positive, the companies generally seemed to appreciate the programme.

Figure 2 Importance of the CBI programme to companies' export performance

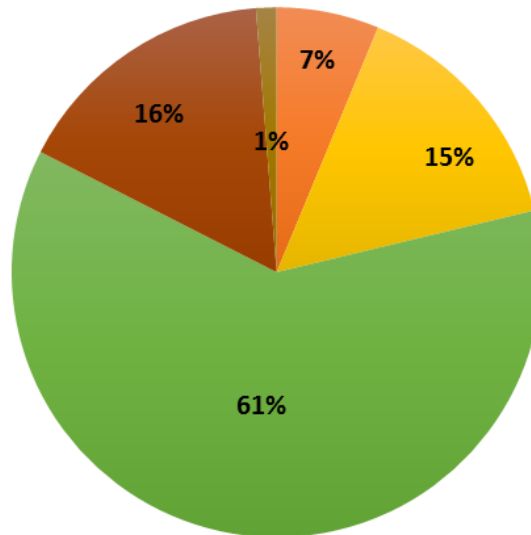
■ It did not affect the export performance of my company

■ It made a small contribution to my company's current export performance but other factors are more important

■ It has been one of the factors that contributed to my company's current export performance

■ It has been the major driver of my company's current export performance

■ It has played the key role to promoting my company in international market



Source: Survey data, N=81

3.5.2 Own resources

If the programme would not have been available, 45% of the companies would not have made own resources available to conduct similar activities.¹⁸ Of these companies one third indicated that it would not have been possible without the help of CBI. From the companies that would have freed up own resources, one third indicated that the available resources would be limited and thus less activities would be available than under the CBI programme.

3.5.3 Other donors

The majority of the survey respondents have not made use of support from other programmes or organisations (58 out of the 81 respondents). In most cases there was no other support available. A few companies answered that other support was available but that it was too expensive, that they deemed the quality too low, or that they had time constraints and could not participate. The companies that did make use of other support as well, mainly received support from BSOs and governments. Specific donors that have been mentioned multiple times are USAID, GIZ, PromPeru, and Procolombia. One company indicated that the other programme was slightly similar but that there was more focus on commercial missions and direct match making. Another company that made use of other support received funding, but no coaching.

3.6 Efficiency

In order to evaluate the efficiency of the programmes we have looked at the following two aspects:

- Costs per company;
- Costs per additional euro of exports.

The calculations to estimate the above two indicators are rather straightforward. This can be done at company level and at programme level.

¹⁸ Many companies simply answered no, therefore we cannot tell whether are not willing to or not able to free up own resources.

Unfortunately, we cannot make the calculations as for none of the projects documentation on real expenditures is available. For some of the programmes, also the planned budget is not known.

Some of the observations made during this evaluation do not directly relate to the costs per company or per euro of exports, but do relate to the efficiency of day to day work within the programmes.

One of the areas where we observed efficiency-related issues is the administrative system used for reporting. This system called HBAT is considered not user-friendly by the experts leading to inefficiencies. In the early stages it was an offline system, which later on became online. Many of the experts referred to it as “being a nightmare”. Each entry has to be filled in separately and saved before one can fill in the next entry. Both the loading and saving of the worksheet goes very slow. Information also got lost, which the experts had to fill in again into the system. Because many companies are located in remote areas or in countries with poor internet infrastructure it was not possible to update the audit in HBAT during the company visits. Experts had to write down their findings in separate documents and upload it in the system once they were back in their hotel. There appeared to be no training provided on how to use the system. Many experts now know how to work with it because of several years of trial and error.

Another issue is related to the management of the ECPs. Several programmes we evaluated existed originally as one programme. Programmes 1144, 1244, 1344, and 1444 were originally one tourism programme (1044), programmes 1147, 1247, and 1347 were originally one outerwear programme (1047). Both programmes had one PM based on his/her knowledge in the field. Later on the two programmes have been split in multiple programmes based on region (Africa, Asia, Latin America, Europe). Now each programme had its own PM. Each PM had its own way of working and there has been limited contact between the tourism PMs, and between the outerwear PMs, which often resulted in everyone inventing the wheel themselves. One of the experts coached companies in several tourism programmes and indicated that he had to report to three PMs instead of one, with all of them using different reporting requirements. In addition, there were often multiple experts involved in programmes, and they could exchange experiences within the programme. This learning also decreased as a result of the programmes being split. During the split, also many documents were lost, leading to information gaps or double work to fill the gaps. Another consequence of the split was that economies of scale with respect to the budget were lost (e.g. overhead cost now had to be paid three or four times instead of once).

Not only for the tourism and the outerwear programmes, but for more programmes the turnover rate of PMs was rather high. Again each programme manager had its own way of working resulting in different working environments and approaches within one programme. Multiple handovers of work have contributed to the loss of documents and information. Some PMs also complained about the status of the programme when they took over. For example standard programme activities were not conducted, or status of companies already declared competent was very poor.

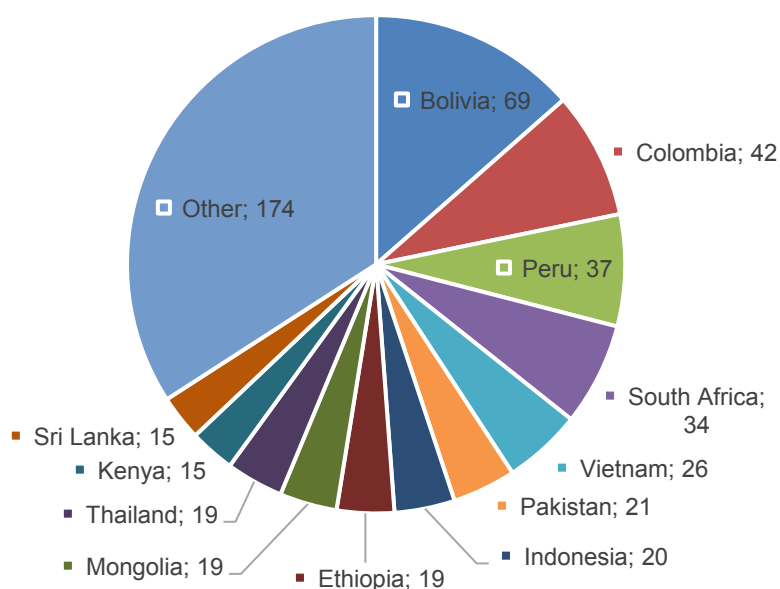
CBI has worked with many different experts in the ECPs. The programmes/companies were assigned to the experts based on their country and expertise background. The quality of the experts however differs, most experts are generally good in a limited number of areas, and weaker in others. This influenced the focus on some of the trainings. For example, the programmes with experts that had a background in CSR had often some focus on CSR where others did not. Some experts used to have their own business and coached from a different angle than the experts who had a background in coaching/consulting. The different nationalities and cultures of the experts also led to differences in strictness, level of detail in reporting, and the timeline of delivering reports.

4 Comparisons

During the design phase of this study, we assumed to have access to a complete set of programme and company data, which would be complemented with data collected from the survey and CBI experts. This should have enabled us to analyse the developments of several indicators over time, and conduct a full comparative analysis across programmes, sectors, regions (continents) and countries. As discussed in chapter 2, there have been several issues with the available information. Therefore, the information presented in this chapter has a descriptive character rather than a comparative one as initially foreseen. Statistical analyses to assess relationships and causality were not feasible due to the lack of data.

The figure below summarises the countries in which the participating companies of the 15 ECP programmes are located. It shows that Bolivia, Colombia, Peru and South Africa are the countries with the most participants.

Figure 3 Spread of participating companies over countries



The category “Other” includes 174 companies from 29 countries. Some countries have only one participating company (Bangladesh, Montenegro, Morocco, Namibia, and Rwanda). Of the total of 511 participating companies, 67 are from a Least Developed Country.

The ECPs offered different types of activities to its participants. The table below presents the most common activities, as well as the participation rates by the 511 companies. The last column shows that some companies participated several times in a certain activity.

Table 4.1 Activities of ECP programmes

Activity code	Description	# of companies that participated	Average times participated
C	Business Audit & Action plan	397	1
C100		12	1
C300		93	1.17

Activity code	Description	# of companies that participated	Average times participated
E	Export Capacity Building	377	1.01
E100	Technical assistance mission	155	2.08
E200	Distant guidance	155	1.79
H	Market Entry EU	234	1.05
H100	EU/EFTA trade fair	231	2.31
H200	MMF	43	1.02
H300	B2B	62	1.26
H400	Showroom	66	1.44
H500	Buyer mission	5	1
H600		4	1
J		1	1
J100	EXPRO	42	1.02

N.B. there is no clear description of activities C100, C300, H600 and J.

The table below presents the scores that have been assigned to companies as part of the export audit, which is conducted at the start of the programme and at later stages in the programme. The scores range from 1 (lowest) to 4 (highest). There are 33 different indicators (called “clusters”) that have been scored, based on underlying “aspect scores”. However, not all ECP programmes have used all indicators. The clusters included in the table are the ones that have been used for a large number of companies. The scores that are included as “progress scores” are the latest scores available in the system. These could be assigned halfway the programme or at the end. We observe that the average score for all indicators included in the table has increased over time.

Table 4.2 Export audit scores

Clusters	# companies with initial scores	# companies with progress scores	Average “initial score	Average progress score
Communication	190	162	2.59	2.80
Export knowledge	333	343	2.32	2.70
Finance	399	360	2.59	2.81
Logistics information	189	162	2.40	2.58
Management	394	351	2.72	2.90
Market orientation	356	314	2.35	2.72
Market possibilities	399	356	2.41	2.72
Pricing	402	359	2.58	2.85
Product characteristics	357	314	2.80	3.07
Production process characteristics	357	314	2.70	2.90
R&D capacity and capability	181	156	2.28	2.53
Sales Promotion	355	314	2.46	2.77

The three figures below show the developments in exports for a selection of programmes and companies, for which there is data available without currency calculation issues.¹⁹ The different

¹⁹ When a new ECP participating company is entered into the CBI monitoring system, the exchange rate of that moment is inserted and used from that moment onwards. If an exchange rate heavily fluctuates over time, the export values in EUR are not calculated correctly anymore, as outdated exchange rates are used. This also means that export data for

colours represent individual companies within the programme. It should be noted that not all participating companies of each programme have been included due to data availability. The figures indicate that some companies or programmes experienced a large increase in exports, while others remained relatively stable. The average compound annual growth rate (CAGR) of exports per company ranges from 1.7 percent for ECP 1049 to 6.7 percent for ECP 1347. It should be noted though that these developments are not necessarily caused by the ECP and exports might not be directed to Europe.

Figure 4 Selection of companies of ECP 1049 - Home textiles

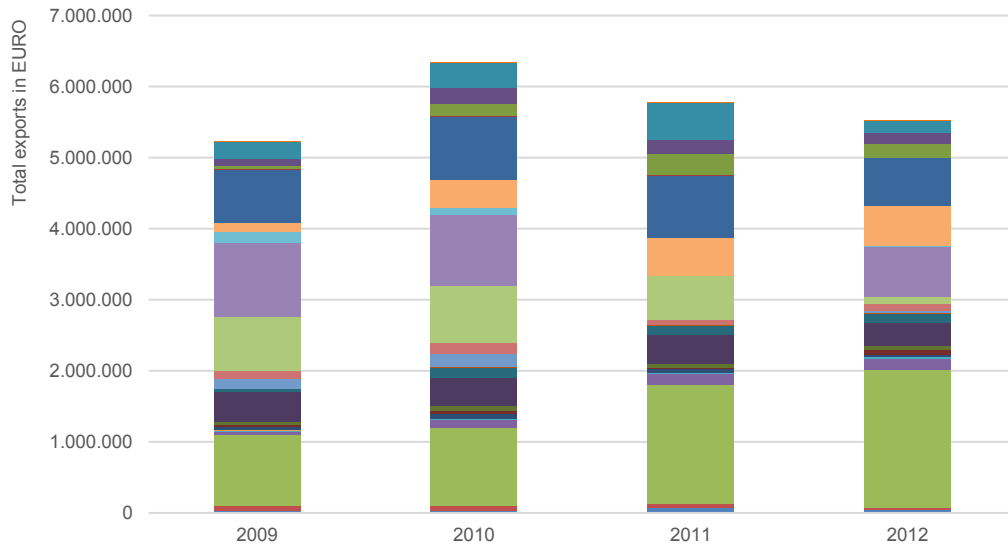
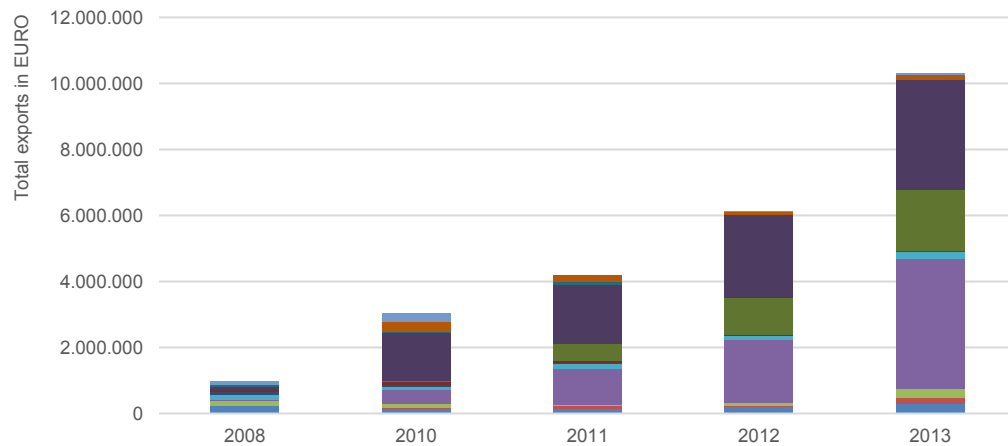
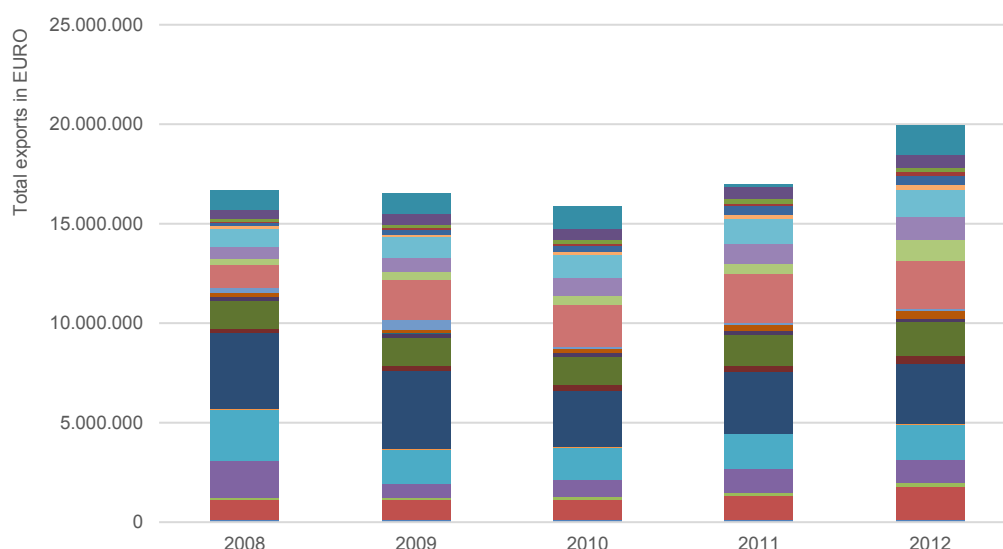


Figure 5 Selection of companies of ECP 1157 - Wine RSA



companies trading in the same currencies have different exchange rates for particular years, and their data in EUR are hence not comparable.

Figure 6 Selection of companies of ECP 1347 - Outerwear



For a selection of companies, CBI experts provided the evaluation team with their view on the motivation of the companies to actively participate in the ECP. This motivation has been scored ex-post by the experts on a 5-point scale, before the start of the programme and during the programme. The results show that average motivation of the participating companies decreases from 4.2 to 3.9 during the programme. Intensity of participation during the programme is on average scored with a 3.8.

The table below compares several indicators for different country groups. Although limited data is available, the table suggests that companies from LDCs seem to be more motivated than companies from other countries, although their average increase in export knowledge and increase in actual exports lags behind.

Table 4.3 Comparison across country groups

Country group	ECP participants	Motivation at start ECP	Motivation during ECP	Average increase export knowledge	Average export increase
	<i>number</i>	<i>1-5 scale</i>	<i>1-5 scale</i>	Δ <i>1-4 scale</i>	<i>CAGR</i>
LDCs	67	4.6 (14)	4.2 (14)	0.1 (51)	-4.2% (12)
UMICs	171	4.3 (49)	4.1 (49)	0.2 (108)	29.2% (59)
Other	273	3.8 (27)	3.6 (39)	0.6 (159)	10.1% (45)

It should be noted that the companies for which motivation scores are available are not necessarily the ones for which also export knowledge and export values over time are available. The CAGR has only been calculated for companies with export value information for at least three years.²⁰

The table below compares several indicators for different sectors. The category “Other” includes wine, knowledge process outsourcing and medical devices and laboratory equipment. It suggests

²⁰ As the dataset is a combination of information from several sources, it happens that export value information from different data sources is used for one company, which influences the reliability of the data.

that the sectors “Tourism” and “Other” seem to have experienced higher export growth than the other sectors, although the data availability is limited.

Table 4.4 Comparison across sectors

Sector	ECP participants	Motivation at start ECP	Motivation during ECP	Average increase export knowledge	Average export increase
	<i>number</i>	<i>1-5 scale</i>	<i>1-5 scale</i>	<i>Δ 1-4 scale</i>	<i>CAGR</i>
Primary products	103	4.6 (12)	4.3 (24)	0.3 (72)	13.4% (15)
Outerwear & textiles	121	n.a. (0)	n.a. (0)	0.8 (47)	12.5% (57)
Tourism	246	4.1 (78)	3.8 (78)	0.2 (146)	21.8% (29)
Other	41	n.a. (0)	n.a. (0)	0.1 (35)	41.5% (14)

5 Conclusions and recommendations

5.1 Conclusions on evaluation criteria

This section presents the conclusions on the criteria assessed in this evaluation. As we mainly rely on the survey response and the (limited) information available at CBI, not all information could be objectively verified.

Selection criteria

CBI uses a set of criteria to select the participants of ECPs. The initial export audit is one of the main instruments used for selection. This is an extensive set of questions/indicators to assess whether a company is likely to be able to export as a result of the ECP. This audit can be tailored to the programme with respect to which questions/indicators are included. Based on our findings, there seem to be no clear elements missing from this list. Motivation was indicated as a possible element to include, but this seems to be taken into account implicitly. Moreover, it is difficult to assess. We made an effort to retroactively rate motivation, but could not establish a clear link with export performance, as the latter is also influenced by many other factors. Due to data limitations, we were also not able to assess whether some clusters within the export audit are more important than others for the performance of a company.

The evaluation was also asked to look at the rating applied in the audits, and whether a 10-point-scale would be better than a 4-point scale. There are advantages and disadvantages for both types of scoring. Our assessment is that changing the rating to a 10-point scale would help to more clearly demonstrate the progress made, but there is no reason to assume that it would alter the selection of companies or the performance of companies. Given that the CBI expert needs to fill out the rating, this rating is not objective, and the added value of presenting this progress therefore seems limited.

Relevance

Based on the findings in the survey, the ECP are relevant for the participating companies. The large majority indicates that their objective for participating in the ECPs align with the objectives of these programmes, although still a significant share (almost 30 percent), does not seem to have exporting to the EU as a main objective. Some respondents focus on more intermediate objectives (e.g. diversification or products, improved product quality, better financial management). The ECPs also at least partially address most of the constraints that (potential) exporters face, and there are only a few areas which could receive more emphasis (see section 5.3). In terms of activities, the technical assistance missions are valued most based on the response of the survey, followed at some distance by trainings in the EU and participation in market entry activities. Distant learning guidance seems to be least appreciated.

Effectiveness

The effectiveness of the 15 ECPs is difficult to establish, as for several ECPs the objectives and/or log frames were not available. Also one PM and several CBI experts indicated that they were not aware of the specific objectives of the ECP, although all had a clear focus on promoting exports to the EU. As information is also lacking on the achievements in several ECPs, we cannot assess the extent to which the objectives have been achieved. Only for three programmes sufficient export data are available and for these programmes the realised exports were larger than foreseen. For employment, only two ECPs have information, and we see that in one ECP employment it

increases, while in other it decreases. However, only a limited number of companies account for the realised increase, both in exports and employment.

Sustainability

As the ECPs assessed came to an end in 2016 or earlier, this evaluation has provided an opportunity to see what happened afterwards. Before presenting the results, it is important to note that they should be treated with caution, and no strong conclusions can be drawn from them. This is because the number of survey respondents is relatively low, and there may be a bias in the survey results in the sense that the more successful companies tend to have higher response rates. In addition, the response of the respondents could not be verified within the scope of this evaluation. Keeping that in mind, the results from the survey provide some positive signals on sustainability. More than 80 percent of the companies indicate that they still undertake export promotion activities to the EU, especially by visiting of trade fairs. The majority of respondents report an increase of exports (around 60 percent of the respondents) and employment (around 70 percent of the respondents). Finally, more than 80 percent of the survey respondent indicated that social conditions have improved within the company, although a quarter of these indicate that these improvements are not the result of participating in the programme or of increased exports. The improvements resulting from the programme mainly relate to salary increases, secondary benefits, and safety and health conditions.

Additionality/ contribution

An important question in evaluations is additionality/ contribution: considering that the performance of companies and the export performance in particular is influenced by many factors, it is always the question how important the role of the ECP has been. Based on the survey results, we find that only a small part of the respondents (16 percent) feel that participation in ECP has been an important or even a major driver in their export performance. On the other hand, 93 percent of respondents indicate that participation in the ECPs has at least had some effects on their export performance (ranging from a small effect to being the major driver). Again these results should be interpreted with caution, given the possible bias in survey results as indicated above.

Almost half of the respondents indicate that would not have had the resources to conduct similar activities, and the rest indicated that they could only have done part of the activities without the support CBI. This means that they would not have needed the full support from CBI, although if they had not received this support, it is likely that less would have been achieved. The fact that many companies already seem to be exporting before the start of the ECP, and that often a large part of the realised export increase is accounted for by only a limited number of companies as noted before also points to a modest contribution of the ECPs. More than 70 percent of the survey respondents have not made use of support from other programmes or organisations, mainly because there was no other support available as far as they were aware.,

Efficiency

We planned to assess efficiency by comparing expenditures versus budgets, and to look at the expenditure per company or per Euro of exports. However, for none of the ECPs documentation on the real expenditures is available. For some of the programmes, also the planned budget is not known. Interviews with programme managers or experts have led to only limited additional insights. In general, the budget did not seem to be an issue or constraint in the implementation of the ECPs. In terms of operations, there is room for increasing efficiency, as indicated in the next sections.

5.2 Implications for theory of change?

In section 2.2 we outlined the analytical framework for the evaluation, which included a theory of change and log frame.

The theory of change focused on the constraints SMEs face for exporting and the extent to which the ECPs focus on these constraints. As concluded in the previous section under relevance, the ECPs seem to at least partially address the main constraints by exporters. To what extent the constraints still limit the level of exports is difficult to tell based on the survey results. Given the scope of ECPs, it would not be realistic to assume that they could take away all constraints (e.g. infrastructure-related ones), but it is good to make companies aware of the possible constraints and to indicate if and to what extent they could be addressed by companies. Although the majority of respondents indicate that the constraints are at least partly addressed, the response is a bit more mixed for the following constraints²¹: 1) Problems related to inputs and suppliers; 2) Difficulties in financing export transactions; 3) Problems related to transport and customs. In addition, preparation of business plans and online presence and sales were mentioned as other areas where respondents felt their constraints were not sufficiently addressed by the ECPs. This could be taken into account in the design of future ECPs (see also next section).

With respect to the log frame, the evaluation does not have significant implications for its set up. The contribution of the ECPs to outcome and impact (increased (EU) exports, leading to sustainable growth and (decent) employment) could not be completely established due to the lack of data, but at least the evaluation does not give an indication that this logic does not hold in practice. If we look at the key assumptions in the log frame, the following table displays to what extent these have been held up in the ECPs under review.

Assumption	Findings in evaluation	Implications for theory of change
Business environment is conducive for exporting to the EU	Important: success of ECPs sometimes highly dependent on market circumstances (at macro or sector level).	Important to analyse this before the programme start, although not full predictable
Increase in exports lead to an increase in (decent) jobs	There is limited data on employment effects. The data available from the survey suggest that about half of the companies have increased employment, but with the exception of a few specific companies, the increase is limited. However, the results of the survey show that more than half of the respondents indicate that salaries, secondary benefits and/or better safety and health conditions.	Important to continue to monitor this relation and find underlying reasons why improvements take place or not
CBI's support to SMEs reduces trade-related constraints	Most constraints seem to be at least addressed in some way through CBI's support. No obvious gaps although some areas may need to be further developed.	This assumption holds, but for a few specific constraints there may be room for improvement (see 5.3).
Companies need help in establishing business	This may not be the case for all companies, as data suggests that at	This assumptions seems to hold

²¹ With 30-40 percent of respondents who indicate this as a constraint, noting that this constraint is not being addressed by the ECP.

Assumption	Findings in evaluation	Implications for theory of change
contacts and developing export capacity	least some companies were also exporting before the ECPs and they might have been able to realise more exports on their own. Nevertheless, the ECPs are likely to speed up this process, based on the feedback from SMEs.	
Ability of the programme to identify suitable SMEs	This is a challenge. As shown in the level of participation: from some countries there was only one participating company. The level of drop-outs differs significantly per programme (not all ECPs have data on this). The reasons for dropping out or limited success differ significantly and therefore provide limited guidance for better selection.	This is an important first step with a trade-off between more experienced companies that might need less help and less experienced companies that need more help and have a higher risk not meeting the targets. A good mix is needed.
Organisational set up leads to effective implementation of the programme.	Working with sector-level experts helps to provide practical advice to companies. Nevertheless, the quality of experts differ, and most experts are generally good in a limited number of areas, but weaker in others. Poor administrative systems and high turnover rates among staff limit effective implementation	Organisational set up can be improved to increase effective implementation (see 5.3)

5.3 Recommendations

Based on our evaluation of the 15 ECPs, we identify a number of areas where improvements could be realised. They mainly relate to the organisation and implementation of the work. We have grouped them under four headings: administrative systems, selection of companies, co-operation between programme managers and experts, content of the ECPS and other relevant developments.

Administrative systems

First and foremost is that there is a great **need for improving administrative systems**. As indicated several times throughout this report, many data are missing. Often it is not clear whether the information was never there or whether it got lost. The movement of CBI from Rotterdam to The Hague seems to have contributed to these gaps, but is not the only explanatory factor. Many programme managers have their own administration and do not fully use the central administrative systems, which leads to differences in reporting and the availability of information. The fact that administrative systems are perceived as not user-friendly also contributes to this. This leads to problems if programme managers change (which has happened quite frequently), but also to collecting the same information several times. For example, CBI experts indicated that most of the companies already provided export and staff numbers, but these could not be traced.

Closely related to this, is to **have clear budgets and objectives for each ECP**, and to monitor progress on at least an annual basis, so objectives, activities and budgets can be adjusted when necessary. Experts also need to be made aware of these, to ensure a common and targeted approach.

Better administrative systems will also help **to increase learning within the organisation**, as it will allow to conduct analyses that were initially foreseen to take place in the scope of this evaluation (e.g. related to efficiency).

Selection of companies

With respect to the export audit we would recommend to **keep the four-point scale for scoring**. Only if the export audits would be done by an independent expert (and not the expert implementing the programme), there could be an advantage that progress can be more clearly identified from the audits. However, as indicated in the conclusions, there is no reason why the scoring would lead to a different selection of companies or change the export performance of companies.

Our evaluation results show that a large part of the companies do not indicate that increasing exports to the EU as their primary objective for participation in the programme. It would be good to **explicitly discuss the objectives of a company for participating in the ECP**, e.g. at the initial export audit. This would avoid that companies do not have exporting as a key priority in the programme, and could therefore help to increase the effectiveness of the ECPs.

A suggestion was made to use the EXPRO as a selection tool, as in these events it can be better established how motivated and capable a company is. Based on the current data available, we cannot establish whether this would contribute to a better selection of companies. **CBI could experiment with selecting companies on the basis of the EXPRO**. This would require careful monitoring and evaluation of the results. A financial contribution to the costs of participation in the EXPRO (e.g. instead of the current fee for participating in the programme) could be used to keep the additional costs of this change limited.

With respect to the observed modest additionality, **CBI could consider to differentiate participation fees in the programme to reflect initial export performance**. This will limit the participation of companies that would be able to export to the EU without participation in the ECPs, while keeping companies that expect that the benefits of participating are higher than the costs involved still in the ECPs.

Co-operation between Programme managers and experts

More interaction between the experts and PMs could help to increase the success of the ECPs. For example, the focus of the export audit could be decided jointly, to keep them manageable within the short available time for conducting them. In addition, we have seen positive examples of programme managers steering experts to ensure there is not only a focus on exports, but also on development results (especially linked to social and environmental sustainability). Other ECPs, however, showed much more limited interaction.

Knowledge exchange between PMs and experts across programmes will help to increase effectiveness of the ECPs. Many experts are good in specific areas (e.g. some know many potential importers, some know more about product quality), but sometimes also face similar challenges in implementation of programmes. The exchange of information could help to find solutions for specific problems, or to complement specific knowledge. For example, website development, online sales and positioning were topics mentioned by companies that could receive more attention, and this requires more specialist expertise.

Content of the programmes

In terms of the focus, it would not be realistic to expect that the ECP can fully address and solve all export constraints, but based on the survey results, the **perceived constraints related to 1) difficulties in financing export transactions and 2) problems related to transport and customs might require additional attention**. If experts are aware of the local context, they may point to relevant organisations or initiatives in financing export transactions other than commercial banks, and the requirements for obtaining this finance. Also in the area of customs, specific advice could be provided, e.g. in relation to the use of tariff preferences or custom procedures. Based on the survey, there is also demand for strengthening contacts with EU importers, but this finding should be investigated in more detail to find out what participants feel is lacking, as support in this area is already one of the key activities of the ECPs.

Other relevant developments

In addition to these recommendations, we note that there have been many developments in CBI after the ECPs under review in this evaluation came to an end. Four main changes are worth noting here, as some of these changes already capture changes we would suggest based on the evaluation results.

A first important change is the value chain approach that CBI has introduced in recent years. The focus of the EU on ensuring that imported products are safe and produced in a sustainable manner requires increased focus on the value chain and traceability. It became clear in this evaluation that in the ECPs under review, this focus was largely absent. Also in the survey, problems related to inputs and suppliers were mentioned as a constraint that was not always addressed. The focus on relations with suppliers is therefore already addressed in the current set up of the ECPs.

A second important change is the bigger involvement of BSOs (and the strengthened capacity as a result of their involvement) in the ECPs, which was still absent in the ECPs under review. The advantage of this is that there is more institutional capacity, which is also likely to contribute to better sustainability. As several companies indicated that they would also like to have some support after the ECP comes to an end, the increased capacity of BSOs could partly help to achieve this.

A third change is that at the end of the programme, the CBI expert and company jointly sign a document with the main results of the programme. This helps to at least have a joint agreement, and helps to avoid that figures are filled out incorrectly. It helps to address the problem related to reliability of data that we still faced in this evaluation.

A final important change to note here is the country focus. The ECPs under review are often spread across many different countries, and as shown, this has also implied that in some countries, there was only one company joining the programme. This reduces the efficiency, as travel costs for visiting one company are relatively high, and is also likely to affect the effectiveness, as it provides limited possibilities for taking the country-specific context into account.

Although at this stage the results of these changes are not clear yet, we feel they address some of the issues identified in this evaluation and therefore they are expected to contribute to better results of ECPs.

Annex A: Terms of Reference



Terms of Reference

2017 CBI Evaluation Export Coaching Programmes (ECPs) 2008-2015

Version 170706 definitief

1. Introduction

This tender is part of the Framework Contract for the performance of evaluation studies of International Development programmes of the Netherlands Enterprise Agency (RVO.nl, hereafter RVO). RVO has signed framework contracts with 14 candidates to undertake evaluations of international development programmes and projects. This document provides specific details for a study on 15 CBI-RVO International Development programmes, implemented between 2010 and 2015. This study belongs to the Lot 2 studies as described in the Framework: Qualitative evaluations and reviews, even though a survey at company level will form an important part of the study. Both the contractors from lot 2 as the contractors from lot 1 will be invited to submit an offer for this Evaluation.

The policy of CBI for the so called 'Oude Stijl' programmes (programmes started before 2010), is to conduct evaluations of all programmes. This reflects our desire to be accountable for the work we perform. CBI carried out four types of 'Oude Stijl' programmes. Export Coaching Programmes (ECPs) formed one of the four types¹. Programmes initiated after 2010 are 'Nieuwe Stijl' or Integrated programmes. For 2017 the last group of 'Oude Stijl' ECP programmes are due for evaluation, in total 15 programmes which were implemented between approximately 2008-2015:

Tabel 1: list of ECP programmes to be evaluated in 2017

Code	Naam	Regions*	Countries
1.046	Fresh Fruit and Vegetables 2008-2014	LA, Af, As	16
1.049	Home Textiles	LA, Af, As	13
1.056	Fishery products Indonesia	As	1
1.058	Knowledge Process Outsourcing	ME	1
1.060	Medical Devices and Laboratory Equipment	Af, As	4
1.144	Tourism 2008-2014 AF	Af	13
1.244	Tourism 2008-2014 AS	As	6
1.344	Tourism 2008-2014 LA	La	5
1.444	Tourism Eur	Eu	7
1.147	Outerwear	Af, Eu	3
1.247	Outerwear (Pakistan)	As	1
1.347	Outerwear	LA	3
1.157	Wine RSA	Af	1
1.348	Natural Ingredients for Food, Pharmaceuticals and Cosmetics	LA	3
QP1101	Timber Bolivia	LA	1

*LA = Latin America, As = Asia, Af = Africa, Eur = Eastern Europe, ME = Middle East

¹ The other types were: 2) BSOD = Business Support Organisation Development, 3) Market Information and 4) Training.

In 2014-2015 the Policy and Operations Evaluation Department of the Ministry of Foreign Affairs (IOB) evaluated the complete CBI portfolio 2005-2012. The 15 ECP programmes due for evaluation now, formed part of the same portfolio and have therefore been included in the IOB evaluation. This study should not repeat the data-collection, analysis and conclusions of the IOB evaluation 2014-2015, but deepen on the issues brought forward by the evaluation and on the issues brought up by the programme managers of CBI. The actual evaluations will provide practical lessons for the future implementation of the CBI Strategic Plan 2016-2020. For example, in the CBI Strategic Plan 2016 – 2020, a larger share of CBI budget will be spend on programmes in LDCs (Least Developed Countries) and CBI is eager to learn lessons from the 15 programmes under study of which four² had participant companies in LDCs, and to apply them in the actual and future programmes

Hence the objective of this study is on the one hand to learn practical lessons for the implementation of the CBI Strategic Plan 2016-2020 and on the other hand to account for the budget spent in these 15 programmes.

2. Background

The Centre for the Promotion of Imports from developing countries (CBI) is part of the Netherlands Enterprise Agency (RVO) and implements programmes for the Ministry of Foreign Affairs as part of the development cooperation effort of the Netherlands. CBI aims to contribute to sustainable economic growth in developing countries through the expansion of export from these countries. It does this by providing services aimed at strengthening the competitiveness of exporters to the EU and EFTA market.

The aim of ECP programmes in particular is to enable exporters in developing countries to become and/or remain active as suppliers in the EU markets and to improve their market position in the EU. At the end of the programme, CBI considers participants to be competent, meaning they are export ready. The ECP programmes may consist of the following activities (among others):

- Business analyses and technical assistance (consultancy) provided during business visits and by means of assistance given at a distance;
- Trainings which focus on raising awareness and on improving knowledge and skills in the field of export marketing and management, and specific sector-related subjects;
- Providing advice and assistance in relation to market entry, for example to present the company on trade fairs and help to follow up and consolidate any contact that has been established with potential buyers.

An ECP programme at that time could consist of the following elements (in parentheses the Module name used)³:

- Audit (Module C)
- EXPRO (Module J)
- Export Marketing Plan (Module L)
- Group training in target country (Module K)
- To prepare for EU/EFTA market entry (Module E)
- Participation in Trade Fairs and visits to leading buyers (Module H)

² . The programmes 1046 and 1049 had two participant companies in a LDC and 1144 and 1244 respectively 20 and 12..The companies were located in eight LDCs.

³ Module D could also be used: a preparatory module to train and accompany companies, particularly in LDCs to a level, that they could properly participate in a programme directed at Exporting to EU/EFTA.

- Support in certification (Module F)

The programmes under considerations were started before 2010. The programmes started by CBI after 2012 are integrated programmes, of which Export Coaching with companies form part, besides activities with Business Support Organisations, Market Intelligence and support to the Enabling Environment of the companies. Another important change at that time was the introduction of the Value Chain approach, instead of focus on companies (or BSOs) alone. Nevertheless, Export Coaching for companies is still a core activity of all **programmes and therefore lessons from these 'Oude Stijl'** ECP programmes are still very relevant for actual and future programmes. The programmes evaluated in this study finished between 2013 and 2015.

Compared to previous evaluations of ECP programmes, the actual 15 programmes form a relatively large group, covering several sectors, regions and countries. The target group of ECP programmes are companies. In total over 300 companies were involved in the 15 programmes. This makes the sample large enough to compare between sectors, between regions, between LDCs and UMICs, within sector between regions, to name a few. Analysis on these and similar questions will be part of this study.

In order for the evaluator to understand the nature of the programmes, in Annex 1 you find the Logical Framework of one of the programmes, 1049 Home Textiles. Most programmes managed similar Logical Frameworks.

The target group of ECP programmes were by its nature: companies. At the start of a programme, a company was audited. The audit consisted of a certain number of clusters of questions. Companies were trained and coached and accompanied to Trade Fairs. At the end of the programme the company should have a score of 2 out of 4 on all clusters of the Audit. In addition, a company should have accomplished all so-called '**critical actions**'⁴. **In the case the company scored 2 out of 4 on all clusters and had fulfilled all 'critical actions' it got the predicate 'competent'**. All competent companies finished module E and module H. Normally a programme started with more companies than it ended with. So, besides the number of companies with which a programme started, CBI discerns the number of **companies which finished as 'competent' and the number which finished as 'non-competent'**. For the purpose of this evaluation CBI divides the non-competent companies in companies which finished modules E **or** H., and non-competent companies which finished nor module E nor module H.

The number of companies (pre-)selected for participation in a programme varied between programmes and depended in the first place on the number of companies a programme aimed to deliver as competent at the end of the programme. In general instruction was to select a 30% above this number. In practice CBI Programme Managers applied this according to their own view in a different way in each programme.

3. Objective

The objective of this evaluation is twofold:

To learn: CBI wants to learn from the programmes implemented in the past. The 15 programmes under study form an interesting group to critically analyse the functioning of the programmes and to analyse in depth, issues raised in the IOB evaluation and issues

⁴ Critical actions were defined at the start of a programme for each company, and refer to items of the Audit.

CBI Programme Managers would like to analyse in order to improve the programme implementation.

To render account: to analyse whether all means have been used in an effective and efficient manner and if all the objectives of the intervention have been reached.

4. Research questions

The research questions of this evaluation, are issues questioned in the IOB CBI evaluation 2015 and issues CBI programme managers (PM) want to submit to a more in-depth analysis in order to improve the performance of programmes in the future.

1. Selection of companies.
 - 1.1 What is the relation between scores of the companies on clusters of questions in the HBAT audit form, and the success of the companies (export to EU, jobs) in the programme. Can any cluster be considered determinative? Special attention is asked for the relation of size of the company and the success in the programme (Export to EU, jobs)
 - 1.2 Are questions missing in the clusters or are clusters missing (e.g. Commitment of the management, budget availability) and how can they be measured?
 - 1.3 What can be said of the answer scale, which is a 4 point scale (1 = inadequate, 2 = adequate, 3 = good, 4 = excellent). Is a 4 point scale sufficient or should an eight or ten point scale be used?
2. Relevance of the programmes for the companies
 - 2.1 Did the programme respond to the perceived barriers of the companies to EU export of the companies.⁵
 - 2.2 Which elements of the programme contributed most, which less and which elements were missed?⁶
 - 2.3 Did the programme contribute to reaching the goals of the companies?
3. Sustainability
 - 3.1 CBI is interested in the results of the programmes some years after finishing: what are the levels of the (Key) Performance Indicators now, compared to the levels at the end of the programme?⁷ To name some: Export to EU, Jobs, Trade Fair Visits, Number of contacts, Number of Clients, but also local sales, sales within the Region/Continent, other Non-EU Regions. Have the companies taken up practices like: renew their network, research the internet, find market niches, convert business contacts into contracts.
 - 3.2 Were social improvements for the workers of the companies realised and why were they realised? (because of buyer requirements, regulations etc?).
 - 3.3 Has the (positive) development of the company led to improved relations with suppliers in the value chain, like more stable or more equal relationships? (for example in case of tourism: relation with hotels, transporters).
4. Additionality (and attribution)

⁵ This evaluation refers to ECP programmes, which intervene at company level. Barriers perceived by the companies may refer to other levels or stakeholders in the Value Chain. CBI, at that time implemented separate programmes directed at these other levels, like BSO programmes. The newer CBI programmes integrate interventions at different levels. This should be taken into account.

⁶ This information should be interpreted against the context of each programme: different sectors, different countries, etc. And probably this information is not apt for aggregated conclusions.

⁷ Attention should be paid to the changes in definitions of KPIs over the years.

- 4.1 Where would the companies have been without the support of CBI and how would the company value the support received from CBI.
 - 4.2 Would the support have been commercially available. Would the companies have used their own means to undertake or purchase the activities or support?
 - 4.3 Have other donors offered the same support?
5. Effectiveness
 - 5.1 Were the targets of the programmes reached? (Number of competent companies, increase in exports, increase in employment and other Objectively Verifiable Indicators (OVIs) as formulated in the Logical Frameworks of the programmes)
 - 5.2 Compare the type of activities implemented and the level of success of the companies per programme (level of export). And: does repeated participation in activities, like fairs, lead to different levels of success?
6. Efficiency
 - 6.1 Calculate the cost per delivered company and the costs in relation to increase in export of the programmes

Crosscutting issue:

An important element in this evaluation will be the comparative analysis. CBI expects the response-level of the company population to the questionnaires to be sufficiently high to be able to compare the results between sectors, between regions (=continents), countries. A very important comparison is the one between LDCs and UMICs, as CBI starts from 2017 onwards to spend a larger share of its budget than before in LDCs, in casu 50%, and is eager to learn lessons from previous programmes in order to be successful in these countries. CBI asks to compare the answers to all above mentioned questions for LDCs and UMICs.

The contracted party is asked to formulate conclusions and lessons learned.

5. Methodology

The information will be gathered through a mix of methods that combines both desk research and primary research.

Desk research

Desk research consists of analysing all relevant internal CBI documents of the programmes, if available: the Logical Framework, starting document, final documents, (interim) evaluation reports, reports on activities,).

At least the following documents will be provided at the start of the evaluation for each programme. A complete list of possible available documents is provided in Annex 2.

- Application forms of all the participants in the programme
- Starting document for each programme
- Final closing document for each programme (if applicable)
- Interim reports for each programme (if available)
- Data on exporters that have participated in each activity of the programme

Primary research

Primary research consists of:

- a. In-depth interviews held with:
 - Programme Managers
 - Programme experts
 - If applicable with contact persons or relevant professionals of the involved BSOs
- b. Survey of all participants in the programme. For this survey the experts who were previously involved in the programmes will be contracted. This has proven to be the most efficient way to get a high response rate.

This evaluation will primarily be used for learning purposes and will therefore not require fieldwork.

The contracted party should contract the CBI Experts. The Experts should contact the participating companies and fill out the questionnaire with them. The research population consists of around 400 companies. It is estimated an Expert can approach 10 companies per day. Experts working for CBI are paid at the most **€700 / day** (excluding VAT). This means the contracted party **may spend up to €28.000** on the experts. Taking into account rounding the numbers, VAT and unforeseen, it should be taken into account to spend up to **€40,000 on this**. This is a considerable proportion of the total **available amount of €90,000** (including VAT). This amount should be budgeted for in your proposal.

In addition: It is important to have the questionnaires answered by persons who were active participants in the programme, not by any representative of the company. Establishing the contact through the CBI Experts will help to approach the right person.

The researcher is invited to study previous evaluations in order to assess the level of quality required.

6. Deliverables

- Full proposal (to be approved by CBI)
- Draft and final questionnaires
- Draft report (see annex 3 for structure of report)
- Final report

7. Selection process

The tender procedure starts with an expression of interest. In case more than three framework contractors are interested in the assignment, you will be requested to send in a concept note. The three best concept notes are selected, after which the selected framework contractors are invited to submit a full proposal. Below the planning for these steps.

Planning if >3 parties interested	Planning if 3 or less parties interested	Activity
7 July 2017	7 July 2017	Request for Proposal by RVO.nl
17 July 2017	17 July	Deadline for submission of <u>expression of interest (Eoi)</u> by

	2017	framework contractors
31 July 2017	n.a.	Deadline for submission of <u>concept note</u> (in case >3 interested framework contractors)
14 Augustus 2017	n.a.	Invitation to submit <u>full (technical and financial) proposal</u> (for the three candidates with the best concept notes)
14 September 2017	28 Augustus 2017	Deadline for submission of full (technical and financial) proposals
29 September 2017	15 September 2017	Selection contractor

8. Consultant qualifications

The tenderer must meet the following criteria:

Mandatory requirements:

- The tenderer affirms that he is prepared to cooperate with third parties in the execution of specific assignments if necessary and if desired by RVO.
- Must not have (had) any stake in the implementation of programmes to be evaluated
- The tenderer provides the reporting to the contracting authority including the raw data and templates on which the reporting is based, which data are necessary to allow third parties to repeat or continue these performances.
- The contracting authority acquires the intellectual property on the research data and the results of the services, including (but not restricted to) the final reports of the evaluation, the related summary of other additions, interim reports and all data collected and/or used in the evaluation, for the purpose of being able to use these (or parts of them) without the approval of Tenderer(s), to be able to make them public, and to share them with other organisations.
- Must have multiple years of experience in the field of evaluations of development interventions beyond CBI
- Must have experience in the field of Trade and Private Sector Development
- Must have at least one person on the evaluation team that can speak and read Dutch as all the programme documents are written in Dutch

9. Quotation/proposal

Firstly, the parties contracted in the Framework contract will send in an Expression of Interest. In case more than three parties express Interest, a Concept Note phase will be applied. A Concept Note must have a maximum of 3 pages or 1800 words, CV not included. The Steering Committee, installed for this study, will assess and select the three best proposals based on the CN. These three tenderers will be invited to submit a Full Proposal. The Steering Committee will select the best candidate.

I request you to include the following information in the full proposal:

- Please clearly indicate the name of your organization/consortium, as well as the relevant contact details, on the first page of the proposal.
- A description of the approach to the research, in which you indicate the research methods that you want to apply, including the reasons why you think these methods are the most suitable. This should include:
 - o Understanding of the assignment incl. introduction, general and specific context, project description, scope of the study, comments on ToR;
 - o Approach and methodology incl. strengths and weaknesses, data collection methods, proposed statistics and statistical analysis;
 - o Implementation of the work incl. project scheduling and description of deliverables, quality control and risk management.
- A list of the names, positions, and relevant knowledge/experience/ competencies of the team members to be used. Moreover, you must describe what the intended distribution of roles/tasks of the experts (contractors and subcontractors) involved in this contract will be.
- The CVs of the team members to be used (not including the CBI External Experts to be contracted to assist in getting the surveys from the companies).
- A breakdown of the relevant budget lines, an estimate of the number of hours including corresponding hourly rates, per team member. In addition, you must provide the maximum total price (excluding and including VAT) for the execution of the contract.

The maximum/fixed total price does not exceed €74,380.17 exclusive VAT (inclusive VAT €90,000)

Contact

For questions/comments regarding this evaluation, please contact Jan Elzenga, Adviseur Inkoop, Inkoop Uitvoering Centrum EZ, Tel. 06-216 99 538, jan.elzenga@rvo.nl.

ANNEX 1 : ECP 1049 Home Textiles Logical Framework

Juni 2007

	Intervention logic	Objectively verifiable indicators	Sources of Verification	Assumptions
Overall Objectives (DGIS-niveau)	Bijdrage geleverd aan de economische ontwikkeling van ontwikkelingslanden			
Overall Objectives (CBI-niveau)	Concurrentievermogen van bedrijven uit ontwikkelingslanden op EU/EFTA-markten is versterkt			
Project Purpose	Geselecteerde bedrijven uit ontwikkelingslanden (Bangladesh, Bosnië-Herzegovina, Colombia, Egypte, Ethiopië, Ghana, Guatemala, India, Indonesië, Jordanië, Kenia, Macedonië, Mali, Moldavië, Montenegro, Marokko, Nepal, Pakistan, Peru, Filippijnen, Senegal, Servië, Zuid-Afrika, Sri Lanka, Thailand, Tunesië, Vietnam) zijn in staat om nieuwe EU-markten Home Textiles te betreden en/of hun positie op bestaande EU-markten te versterken.	25 van de 35 bedrijven hebben, bij meting minimaal 1 jaar na hun laatste deelname aan een marktentry-interventie als gevolg van deelname aan het ECP, export orders / contracten geboekt voor in totaal minimaal € 175.000,- per bedrijf. Van genoemde omzetten gaat minimaal 60% naar de EU/EFTA.	Projectrapport + Externe evaluatie	Nationaal handelsbeleid blijft positief Politieke situatie blijft stabiel Geen handelspolitieke belemmeringen, geen significante negatieve marktontwikkelingen , BSO's zijn succesvol in het identificeren van geschikte kandidaten.

Effect	Bedrijven tonen aan te exporteren / export omzet te vergroten naar de EU/EFTA (tijdens en als resultaat van deelname aan het programma)	14 bedrijven hebben, bij meting minimaal 1 jaar na hun laatste deelname aan een marktinterventie, gemiddeld 2 nieuwe exportmarkten, waarvan 1 in de EU/EFTA.	Projectrapport + Externe evaluatie	
		Gedurende het programma zijn 25 bedrijven (meer) gaan exporteren naar de EU/EFTA	Projectrapport / evaluatie	
Results	1. Geselecteerde bedrijven, competente bedrijven (q) = 35, hebben voldoende kennis van de EU-markt en van exportmarketing en – management	Competente bedrijven scoren voldoende op de onderscheiden clusters van de Export Audit (voorlopige norm 85%) en voldoen bovendien aan een of meerdere van de volgende punten:	Eindversie Export Audit opgesteld tijdens TAM + uitvoering Plan van Aanpak verbeterpunten Rapportage EXPRO	Blijvende toegang tot krediet Imago van betreffende land in Europa wordt niet negatief, ondersteuning uit sector aanwezig, blijvend voldoende supply van inputs, bedrijven hebben blijvend toegang tot geschikt personeel.
		De competente bedrijven geven bij de eindevaluatie van de EXPRO aan dat hun vaardigheden en hun kennisniveau als gevolg van deelname verbeterd is		

2. Producten en processen voldoen aan markteisen in de EU	De competente bedrijven hebben kennis van EU markt en export marketing verwerkt in een Exportmarketing -plan EMP (voorlopige norm 60%)	EMP
3. Geselecteerde bedrijven hebben voldoende relevante contacten in de Europese markt, benevens vaardigheden en ervaring opgedaan bij het promoten van hun producten.	Competente bedrijven hebben als gevolg van hun min. 1 en max. 3 keer deelname aan marktentree-activiteit gemiddeld per bedrijf per beurs 15 handelscontacten per beursdeelname waarvan minimaal 60% in de EU/EFTA (voorlopige norm 85%)	Project rapport

Annex 2: List of possible available documents per programme

Programme Preparation:

Feasibility studies⁸

Company level:

Application form (Registration form) of all participants in the programme
Initial Audits
Final Audits
Certification Documents
Export Marketing Plans
Participation in Fairs (lists of participants per Fair)
Per company/exporter: Number of contacts gathered in FAIRs
Per company: Business contact forms
Per company: list of activities in which company participated.
Lists of rejected and Dropped-out companies and reasons of rejected/dropped-out

Programme Management documents:

Starting document for each programme
Information on promotion and selection phase (if available)
Interim reports for each programme (if applicable)
Data on exporters that have participated in each programme.
Opleverings documenten Modules (E, H, J, K)
Final closing document for each programme
Reports on activities: travel reports PM, mission reports PM, distance guidance reports
OVI sheets

Financiën van het project:

Starting budget (available in starting document)
Addenda uit PROFIT (via Theo?)

Results:

Uitvraag Export gegevens en Employment gegevens van de laatste jaren.
Overzicht van de scores op indicatoren voor ieder jaar (voor zover beschikbaar).

Any other relevant document

⁸ These feasibility studies were sector scans (in Europe) and country scans. The studies didn't have much detail. In case a programme was a follow-up of a successfully implemented programme, no feasibility study was done.

Annex 3: Structure of final report (indicative)

List of abbreviations

Executive summary

1. Introduction

- 1.1 CBI
- 1.2 The Export Coaching Programmes (ECP)
- 1.3 Evaluating the ECPs
- 1.4 Structure of the report

2 Set-up and implementation of evaluation

- 2.1 Objective
- 2.2 Main research questions
- 2.3 Methodology and implementation
- 2.4 Limitations

3 Evaluation of major findings of primary research per evaluation criteria

- 3.1 Selection of companies
- 3.2 Relevance
- 3.3 Sustainability
- 3.4 Additionality (and contribution)
- 3.5 Effectiveness
- 3.6 Efficiency

4 Comparisons

- 4.1 LDCs and LMICs
- 4.2 Between regions (=continents)
- 4.3 Between sectors
- 4.4 Other comparisons

5 Conclusions and summary

6 Bibliography

Annexes

- Terms of Reference
- Project team
- Approved Plan of Action
- Questionnaires
- List of interviewees
- Results internet survey
- Summary of 5 start documents

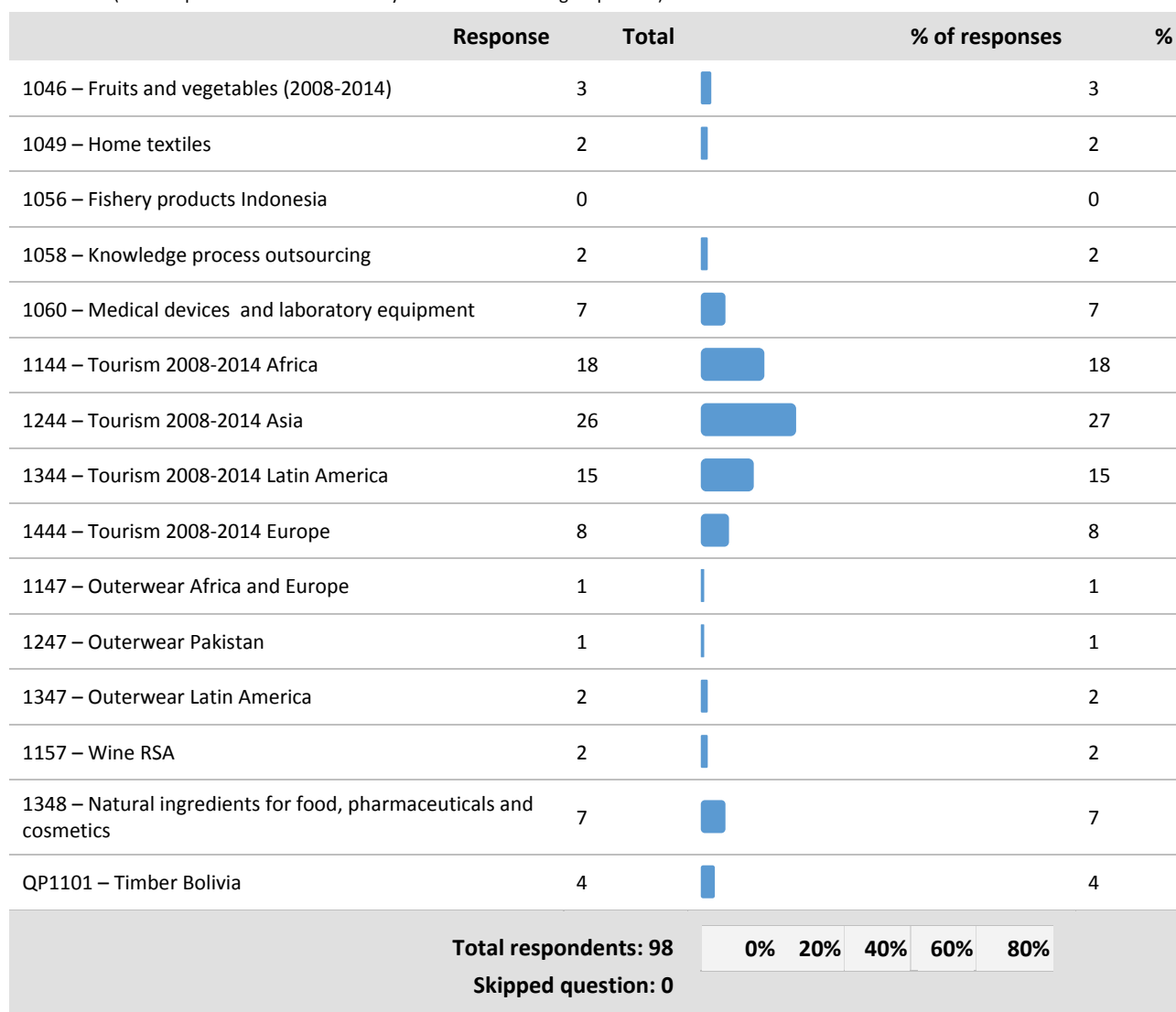
Annex B: Results of the survey

Survey CBI Export Coaching Programmes

Status:	Closed	Partial completes:	18 (18,4%)
Start date:	07-03-2018	Screened out:	0 (0%)
End date:	17-05-2018	Reached end:	80 (81,6%)
Live:	72 days	Total responded:	98
Questions:	25		
Languages:	en, es, fr		
Panel			
Contact count	466	Partial completes:	15 (18,1%)
Bounced	110 (23,6%)	Reached end:	68 (81,9%)
Declined	3 (0,6%)	Responses:	83 (17,8%)
Non-contacts			
Responses:	15	Partial completes:	3 (20%)
Start page views:	25	Screened out:	0
		Reached end:	12 (80%)

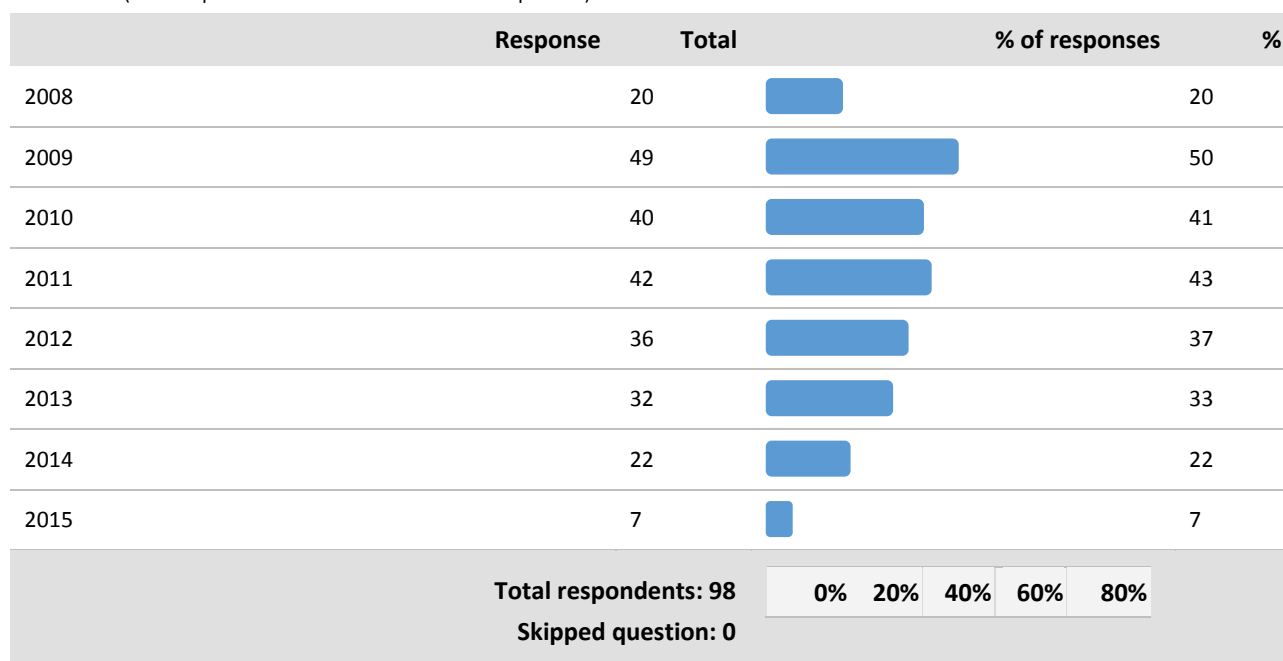
1. In which Export coaching programme did you participate?

(Each respondent could choose only ONE of the following responses.)



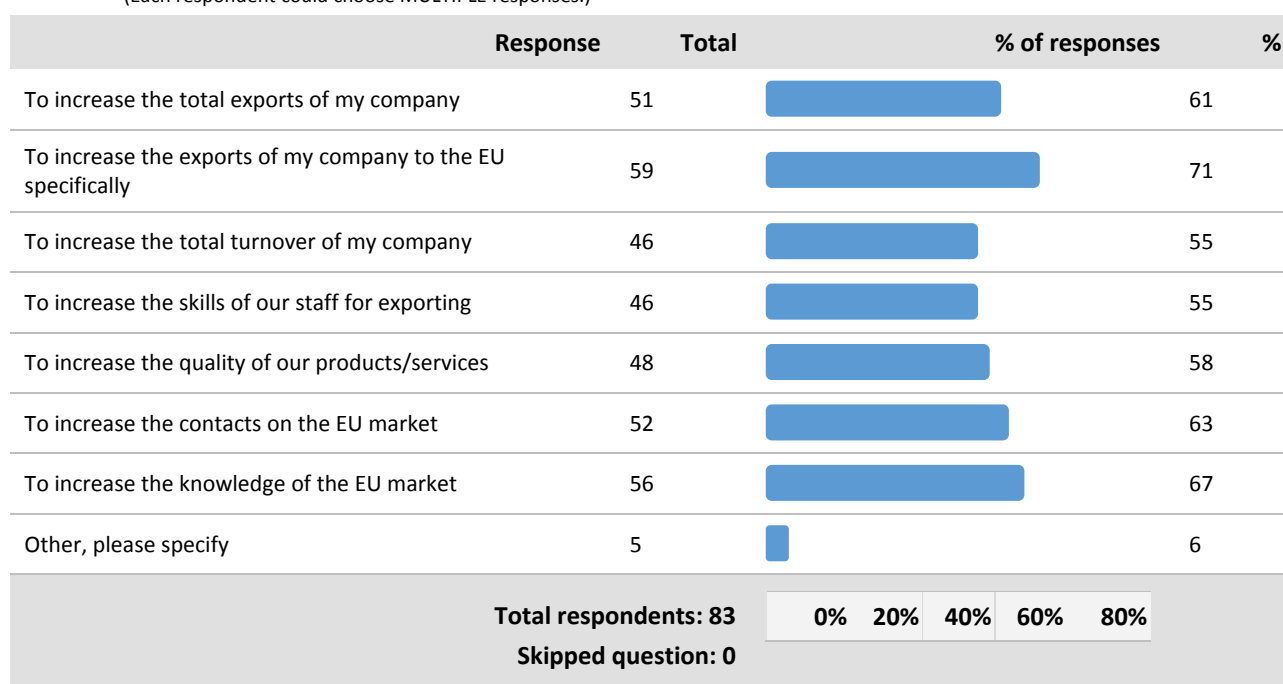
2. During which years were you involved in the programme?

(Each respondent could choose MULTIPLE responses.)



3. What were the main objectives for you to participate in the Export coaching programme (more than one answer possible):

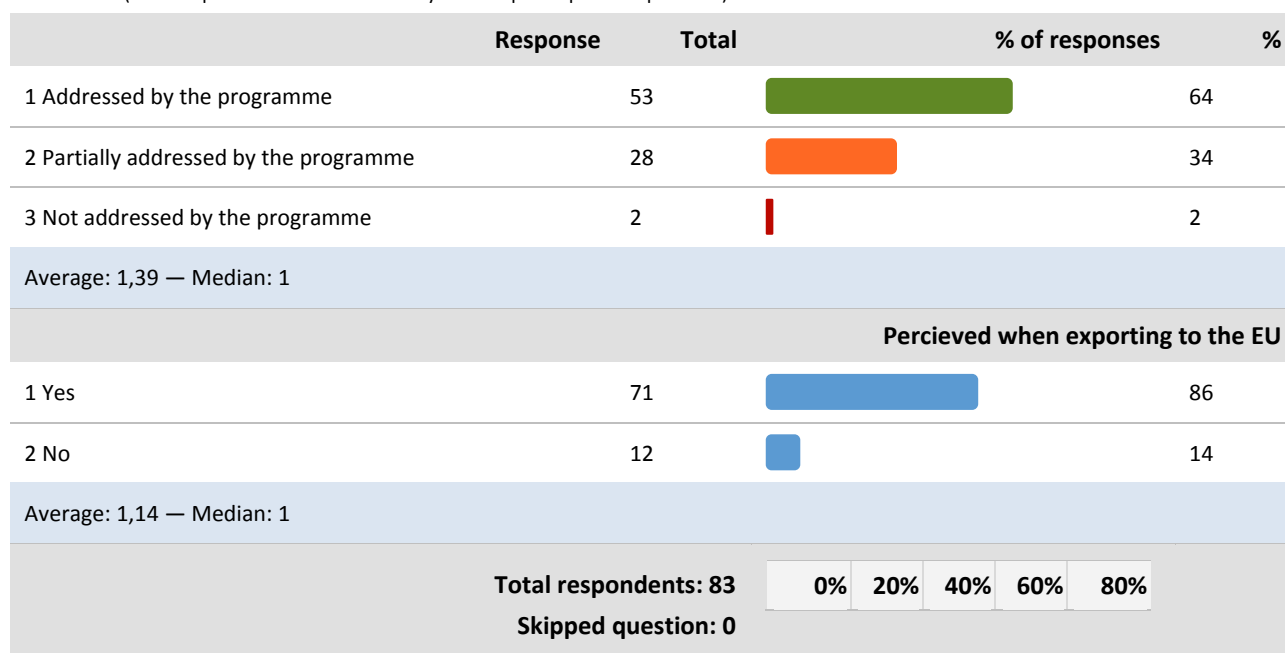
(Each respondent could choose MULTIPLE responses.)



4.1. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Lack of knowledge on EU customer needs and preferences

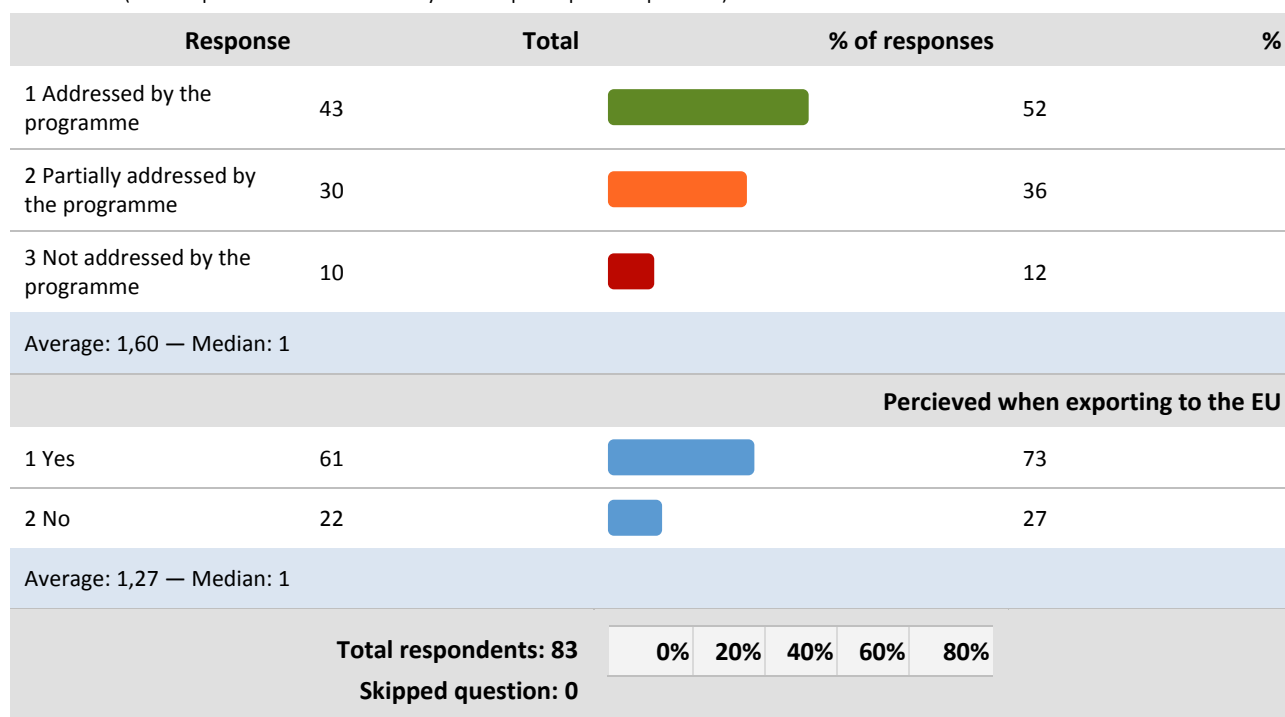
(Each respondent could choose only ONE response per sub-question.)



4.2. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Ability to meet customer needs and preferences (e.g. design, packaging)

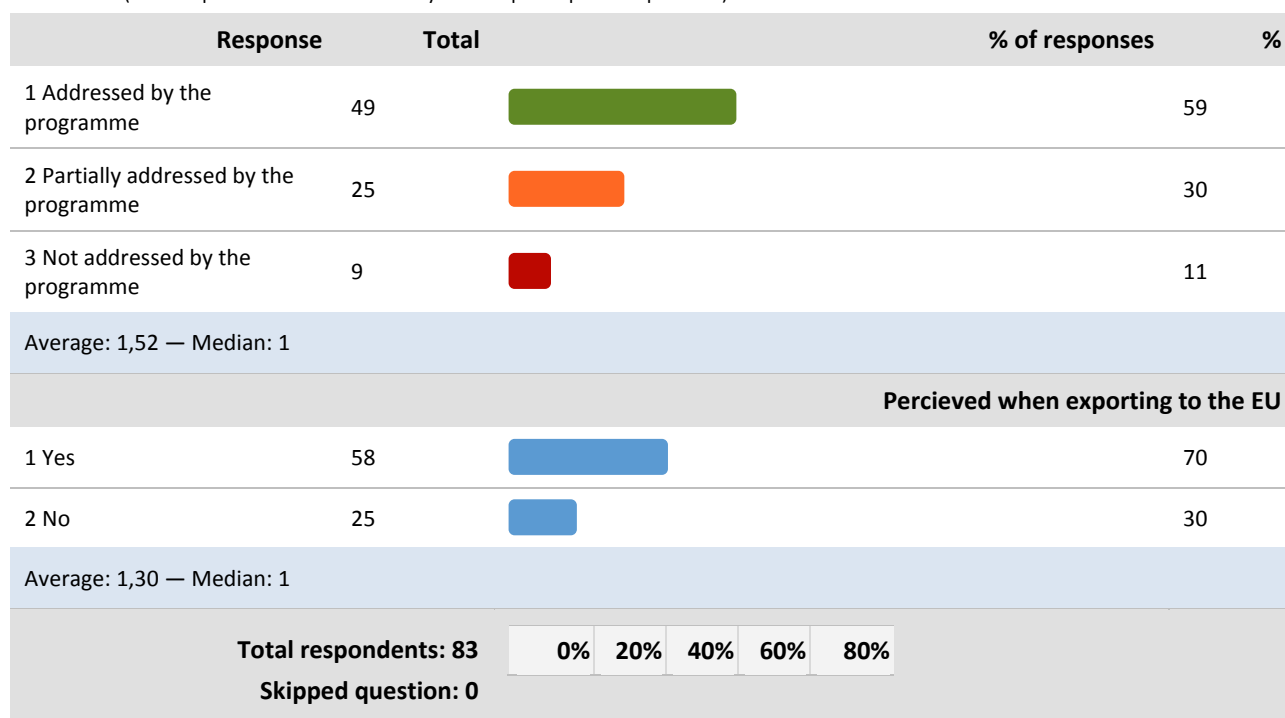
(Each respondent could choose only ONE response per sub-question.)



4.3. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Ability to meet EU product requirements (technical and safety requirements)

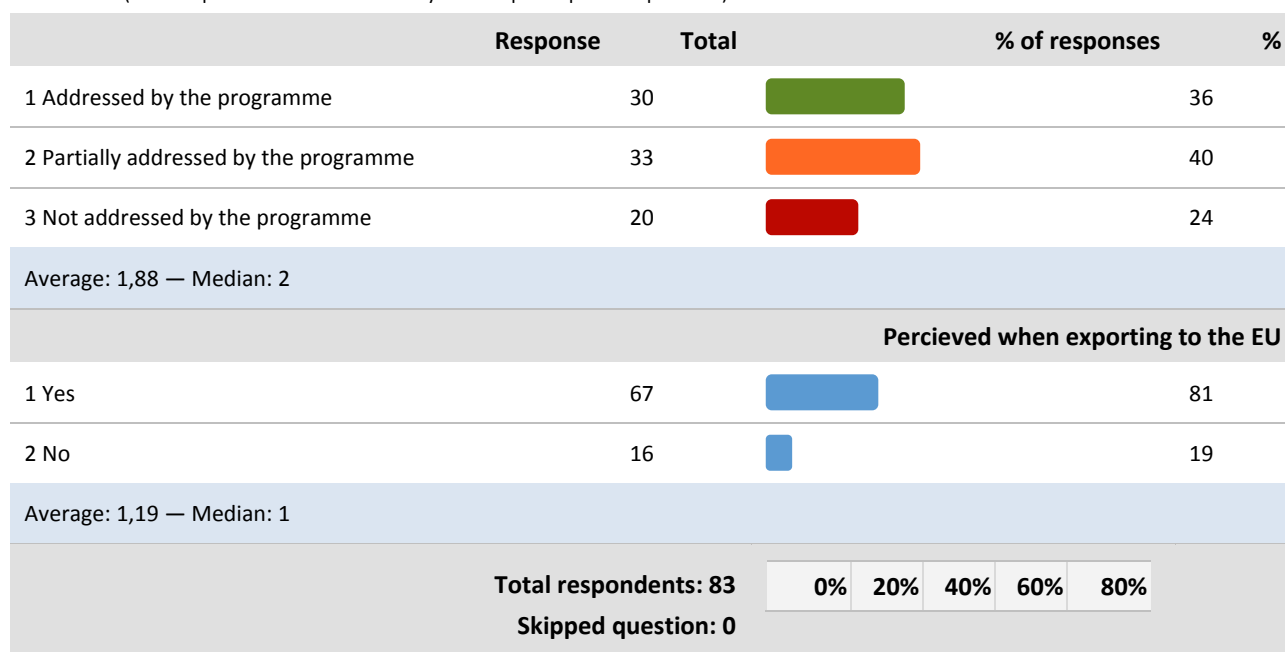
(Each respondent could choose only ONE response per sub-question.)



4.4. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Lack of contacts on EU market

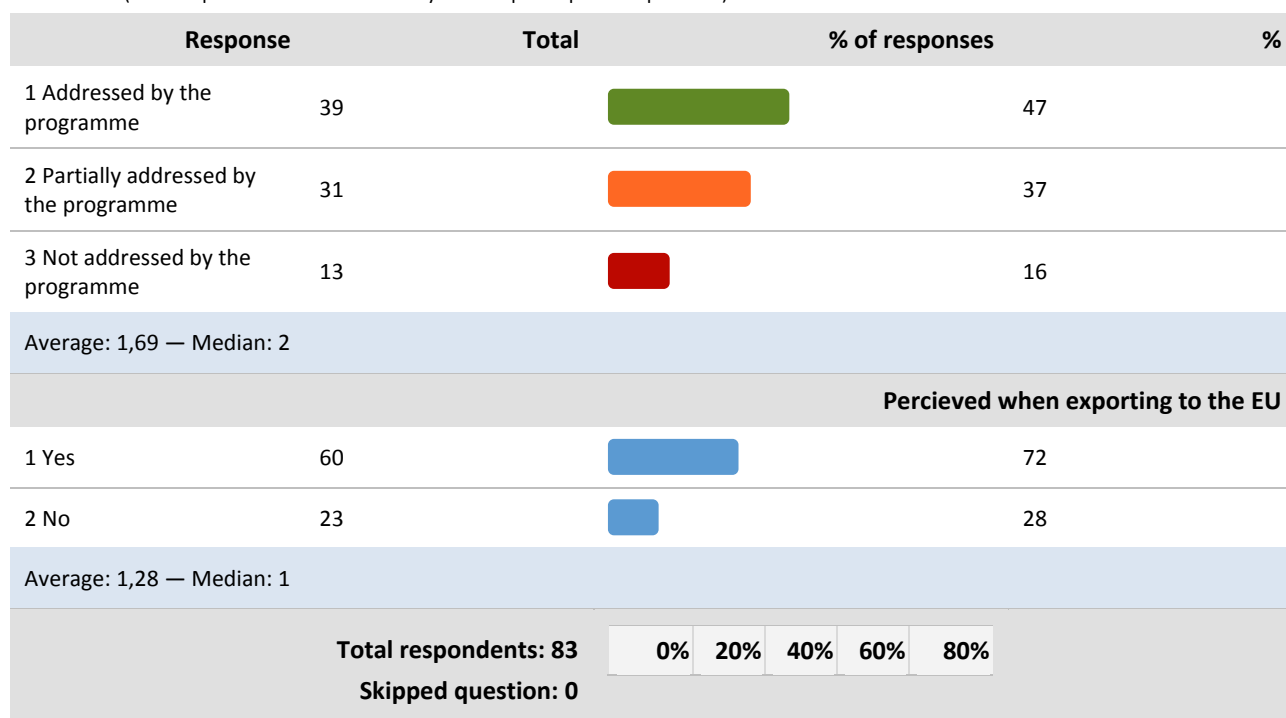
(Each respondent could choose only ONE response per sub-question.)



4.5. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Lack of internal capacity to define actions to enter the EU market

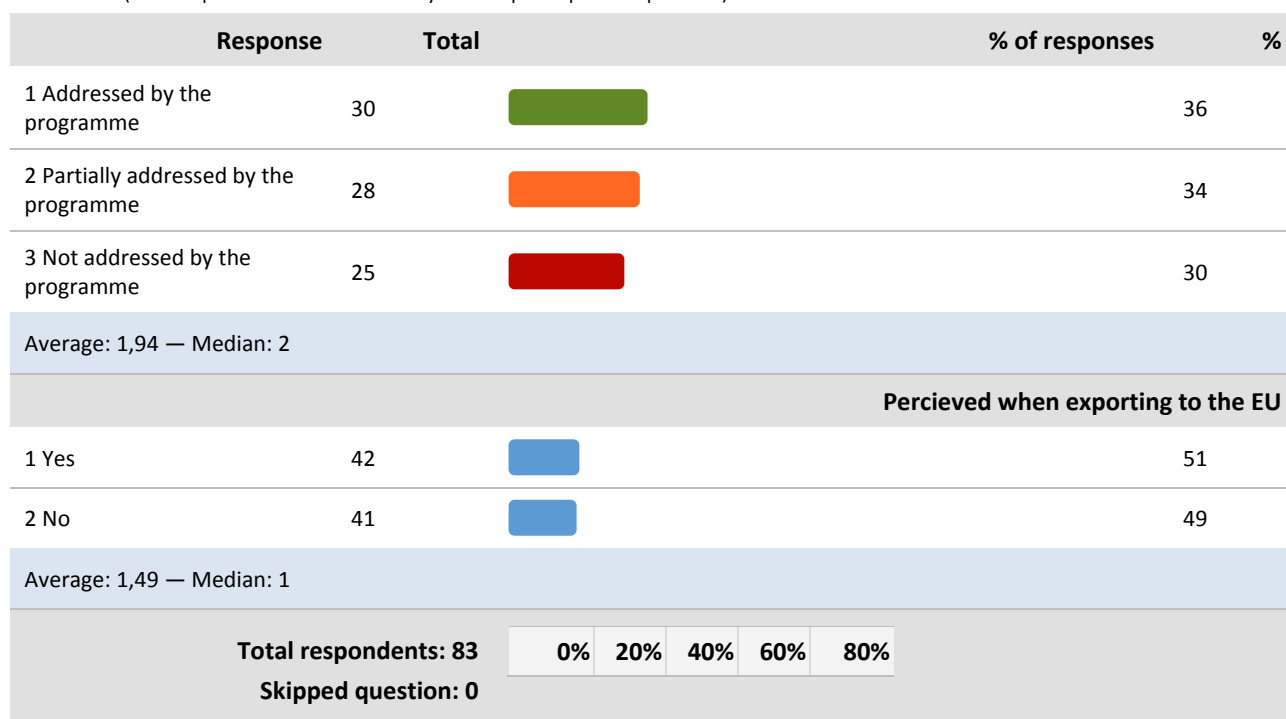
(Each respondent could choose only ONE response per sub-question.)



4.6. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Difficulties in production at constant quality

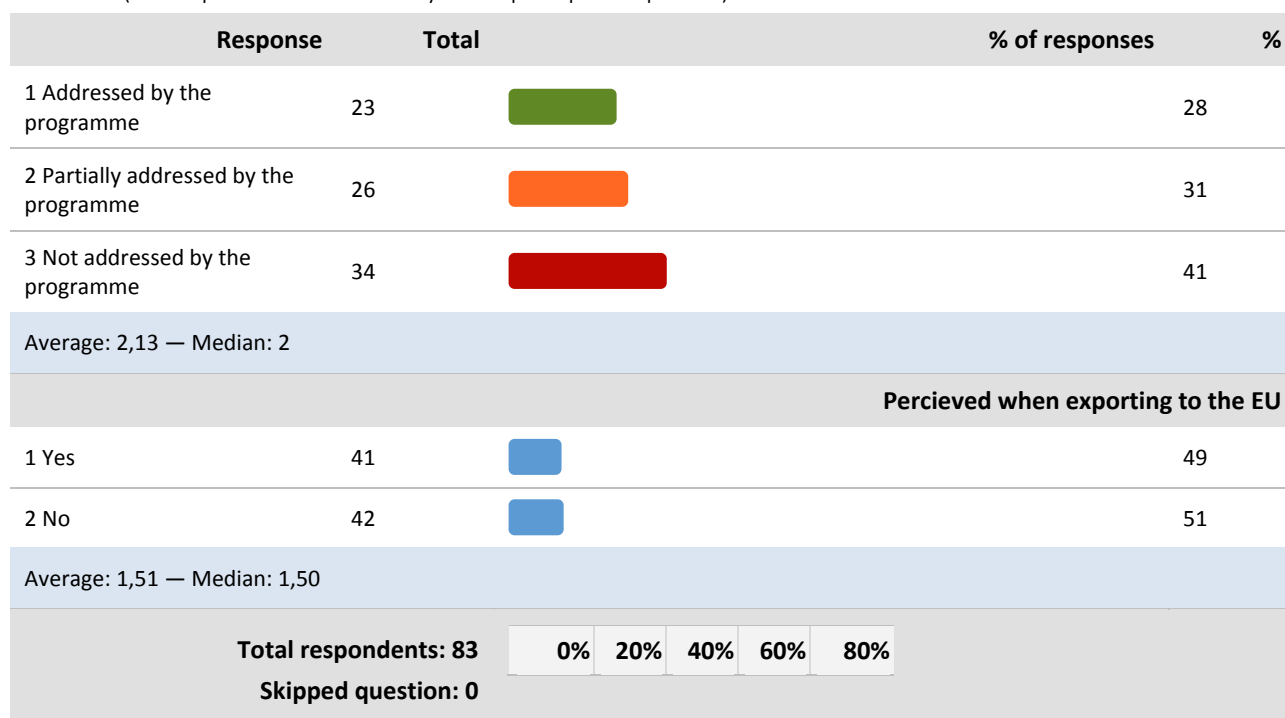
(Each respondent could choose only ONE response per sub-question.)



4.7. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Problems related to inputs and suppliers

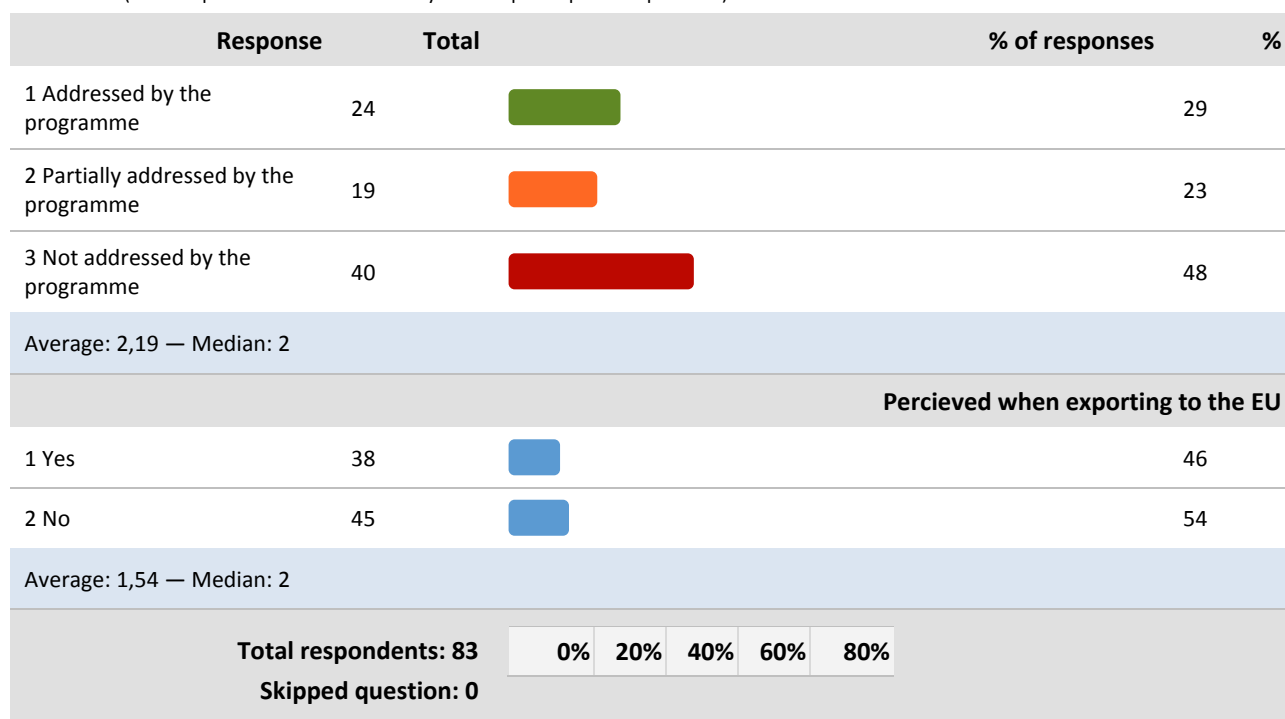
(Each respondent could choose only ONE response per sub-question.)



4.8. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Difficulties in financing export transactions

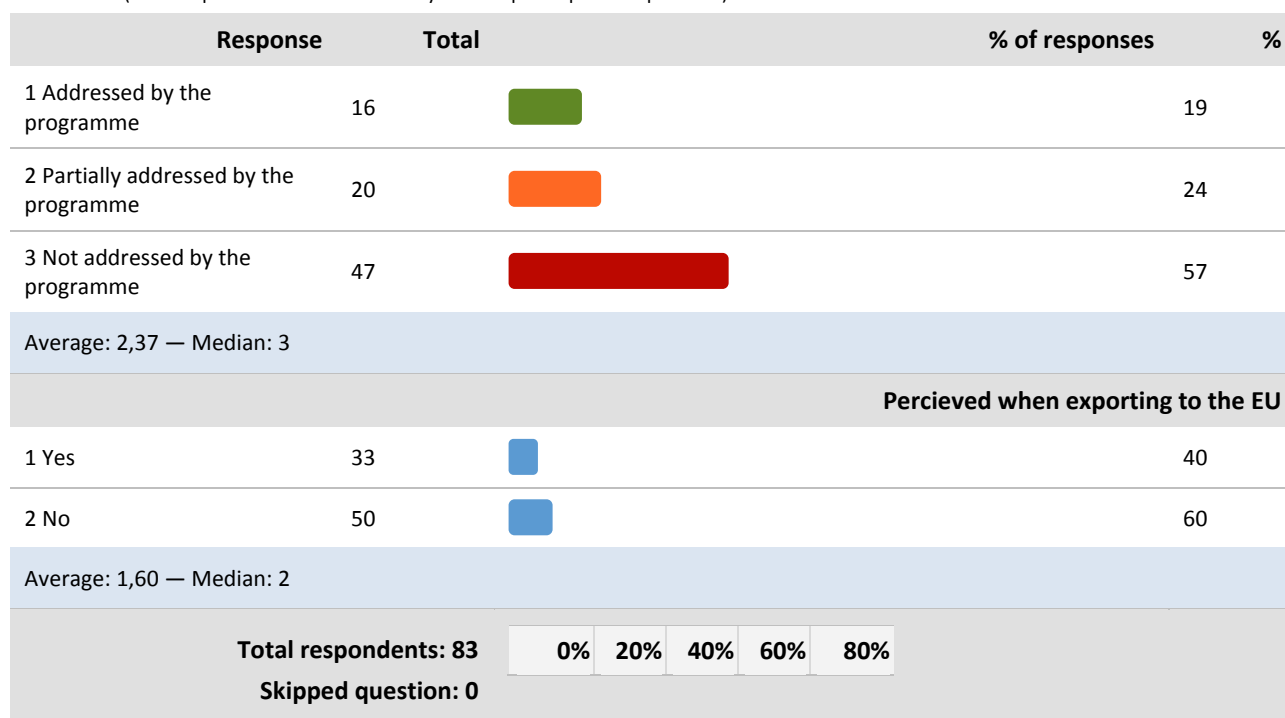
(Each respondent could choose only ONE response per sub-question.)



4.9. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Problems related to transport and customs

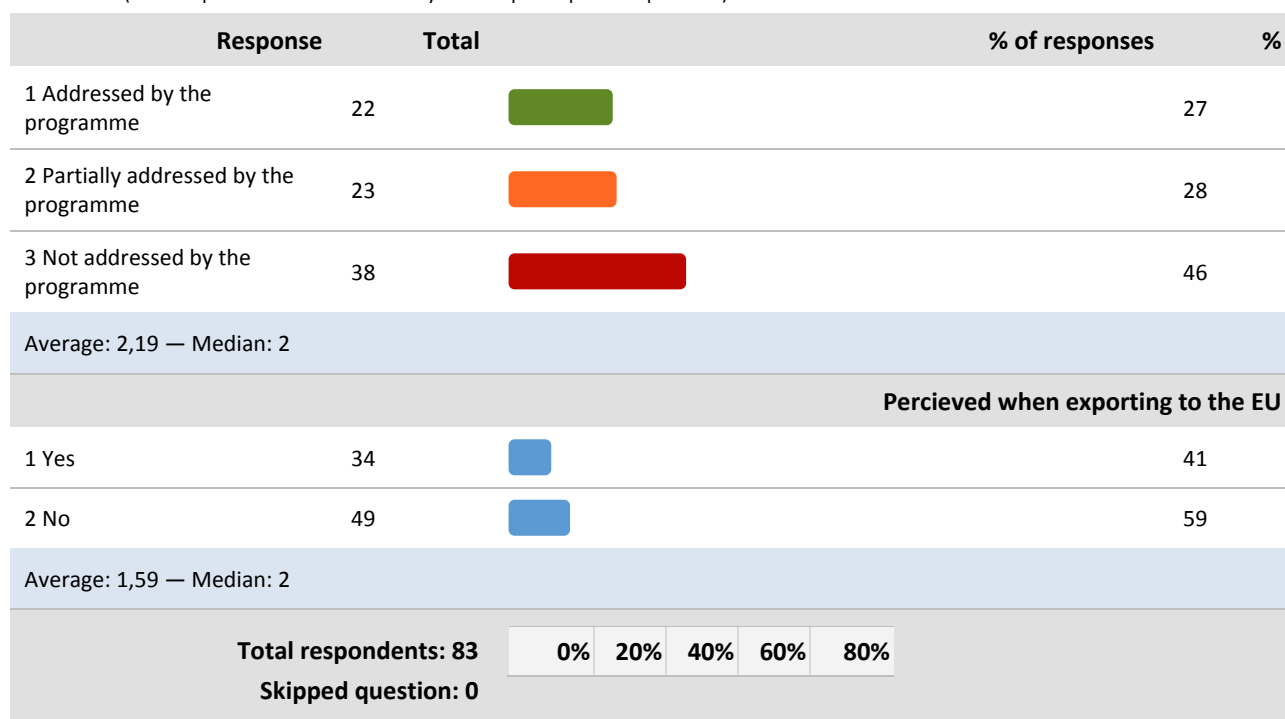
(Each respondent could choose only ONE response per sub-question.)



4.10. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Other problems related to trade policy restrictions (e.g. tariffs, quota, etc.)

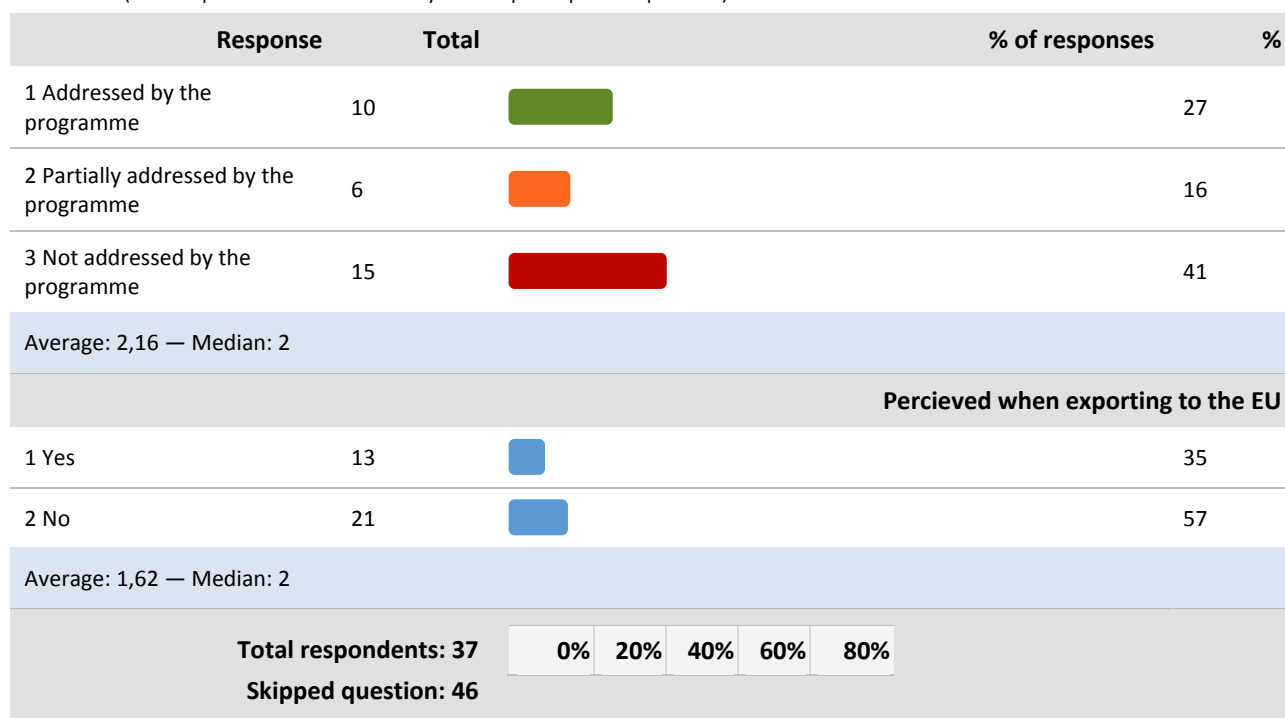
(Each respondent could choose only ONE response per sub-question.)



4.11. Which barriers did you perceive when exporting to the EU, and have they been addressed by the programme?

- Other, please specify

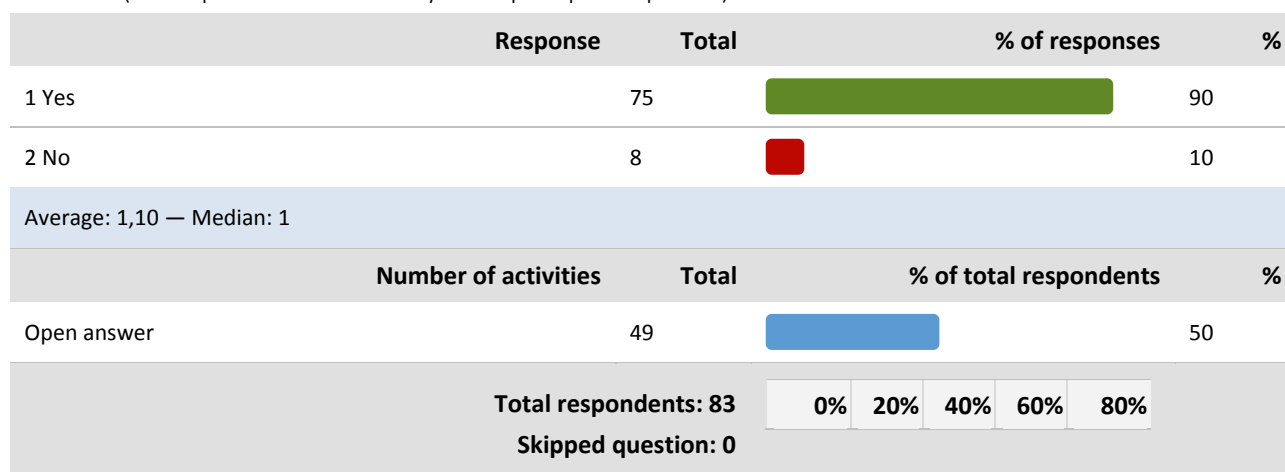
(Each respondent could choose only ONE response per sub-question.)



5.1. Please indicate which activities your firm has followed during the programme, and how often.

- Technical assistance missions (TAM)/visits CBI expert

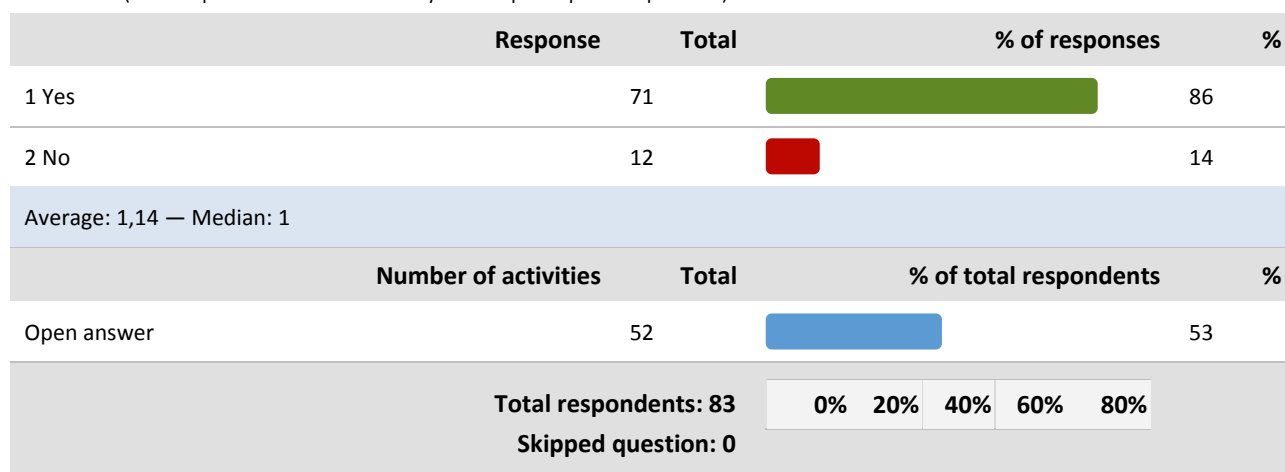
(Each respondent could choose only ONE response per sub-question.)



5.2. Please indicate which activities your firm has followed during the programme, and how often.

- Trainings in the EU

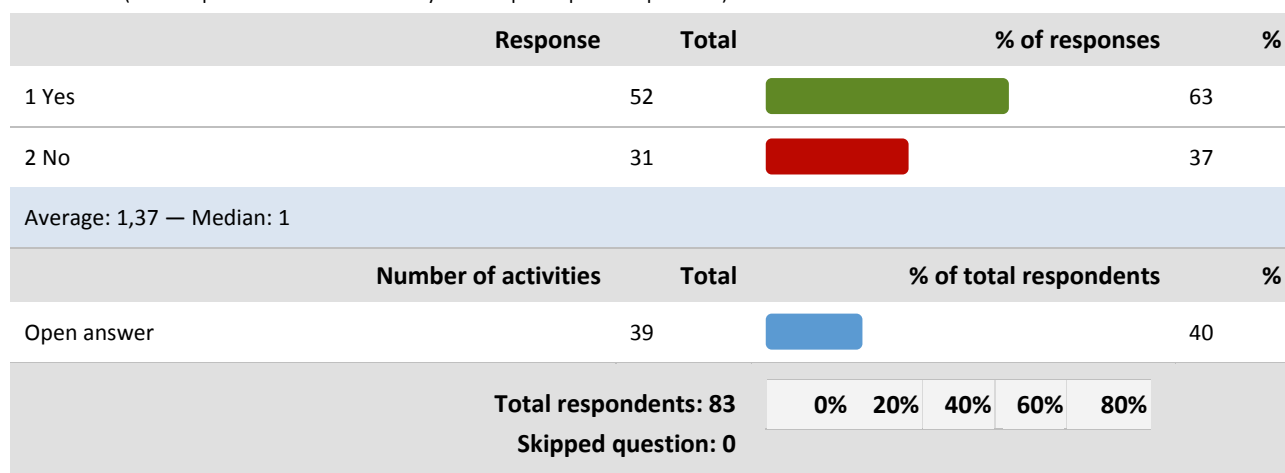
(Each respondent could choose only ONE response per sub-question.)



5.3. Please indicate which activities your firm has followed during the programme, and how often.

- Trainings in other locations




(Each respondent could choose only ONE response per sub-question.)



5.4. Please indicate which activities your firm has followed during the programme, and how often.

- Distant learning guidance




(Each respondent could choose only ONE response per sub-question.)

	Response	Total	% of responses	%
1 Yes		40		48
2 No		43		52
Average: 1,52 — Median: 2				
	Number of activities	Total	% of total respondents	%
Open answer		23		23
		Total respondents: 83	0% 20% 40% 60% 80%	
		Skipped question: 0		

5.5. Please indicate which activities your firm has followed during the programme, and how often.

- Participation in market entry activities (trade fairs, meetings with buyers)

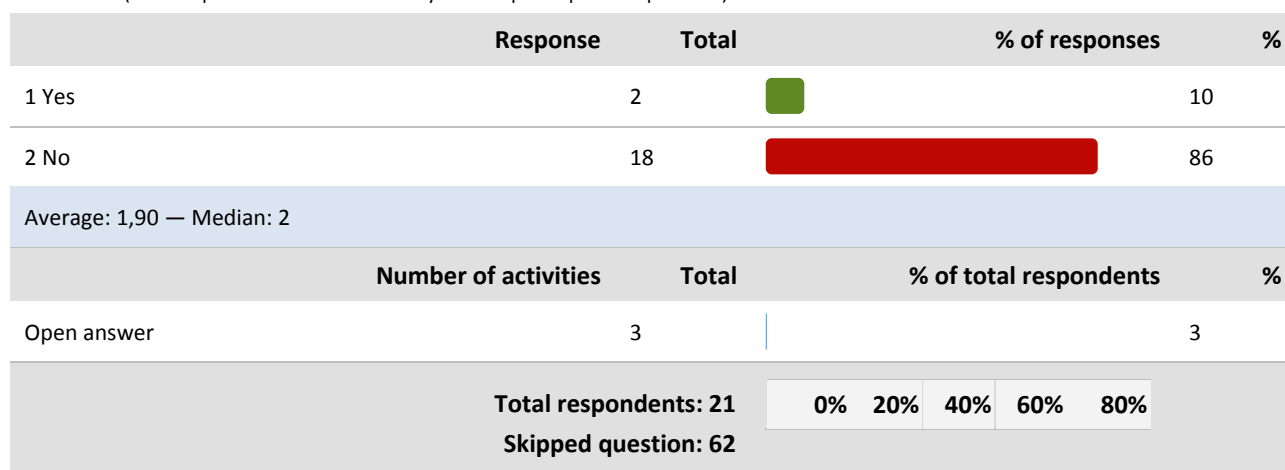
(Each respondent could choose only ONE response per sub-question.)

	Response	Total	% of responses	%
1 Yes		74		89
2 No		9		11
Average: 1,11 — Median: 1				
	Number of activities	Total	% of total respondents	%
Open answer		48		49
		Total respondents: 83	0% 20% 40% 60% 80%	
		Skipped question: 0		

5.6. Please indicate which activities your firm has followed during the programme, and how often.

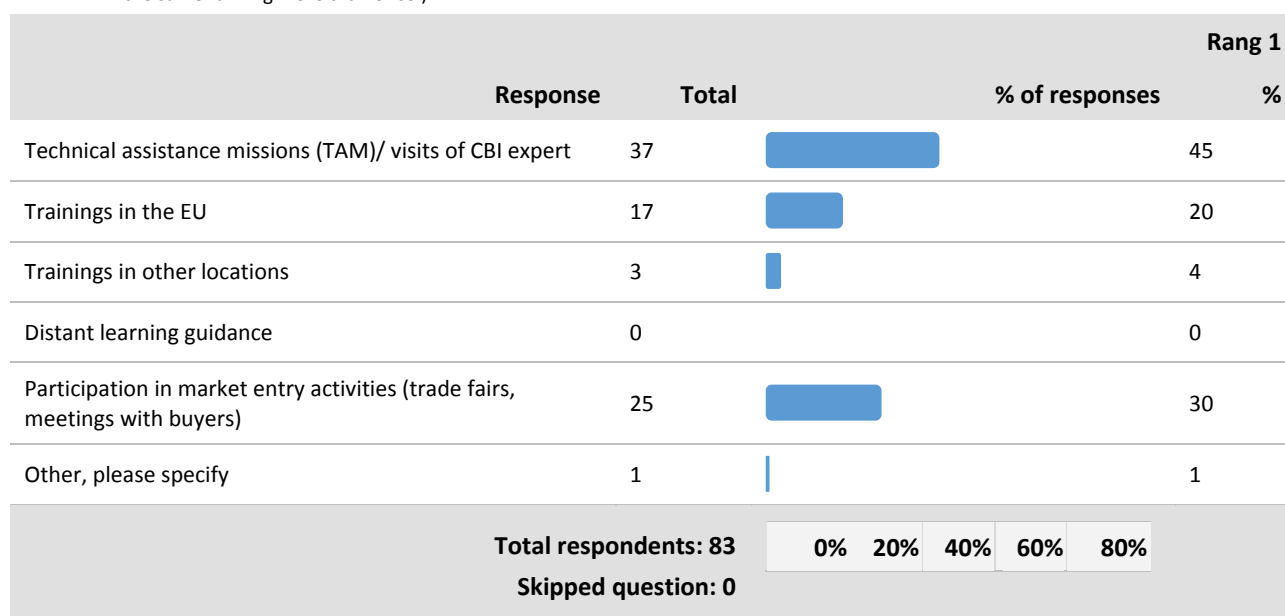
- Other, please specify

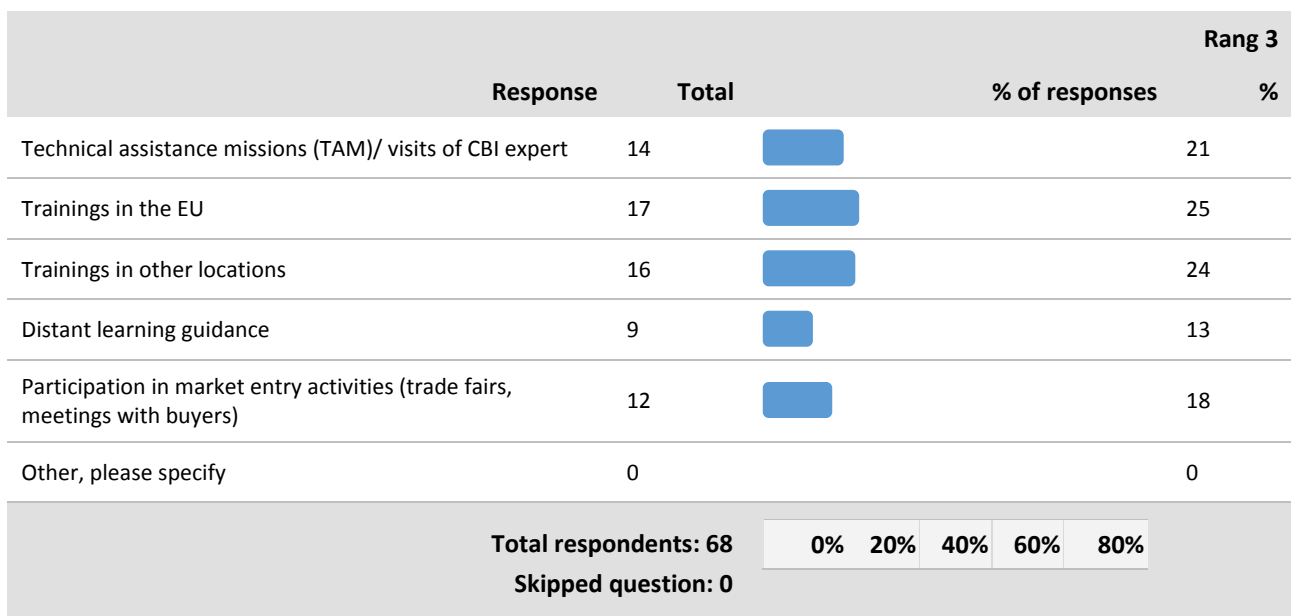
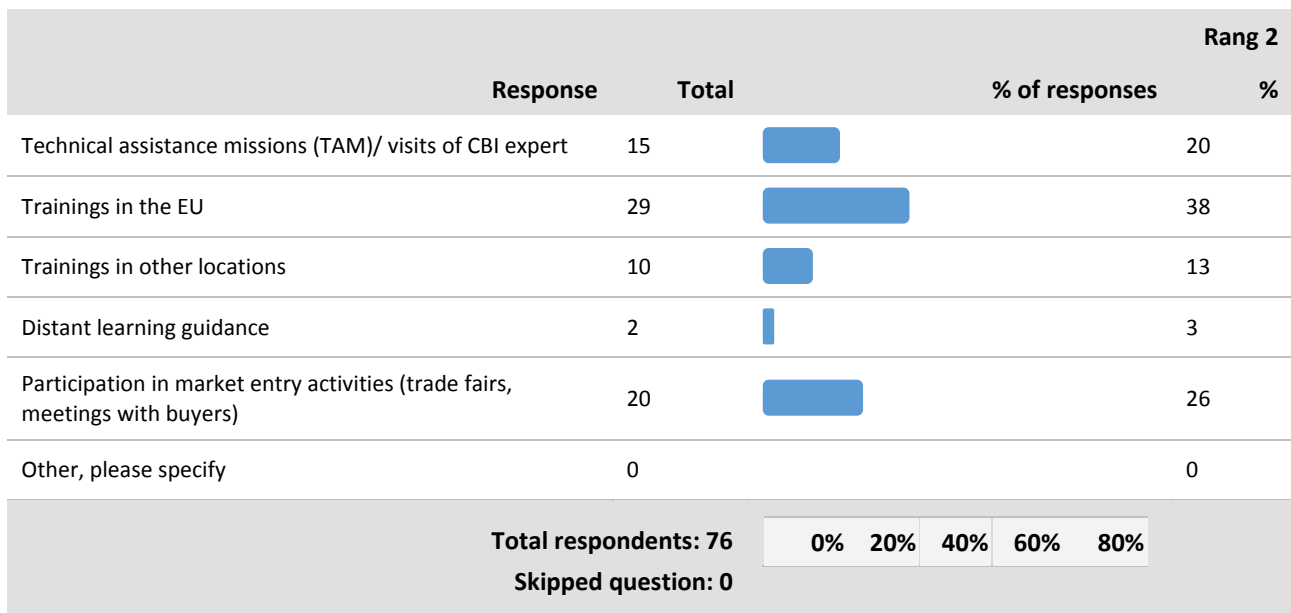
(Each respondent could choose only ONE response per sub-question.)

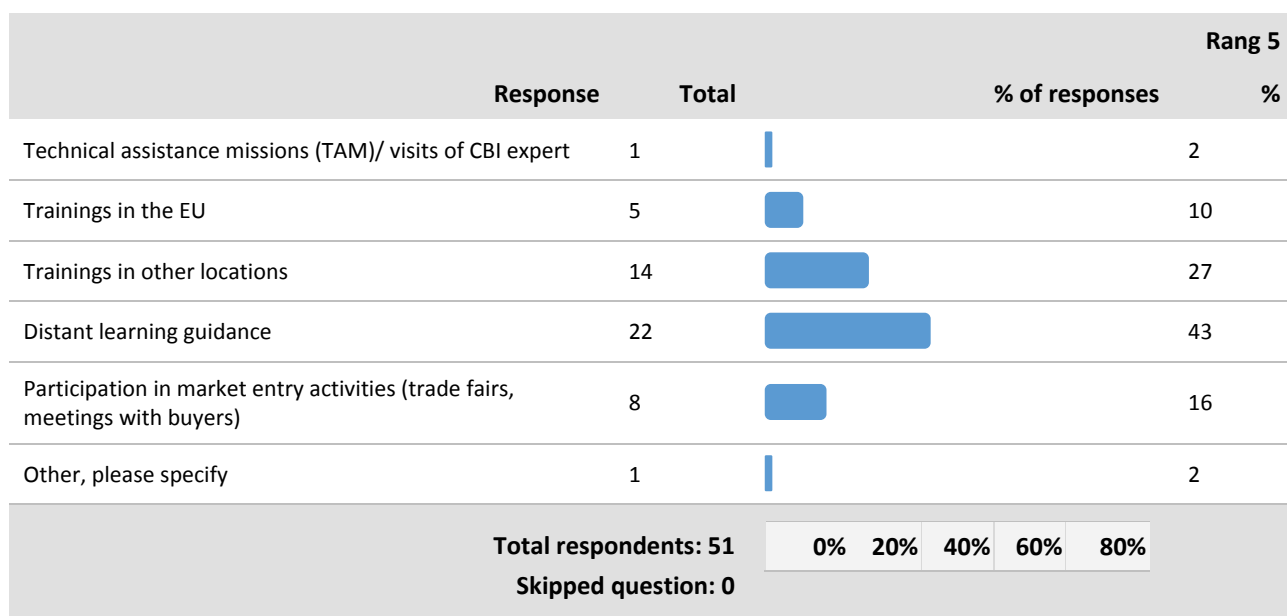
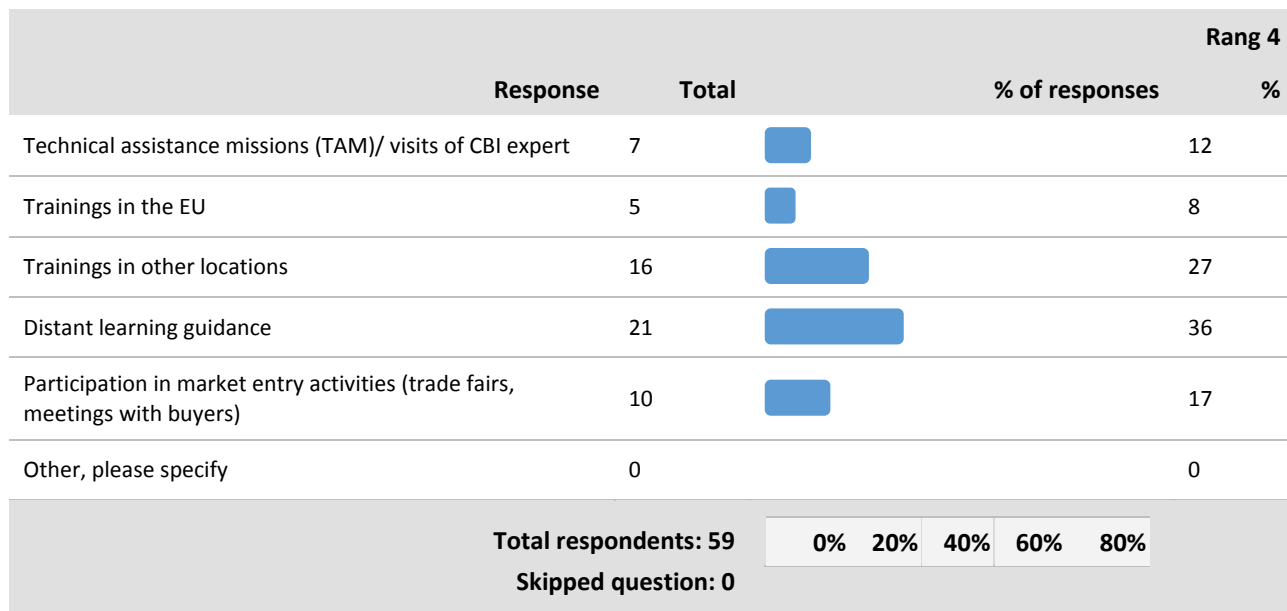



6. Please rank the contribution of the following programme element, with 1 being the element that was most useful.

(Each respondent could assign numeric rankings to the response choices. Respondents were prohibited from assigning the same ranking more than once.)








	Response	Total	% of responses	Rang 6 %					
Technical assistance missions (TAM)/ visits of CBI expert	0			0					
Trainings in the EU	0			0					
Trainings in other locations	0			0					
Distant learning guidance	0			0					
Participation in market entry activities (trade fairs, meetings with buyers)	0			0					
Other, please specify	8			100					
		Total respondents: 8	<table border="1"> <tr> <td>0%</td> <td>20%</td> <td>40%</td> <td>60%</td> <td>80%</td> </tr> </table>	0%	20%	40%	60%	80%	
0%	20%	40%	60%	80%					
		Skipped question: 0							

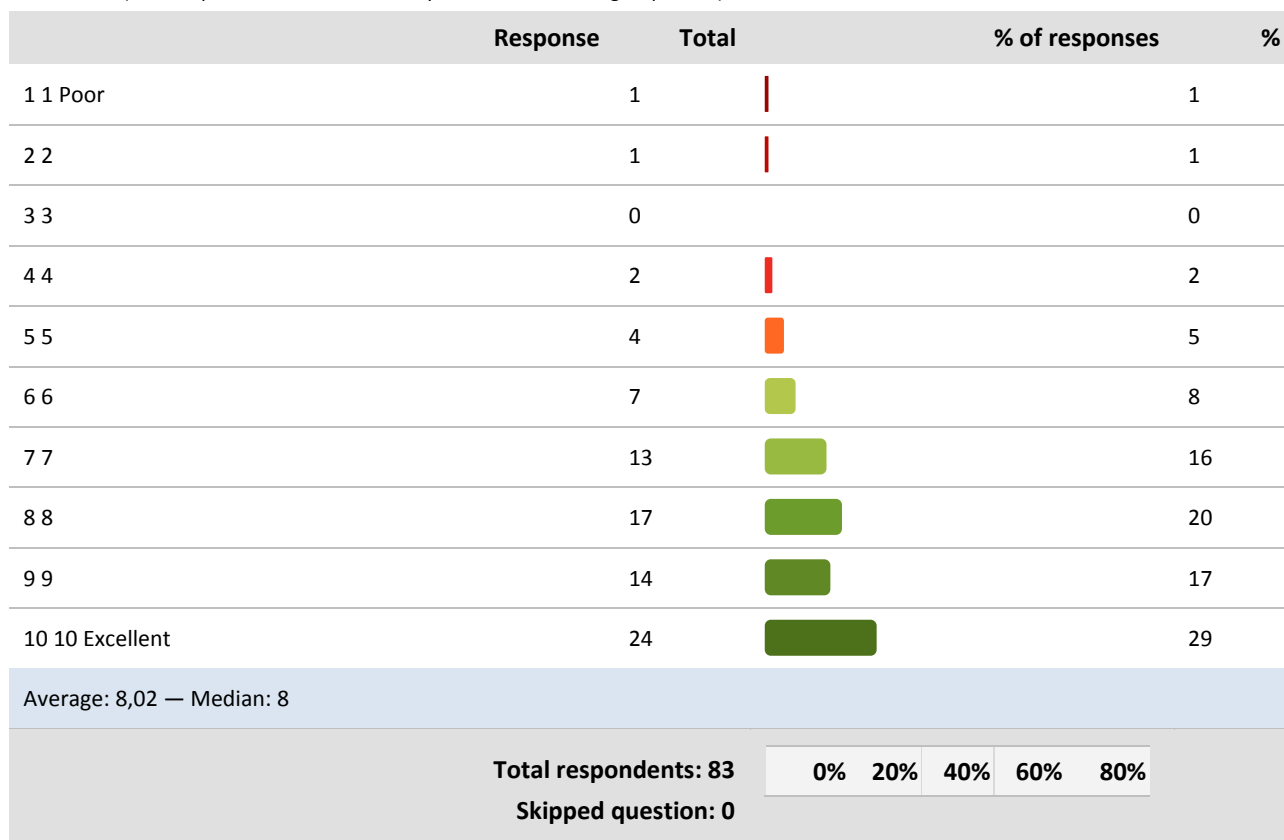
7. Where there in your opinion elements missing in the programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

	Response	Total	% of total respondents	%					
Open answer	59			60					
		Total respondents: 59	<table border="1"> <tr> <td>0%</td> <td>20%</td> <td>40%</td> <td>60%</td> <td>80%</td> </tr> </table>	0%	20%	40%	60%	80%	
0%	20%	40%	60%	80%					
		Skipped question: 24							

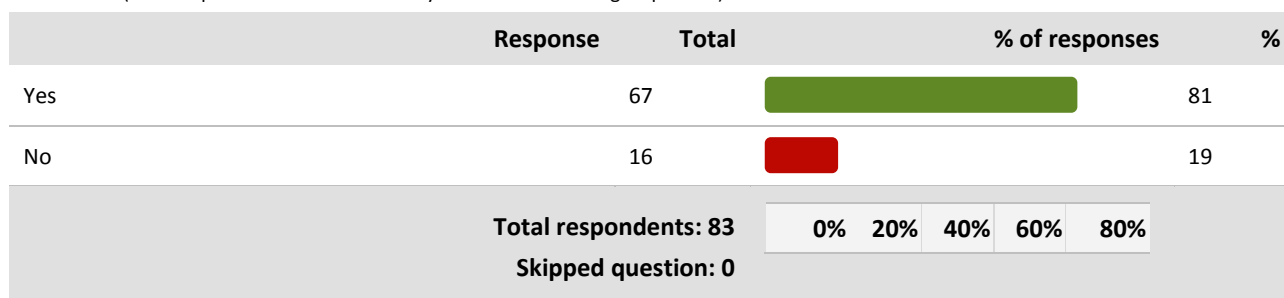
8. How do you value the support received in the export coaching programme, on a scale from 1 to 10

(Each respondent could choose only ONE of the following responses.)



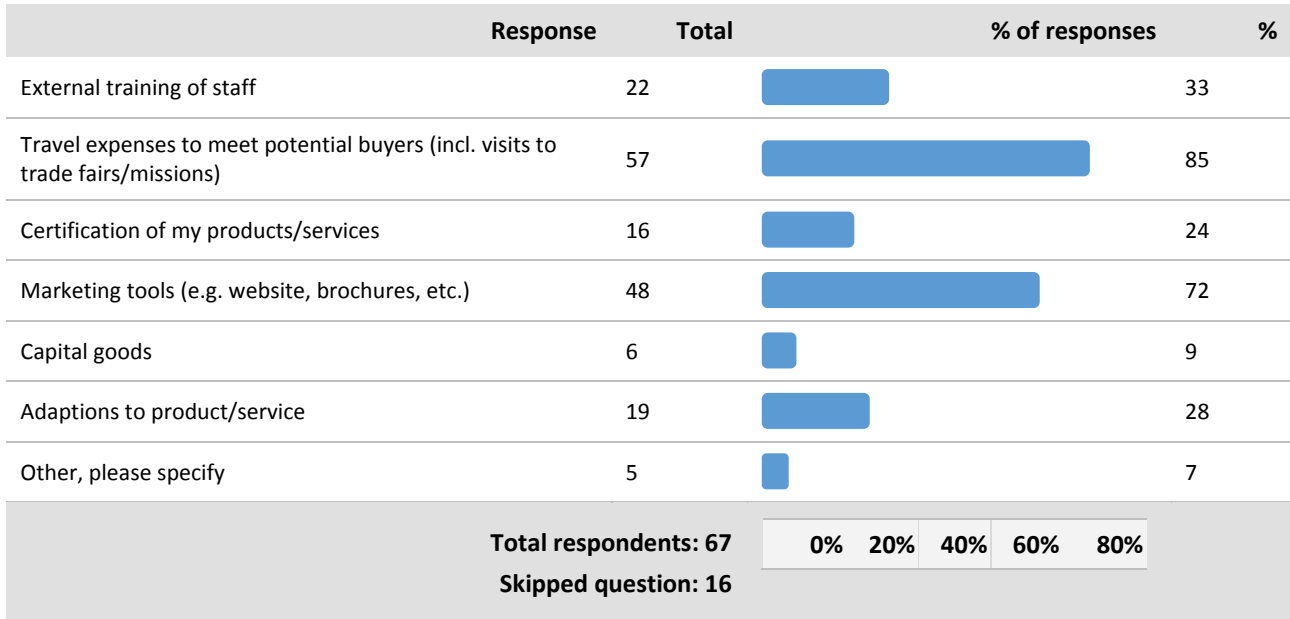
9. Did your company establish or increase an export budget to finance export promotion as a result of participation in this ECP?

(Each respondent could choose only ONE of the following responses.)



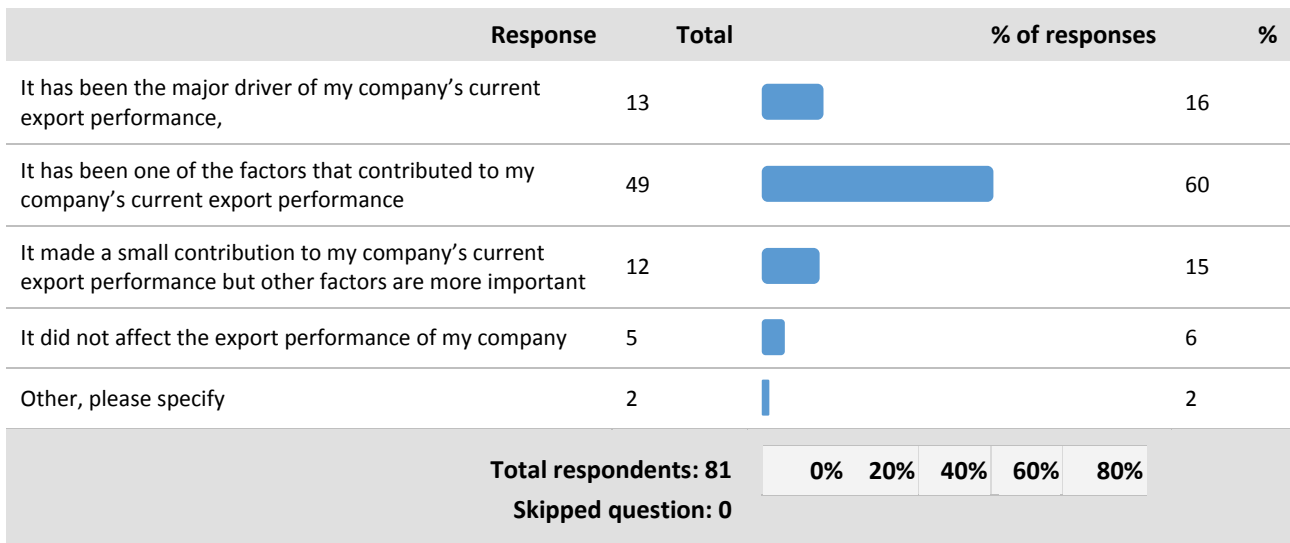
10. For what purpose was this export budget used? (more than one answer possible)

(Each respondent could choose MULTIPLE responses.)



11. How important has the CBI export coaching programme been for the export performance of your company?

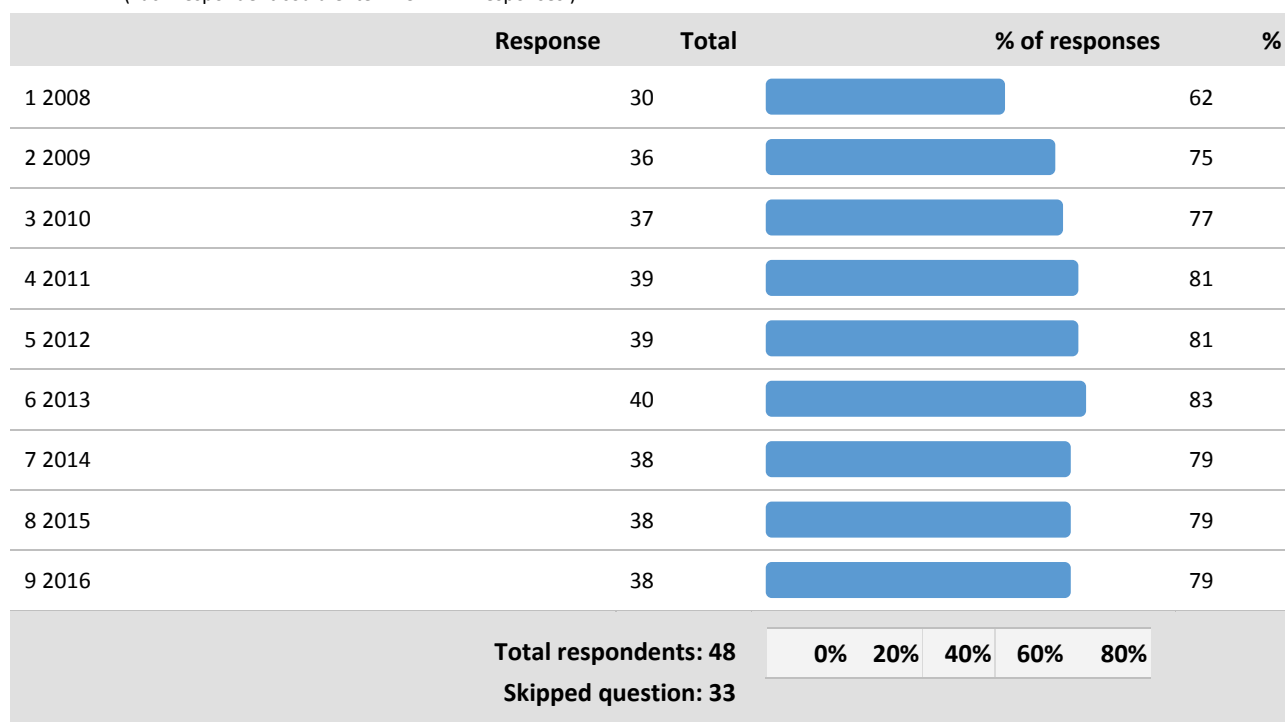
(Each respondent could choose only ONE of the following responses.)



12.1. Please answer the following questions:

- Please indicate the value of exports (in Euros) to the EU or the European Free Trade Association (EFTA)¹ for the following years.

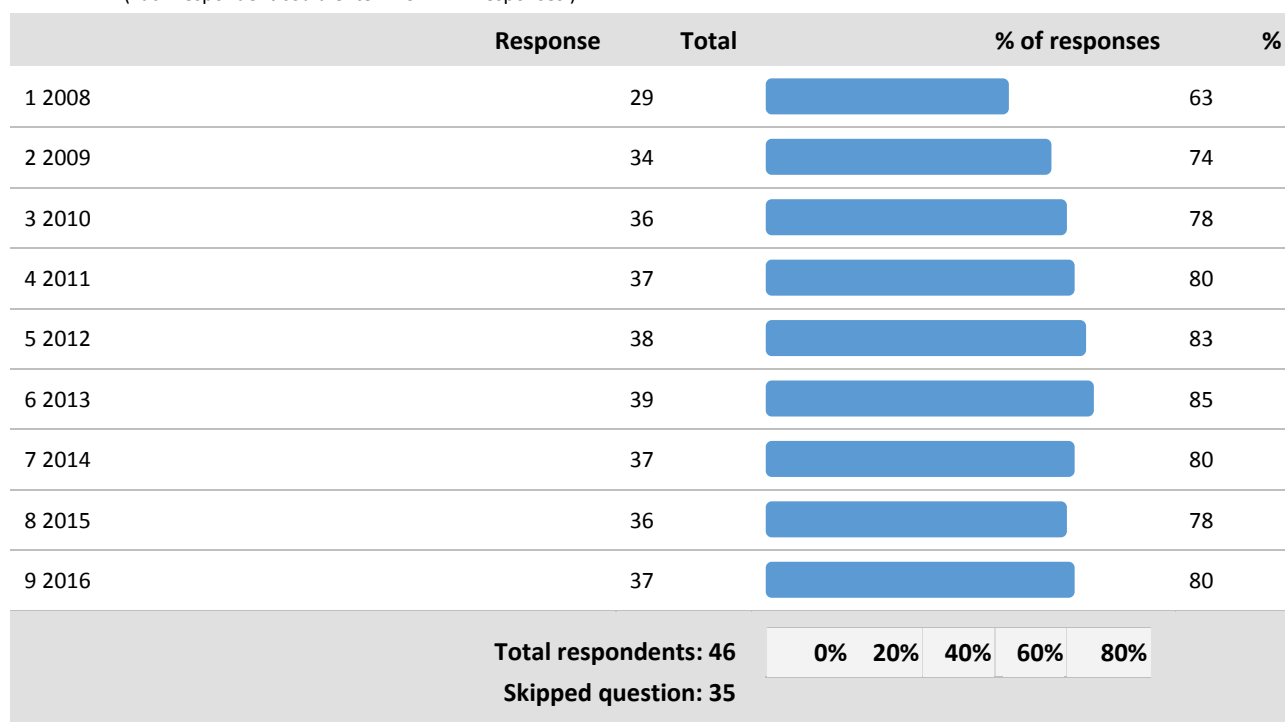
(Each respondent could enter MULTIPLE responses.)



12.2. Please answer the following questions:

- Please indicate the value of exports (in Euros) to countries other than the EU or the European Free Trade Association (EFTA) for the following years.

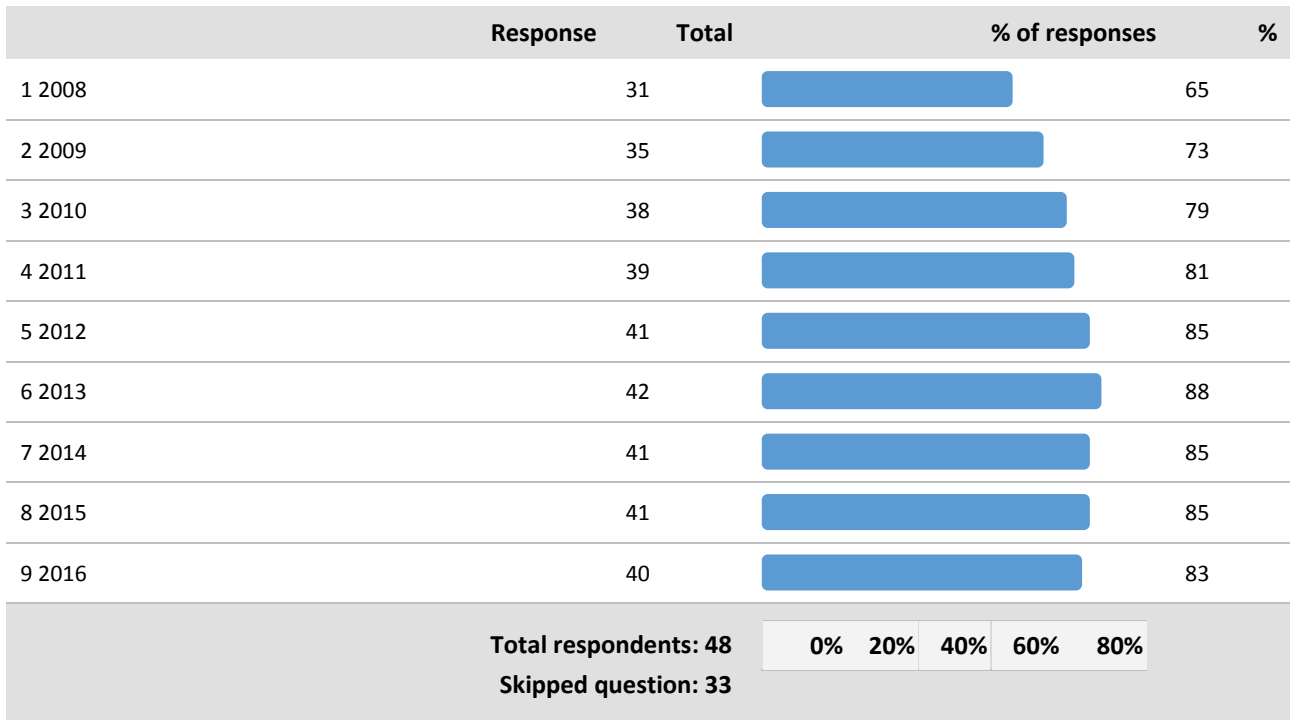
(Each respondent could enter MULTIPLE responses.)



12.3. Please answer the following questions:

- Please indicate the total number of FTEs employed in your firm for the following years.

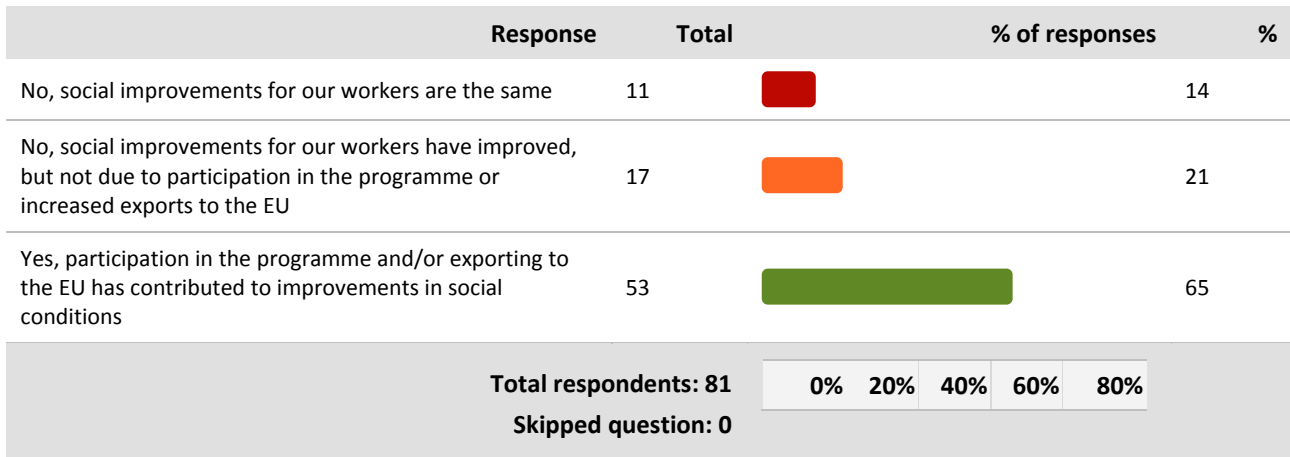
(Each respondent could enter MULTIPLE responses.)



¹ EFTA: Norway, Iceland, Switzerland and Liechtenstein

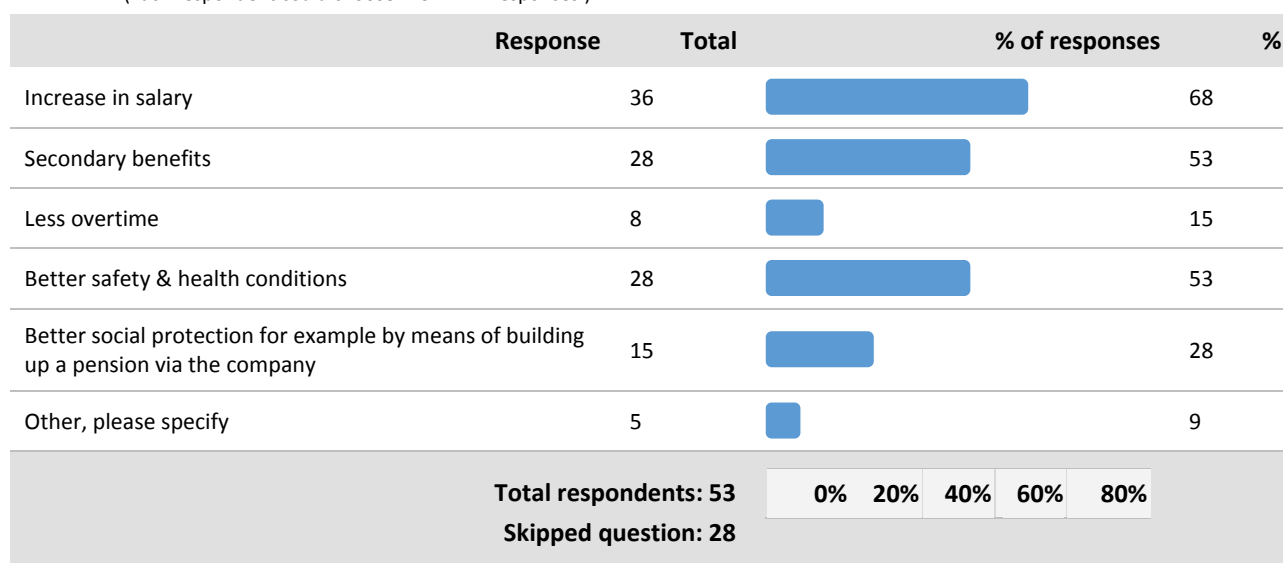
13. Has the programme resulted in social improvements for your workers?

(Each respondent could choose only ONE of the following responses.)



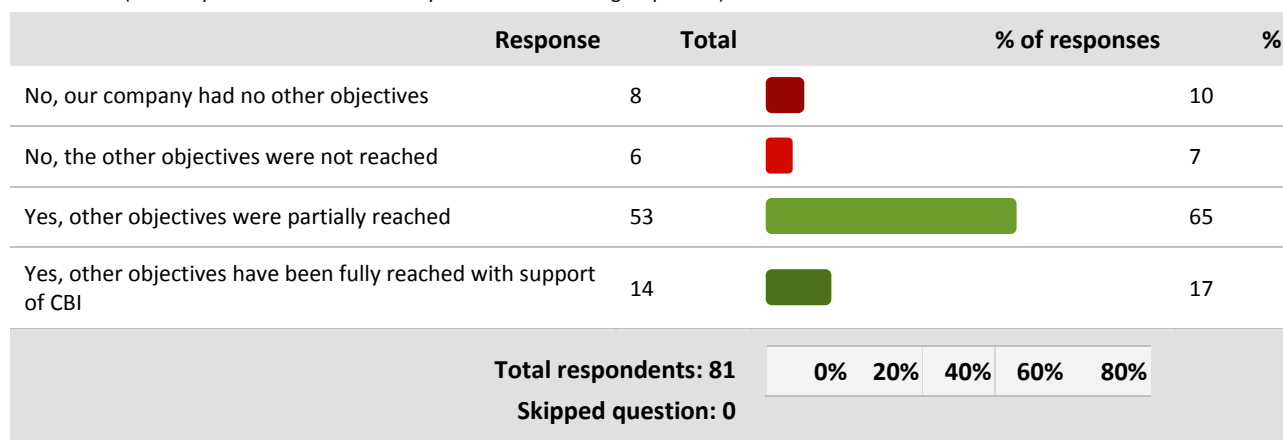
14. You indicated that participation in the programme and/or exporting to the EU has contributed to improvements in social conditions for your workers. Could you specify which conditions have improved? (more than one answer possible)

(Each respondent could choose MULTIPLE responses.)



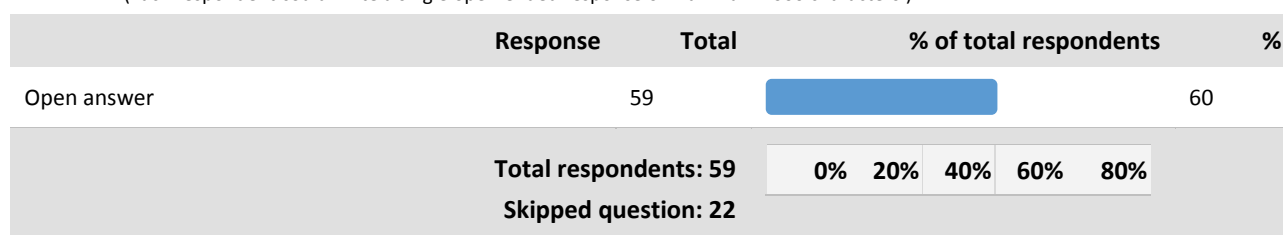
15. Did the programme contribute to reaching objectives other than increasing exports to the EU?

(Each respondent could choose only ONE of the following responses.)





16. What objectives other than increasing exports to the EU did you have?

(Each respondent could write a single open-ended response of maximum 2000 characters.)










17. After completion of the programme, have you continued with export promotion activities for the EU?

(Each respondent could choose only ONE of the following responses.)

	Response	Total	% of responses	%
Yes		67		83
No		14		17
		Total respondents: 81	0% 20% 40% 60% 80%	
		Skipped question: 0		


18. Which of the following activities do you undertake on a regular basis for exporting to the EU (more than one answer possible):

(Each respondent could choose MULTIPLE responses.)

	Response	Total	% of responses	%
Visiting trade fairs		59		88
Attending other networking events (seminars, missions, etc.)		38		57
Hiring an own salesperson or local consultant abroad		16		24
Conducting online activities		36		54
Joint activities with competitors (e.g. consortium)		12		18
Conducting / identifying market studies		18		27
Finding new niche markets		49		73
		Total respondents: 67	0% 20% 40% 60% 80%	
		Skipped question: 14		

19. Why not?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

	Response	Total	% of total respondents	%
Open answer		11		11
		Total respondents: 11	0% 20% 40% 60% 80%	
		Skipped question: 70		

20. Please indicate if you have also made use of similar support from other programmes/organisations?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	23		28
No	58		72
Total respondents: 81		0% 20% 40% 60% 80%	
Skipped question: 0			

21.1. What kind of support did you use?

- I made use of support from business support organisations

(Each respondent could choose only ONE response per sub-question.)

Response	Total	% of responses	%
1 Yes	13		57
2 No	10		43
Average: 1,43 — Median: 1			
Which organisations?	Total	% of total respondents	%
Open answer	10		10
Total respondents: 23		0% 20% 40% 60% 80%	
Skipped question: 58			

21.2. What kind of support did you use?

- I made use of support from programmes/organisations of the government or donors

(Each respondent could choose only ONE response per sub-question.)

Response	Total	% of responses	%
1 Yes	17		74
2 No	6		26
Average: 1,26 — Median: 1			
Which organisations?	Total	% of total respondents	%
Open answer	15		15
Total respondents: 23		0% 20% 40% 60% 80%	
Skipped question: 58			

21.3. What kind of support did you use?

- I made use of other support, namely

(Each respondent could choose only ONE response per sub-question.)

	Response	Total	% of responses	%
1	Yes	4		31
2	No	9		69
Average: 1,69 — Median: 2				
	Which organisations?	Total	% of total respondents	%
	Open answer	2		2
		Total respondents: 13	0% 20% 40% 60% 80%	Skipped question: 68

22. Why not?

(Each respondent could choose MULTIPLE responses.)

	Response	Total	% of responses	%
	I did not make use of other support because it was not available.	45		78
	I did not make use of other support because it was too expensive.	7		12
	I did not make use of other support because the quality seemed low.	3		5
	I did not make use of other support because of time constraints.	6		10
	Other reasons for not using other support:	5		9
		Total respondents: 58	0% 20% 40% 60% 80%	Skipped question: 22


23. If the programme would not have been available, would you have used your own resources to undertake the same activities of purchase the same support? Please explain.

(Each respondent could write a single open-ended response of maximum 2000 characters.)

	Response	Total	% of total respondents	%
	Open answer	71		72
		Total respondents: 71	0% 20% 40% 60% 80%	Skipped question: 8




24. Could you make any recommendations to improve the programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

	Response	Total	% of total respondents	%
Open answer		72		73
		Total respondents: 72	0% 20% 40% 60% 80%	
		Skipped question: 7		

25. Would you be available for a follow up interview? (The contact details will be treated with strict confidentiality and will be deleted when the project is finalised.)

(Each respondent could write multiple open-ended responses of maximum 255 characters.)

	Response	Total	% of responses	%
Name		70		100
Email		70		100
Telephone number		70		100
		Total respondents: 70	0% 20% 40% 60% 80%	
		Skipped question: 0		

Annex C: List of interviewees

Programme	Who
1046 – Fresh fruit and vegetables	PM, 2 experts, company
1049 – Home textiles	PM
1056 – Fishery products	PM
1058 – Knowledge processing outsourcing	PM
1060 Medical devices and laboratory equipment	PM
1144 – Tourism 2008/2014 Africa	PM, 3 experts, 2 companies
1244 – Tourism 2008/2014 Asia	PM, 4 experts
1344 – Tourism 2008/2014 Latin America	PM, expert
1444 – Tourism 2008/2014 Europe	PM, expert
1147 – Outerwear	PM
1247 – Outerwear (Pakistan)	PM, expert
1347 – Outerwear	PM, expert
1157 – Wine RSA	PM
1348 – Natural ingredients for food, pharmaceuticals and cosmetics	PM, expert, company
QP1101 – Timber Bolivia	PM, expert, company

Annex D: Programme factsheets

Order of programme factsheets

- 1046 – Fresh fruit and vegetables
- 1049 – Home textiles
- 1056 – Fishery products Indonesia
- 1058 – Knowledge process outsourcing
- 1060 – Medical devices and laboratory equipment
- 1144 – Tourism 2008/2014 Africa
- 1244 – Tourism 2008/2014 Asia
- 1344 – Tourism 2008/2014 Latin America
- 1444 – Tourism Europe
- 1147 – Outerwear
- 1247 – Outerwear (Pakistan)
- 1347 – Outerwear
- 1157 – Wine RSA
- 1348 – Natural ingredients for food, pharmaceuticals and cosmetics
- QP1101 – Timber Bolivia

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1046 – Fresh fruit and vegetables
Implementation period	1-1-2008 – 31-12-2014
Number of companies	Applied – 68 companies Selected – 57 companies Dropped out – 9 companies Completed – 48 companies <i>Completed E module – 49 companies</i> <i>Completed H module – 40 companies</i> <i>Completed E+H module – 30 companies</i>
Countries covered	Bolivia – 2 companies Colombia (UMIC) – 7 companies Ecuador (UMIC) – 8 companies Egypt – 9 companies Ethiopia (LDC) – 2 companies Ghana – 2 companies Guatemala – 5 companies Kenya – 3 companies Madagascar (LDC) – 1 company Pakistan – 5 companies Peru (UMIC) – 9 companies Serbia (UMIC) – 1 company South Africa (UMIC) – 2 companies Sri Lanka – 5 companies Tanzania (LDC) – 1 company Thailand – 2 companies Uganda (LDC) – 1 company Vietnam – 3 companies

CBI programmes 2008 2015 factsheet	
Products or services covered	HS07 – Vegetables HS08 - Fruits
Project finances and targets	
Budget available/estimated at the start	Total: €2.657.800 2008: €222.131 2009: €643.697 2010: €601.780 2011: €437.192 2012: €316.495 2013: €151.907 2014: €293.597
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€1.000 participation fee
Targets	<p>Goal is 40 competent companies (including some companies that were transferred from another FFV programme)</p> <ol style="list-style-type: none"> 1. The total of exports realised by 40 companies from the start of the programme till one year after should be at least €12 million. 2. Employment has increased. 3. 70% of the companies realised exports to the EU/EFTA during the programme. 4. 85% of the companies scored at least 2 on the export audit. 5. 60% of the companies have shown knowledge of the EU/EFTA market and export marketing in their EMP. 6. 85% of the companies have at least 15 new contacts in the EU/EFTA.
Targets reached	<ol style="list-style-type: none"> 1. Total exports between 2008 and 2015 equals €190,313,550. Not for all 48 companies export data was available or not for all years. 2. Documentation not available 3. Only for the period 2011/2013 sufficient data on exports to the EU/EFTA was available. On average 19 out of 48 companies (40%) have exported to the EU during the programme. 4. Documentation not available 5. Documentation not available 6. Documentation not available
Effectiveness and attribution	
Activities and number of participants	1046 – 68 comp 1046.C – 60 comp 1046.C.302 – 3 comp 1046.C.303 – 6 comp 1046.C.304 – 7 comp 1046.C.305 – 7 comp 1046.C.306 – 5 comp 1046.C.307 – 7 comp

CBI programmes 2008 2015 factsheet	
	1046.C.308 – 1 comp 1046.C.309 – 5 comp 1046.C.310 – 5 comp 1046.C.312 – 5 comp 1046.C.313 – 1 comp 1046.E – 58 comp 1046.E.101 – 8 comp (TAM) 1046.E.102 – 8 comp (TAM) 1046.E.103 – 8 comp (TAM) 1046.E.104 – 9 comp (TAM) 1046.E.105 – 7 comp (TAM) 1046.E.106 – 8 comp (TAM) 1046.E.107 – 9 comp (TAM) 1046.E.108 – 6 comp (TAM) 1046.E.110 – 7 comp (TAM) 1046.E.112 – 1 comp (TAM) 1046.E.201 – 45 comp (Distant Guidance) 1046.E.203 – 1 comp (Distant Guidance) 1046.H.101 – 28 comp (trade fair) 1046.H.102 – 50 comp (trade fair) 1046.H.105 – 15 comp (trade fair) 1046.H.300 – 45 comp (B2B) 1046.J.179 – 35 comp 1046.J.189 – 2 comp
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Budgeted €66.445. Exact expenditures not known
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	No, not part of the programme.
Attention paid to suppliers in the value chain	Yes.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Documentation not available
Other remarks	There was another FFV programme, 1042 for South Africa specifically. However it was difficult to get sufficient applicants, so the programme was cancelled. The companies that did apply could join 1046. This number has been taken into account the target number of competent companies was set. According to SAGE 221 companies applied of which 105 were rejected based on the application forms. During the programme, new companies could still join.

CBI programmes 2008 2015 factsheet	
CBI programmes 2008-2015 factsheet	
General project information	
Project title	1049 – Home Textiles
Implementation period	1/4/2007 – 31/12/2013
Number of companies	Applied - 56 Selected - ± 41 Dropped out - unknown Completed – 31 <i>Completed Module E – 36 companies</i> <i>Completed Module H – 35 companies</i> <i>Completed Module E + H – 31 companies</i>
Countries covered	Afghanistan (LDC) – 2 companies Bangladesh (LDC) – 1 company Colombia (UMC) – 3 companies Egypt – 2 companies Ethiopia (LDC) – 5 companies India – 8 companies Indonesia – 2 companies Jordan – 2 companies Mali (LDC) – 2 companies Morocco – 5 companies Peru (UMC) – 6 companies Philippines – 2 companies South Africa (UMC) – 5 companies Sri Lanka – 3 companies Thailand (UMC) – 2 companies Tunisia – 1 company Vietnam – 5 companies
Products or services covered	Carpets & other textile floor coverings, knotted Carpets & other text floor cover, woven, no tuft etc. Carpets & other textile floor coverings, tufted Carpets & other text floor cover, felt, no tuft etc. Other carpets & other textile floor covering, whether or not made-up Blankets and travelling rugs Bed linen Table linen Bedspreads Other furnishing articles
Project finances and targets	
Budget available/estimated at the start	Total - €2.325.575 2007 - €197.619 2008 - €473.004 2009 - €396.914 2010 - € 426.937 2011 - €363.485 2012 - € 318.464 2013 - €149.153
Amendments	Documentation not available

CBI programmes 2008 2015 factsheet	
Real expenditures	Documentation not available. PM assumes executed according to budget
Own contribution of companies	€1000 participation fee. If participating in a trade fair a second or third time, you need to pay for your space.
Targets	<p>Goals is 35 competent companies</p> <ol style="list-style-type: none"> 25 out of the 35 companies have 1 year after their last participation in a market entry activity an export order booking of at least €175.000 per company. At least 60% of the turnover is destined to the EU/EFTA. 14 companies have 1 year after their last participation in a market entry activity, on average 2 new markets for exports, of which one is located in the EU/EFTA. 25 companies export (increasingly) to the EU/EFTA during the programme as a result of the programme. 85% of the companies score sufficient on the clusters. Competent companies indicate at the EXPRO end evaluation that their skills and knowledge have been improved because of the programme. 60% of the companies have an Export Marketing Plan. 85% of the companies have on average 15 new contacts per trade fair, of which at least 60% is from the EU/EFTA. The companies have also gained experience in marketing their products.
Targets reached	<ol style="list-style-type: none"> Documentation not available Documentation not available 20 out of the 41 companies (49%) started exporting or increased their exports during the programme to the EU/EFTA. 37 out of 41 companies (90%) score sufficient on the clusters. Documentation not available. 39 out of 41 companies (95%) have prepared an EMP. 28 out of 41 companies (68%) have an average of 15 contacts per trade fair. For 33 out of 41 companies (80%) 60% of the new contacts is from the EU/EFTA
Effectiveness and attribution	
Activities and number of participants	1049 – 55 comp 1049.C – 44 comp 1049.C.301 – 5 comp 1049.C.302 – 7 comp 1049.C.303 – 4 comp 1049.C.304 – 2 comp

CBI programmes 2008 2015 factsheet

1049.C.305 – 2 comp
 1049.C.306 – 4 comp
 1049.C.307 – 7 comp
 1049.C.308 – 5 comp
 1049.C.309 – 5 comp
 1049.C.310 – 3 comp
 1049.C.311 – 8 comp
 1049.E. – 44 comp
 1049.E.111 – 2 comp (TAM)
 1049.E.112 – 2 comp (TAM)
 1049.E.114 – 5 comp (TAM)
 1049.E.115 – 6 comp (TAM)
 1049.E.116 – 2 comp (TAM)
 1049.E.117 – 9 comp (TAM)
 1049.E.118 – 3 comp (TAM)
 1049.E.119 – 8 comp (TAM)
 1049.E.120 – 5 comp (TAM)
 1049.E.121 – 5 comp (TAM)
 1049.E.122 – 8 comp (TAM)
 1049.E.123 – 5 comp (TAM)
 1049.E.126 – 2 comp (TAM)
 1049.E.128 – 4 comp (TAM)
 1049.E.129 – 6 comp (TAM)
 1049.E.130 – 2 comp (TAM)
 1049.E.131 – 4 comp (TAM)
 1049.E.133 – 8 comp (TAM)
 1049.E.134 – 3 comp (TAM)
 1049.E.135 – 2 comp (TAM)
 1049.E.202 – 18 comp (Distant Guidance)
 1049.E.203 – 43 comp (Distant Guidance)
 1049.E.204 – 9 comp (Distant Guidance)
 1049.E.205 – 15 comp (Distant Guidance)
 1049.H. – 42 comp
 1049.H.101 – 5 comp (trade fair)
 1049.H.102 – 3 comp (trade fair)
 1049.H.103 – 6 comp (trade fair)
 1049.H.105 – 4 comp (trade fair)
 1049.H.106 – 8 comp (trade fair)
 1049.H.107 – 9 comp (trade fair)
 1049.H.108 – 17 comp (trade fair)
 1049.H.109 – 14 comp (trade fair)
 1049.H.110 – 4 comp (trade fair)
 1049.H.111 – 6 comp (trade fair)
 1049.H.112 – 7 comp (trade fair)
 1049.H.113 – 1 comp (trade fair)
 1049.H.114 – 6 comp (trade fair)
 1049.H.301 – 3 comp (B2B)
 1049.H.302 – 9 comp (B2B)
 1049.H.303 – 4 comp (B2B)
 1049.H.304 – 12 comp (B2B)

CBI programmes 2008 2015 factsheet	
	1049.H.305 – 15 comp (B2B)
Increase in exports EU/EFTA – Total	2008-2013 €14.881.980 – 667% <i>Total of 2009-2013 exports compared to 2008</i> <i>Many companies have no data for multiple years</i>
Increase in exports EU/EFTA – Average (company average)	2008-2013 €506.345 – 1312% <i>Only 22 companies had data for the starting year</i>
Increase in exports EU/EFTA – Median (company median)	2008-2013 €102.588 – 515% <i>Only 22 companies had data for the starting year</i>
Increase in employment – Total	2008-2013 505 – 19%
Increase in employment – Average (company average)	2008-2013 13 – 43%
Increase in employment – Median (company median)	2008-2013 10 – 25%
Additionality	
Cost per participant	Budgeted €66.445. Real expenditures unknown
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not explicitly included in the programme. The experts have mentioned it to the companies, but there was no specific cluster on it.
Attention paid to suppliers in the value chain	Not explicitly included in the programme. The focus was on company specific issues, not on the export environment.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	One of the experts became sick for a long term period. The other experts and certain companies advised against his return.
Other remarks	BSOs were involved.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1056 – Fishery products
Implementation period	01/01/2009-31/12/2014
Number of companies	Applied – 19 Selected – 18 Dropped out – 11 Completed – 7 Completed Module E – 11 companies Completed Module H – 7 companies Completed Module E + H – 7 companies
Countries covered	Indonesia
Products or services covered	Molluscs, crustaceans, fish and products thereof except tuna, and value added fishery products.
Project finances and targets	
Budget available/estimated at the start	Total: €863.785 2009: €151.588 2010: €271.480 2011: €188.643 2012: €155.918 2013: €84.130 2014: €12.025
Amendments	Documentation not available. PM assumes not.
Real expenditures	Documentation not available. PM assumes according to budget.
Own contribution of companies	€1000 participation fee
Targets	<ol style="list-style-type: none"> 1. The sum of the exports to the EU/EFTA realised by the 13 companies, from the beginning of the programme up to and including the year following the completion of the programme, equals at least €7mln. 2. 70% of the companies realised exports to the EU/EFTA during the programme. 3. 85% of the competent companies score sufficiently on all relevant clusters of the Export Audit (at least 2 points). 4. 60% of the companies have incorporated their knowledge of the EU/EFTA markets and exports marketing in an Export Marketing Plan. 5. 85% of the companies have made at least 15 business contacts in the EU/EFTA.
Targets reached	<ol style="list-style-type: none"> 1. Documentation not available 2. Documentation not available 3. Documentation not available 4. 8 out of the 11 (73%) companies have made an Export Marketing Plan. <i>This number is biased upwards since drop-outs are not included.</i> 5. Documentation not available
Effectiveness and attribution	

CBI programmes 2008 2015 factsheet	
Activities and number of participants	1056 – 19 comp 1056.C – 11 comp 1056.E – 11 comp 1056.H.101 – 13 comp (trade fair) 1056.H.102 – 15 comp (trade fair) 1056.H.103 – 8 comp (trade fair) 1056.H.104 – 3 comp (trade fair)
Increase in exports EU/EFTA – Total	2010-Q3 2013 €15.400.000
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	2010-Q3 2013 62
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Budgeted €66.445, real expenditures unknown.
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not explicitly, not a target.
Attention paid to suppliers in the value chain	Yes, two topics: 1) Improved raw materials, more suitable for value addition. 2) Blockades and different interests in structures and systems of fish farms and ports are clear for all stakeholders. Activities included trainings, visits to fishing farms and ports, and 3-5 roundtables per fishing farm/port.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	
Other remarks	Next to assisting companies they have also assisted in establishing a Seafood Service Centre. They have also worked together with MOMAF, the Ministry responsible for fishing. They were also present at trainings, fairs, port visits, etc. At the beginning of the programme SIPPO was also active in the region/sector. Later on they have agreed that SIPPO would focus on seaweed.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1058 – Knowledge process outsourcing
Implementation period	1/4/2010-31/12/2015
Number of companies	Applied - unknown Selected – 18 companies Dropped out – 10 companies Completed – 8 companies <i>Completed Module E – 15 companies</i> <i>Completed Module H – 8 companies</i> <i>Completed Module E + H – 8 companies</i>
Countries covered	Moldova, Republic of – 7 companies Palestinian Territory, occupied – 11 companies
Products or services covered	Knowledge process outsourcing, business process outsourcing, and information technology outsourcing
Project finances and targets	
Budget available/estimated at the start	Total: €2.656.656 2010: €115.000 2011: €440.000 2012: €495.000 2013: €610.000 2014: €500.000 2015: €500.000
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€1000 participation fee
Targets	Goal is 40 competent companies 1. The average export to the EU/EFTA realised by the 40 companies from the start of the programme until one year after ending of the programme equals €67.000. 2. One year after the programme, the number of employees has increased (compared to the start of the programme). 3. 70% of the companies have exported to the EU/EFTA during the programme. 4. 85% of the companies score sufficient (at least 2 points) on the Export Audit clusters. 5. 60% of the companies have shown their knowledge of the EU/EFTA market and export marketing in their Export Marketing Plan. 6. 85% of the companies have at least 15 new trade contacts in the EU/EFTA.
Targets reached	1. Documentation not available 2. Documentation not available 3. Documentation not available 4. Documentation not available 5. Documentation not available 6. Documentation not available

CBI programmes 2008 2015 factsheet	
Effectiveness and attribution	
Activities and number of participants	1058 – 11 comp 1058.C – 11 comp 1058.E – 7 comp 1058.H – 5 comp 1058.H.109 – 2 comp (trade fair) 1058.J – 6 comp (Expro)
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Budgeted €66.416. Real expenditures unknown
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Documentation not available
Attention paid to suppliers in the value chain	Documentation not available
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Documentation not available

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1060 – Medical devices and laboratory equipment
Implementation period	1/1/2009-31/12/2015
Number of companies	Applied – 24 Selected – 18 Dropped out - 4 Completed – 14 <i>Completed Module E – 9 companies</i> <i>Completed Module H – 13 companies</i> <i>Completed Module E + H – 9 companies</i>
Countries covered	Pakistan – 14 companies
Products or services covered	Wound bandages and materials Surgical instruments and apparatus Ophthalmic instruments and appliances Diagnostic apparatus Orthopaedic instrument and appliances Hospital furniture Needles and catheters Laboratory equipment Medical measuring instruments Dental instruments and apparatus
Project finances and targets	
Budget available/estimated at the start	Total: €1.661.125 2009: €2.661 2010: €400.067 2011: €269.266 2012: €430.457 2013: €393.602 2014: €151.967 2015: €13.103
Amendments	Documentation not available.
Real expenditures	Documentation not available. According to the PM executed according to budget.
Own contribution of companies	€1000 participation fee. 20% of the cost when attending a second trade fair, and 40-60% of the costs when attending a third trade fair.
Targets	Goals is 25 competent companies 1. Total exports of the companies to the EU/EFTA one year after their last market entry activity, and as a consequence of the programme equal at least €4.000.000. 2. 70% of the companies are exporting to the EU/EFTA. 3. 60% of the companies have developed an Export Marketing Plan. 4. 85% of the companies score sufficient (2) on the Export Audit clusters.
<i>Given the number of selected companies, the goal and target 1 is likely to be for the world wide programme. Target 2-6 presumably stayed the same for this programme.</i>	

CBI programmes 2008 2015 factsheet	
	5. 85% of the companies have as a result of attendance of 1-3 market entry activities at least 15 new contacts.
Targets reached	<ol style="list-style-type: none"> 1. Documentation not available 2. Documentation not available 3. 0 companies (0%) have developed a Marketing Export Plan. 4. 10 out of 14 companies (71%) have scored sufficient on the Export Audit clusters. <i>This number is biased upwards since drop-outs are not included.</i> 5. 1 out of 14 companies (7%) have 15 or more new (EU/EFTA) business contacts. <i>This number is biased upwards since drop-outs are not included.</i>
Effectiveness and attribution	
Activities and number of participants	1060 – 14 comp 1060.C – 14 comp 1060.E – 14 comp 1060.H.102 – 8 comp (trade fair) 1060.H.103 – 11 comp (trade fair) 1060.H.104 – 6 comp (trade fair) 1060.H.105 – 9 comp (trade fair) 1060.H.106 – 7 comp (trade fair) 1060.H.107 – 6 comp (trade fair) 1060.J.192 – 14 comp
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	2009-2015 483 – 575% Some companies go from 0 employees to 40, 75 or even 250. Some companies start with 0 employees and end with 0 employees. Some companies start with employees and end with no employees.
Increase in employment – Average (company average)	2009-2015 34.5 – 65%
Increase in employment – Median (company median)	2009-2015 15 - 41%
Additionality	
Cost per participant	Budgeted €66.445, real expenditures unknown.
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	It was not a target, but after the BBC report (see below) they focussed on CSR issues and included it in trainings.
Attention paid to suppliers in the value chain	Not explicitly, not a target.

CBI programmes 2008 2015 factsheet	
Issues or developments that occurred during the programme and are relevant for the programme evaluation	<p>A BBC report was published on the bad conditions in the sector (waste issues, child labour, bad quality of finished products).</p> <p>Regardless of the situation it appeared that experts only looked at the CSR issues when instructed by CBI.</p>
Other remarks	<p>Over time there has been more than one PM.</p> <p>They have worked together with UNIDO, who often attended the programme trainings and activities.</p> <p>Together with UNIDO 60 companies have been prepared for exports (the companies from this programme and additional ones by UNIDO).</p>

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1144 – Tourism Africa
Implementation period	2008-2014
Number of companies	Applied – unknown Selected – unknown Dropped out – 6 companies Completed – 79 companies <i>Completed Module E – 72 companies</i> <i>Completed module H – 80 companies</i> <i>Completed module E + H – 72 companies</i>
Countries covered	Benin – 2 companies Ethiopia – 11 companies Ghana – 6 companies Jordan – 5 companies Kenya – 16 companies Madagascar – 7 companies Mali – 8 companies Mozambique – 3 companies Rwanda – 1 company Senegal - 1 company South Africa – 14 companies Tanzania – 3 companies Uganda – 5 companies Zambia – 2 companies
Products or services covered	Tourism
Project finances and targets	
Budget available/estimated at the start	Documentation not available
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€250
Targets For 1044 as a whole	<ol style="list-style-type: none"> 75% of all participating companies have generated a turnover of 12.000 euro's based on their new business contacts. 50% of all participating companies have generated a turnover of 24.000 euro's based on their new business contacts. 100 participating companies and national tourism organisations fill in and sign a formal participation form of the program. 75 participating companies have a formal written export marketing plan based on CBI-standards 75 participating companies score 3 or more (on a scale of 5) on the cluster preparation of fair of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster promotion and presentation of Export audit form.

CBI programmes 2008 2015 factsheet	
	<p>7. 75 participating companies score 3 or more (on a scale of 5) on the cluster product development of Export audit form.</p> <p>8. Each participating company has contacted 30 national tour operators and tourism organisations during the 1st, 2nd and 3rd year of participation.</p> <p>9. 75 participating companies have secured 3 contacts and / or is actively giving follow up with 3 national tour operators during 1st, 2nd and 3rd year of participation.</p> <p>10. Each participating company scores 3 or more (on a scale of 5) on the cluster finance (10) of Export audit form.</p>
Targets reached	<p>1. Documentation not available</p> <p>2. Documentation not available</p> <p>3. Documentation not available</p> <p>4. Documentation not available</p> <p>5. Documentation not available</p> <p>6. Documentation not available</p> <p>7. Documentation not available</p> <p>8. Documentation not available</p> <p>9. Documentation not available</p> <p>10. Documentation not available</p>
Effectiveness and attribution	
Activities and number of participants	<p>1144 – 84 comp</p> <p>1144.1 – 7 comp</p> <p>1144.C – 76 comp</p> <p>1144.E – 71 comp</p> <p>1144.H – 78 comp</p> <p>1144.H.102 – 7 comp (trade fair)</p> <p>1144.H.134 – 1 comp (trade fair)</p> <p>1144.H.151 – 2 comp (trade fair)</p> <p>1144.H.154 – 1 comp (trade fair)</p> <p>1144.H.408 – 1 comp (showroom)</p> <p>1144.K.006 – 1 comp</p>
Increase in exports EU/EFTA – Total All programmes (1044)	<p>2009-2013</p> <p>€327.000 – 87%</p>
Increase in exports EU/EFTA – Average All programmes (1044)	<p>2009-2013</p> <p>€81.750 – 17%</p>
Increase in exports EU/EFTA – Median All programmes (1044)	<p>2009-2013</p> <p>€65.500 – 16%</p>
Increase in employment – Total All programmes (1044)	<p>2009-2013</p> <p>7 additional FTE – 117%</p>
Increase in employment – Average All programmes (1044)	<p>2009-2013</p> <p>1.75 additional FTE – 14%</p>
Increase in employment – Median All programmes (1044)	<p>2009-2013</p> <p>1 additional FTE – 13.5%</p>
Additionality	
Cost per participant	Documentation not available

CBI programmes 2008 2015 factsheet	
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not an explicit target, but attention was paid to certificates.
Attention paid to suppliers in the value chain	No attention was paid to the value chain.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Many companies accepted on the ECP were really too small, too weak, to benefit well from the ECP. In addition, during the period, there were external factors reducing tourism to Africa, such as Ebola in West Africa and Al-Shaabab spectacular terrorist attack on West Gate Mall in Nairobi, and media reporting negatively about elections in Kenya.
Other remarks	One start document for all four tourism programmes. Over time there has been more than one PM. Many documents were lost after the programme was split into four programmes. Multiple documents contain inconsistent information.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1244 – Tourism Asia
Implementation period	2008 – 2014
Number of companies	Applied – 98 Selected – 90 Dropped out – 1 Completed – 66 <i>Completed Module E – 66 companies</i> <i>Completed Module H – 48 companies</i> <i>Completed Module E + H – 33 companies</i>
Countries covered	Indonesia – 7 companies Mongolia – 8 companies Nepal (LDC) – 7 companies Sri Lanka – 8 companies Thailand (UMIC) – 11 companies Vietnam – 12 companies
Products or services covered	Tourism
Project finances and targets	
Budget available/estimated at the start	Documentation not available
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€250
Targets For 1044 as a whole	<ol style="list-style-type: none"> 75% of all participating companies have generated a turnover of 12.000 euro's based on their new business contacts. 50% of all participating companies have generated a turnover of 24.000 euro's based on their new business contacts. 100 participating companies and national tourism organisations fill in and sign a formal participation form of the program. 75 participating companies have a formal written Export Marketing Plan based on CBI-standards. 75 participating companies score 3 or more (on a scale of 5) on the cluster preparation of fair of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster promotion and presentation of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster product development of Export audit form. Each participating company has contacted 30 national tour operators and tourism organisations during the 1st, 2nd and 3rd year of participation. 75 participating companies have secured 3 contacts and / or is actively giving follow up with

CBI programmes 2008 2015 factsheet	
	<p>3 national tour operators during 1st, 2nd and 3rd year of participation.</p> <p>10. Each participating company scores 3 or more (on a scale of 5) on the cluster finance (10) of Export audit form.</p>
Targets reached	<p>1. Documentation not available</p> <p>2. Documentation not available</p> <p>3. Documentation not available</p> <p>4. 36 out of 91 companies (40%) have prepared an Export Marketing Plan.</p> <p>5. Documentation not available</p> <p>6. Documentation not available</p> <p>7. Documentation not available</p> <p>8. Documentation not available</p> <p>9. Documentation not available</p> <p>10. Documentation not available</p>
Effectiveness and attribution	
Activities and number of participants	<p>1244 – 98 comp</p> <p>1244.C – 88 comp</p> <p>1244.E – 90 comp</p> <p>1244.H.102 – 15 comp (Attendance of fair)</p> <p>1244.H.113 – 1 comp (Attendance of fair)</p> <p>1244.H.119 – 1 comp (Attendance of fair)</p> <p>1244.H.122 – 1 comp (Attendance of fair)</p> <p>1244.H.129 – 1 comp (Attendance of fair)</p> <p>1244.H.132 – 2 comp (Attendance of fair)</p> <p>1244.H.133 – 3 comp (Attendance of fair)</p> <p>1244.H.134 – 11 comp (Attendance of fair)</p> <p>1244.H.136 – 1 comp (Attendance of fair)</p> <p>1244.H.137 – 1 comp (Attendance of fair)</p> <p>1244.H.138 – 1 comp (Attendance of fair)</p> <p>1244.H.139 – 2 comp (Attendance of fair)</p> <p>1244.H.410 – 1 comp (Showroom)</p> <p>1244.H.411 – 1 comp (Showroom)</p> <p>1244.H.600 – 2 comp (Distant guidance and consolidation)</p> <p>1244.H.602 – 1 comp (Distant guidance and consolidation)</p> <p>1244.H.607 – 1 comp (Distant guidance and consolidation)</p> <p>1244.H.706 – 1 comp</p> <p>1244.H.707 – 1 comp</p>
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	According to the current documentation, the programme resulted in an employment decrease of 543. Many companies started with 0 employees and ended with -60 or even -140 employees
Increase in employment – Average	Documentation not available

CBI programmes 2008 2015 factsheet	
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Documentation not available
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not an explicit target, but attention was paid to certificates.
Attention paid to suppliers in the value chain	No attention was paid to the value chain
Issues or developments that occurred during the programme and are relevant for the programme evaluation	
Other remarks	One start document for all four tourism programmes. Many documents were lost after the programme was split into four programmes. Multiple documents contain inconsistent information.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1344 – Tourism Latin America
Implementation period	2008-2014
Number of companies	Applied - unknown Selected - unknown Dropped out - 45 Completed – 31 <i>Completed Module E – 46 companies</i> <i>Completed Module H – 33 companies</i> <i>Completed Module E + H – 25 companies</i>
Countries covered	Bolivia – 18 companies Colombia – 14 companies Ecuador – 17 companies El Salvador – 3 companies Guatemala – 4 companies Nicaragua – 6 companies Peru – 13 companies Suriname – 1 company
Products or services covered	Tourism
Project finances and targets	
Budget available/estimated at the start	Documentation not available
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€250
Targets For 1044 as a whole	<ol style="list-style-type: none"> 75% of all participating companies have generated a turnover of 12.000 euro's based on their new business contacts. 50% of all participating companies have generated a turnover of 24.000 euro's based on their new business contacts. 100 participating companies and national tourism organisations fill in and sign a formal participation form of the program. 75 participating companies have a formal written export marketing plan based on CBI-standards 75 participating companies score 3 or more (on a scale of 5) on the cluster preparation of fair of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster promotion and presentation of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster product development of Export audit form. Each participating company has contacted 30 national tour operators and tourism organisations during the 1st, 2nd and 3rd year of participation.

CBI programmes 2008 2015 factsheet	
	<p>9. 75 participating companies have secured 3 contacts and / or is actively giving follow up with 3 national tour operators during 1st, 2nd and 3rd year of participation.</p> <p>10. Each participating company scores 3 or more (on a scale of 5) on the cluster finance (10) of Export audit form.</p>
Targets reached	<p>1. Documentation not available</p> <p>2. Documentation not available</p> <p>3. Documentation not available</p> <p>4. Documentation not available</p> <p>5. Documentation not available</p> <p>6. Documentation not available</p> <p>7. Documentation not available</p> <p>8. Documentation not available</p> <p>9. Documentation not available</p> <p>10. Documentation not available</p>
Effectiveness and attribution	
Activities and number of participants	<p>1344 – 76 comp</p> <p>1344.C – 57 comp</p> <p>1344.E – 48 comp</p> <p>1344.E.303 – 1 comp</p> <p>1344.E.513 – 3 comp</p> <p>1344.H – 43 comp</p> <p>1344.H.102 – 13 comp (trade fair)</p> <p>1344.H.116 – 1 comp (trade fair)</p> <p>1344.H.135 – 1 comp (trade fair)</p> <p>1344.H.201 – 16 comp (MMF)</p> <p>1344.H.407 – 2 comp (Showroom)</p> <p>1344.H.421 – 1 comp (Showroom)</p> <p>1344.H.431 – 1 comp (Showroom)</p> <p>1344.H.432 – 1 comp (Showroom)</p> <p>1344.H.434 – 1 comp (Showroom)</p>
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Documentation not available
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not an explicit target, but attention was paid to certificates.
Attention paid to suppliers in the value chain	No attention was paid to the value chain
Issues or developments that occurred during the programme and are relevant for the programme evaluation	

CBI programmes 2008 2015 factsheet	
Other remarks	One start document for all four tourism programmes. Many documents were lost after the programme was split into four programmes. Multiple documents contain inconsistent information.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1444 – Tourism Eastern Europe
Implementation period	2008-2014
Number of companies	Applied – Selected - Dropped out - Completed – <i>Completed Module E – 19 companies</i> <i>Completed Module H – 26 companies</i> <i>Completed Module E + H – 15 companies</i>
Countries covered	Albania (UMIC) – 5 companies Armenia – 11 companies Bosnia and Herzegovina (UMIC) – 14 companies Georgia – 8 companies Moldova, Republic of – 6 companies Montenegro (UMIC) – 1 company Serbia (UMIC) - 3 companies
Products or services covered	Tourism
Project finances and targets	
Budget available/estimated at the start	Documentation not available
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	€250
Targets For 1044 as a whole	<ol style="list-style-type: none"> 75% of all participating companies have generated a turnover of 12.000 euro´s based on their new business contacts. 50% of all participating companies have generated a turnover of 24.000 euro´s based on their new business contacts. 100 participating companies and national tourism organisations fill in and sign a formal participation form of the program. 75 participating companies have a formal written export marketing plan based on CBI-standards 75 participating companies score 3 or more (on a scale of 5) on the cluster preparation of fair of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster promotion and presentation of Export audit form. 75 participating companies score 3 or more (on a scale of 5) on the cluster product development of Export audit form. Each participating company has contacted 30 national tour operators and tourism organisations during the 1st, 2nd and 3rd year of participation. 75 participating companies have secured 3 contacts and / or is actively giving follow up with

CBI programmes 2008 2015 factsheet	
	<p>3 national tour operators during 1st, 2nd and 3rd year of participation.</p> <p>10. Each participating company scores 3 or more (on a scale of 5) on the cluster finance (10) of Export audit form.</p>
Targets reached	<p>1. Documentation not available</p> <p>2. Documentation not available</p> <p>3. Documentation not available</p> <p>4. Documentation not available</p> <p>5. Documentation not available</p> <p>6. Documentation not available</p> <p>7. Documentation not available</p> <p>8. Documentation not available</p> <p>9. Documentation not available</p> <p>10. Documentation not available</p>
Effectiveness and attribution	
Activities and number of participants	<p>1444 – 48 comp</p> <p>1444.C – 23 comp</p> <p>1444.E – 22 comp</p> <p>1444.H – 28 comp</p> <p>1444.H.102 – 7 comp (trade fair)</p> <p>1444.H.133 – 3 comp (trade fair)</p> <p>1444.H.134 – 1 comp (trade fair)</p> <p>1444.H.406 - 1 comp (showroom)</p> <p>1444.H.407 – 2 comp (showroom)</p> <p>1444.H.415 – 3 comp (showroom)</p> <p>1444.H.416 – 2 comp (showroom)</p> <p>1444.H.417 – 1 comp (showroom)</p> <p>1444.H.419 – 1 comp (showroom)</p> <p>1444.H.501 – 1 comp (buyer mission)</p> <p>1444.H.502 – 1 comp (buyer mission)</p> <p>1444.H.505 – 1 comp (buyer mission)</p> <p>1444.H.511 – 1 comp (buyer mission)</p> <p>1444.H.515 – 1 comp (buyer mission)</p>
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Documentation not available
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not an explicit target, but attention was paid to certificates.
Attention paid to suppliers in the value chain	No attention was paid to the value chain

CBI programmes 2008 2015 factsheet	
Issues or developments that occurred during the programme and are relevant for the programme evaluation	
Other remarks	<p>One start document for all four tourism programmes.</p> <p>Over time there has been more than one PM</p> <p>Many documents were lost after the programme was split into four programmes.</p> <p>Multiple documents contain inconsistent information.</p>

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1147 – Outerwear & Fashion sportswear
Implementation period	2008-2013
Number of companies	Applied - 24 Selected - 18 Dropped out - 9 Completed - 9
Countries covered	Egypt – 12 companies Tunisia – 12 companies
Products or services covered	Outerwear for men, woman, children - Knitted: 6101, 6102, 6103, 6104, 6105, 6106, 6109, 6110, 6111, 6113, 6114 - Woven: 6201, 6202, 6203, 6204, 6205, 6206, 6209, 6210, 6211
Project finances and targets	
Budget available/estimated at the start	Total: €2.325.575 2008: €74.665 2009: €624.038 2010: €523.852 2011: €468.011 2012: €409.805 2013: €225.203
<i>For 1047 as a whole. Divided per ratio (# companies) for the three programmes. (programme budget unknown)</i>	
Amendments	Documentation not available. The PM assumes not.
Real expenditures	Documentation not available
Own contribution of companies	€1000 participation fee
Targets	Goal is 35 competent companies 1. Total exports of the 35 companies to the EU/EFTA from the start of the programme until one year after ending equals at least €4.700.000. 2. One year after the ending of the programme, the number of employees has increased. 3. 70% of the companies have realised exports to the EU/EFTA during the programme 4. 85% of the companies score sufficient (2) on the Export Audit clusters. 5. 60% of the companies have shown their knowledge of the EU/EFTA market and export marketing in their Export Marketing Plan. 6. 85% of the companies have at least 15 new contacts in the EU/EFTA.
<i>For 1047 as a whole. Number of competent companies and first target have been divided per ratio (# companies) for the three programmes. Target 2-6 stayed the same for this programme.</i>	
Targets reached	9 companies completed/competent 1. Total exports to the EU for the years 2008 and 2010-2013 is €10.881.100. 2. Unknown. During the programme, the number decreased with 51. 3. 7 out of 10 companies (70%) exported to the EU during the programme. All of them exported already to the EU at the start of the programme.

CBI programmes 2008 2015 factsheet	
	<p><i>This number is biased upwards, since drop-outs are not included.</i></p> <p>4. 8 out of 10 companies (80%) have scored sufficient.</p> <p><i>This number is biased upwards, since drop-outs are not included.</i></p> <p>5. 10 out of 10 companies (100%) have developed a Marketing Export Plan.</p> <p><i>This number is biased upwards, since drop-outs are not included.</i></p> <p>6. 6 out of 10 companies (60%) have 15 or more new business contacts in the EU/EFTA</p> <p><i>This number is biased upwards, since drop-outs are not included.</i></p>
Effectiveness and attribution	
Activities and number of participants	1147 – 24 comp 1147.C – 10 comp (Export Audit Mission) 1147.E.207 – 11 comp (Distant Guidance) 1147.H.107 – 1 comp (trade fair) 1147.H.108 – 6 comp (trade fair) 1147.H.109 – 9 comp (trade fair) 1147.H.301 – 3 comp (B2B)
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	2008-2013 -51 (-2%)
Increase in employment – Average	2008-2013 -5.7 (-4%)
Increase in employment – Median	2008-2013 0 (0%)
Additionality	
Cost per participant	Budgeted €66.445. Real expenditures unknown
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Not explicitly, not a target. No standard certificates were presented to the participants, but CBI did point out the relevance/importance of it to the participants.
Attention paid to suppliers in the value chain	Not explicitly, not a target. If present, branch organisations were invited to fairs and trainings.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Arab spring. Some importers didn't want to enter Egypt anymore or experiment with products. Some exporters were reluctant to leave the country, afraid that they could not enter again.
Other remarks	One start document for all three outerwear programmes. 90% of all programme documents are lost.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1247 - Outerwear
Implementation period	2008-2013
Number of companies	Applied - Unknown Selected – 9 companies Dropped out – 5 companies Completed – 4 companies <i>Completed Module E – 0 companies</i> <i>Completed Module H – 2 companies</i> <i>Completed Module E + H – 0 companies</i> 2 of the competent companies are missing in the activity overview and several other documents.
Countries covered	Pakistan
Products or services covered	Outerwear for men, woman, children - Knitted: 6101, 6102, 6103, 6104, 6105, 6106, 6109, 6110, 6111, 6113, 6114 - Woven: 6201, 6202, 6203, 6204, 6205, 6206, 6209, 6210, 6211
Project finances and targets	
Budget available/estimated at the start <i>For 1047 as a whole. Divided per ratio (# companies) for the three programmes. (programme budget unknown).</i>	Total: €2.325.575 2008: €74.665 2009: €624.038 2010: €523.852 2011: €468.011 2012: €409.805 2013: €225.203
Amendments	Documentation not available. According to the PM no amendments made
Real expenditures	Documentation not available. According to the PM executed according to budget.
Own contribution of companies	€1000 participation fee
Targets <i>For 1047 as a whole. Number of competent companies and first target have been divided per ratio (# companies) for the three programmes. Target 2-6 presumably stayed the same for this programme.</i>	Goal is 35 competent companies <ol style="list-style-type: none">1. Total exports of the 35 companies to the EU/EFTA from the start of the programme until one year after ending equals at least €4.700.000.2. One year after the ending of the programme, the number of employees has increased.3. 70% of the companies have realised exports to the EU/EFTA during the programme4. 85% of the companies score sufficient (2) on the Export Audit clusters.5. 60% of the companies have shown their knowledge of the EU/EFTA market and export marketing in their Export Marketing Plan.6. 85% of the companies have at least 15 new contacts in the EU/EFTA.
Targets reached	<ol style="list-style-type: none">1. Documentation not available2. Documentation not available

CBI programmes 2008 2015 factsheet	
	<p>3. Documentation not available</p> <p>4. Documentation not available</p> <p>5. 4 out of the 9 (44%) companies have made an Export Marketing Plan.</p> <p>6. Documentation not available</p>
Effectiveness and attribution	
Activities and number of participants	<p>1247 – 7 comp</p> <p>1247.H.106 – 2 comp (trade fair)</p> <p>1247.H.107 – 2 comp (trade fair)</p> <p>2 competent companies not included in the activity overview/closure documents.</p>
Total increase in exports	Documentation not available.
Average increase in exports	Documentation not available.
Median increase in exports	Documentation not available.
Total increase in employment	Documentation not available.
Average increase in employment	Documentation not available.
Median increase in employment	Documentation not available.
Additionality	
Cost per participant	Budgeted €66.445, real expenditures unknown.
Cost per extra euro of exports	Documentation not available.
Other	
Attention paid to social improvements	Not explicitly, not a target. Because the programme was in a bad shape when the new PM took over, it was not a priority, the focus was on preparation for market entry. The topic has been briefly mentioned during trade fairs and trainings.
Attention paid to suppliers in the value chain	Not explicitly, not a target.
Issues or developments that occurred during the programme and are relevant for the programme evaluation	When the new PM took over the programme it was in a bad shape. Many standard ECP activities had not been conducted. Several companies had lost interest and only 4 remained.
Other remarks	<p>One start document for all three outerwear programmes</p> <p>Over time there has been more than one PM.</p>

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1347 – Outerwear & Fashion sportswear
Implementation period	2008-2013
Number of companies	Applied - 73 Selected - 36 Dropped out - 12 Completed – 20 <i>Completed Module E – 26 companies</i> <i>Completed Module H – 24 companies</i> <i>Completed Module E + H – 24 companies</i>
Countries covered	Bolivia (UMIC) – 14 companies Colombia (UMIC) – 13 companies Peru (UMIC) – 9 companies
Products or services covered	Outerwear for men, woman, children - Knitted: 6101, 6102, 6103, 6104, 6105, 6106, 6109, 6110, 6111, 6113, 6114 - Woven: 6201, 6202, 6203, 6204, 6205, 6206, 6209, 6210, 6211
Project finances and targets	
Budget available/estimated at the start <i>For 1047 as a whole. Divided per ratio (# companies) for the three programmes. (programme budget unknown)</i>	Total: €2.325.575 2008: € 74.665 2009: €624.038 2010: €523.852 2011: €468.011 2012: €409.805 2013: €225.203
Amendments	Documentation not available. PM indicated that additional budget was requested.
Real expenditures	Documentation not available. According to the PM executed according to budget.
Own contribution of companies	€1000 participation fee
Targets <i>For 1047 as a whole. Number of competent companies and first target have been divided per ratio (# companies) for the three programmes. Target 2-6 presumably stayed the same for this programme.</i>	Goal is 35 competent companies <ol style="list-style-type: none">1. Total exports of the 35 companies to the EU/EFTA from the start of the programme until one year after ending equals at least €4.700.000.2. One year after the ending of the programme, the number of employees has increased.3. 70% of the companies have realised exports to the EU/EFTA during the programme4. 85% of the companies score sufficient (2) on the Export Audit clusters.5. 60% of the companies have shown in their knowledge of the EU/EFTA market and export marketing in their Export Marketing Plan.6. 85% of the companies have at least 15 new contacts in the EU/EFTA.
Targets reached	<ol style="list-style-type: none">1. Total exports to the EU/EFTA between 2009-2013 equalled €26.577.656

CBI programmes 2008 2015 factsheet	
	<p>2. The number of employees increased with 794</p> <p>3. Depending on the year 11 to 20 out of 26 companies (42% vs. 77%) exported to the EU/EFTA. It is not known how many companies already exported to the EU/EFTA before the programme.</p> <p>4. 23 out of 26 companies (88%) score sufficient. <i>This number is biased upwards, since drop-outs are not included.</i></p> <p>5. 20 out of 26 companies (77%) have prepared an Export Marketing Plan. <i>This number is biased upwards, since drop-outs are not included.</i></p> <p>6. 15 out of 26 companies (58%) have 15 or more new business contacts in the EU/EFTA . <i>This number is biased upwards, since drop-outs are not included.</i></p>
Effectiveness and attribution	
Activities and number of participants	<p>1347 – 73 comp</p> <p>1347.C – 30 comp</p> <p>1347.E – 26 comp</p> <p>1347.E.113 – 5 comp (TAM)</p> <p>1347.E.117 – 8 comp (TAM)</p> <p>1347.E.118 – 9 comp (TAM)</p> <p>1347.E.119 – 3 comp (TAM)</p> <p>1347.E.120 – 3 comp (TAM)</p> <p>1347.E.121 – 5 comp (TAM)</p> <p>1347.E.122 – 6 comp (TAM)</p> <p>1347.E.123 – 8 comp (TAM)</p> <p>1347.E.204 – 28 comp (Distant Guidance)</p> <p>1347.H – 26 comp</p> <p>1347.H.104 – 11 comp (trade fair)</p> <p>1347.H.110 – 7 comp (trade fair)</p> <p>1347.H.112 – 8 comp (trade fair)</p> <p>1347.H.113 – 8 comp (trade fair)</p> <p>1347.H.115 – 8 comp (trade fair)</p> <p>1347.H.116 – 8 comp (trade fair)</p> <p>1347.H.117 – 10 comp (trade fair)</p> <p>1347.H.119 – 7 comp (trade fair)</p> <p>1347.H.121 – 2 comp (trade fair)</p> <p>1347.H.402 – 27 comp (Showroom)</p>
Increase in exports EU/EFTA – Total	<p>2009-2013</p> <p>€26.577.656</p> <p><i>Total of 2009-2013 exports, 2008 exports unknown</i></p>
Increase in exports EU/EFTA – Average (company average)	<p>2009-2013</p> <p>€1.968.715</p> <p><i>Total of 2009-2013 exports, 2008 exports unknown</i></p>
Increase in exports EU/EFTA – Median (company median)	<p>2009-2013</p> <p>€214.874</p> <p><i>Total of 2009-2013 exports, 2008 exports unknown</i></p>

CBI programmes 2008 2015 factsheet	
Increase in employment – Total	2009 - ? 794 – 24%
Increase in employment – Average (company average)	2009 - ? 32 – 35%
Increase in employment – Median (company median)	2009 - ? 15 – 21%
Additionality	
Cost per participant	Budgeted €66.445. Real expenditures unknown
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	
Attention paid to suppliers in the value chain	
Issues or developments that occurred during the programme and are relevant for the programme evaluation	During some trainings also companies not part of the ECP were allowed to follow the training
Other remarks	One start document for all three outerwear programmes. Several companies have completed multiple modules but have been marked as 'partially delivered' and not as 'competent' since one or two modules were missing.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1157 – Wine RSA
Implementation period	2008-2013
Number of companies	Applied – 23 companies Selected – 22 companies Dropped out – 5 companies Completed – 17 companies
Countries covered	South Africa (UMIC)
Products or services covered	Wine
Project finances and targets	
Budget available/estimated at the start	Documentation not available, presumably €600.000.
Amendments	Documentation not available.
Real expenditures	Documentation not available.
Own contribution of companies	Documentation not available.
Targets	<p>Goals is 13 competent companies</p> <ol style="list-style-type: none"> 1. The total of exports realised by the 20 companies from the beginning of the programme till one year after equals at least €3.325.000 2. One year after the programme the number of employees has increased 3. 14 out of the 20 companies (70%) have realised exports to the EU/EFTA during the programme. 4. 60% of the companies have shown their knowledge of the EU/EFTA market and export marketing in an Export Marketing Plan. 5. 85% of the companies score at least sufficient (2 out of 4) on the Export Audit clusters 6. 85% of the companies have at least 15 new business contacts in the EU/EFTA
Targets reached	<ol style="list-style-type: none"> 1. Total exports between 2009 and 2013 equalled €17.654.629. 2. The number of employees decreased with 58 from 427 (2008) to 369 (2013). <i>The number of employees dropped to 300 and 280 in 2009 and 2010, but increased over the years again to 369.</i> 3. 11 out of 17 companies (64.7%) have increased their exports to the EU/EFTA. <i>This number is biased upwards, since drop-outs are not included.</i> 4. 13 out of 17 companies (76.5%) have prepared an Export Marketing Plan. <i>This number is biased upwards since drop-outs are not included.</i> 5. 14 out of 17 companies (82.4%) have scored sufficient on the Export Audit clusters <i>This number is biased upwards since drop-outs are not included.</i>

CBI programmes 2008 2015 factsheet	
	6. 14 out of 17 companies (82.4%) have 15 or more new business contacts in the EU/EFTA. <i>This number is biased upwards since drop-outs are not included.</i>
Effectiveness and attribution	
Activities and number of participants	1157 – 23 comp 1157.E.124 – 9 comp (TAM) 1157.E.125 – 8 comp (TAM) 1157.E.203 – 17 comp (Distant Guidance) 1157.E.204 – 17 comp (Distant Guidance) 1157.H.103 – 13 comp (trade fair) 1157.H.104 – 9 comp (trade fair) 1157.H.105 – 13 comp (trade fair) 1157.H.106 – 14 comp (trade fair) 1157.H.107 – 9 comp (trade fair) 1157.H.108 – 9 comp (trade fair) 1157.H.302 – 1 comp (B2B) 1157.H.401 – 16 comp (Showroom) 1157.H.402 – 17 comp (Showroom)
Increase in exports EU/EFTA – Total	2008-2013 €17.214.125 (3908%) <i>Total of 2009-2013 exports compared to 2008</i>
Increase in exports EU/EFTA – Average (year average)	2008-2013 €1.330.023 (89%)
Increase in exports EU/EFTA – Median (year median)	2008-2013 €1.340.400 (42%)
Increase in employment – Total	2008-2013 -58 (-14%)
Increase in employment – Average (year average)	2008-2013 -11.6 (-1%)
Increase in employment – Median (year median)	2008-2013 28 (8%)
Additionality	
Cost per participant	Documentation not available.
Cost per extra euro of exports	Documentation not available.
Other	
Attention paid to social improvements	Yes, separate audit scores (guarantee of fair labour practices for farm workers at suppliers?)
Attention paid to suppliers in the value chain	Yes, separate audit scores (integration of the company, are supplying grape growers known?)
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Human Rights Watch has published a report on the bad working conditions at the grape growers (workers were paid in wine, and lived on the farm land). Consequently a (CSR) check has been done at all the participating companies, and meetings have been held with WOSA, WIETA, and Fair Trade South Africa.
Other remarks	Over time there has been more than one PM.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	1348 – Natural ingredients for food, pharmaceuticals and cosmetics
Implementation period	1/1/2009 – 31/12/2015
Number of companies	Applied - unknown Selected - 31 Dropped out - 10 Completed – 20 <i>Completed Module E – 22 companies</i> <i>Completed Module H – 22 companies</i> <i>Completed Module E + H – 21 companies</i>
Countries covered	Bolivia (UMIC) – 12 companies Colombia (UMIC) – 12 companies Peru (UMIC) – 6 companies
Products or services covered	Natural ingredients for: Food industry Pharmaceutical industry Cosmetics industry
Project finances and targets	
Budget available/estimated at the start	Total - €2.325.570 2009 - €53.418 2010 - €409.536 2011 - €597.791 2012 - €448.266 2013 - €389.288 2014 - €330.311 2015 - €96.957
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	Commitment fee of €1.000.
Targets	Goal is 35 competent companies <ol style="list-style-type: none"> 1. Total exports realised by the 35 companies to EU/EFTA from the beginning of the programme until one year after equals minimum €10.500.000 (on average €300.000 per company). 2. One year after the end of the programme the employment in the companies has increased. 3. 70% of all companies have exported to EU/EFTA during the programme. 4. 85% of the companies have scored 'sufficient' for each of the clusters in the Export Audit (min 2 out of 4 points). 5. 60% of the companies have shown in its knowledge of the EU/EFTA markets and export marketing in its Export Marketing Plan. 6. 85% of the companies have at least 15 new business contacts in the EU/EFTA.

CBI programmes 2008 2015 factsheet	
Targets reached	<ol style="list-style-type: none"> 1. Documentation not available 2. Documentation not available 3. Documentation not available 4. Documentation not available 5. 15 out of 21 companies (71%) have prepared an Export Marketing Plan. <i>This number is biased upwards since drop-outs are not included.</i> 6. Documentation not available
Effectiveness and attribution	
Activities and number of participants	<p>1348 – 31 comp</p> <p>1348.C – 31 comp</p> <p>1348.C.304 – 1 comp</p> <p>1348.C.306 – 3 comp</p> <p>1348.E – 31 comp</p> <p>1348.E.101 – 5 comp (TAM Peru May 2011)</p> <p>1348.E.102 – 12 comp (TAM Bolivia)</p> <p>1348.E.103 – 12 comp (EAM/TAM Colombia)</p> <p>1348.E.104 – 10 comp (TAM Bolivia)</p> <p>1348.E.105 – 8 comp (TAM Colombia)</p> <p>1348.E.106 – 7 comp (TAM Colombia June 2012)</p> <p>1348.E.107 – 5 comp (TAM Peru June 2012)</p> <p>1348.E.108 – 5 comp (TAM Bolivia June 2012)</p> <p>1348.E.109 – 8 comp (TAM Peru-Colombia)</p> <p>1348.E.110 – 7 comp (TAM Colombia)</p> <p>1348.E.111 – 9 comp (TAM Peru)</p> <p>1348.E.112 – 5 comp (TAM CSR Bolivia)</p> <p>1348.E.113 – 12 comp (TAM Bolivia March 2013)</p> <p>1348.E.115 – 5 comp (TAM CSR Colombia + Peru)</p> <p>1348.E.201 – 29 comp (Distant Guidance 2011)</p> <p>1348.E.202 – 30 comp (Distant Guidance 2012)</p> <p>1348.E.203 – 28 comp (Distant Guidance 2013)</p> <p>1348.H – 23 comp</p> <p>1348.H.101 – 11 comp (Attendance of fair)</p> <p>1348.H.102 – 5 comp (Attendance of fair)</p> <p>1348.H.103 – 1 comp (Attendance of fair)</p> <p>1348.H.104 – 3 comp (Attendance of fair)</p> <p>1348.H.105 – 1 comp (Attendance of fair)</p> <p>1348.H.107 – 5 comp (Attendance of fair)</p> <p>1348.H.108 – 7 comp (Attendance of fair)</p> <p>1348.H.109 – 7 comp (Attendance of fair)</p> <p>1348.H.110 – 5 comp (Attendance of fair)</p> <p>1348.H.111 – 6 comp (Attendance of fair)</p> <p>1348.H.201 – 22 comp (MMF)</p> <p>1348.J.109 – 8 comp (EXPRO)</p> <p>1348.K.101 – 1 comp</p> <p>1348.K.102 – 3 comp</p>
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available

CBI programmes 2008 2015 factsheet	
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Budgeted €66.443. Real expenditures unknown.
Cost per extra € of exports	Documentation not available
Other	
Attention paid to social improvements	In the cosmetics sector there was a focus on employing women.
Attention paid to suppliers in the value chain	Documentation not available
Issues or developments that occurred during the programme and are relevant for the programme evaluation	Eating quinoa become a trend during the programme.
Other remarks	Over time there has been more than one PM. Some documents contain contradicting information. The PM indicated that the closing document should be taken as 'leading', but there is no closing document.

CBI programmes 2008 2015 factsheet	
General project information	
Project title	QP1101 – Sustainable Timber and Timber Products
Implementation period	June 2010 – December 2015
Number of companies	Applied – 36 companies Selected – unknown Dropped out – 10 companies Completed – unknown <i>Completed Module E – 20 companies</i> <i>Completed Module H – 15 companies</i> <i>Completed Module E + H – 15 companies</i>
Countries covered	Bolivia
Products or services covered	Timber and timber products: Sawn timber Mouldings Panels Doors and door post Window frames Floor Stair steps and ballisters Veneer Furniture components Garden furniture Garden timber
Project finances and targets	
Budget available/estimated at the start	Total - €692.731 2010 - €30.000 2011 - €291.933 2012 - €173.200 2013 - €88.000 2014 - €88.000 2015 - €21.590
Amendments	Documentation not available
Real expenditures	Documentation not available
Own contribution of companies	Documentation not available
Targets	Documentation not available. According to the PM there were no targets, only to make the companies competent.
Targets reached	Documentation not available
Effectiveness and attribution	
Activities and number of participants	QP1.1.01 – 36 comp QP1.1.01.C – 33 comp QP1.1.01.C.002 – 1 comp QP1.1.01.C.101 – 16 comp (EAM) QP1.1.01.C.303 – 7 comp QP1.1.01.C.304 – 4 comp QP1.1.01.C.305 – 14 comp QP1.1.01.C.306 – 14 comp QP1.1.01.D – 16 comp

CBI programmes 2008 2015 factsheet	
	<p>QP1.1.01.D.101 – 14 comp (Coaching business plan)</p> <p>QP1.1.01.D.102 – 14 comp (Coaching business plan)</p> <p>QP1.1.01.D.103 – 14 comp (Coaching business plan)</p> <p>QP1.1.01.D.104 – 14 comp (Coaching business plan)</p> <p>QP1.1.01.E – 18 comp</p> <p>QP1.1.01.E.000 – 5 comp</p> <p>QP1.1.01.E.101 – 9 comp (TAM)</p> <p>QP1.1.01.E.102 – 9 comp (TAM)</p> <p>QP1.1.01.E.103 – 18 comp (TAM)</p> <p>QP1.1.01.E.104 – 18 comp (TAM)</p> <p>QP1.1.01.E.201 – 19 comp</p> <p>QP1.1.01.E.202 – 18 comp</p> <p>QP1.1.01.E.203 – 18 comp</p> <p>QP1.1.01.H – 15 comp</p> <p>QP1.1.01.H.001 – 12 comp</p> <p>QP1.1.01.H.101 – 3 comp (Attendance of fair)</p> <p>QP1.1.01.H.102 – 5 comp (Attendance of fair)</p> <p>QP1.1.01.H.103 – 12 comp (Attendance of fair)</p> <p>QP1.1.01.H.104 – 13 comp (Attendance of fair)</p> <p>QP1.1.01.H.201 – 13 comp (MMF)</p> <p>QP1.1.01.H.401 – 10 comp (Showroom)</p> <p>QP1.1.01.H.402 – 15 comp (Showroom)</p> <p>QP1.1.01.J - 1 comp</p> <p>QP1.1.01.J.394 – 18 comp</p> <p>QP1.1.01.K.001 – 1 comp</p> <p>QP1.1.01.K.002 – 1 comp</p> <p>QP1.1.01.K.003 – 1 comp</p>
Increase in exports EU/EFTA – Total	Documentation not available
Increase in exports EU/EFTA – Average	Documentation not available
Increase in exports EU/EFTA – Median	Documentation not available
Increase in employment – Total	Documentation not available
Increase in employment – Average	Documentation not available
Increase in employment – Median	Documentation not available
Additionality	
Cost per participant	Documentation not available
Cost per extra euro of exports	Documentation not available
Other	
Attention paid to social improvements	Social (and environmental) aspects were included, though not in the form of targets. Attention was paid to safety on the workspace.
Attention paid to suppliers in the value chain	Documentation not available
Issues or developments that occurred during the programme and are relevant for the programme evaluation	The timber market collapsed. Due to the crisis in the construction sector and new EU legislation and stricter controls, importing companies were hesitant to import from countries like Bolivia.

CBI programmes 2008 2015 factsheet	
Other remarks	Over time there has been more than one PM. The PM that took over has never seen the start document, initial budget and logframe.

About Ecorys

Ecorys is a leading international research and consultancy company, addressing society's key challenges. With world-class research-based consultancy, we help public and private clients make and implement informed decisions leading to positive impact on society. We support our clients with sound analysis and inspiring ideas, practical solutions and delivery of projects for complex market, policy and management issues.

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P.O. Box 4175
3006 AD Rotterdam
The Netherlands

Watermanweg 44
3067 GG Rotterdam
The Netherlands

T +31 (0)10 453 88 00
F +31 (0)10 453 07 68
E netherlands@ecorys.com
Registration no. 24316726

W www.ecorys.nl

Sound analysis, inspiring ideas

This is a publication of
Netherlands Enterprise Agency
Prinses Beatrixlaan 2
PO Box 93144 | 2509 AC The Hague
T +31 (0) 88 042 42 42
E klantcontact@rvo.nl
www.rvo.nl

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