

PUM.



**Professional
people for
positive impact**

Annual report 2023

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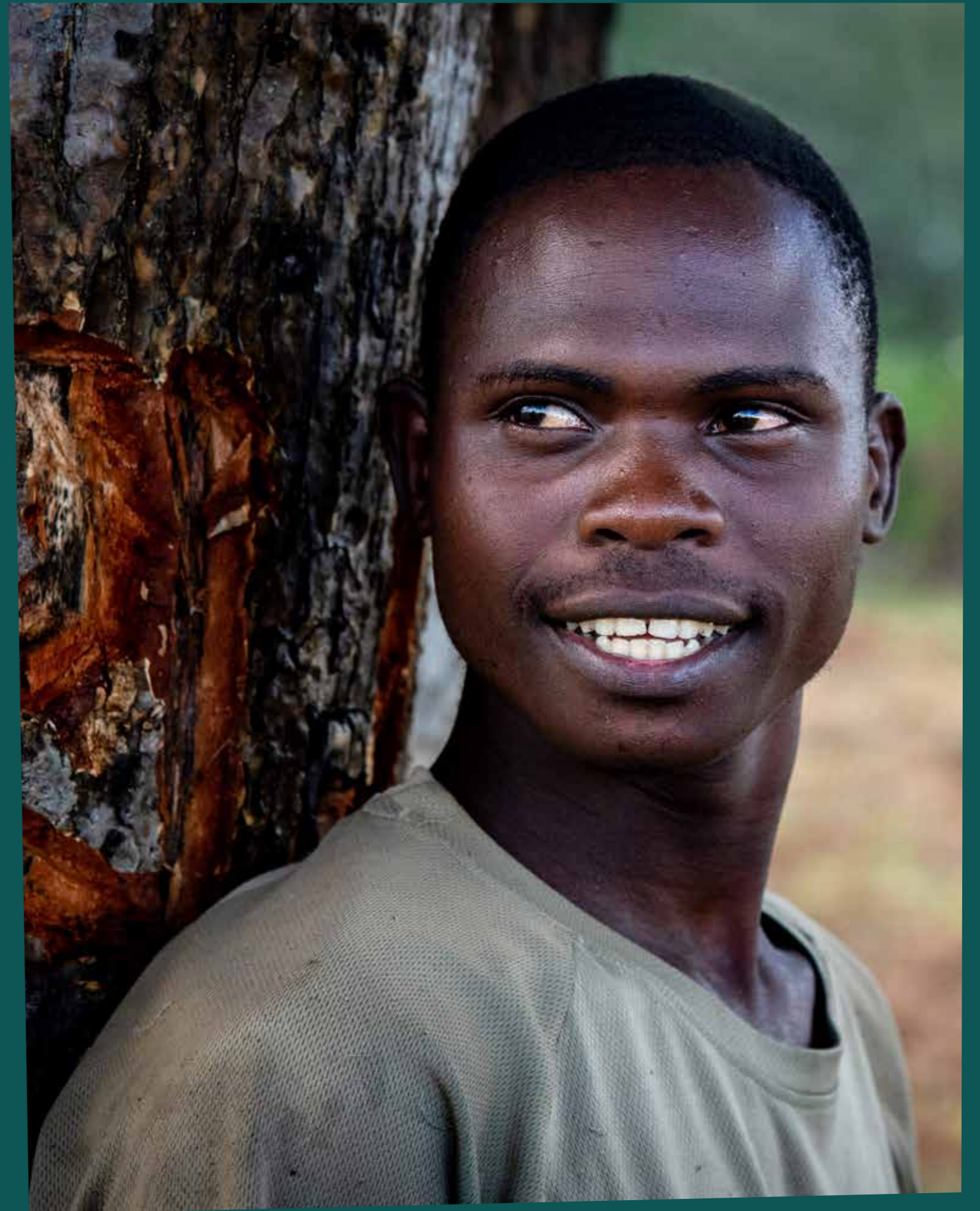


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01 Preface

Welcome to the preface of our annual report 2023, a gateway into our organisation's journey throughout the past year. By providing context, insights, and acknowledgements, we set the tone for the comprehensive array of information that will unfold in this report.



Preface

Together we grow

It is with great pleasure and a sense of accomplishment that we present to you our annual report 2023. This has been a year marked by ambition, focus and growth for our wonderful organisation. A year in which we continued to work together with ambitious entrepreneurs to build a structurally better future for their community; socially, ecologically and economically.

March 2023 marked a significant milestone for us as we signed a partnership agreement with the Directorate for Sustainable Economic Development of the Ministry of Foreign Trade and Development Cooperation. The trust in PUM and long-term grant provided by the Ministry positions us strategically for the future, enabling us to further innovate, expand, and continue our activities.

In the face of global challenges, we had to suspend our activities in the Middle East, Mali and Burkina Faso. However, we remain committed to work together with entrepreneurs and business support

organisations as much as possible through remote advice. We sincerely hope to gradually resume our on-site activities in the near future.

September witnessed a momentous event: the annual PUMday brought together over 500 volunteers and employees to exchange knowledge and experiences. Their collective dedication and enthusiasm underscore the power of collaboration and the impact we can achieve when working together towards a common goal. We also welcomed Laila Ait Baali to our Supervisory Board, bringing in fresh perspectives and expertise as a dynamic advocate for gender equality and women's rights. Her appointment aligns with PUM's focus on diversity and inclusion and we are delighted that she has joined us.

Not very long after this positive change, we also experienced loss. In October 2023, we were deeply saddened by the passing of Willem Zuidhof, the founder and former director of PUM.

With respect and gratitude for everything he has done for PUM for more than 20 years, we continue to remember Willem Zuidhof as a pioneer at heart.

His dedication reminds us even more of the importance of our activities. In today's interconnected world, we acknowledge the relevance of working within business ecosystems. Our aim is to maximise our impact by supporting ambitious clients in the most effective way. In this annual report you will learn more about the collaboration between businesses and supporting organisations to address common challenges and opportunities, and to create more economic, social and ecological value.

Fostering a collaborative environment extends beyond our engagement with employers and business support organisations. It also involves constructive social dialogue with trade unions and governments.

This tripartite approach ensures that our operations align not only with business objectives but also with broader goals, creating a positive impact and sustainable growth on a global scale.

To better align our brand with the evolving identity of our organisation, we started a strategic rebranding in 2023 and recently launched our new visual identity. This initiative underlines our commitment to remaining relevant and reflects the values that define PUM.

As we look back on the achievements and challenges of the past year, we extend our heartfelt gratitude to our dedicated team of volunteers, employees, representatives, partners, our Supervisory Board, and stakeholders. Together, we have not only accomplished a lot, but also cultivated an environment where growth is not merely a goal but a shared journey.

Thank you for your continued trust and commitment. Together we grow!

'Our aim is to maximise our impact by supporting ambitious clients in the most effective way.'

ARIETTE BROUWER CEO PUM



PETER BONGAERTS
COO PUM

ARIETTE BROUWER
CEO PUM

Looking back

PUMday 2023: An inspiring event



The annual gathering at the Fokker Terminal in The Hague on 27 September 2023, marked a significant day for PUM, with over 525 participants, including volunteers and employees. The event served as a platform for the exchange of knowledge and experiences, fostering a sense of unity within the PUM community. The diverse and interactive programme featured a rich array of workshops, providing valuable insights into various aspects of entrepreneurship.

An important topic on the PUMday 2023 was the introduction of PUM's new 'WHY': 'We empower ambitious entrepreneurs in building a structurally better future for their community; socially, ecologically, and economically.' An interview with CEO Ariette Brouwer and COO Peter Bongaerts provided further insights into this new vision.

This was accompanied by a glimpse of the upcoming corporate identity under the motto 'Together we grow.'

One other highlight of the day was special guest Joris Luyendijk, writer of 'the seven ticks'. In an engaging talk, he urged attendees not to let PUM lag behind in a rapidly changing world. He made us aware that PUM now consists of a fairly homogeneous group of people. We should strive for a more diverse PUM.



Engaging workshops

The day offered participants a choice of various large sub-sessions exploring the theme 'What kind of changemaker are you?' These sub-sessions delved into topics such as leadership dynamics, knowledge acquisition, and gender perspectives, allowing for a well-rounded exploration of entrepreneurship.

During the lunch break, participants had ample networking opportunities and engaged with various PUM entities at the PUM Market.

The closing plenary session provided a reflective look back at the day, with participants using Mentimeter to share their impressions. The overall sentiment illustrated the positive impact and success of the event, reinforcing the sense of community and collaboration that defines PUM's motto: Together we grow.

*'The best PUMday ever!
What a successful and super
well-organised day it was:
informative and also very
enjoyable.'*



*'It was a vibrant day with a good
balance between beautiful, new
encounters, and informative and
interactive sessions.'*





Story

From farm to jar in Senegal

Le Lionceau, a baby food company in Senegal, is making a significant impact by producing nutritionally rich baby food using in-country sourced ingredients. Through partnerships with farmers, Le Lionceau supports the economy and communities. PUM worked together with Le Lionceau on the extension of the production facilities and sustainably growing the business.

The company aims to address the vulnerability of Senegal's food supply, reduce the dependence on imports, and minimise the post-harvest losses. Co-founder and CEO Siny Samba: 'It all started when I was working in France as a research and development engineer for a leading baby food company. That's where I started to develop this passion for early

childhood and my conviction that health depends on the food we eat during the first thousand days of life. Back in Senegal, I realised that 100% of baby food purées were imported. And yet, in Senegal and throughout Africa, we have agricultural resources that are excellent from a nutritional point of view.'

Partnering with farmers

Siny chose to return to her country of origin and start the company Le Lionceau with Rémi Filastò, a classmate from agricultural engineering school. By using local cereals, vegetables, and fruits, Le Lionceau strengthens Senegal's food value chain and offers a wider variety of baby food. The company's impact touches many stakeholders: it supports 30 employees and buys crops from cooperatives of more

than 5,000 farmers. Siny: 'We believe in the importance of partnerships with farmers, to convert excess crops into valuable products. Moreover, we offer smallholder farmers a reliable market and income, and teach them sustainable farming techniques to cultivate organic products. We also involve rural women's groups to work on raw materials pre-processing. Finally, we organise workshops educating parents about nutrition and health.'

'Producing locally sourced baby food was a life changing idea that significantly impacts children's lives while also creating a circular and inclusive business model. Working together with PUM will take the company to the next level!'

Siny Samba, CEO Le Lionceau

Le Lionceau collaborated with PUM expert Renze Klamer to enhance production facilities and foster business growth. Renze introduced the concepts of Circles and Lean/Agile working. After Renze's

collaboration, Le Lionceau continued its progress with PUM expert Wim Husselman, who worked on designing an efficient layout for the new production facility, ensuring hygiene, food safety, and proper implementation of good manufacturing practices (GMP). Wim's expertise addressed issues related to separating wet and dry production to avoid contamination, emphasising safety and sanitation, especially critical in baby food production.

Ambitious plans

Le Lionceau's products have reached 30,000 children so far but they aim to expand their reach to millions more babies in West Africa and beyond. They envision expanding the business globally, bringing the taste and nutrition of locally sourced food to African diasporas in Europe and America. Le Lionceau is eager to continue its collaboration with PUM for ongoing improvement and creating a positive impact across the entire value chain, from farm to jar.

READ MORE



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02

The year 2023 in numbers

We invite you to have a look at the highlights, achievements and milestones of our organisation in 2023. These figures illustrate a comprehensive picture of our progress, resilience, and commitment to sustainable and inclusive growth.



Facts & figures 2023

ACTIVITIES

Total Activities

Advice on location	1002
Remote Advice	246
Trade Promotion	28
Seminar	9
Webinar	8

1.293

Per Theme



302
Industry, Trade & Environment

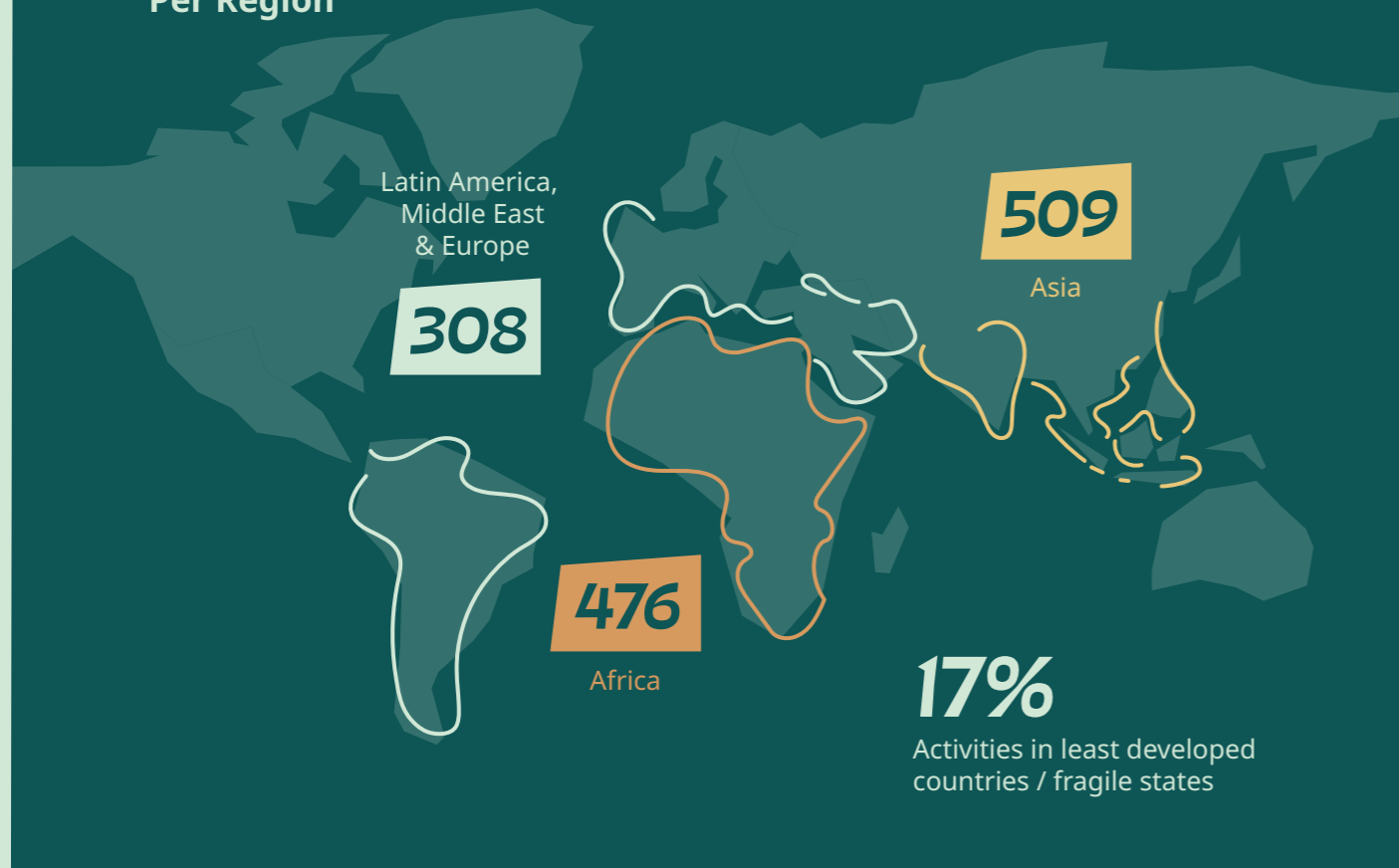


434
Services & Business Environment & Other



557
Food security

Per Region



TEAMING UP



Small & Medium Sized Enterprises (SME's)	810
Business Support Organisations (BSOs)	105
Non-membership based organisations	137

1052 Total clients supported

90% Client satisfaction

Percentage of clients who indicated that the expert was the right person for the job and met or exceeded their expectations

28% Women owned SMEs

PUM underlines the concern for an enabling environment in which female entrepreneurship can flourish.

ADDING VALUE

30.718 Direct jobs supported in SMEs

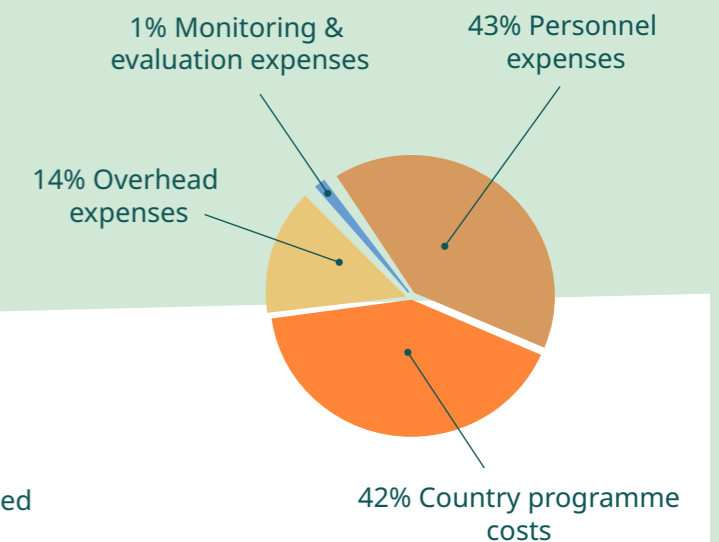
RATIO



FUNDING

Hans Blankert Fund

- ✓ 35 grants provided
- ✓ 46 % to female entrepreneurs
- ✓ With a total of € 232.912



Our regions



Total Activities **476** X Africa **509** X Asia **308** X Latin America, Middle East & Europe

Advice on Location	381	395	226
Remote Advice	86	93	67
Seminar	5	3	1
Trade Promotion	3	17	8
Webinar	1	1	6

Activities per Country

Africa		Asia		Latin America		Middle East			
Algeria	10	Mali	10	Bangladesh	35	Bolivia	46	Jordan	5
Benin	37	Morocco	29	India	79	Colombia	57	Lebanon	35
Burkina Faso	5	Rwanda	15	Indonesia	99	Peru	96	Palestinian Territories	15
Ivory Coast	-	Senegal	20	Myanmar	2	Suriname	19		
Ethiopia	20	South Africa	51	Nepal	122			Europe	
Gambia	17	Tanzania	55	Pakistan	18			Armenia	35
Ghana	30	Tunisia	11	Philippines	64				
Kenya	44	Uganda	57	Sri Lanka	49				
Malawi	1	Zambia	27	Vietnam	41				
		Zimbabwe	37						

Our themes

Industry, Trade & Environment 302



Services & Business Environment 434



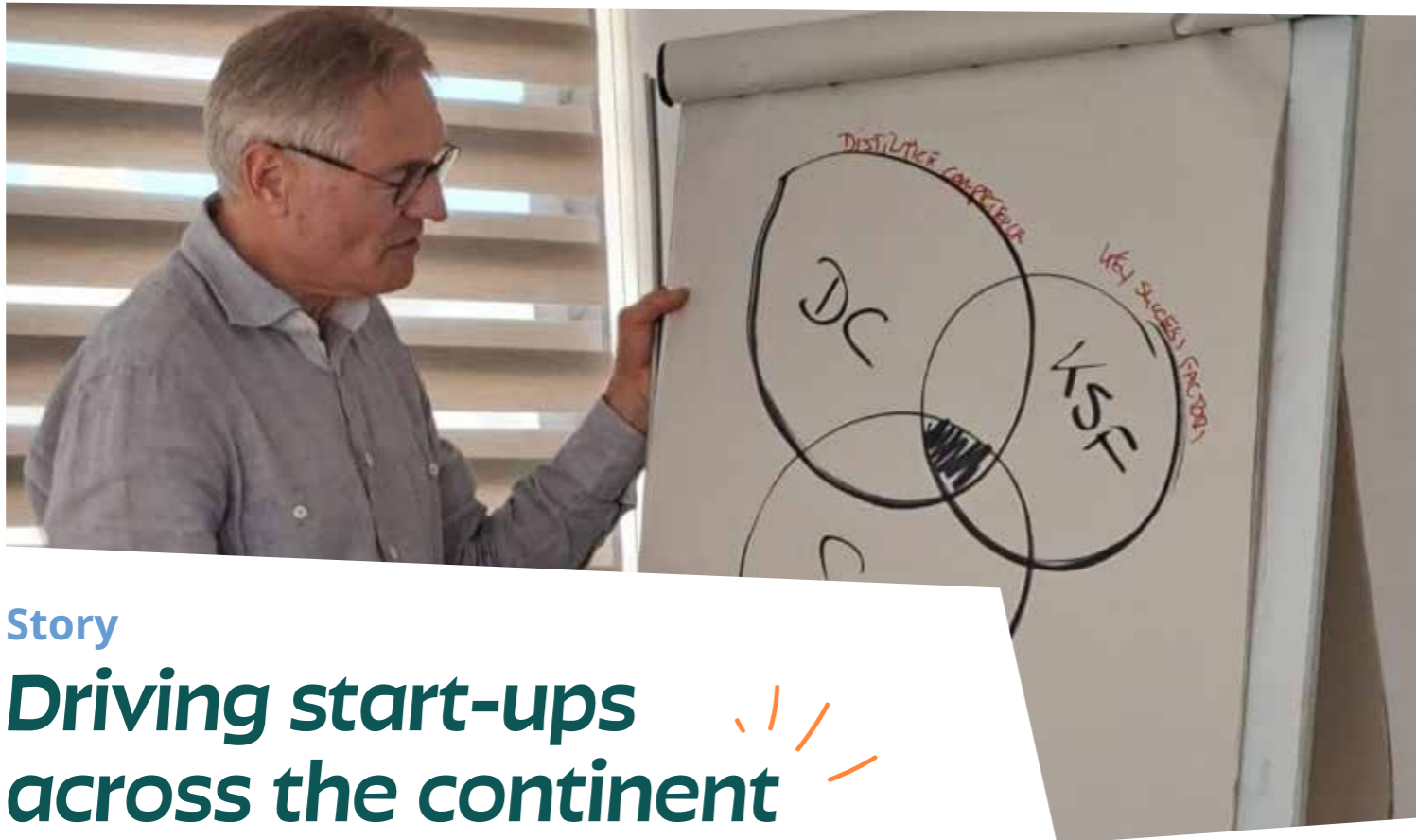
Food Security 557



The year 2023

In 2023, PUM collaborated with 810 small and medium-sized enterprises (SMEs), 105 Business Support Organisations (BSOs), and 137 non-membership based organisations engaging in a comprehensive total of 1293 activities. These actions encompassed various forms of cooperation, including advice on location, remote advice, trade promotions, webinars, and seminars.

Asia was the predominant region with the highest activity count at 509, closely trailed by Africa with 476 projects, and Latin America, the Middle East, and Europe with a combined total of 308 initiatives. About 17% of these activities were carried out by PUM in the group of fragile and least developed countries. PUM directed its efforts predominantly towards Food Security-related businesses, conducting 557 support projects, followed by Services and Business Environment with 434, and Industry, Trade & Environment with 302 activities.



Story

Driving start-ups across the continent

Betacube is a Pan-African venture builder, empowering talents to transform their ideas into exceptional start-ups. Founder and CEO Amel Saidane aims to prevent brain drain by retaining African entrepreneurs. Seeking international expansion, Betacube partnered with PUM: through strategic discussions and workshops, an initial growth strategy was established. Since Betacube plans to implement their model in multiple African countries, PUM aims to capture potential synergies to contribute to a lasting impact on Africa's start-up ecosystem.

Established in 2019 and based in Tunis, Betacube enables talented individuals to transform their ideas and skills into outstanding ventures. By leveraging collaboration scenarios, Betacube exposes

these start-ups to the world, facilitating scalability and growth. To date, Betacube has supported over 200 technology start-ups from the idea phase through to market validation and fundraising.

Start-up ecosystem

CEO Amel Saidane inspires fellow entrepreneurs in transforming their ideas into thriving start-ups. Amel acts as a board member for the Digital Center of Excellence of the United Nations Economic Commission for Africa, she is member of the start-up selection committee of the Tunisian Ministry of ICT, and sits on the board of the Digital Arabia Network. Amel aims to expand internationally, and she approached PUM, looking for a like-minded expert to spar with on Betacube's growth strategy.

It was not easy for PUM to match an expert with this client. Representative Tarak Ouerghi who met her in his network said: 'Amel moves fast, thinks fast, talks fast and is up to date with all the latest developments in her fields. That is also why the United Nations and her government call on her as an advisor on Africa's economic transformation.'

Fortunately, Frans van de Ven appeared to be an excellent match. He has seen and done it all when it comes to setting up companies in Europe and the United States. As a PUM expert, he has also worked with start-ups in refugee camps in Africa. Just like Amel, he knows what he is talking about. There was immediately a good connection between Amel, her team and Frans. They first conducted an online workshop to finetune the scope and priorities of the collaboration. This was followed by a visit of Frans to Tunis where they all worked closely together.

Strategy boost

Starting point of the intensive strategic discussions was the pressing challenge of fulfilling the demand for venture building across Africa. To address this, Betacube aims to implement their model in various African countries. Additionally, they intend to establish and expand a consultancy practice to share knowledge on new business development, business incubation, and venturing.

Frans left the team with a lot of input and ideas to work on. The design and structure of the consulting practice, validation of the growth strategy, and the establishment of connections with potential partners. Frans is following them closely and has regular online contact. Since Betacube aims to initiate operations in multiple African countries where PUM is also active, potential synergies should be captured.

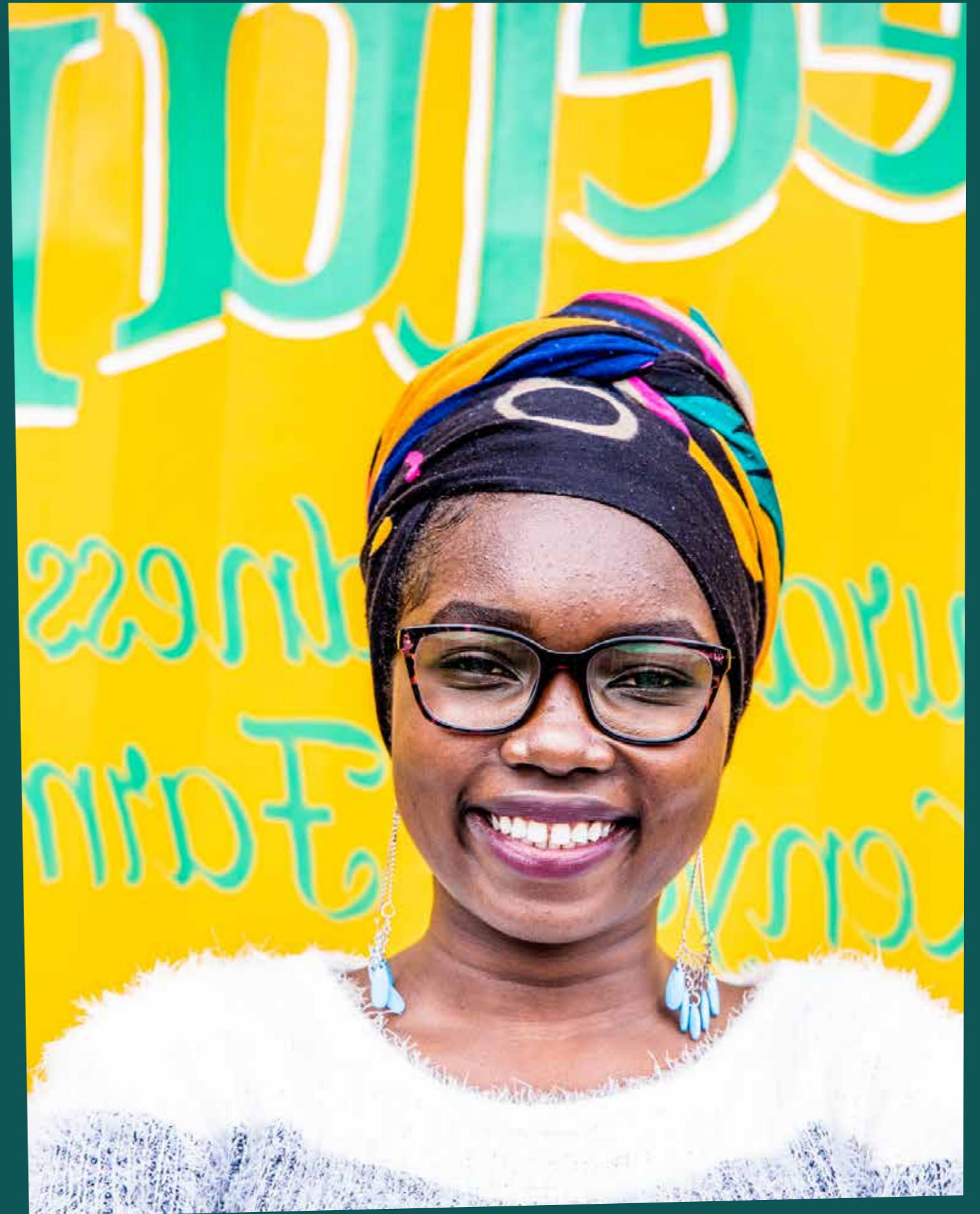
'Our mission is to create the next wave of successful B2B tech start-ups all over Africa. In Frans van de Ven we found an expert who thinks alike and together we were able to give our international strategy plan a boost.'

Amel Saidane, CEO Betacube



03 KPIs

In this paragraph, we embark on a detailed exploration of our Key Performance Indicators (KPIs). These KPIs not only quantify our achievements but also offer a nuanced perspective on the effectiveness of our initiatives and the alignment of our actions with organisational goals.



KPIs



The tables on the next two pages show PUM's performance in 2023 according to our Key Performance Indicators (KPIs). PUM has adapted its performance indicators based on the new programme for 2023 – 2030 and the revised Theory of Change (see annex II, page 57).

This indicator revision also required an adaptation in the data collection related to the projects and clients. Some of the new indicators will only be measured starting 2024, that is why not all KPIs can be reported for 2023. Some of the indicators are aligned with the Private Sector Development (PSD) indicators of the Dutch Ministry of Foreign Affairs. For a glossary of the terminology used for these indicators, please see annex I on page 55).

The performance in 2023 shows an increase of 20% in the number of projects and SMEs supported in comparison to 2022. This increase in the number of SMEs supported, as well as an improvement in data collection on number of employees in the SMEs, resulted in a higher number of direct jobs supported in SMEs - more than 30.000.

PUM has introduced a clearer distinction between two main types of clients: SMEs and (support) organisations. PUM collaborates with SMEs to improve the functioning of their business, contributing to more and better jobs and other social, environmental and economic improvements. Organisations can be training or research and development institutes, incubators, or membership organisations, such as employers' organisations or sector associations.

PUM works with these organisations to improve the support they provide to their member companies and/or other SMEs. To align with the PSD indicators, we differentiate between the organisations that are member-based interest groups and the other business support organisations, like the incubators and training institutes.

To be able to measure these different results, PUM will start collecting more specific indicators for these two types of clients in 2024. The 2023 indicators already include some of these outcomes for SMEs, like average compound annual growth rate and the number of direct jobs supported.

A more systematic follow-up measurement of these indicators will be developed to measure the changes for at least two years after the first PUM support, and a new method will be developed to measure the changes of practices in SMEs and organisations as a result of PUM projects. These new ways to measure outcomes will replace the current evaluation survey (PRIME).

The monitoring and evaluation approach for business ecosystems and social dialogue will be further developed in 2024. It will be predominantly a qualitative assessment of the level of collaboration between the different players, the relationships with suppliers and clients, and the conditions for the entrepreneurs.



Our key performance indicators

Summary of KPIs for reporting in IATI	Reported 2022	Target 2023	Result 2023	Explanation
# of direct jobs supported in SMEs	7.728	11.400	30.718	Reported in the PUM data system. Increase can be explained with the increase in # of SMEs, and 6% more SMEs that reported # of employees.
# of SMEs supported with plans to invest, trade or provide services	634	684	810	Trade-off with advice on location.
% of young SME owners supported	12%	17%	9%	Reported in PUM data system. The set target was relatively ambitious. On average, PUM clients already perform better in terms of youth (<25) employment across regions and sectors (PRIME survey).
% of women-owned SMEs supported	26%	30%	28%	Reported in PUM data system. PUM SMEs are doing better in Africa and Asia compared to regional averages as calculated by the World Bank (PRIME survey).
# of strengthened organisations contributing to a sustainable local business climate	88	95	105	This reflects the formal and informal membership-based organisations.
% of overhead	15%	15%	15%	-
% Non DGIS funds- other funders	5%	5%	5%	Higher external funding in absolute terms accompanied by higher contribution DGIS/DDE.
# of projects funded by DGIS	974	1.910	1.257	Total number of projects that were financially supported by DGIS.
% of projects in LDC/fragile	39%	42%	17%	Some focus countries with many projects, like Nepal, are not considered LDCs anymore. From 13 LDCs in 2022 to 7 LDCs in 2023.

Summary of KPIs for reporting in IATI	Reported 2022	Target 2023	Result 2023	Explanation
Total # of projects	1.019	1.910	1.293	In 2023 the number of projects we realised were lower than expected due to external factors (countries we could not visit), internal factors (mismatch between customer demand and available expertise) and fine tuning primary process. The set target was too ambitious.
% of remote advice projects	47%	23%	19%	Relatively large number of post-covid advices on location at the expense of remote advice projects.
Total # of active volunteers	1.345	-	1.235	Stricter age limit enforcement.
% female volunteers	19%	26%	21%	Number of female experts growing, but at a slower pace than expected.
% young volunteers	new	5%	1%	It remains very challenging to recruit young experts.
Average compound annual growth rate of SMEs	new	5%	35%	These are the SMEs who answered the PRIME survey, reflecting 30% of the total number of SMEs. Outliers have not been included.
# of projects supporting social dialogue	new	-	4	Projects in Malawi, Indonesia, Uganda.
# of (non-membership based) business support organisations strengthened	new	-	137	Additional indicator to report on the other type of support organisations, like education institutes and incubators.
# of members of supported BSO/EBMOs	new	-	-	Measured from 2024 onwards.
# of countries with improved social dialogue	new	-	-	Measured from 2024 onwards.
% of projects supported as part of an ecosystem	new	-	-	Measured from 2024 onwards.
% of projects supporting inclusive practices	new	-	-	Measured from 2024 onwards.
% of projects supporting green practices	new	-	-	Measured from 2024 onwards.

KPIs

Evaluation and lessons learned 2023

Baseline evaluation

During the first half of 2023, PUM commissioned SEO Amsterdam Economics (SEO) to conduct a baseline study and provide recommendations for an improved Theory of Change (ToC) and Monitoring, Evaluation, and Learning (MEL) framework. This initiative was spurred by PUM's commitment to align its strategies with its vision of supporting business ecosystems beyond just individual SMEs or organisations. The new ToC emphasizes fostering mature business ecosystems and facilitating collaboration between actors, ultimately driving systemic change (see annex II: Revised Theory of Change).

It includes a clearer distinction between the two main types of clients: SMEs, and organisations that support SMEs and their enabling environment. Distinct indicators have been designed to monitor the outcomes of both types of clients. The overall indicator framework has also been adapted as a result of this redefined Theory of Change. PUM's partnership with SEO to evaluate its ToC and MEL framework demonstrates its commitment to advancing the impact of its activities in support of SMEs and business ecosystems.

The collaboration left PUM with valuable insights and recommendations that will further guide, inspire and improve our support to SMEs, organisations, and business ecosystems for SDG 8: Decent work and economic growth.

Lessons learned 2023

More information is needed to better meet client needs: SMEs mentioned in the PRIME survey, that one of the reasons for not implementing PUM advice, was coming across other issues during the project. This is being addressed through an improved client application process that focusses on better understanding clients' needs and identifying the most pressing issues from the start. More targeted data collection about the challenges of the client at the application phase will also enable PUM to better match clients and experts.

Improve our data collection system for monitoring and evaluation: Although the PRIME survey has proven to be a validated and credible methodology for impact measurement, the response rate of 30% is quite low, and there is a duplication of data collection, because the survey is not linked

to our own client database. In 2024, we will replace the PRIME survey by developing an approach for the collection of baseline and follow-up data on indicators, such as revenue and employees, as well as for the collection of data on the changes in practices of the SMEs and organisations as a result of PUM support.

Continue prioritising diversity and inclusion: While PUM clients already display above-average levels of inclusion of women and youth for their world regions and sectors, there is still room for improvement. Labelling promising projects that contribute to diversity and inclusion from the start can help PUM flag these as having the greatest potential for societal impact. Additionally, as youth and women's opportunities were reportedly not discussed much by PUM experts, this needs to be made more explicit as an expectation and better incorporated in experts' project preparation training.

Provide clear guidance on PUM's work in business ecosystems: 2023 has been a transition year towards the implementation of a new strategy to gradually situate PUM's work within business ecosystems. To support employees and volunteers with the translation of this new strategy into concrete actions, practical guidance documents about business ecosystems will be developed.

Strategic planning is becoming increasingly crucial: In 2023, strategic planning has become more and more important. A lot of effort has been made to create solid Country Impact Plans and Sector Impact Plans by organising a knowledge market, and will be further improved in 2024. Our approach to partnerships has evolved from ad hoc engagements to a more strategic orientation, fostering long-term relationships that contribute to our goal. Additionally, a critical evaluation of our toolkit's effectiveness has resulted in the fine-tuning of trade promotions, ensuring optimal outcomes. While the initiation of social dialogue required an investment in time, the progress made will pay off in 2024.

The lessons learned from our experiences have proven invaluable, guiding us towards continuous improvement and strategic refinement.

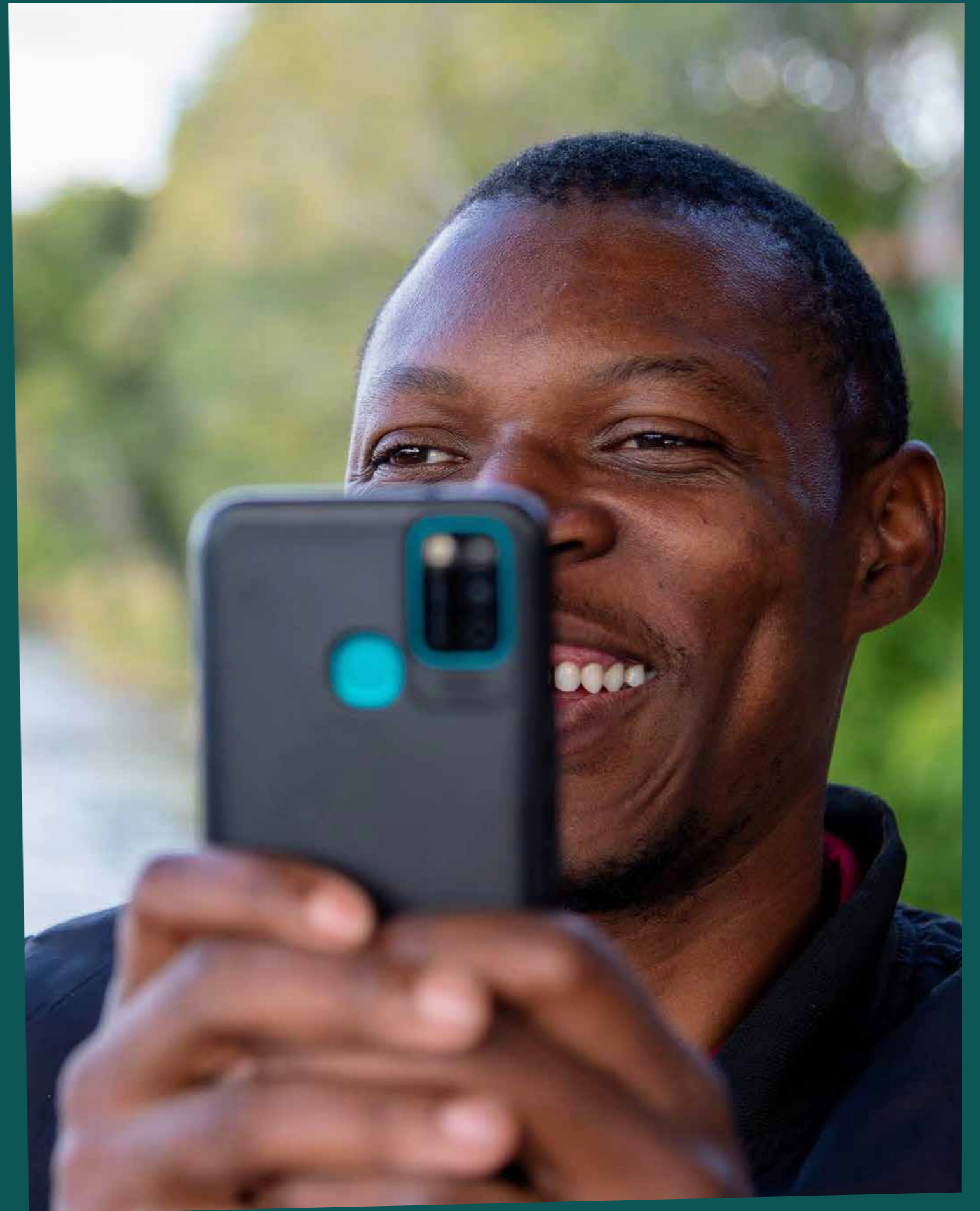
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04 *Impact*

Enhancing the impact and effectiveness of our initiatives is a core priority at PUM. In this paragraph, we delve into our impact measurement tool PRIME, demonstrate collaborative partnerships as a means to achieve our objectives, and illustrate how grants from the Hans Blankert Fund actively contribute to creating a meaningful impact.



Impact



Introduction

Launched in 2013, the Pioneering Realtime Impact Monitoring and Evaluation (PRIME) survey is a collaboration between PUM and Wageningen University & Research (WUR), serving as an externally validated and credible methodology of impact monitoring and evaluation.

In 2023, most businesses have recovered from the aftermath of the COVID-19 pandemic and PUM activities have resumed back to pre-pandemic levels, with a greater emphasis on hybrid and remote advice. As in previous years, PRIME used Survey Monkey as its online survey tool to reach out to PUM clients. Surveys were distributed not only to SMEs, but also to Business Support Organisations (BSOs), which include chambers of commerce, branch organisations, employers' organisations, and cooperatives.

Their inclusion in our evaluations is important given PUM's focus on business ecosystems, striving for greater impact beyond individual SMEs. In this section, the key results from the survey on SMEs are firstly outlined, followed by those from the survey on BSOs.

SMEs: An overview in 2023

The survey was sent to 1088 SMEs in 2023 and filled out by 329 SMEs (30% response rate). This is in line with the 2022 response rate of 31%, but not yet back to pre-COVID-19 levels of around 38%. The survey is sent three years in a row after a project has been concluded, but most businesses only fill it in once or twice. Of the SMEs in 2023, 52% were small (11-50 employees) and 40% were active in the Food Security pillar.

As in previous years, the main group of participants in the PUM activities are management staff (88% of the businesses). In 36% of businesses, other staff also participated in the activities, which is more than last year. When projects are conducted solely online (32% of projects in 2023), the participation rate of non-managerial staff tends to decrease.

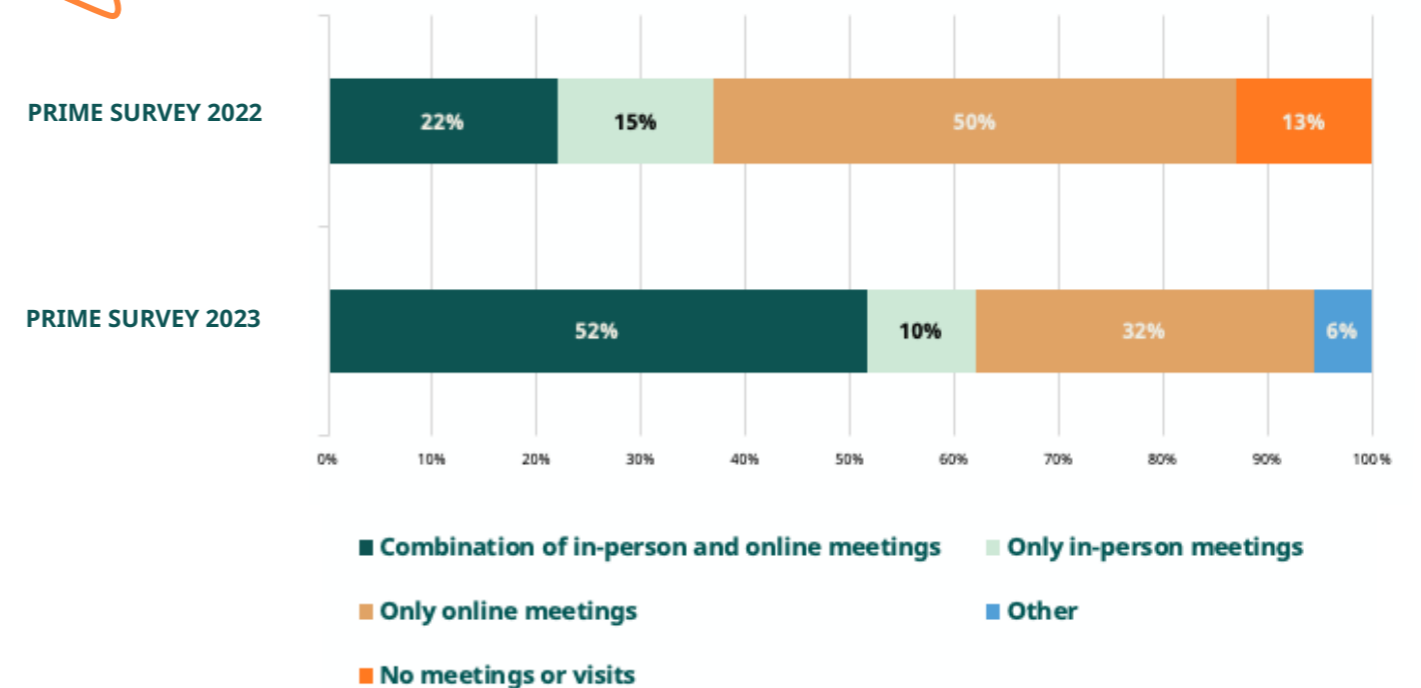
The types of meetings differed compared to the previous year. In 2023, most firms had both in-person as well as online meetings (52%), while in 2022 most clients received only online advice (50%), indicating a recovery in activity from the post-COVID-19 period. Only a minority of firms reported receiving only in-person advice (10%), highlighting the continued

importance of online meetings to complement advice on location in PUM's hybrid approach. There is a large spread in the frequency of contact with the PUM expert: 44% of respondents reported they had over 10 meetings, while 35% had 5 or less. This may mean each SME requires different levels of effort, or that some experts are more involved or easier to access than others.

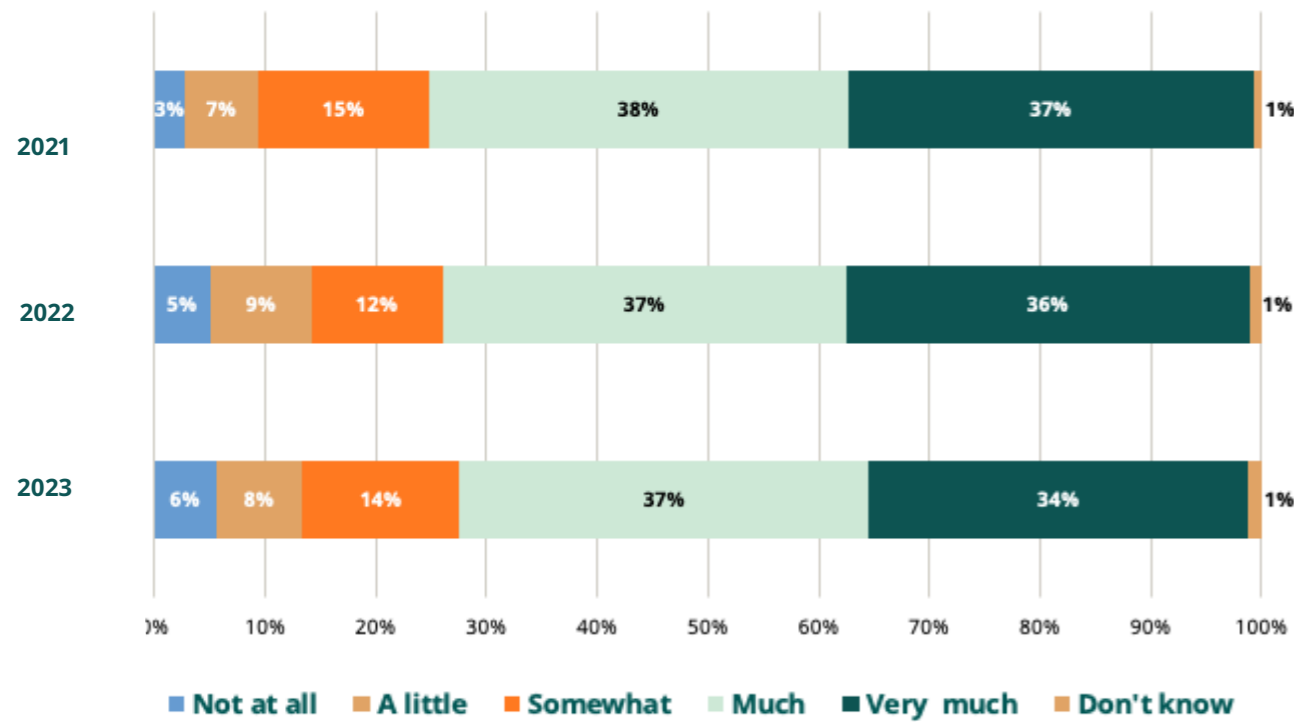
Most SMEs (89%, n=249) were very satisfied or satisfied with the PUM advice they received, with only 3% reporting they were dissatisfied. 60% of SMEs (n=225) also stated that PUM expanded their professional network, mostly with other companies, customers and/or strengthened existing relationships with partner organisations.



FRACTION OF TYPE OF MEETINGS THE SMEs HAD WITH THE PUM EXPERT(S) IN THE LAST 3 YEARS, PRIME-PUM SURVEYS 2022-2023



TO WHAT EXTENT ARE THE RECOMMENDATIONS OF THE EXPERT IMPLEMENTED
PRIME-PUM SURVEYS 2021-2023



Business, sustainability & Employment practices

Out of PUM's impact areas, business practices are most influenced by PUM, followed by sustainability and thereafter employment practices. In 2023, PUM contributed positively to one or more business practices for 80% of businesses (a slight increase from the 2022 figure of 78%). More than half of the SMEs reported PUM influencing five or more business practices. Specifically, organisational (78%) and financial (77%) business practices are most implemented by clients and most influenced by PUM advice (45-48%). Least implemented are operational business practices, including automation and supply chain management (54%). These are also least influenced by PUM advice (18-25%).

When it comes to sustainability practices, waste separation is the most implemented (66%), while a code of conduct on reducing, reusing and recycling was least implemented (46%). PUM experts had a low influence on green practices overall, the highest figure being 23% on the implementation of waste reduction practices. Employment practices are already widely implemented by businesses - on average, 74% of all employment practices mentioned were in place this year. Training opportunities outside work and workplace rules safety are those most influenced by PUM, although only in 31% and 30% of businesses respectively. Employment practices seem to be adopted by businesses prior to and/or irrespective of PUM's involvement, therefore advice on improvements in business and sustainable practices is likely more relevant for SMEs.

Business profits, sales & employment

In 2022 and 2023, more businesses than in 2020 and 2021 (both COVID-19 years) stated that their profits increased compared to last year. In 2023, about 68% of businesses stated their profits increased compared to last year (compared to 45%-46% of businesses in the 2020-2021 surveys). Based on revenue, the compound average growth rate for SMEs in 2023 was 35% on average.

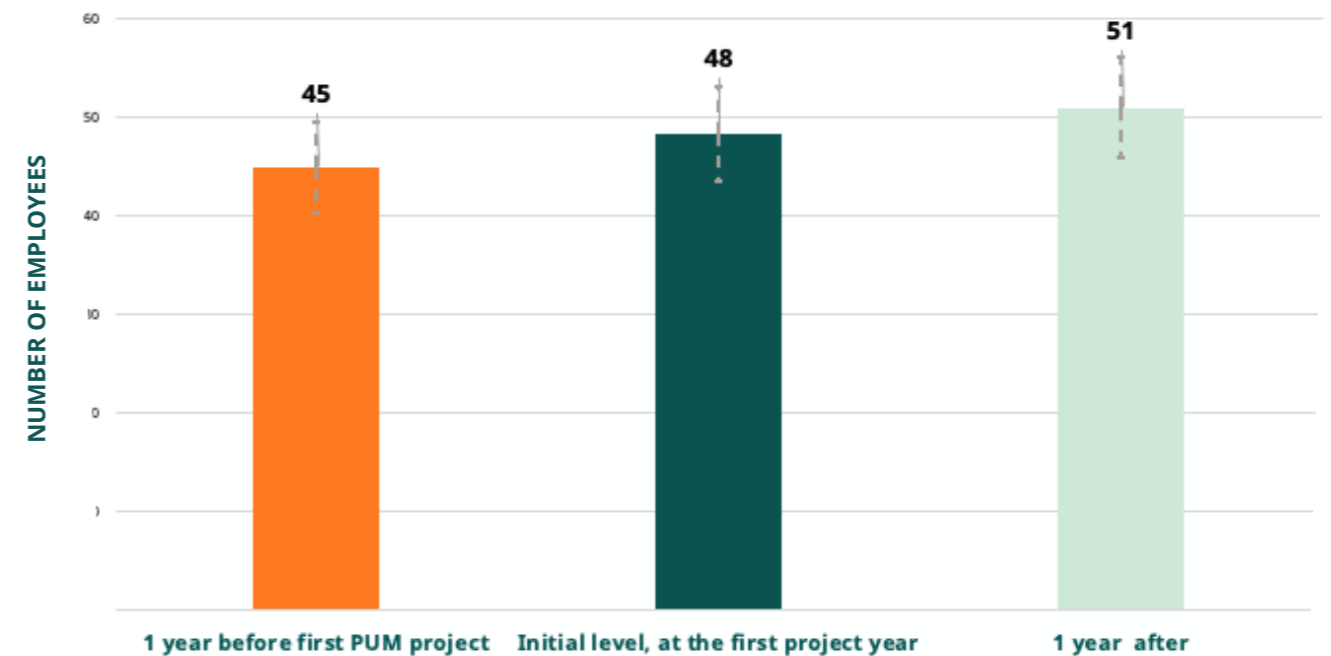
If we compare it in 2022 for the same businesses, there was a net increase of 548 permanent jobs. On average, employment levels are higher after a PUM project when compared to the employment before the project. This is calculated by pooling employment data from all PUM-supported businesses for all years, controlling for sectoral and country-level trends,

and keeping business effects constant. Due to the small sample size and fluctuation across figures, it was not possible to test for the relationship between adoption of business or green practices and business performance indicators (i.e. profits, employment and sales).

Expert advice implementation by SMEs

The majority (71%) of businesses implemented the recommendations of the expert in 2023 to an extent, which is in line with previous years. The most common reason cited for not implementing the advice was due to a lack of resources (52%). Less cited were reasons related to the PUM advice, including the expert not being the right person to answer the question (22%) and the advice being remote instead of in-person (19%).

AVERAGE EMPLOYMENT, IN THE INITIAL YEAR, 1 YEAR BEFORE AND, 1 YEAR AFTER THE FIRST PUM PROJECT. PRIME-PUM SME SURVEYS 2015 - 2023



Gender & Youth

In 2023, most (69%) businesses stated their top manager is male, while 32% reported majority female company ownership. However, when looking at the figures from 2020 to 2022, the share of management staff that are women or young is not growing at the same rate as increasing management share within SMEs. Moreover, it was more likely for a young employee to be part of the management than for a female employee. When it comes to the share of female and youth (under 25) employment out of the total, PUM clients are doing better compared to world averages. This is especially the case in African countries, particularly in the agriculture (for women) and industry sectors (for youth). However, it should be noted that the share of female and youth employment remains stable before and after PUM projects. While PUM's involvement is not directly responsible for this overall positive performance, it reflects well on PUM's client selection as already prioritising above-average levels of diversity and inclusion.

Nevertheless, there is always room for improvement. The adoption of diversity practices is only moderately influenced by PUM overall. In most PUM projects, opportunities for women or youth are largely not discussed by experts – although an increase can be observed from 2022.

While most SMEs report that they take a lot of action to promote the opportunities for youth, opportunities for women are less promoted.

BSOs: An overview in 2023

Business Support Organisations (BSOs) are organisations that support SMEs in various ways. They may be chambers of commerce, branch organisations, employers' organisations, cooperatives, etc. In 2023, the survey was sent to 171 BSOs that received PUM support between July 2020 and July 2023. In total, 65 organisations responded (38%), a slightly higher rate than in 2022. However, not all organisations answered all questions, therefore results should be interpreted with caution.

Most (78%) BSOs respondents are small in size, having between 1-50 members. However, 12% of respondents were also large-sized BSOs with over 250 members. This sample is comparable to 2022 figures. The roles of BSOs surveyed are very diverse. Most BSOs identify their roles as providing training and advice (80%) and networks for businesses (63%). In terms of services offered, BSOs most often offer information, workshops, networking events, coaching and business plan development.



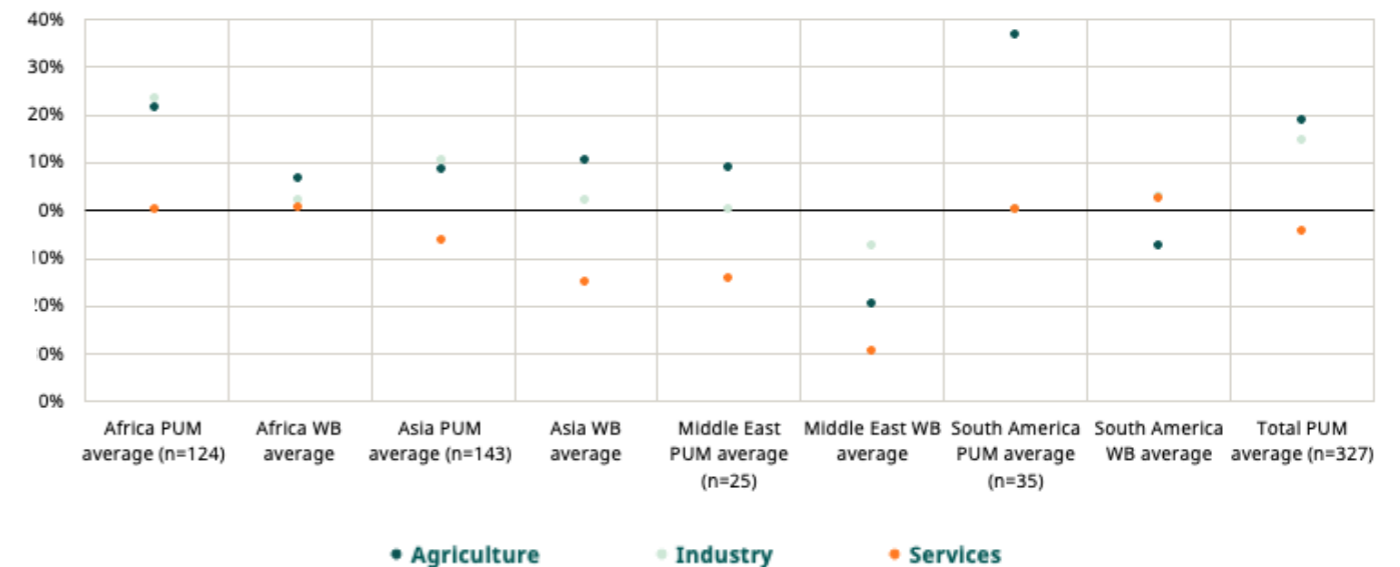
Practices of BSOs

Most BSOs (86%) report implementing PUM expert advice, which is in line with the 2022 figures. These are divided into organisational practices, service provision, and green practices. Out of organisational practices, PUM contributes most to continuous improvement (64%) and effective communication (60%), and least to wellbeing practices (44%) and conflict resolution (42%). When it comes to service provision, PUM contributes most to knowledge sharing (65%) and customer focus practices (58%), and least to conflict resolution (28%) and help desk services (21%). Green practices are overall less adopted by BSOs than organisational practices and service provision - and PUM only moderately influenced their adoption (10-30%).

Gender & Youth in BSOs

Overall, 2023 respondents include more BSOs with female and young entrepreneurs and management staff compared to 2022. BSOs also report discussing and implementing opportunities for women and youth (in 40 and 44% of cases respectively) – although this is to varying degrees, depending on the topic. While the position of women was more often discussed by the PUM expert than the issue of youth, opportunities for youth were more likely to be influenced by PUM advice. However, discussions and opportunities for women and youth are only moderately influenced by PUM overall.

DIFFERENCE TO WORLD AVERAGE IN PERCENTAGE POINTS FOR WORLD BANK AND PUM DATA ON SHARE OF FEMALE EMPLOYMENT IN SECTORS AGRICULTURE, INDUSTRY AND SERVICES. PRIME-PUM SME SURVEYS 2021 - 2023



Partnerships



PUM believes in the power of collaboration to enhance impact and to gain additional funds. PUM establishes partnerships with NGOs and institutional donors, the Dutch Business Community and Private Funds.

Collaborations

In 2023 we started or continued our collaboration with:

- International NGOs like: Agriterra, GAIN, 2Scale, SNV, Solidaridad, Edukans, GIZ, Spark, Technoserve, Heifer, Cordaid and IDH;
- Dutch companies like: Rijk Zwaan, Bejo Zaden, Eurofins Horti and Verstegen
- Private funds like: The Argidius Foundation;
- Corporate Volunteering with companies like: Atos & Eviden, Exact, Unilever and Chainn.

The partnerships department was incompletely staffed unfortunately during 2024. As a result, few new activities were launched. We mainly focused on maintaining existing (iNGO) partnerships.

Outlook 2024

With a new Manager Communications & Partnerships installed in November 2023, we anticipate that all activities will fully resume in Q2 in 2024.

Furthermore a new partnership policy has been approved and will be rolled out in Q1. The purpose of this policy is to guide PUM in identifying and establishing new partnerships and in maintaining and evaluating existing partnerships. It defines clear objectives for PUM's partnerships, what PUM can offer and how PUM will develop and maintain these partnerships.

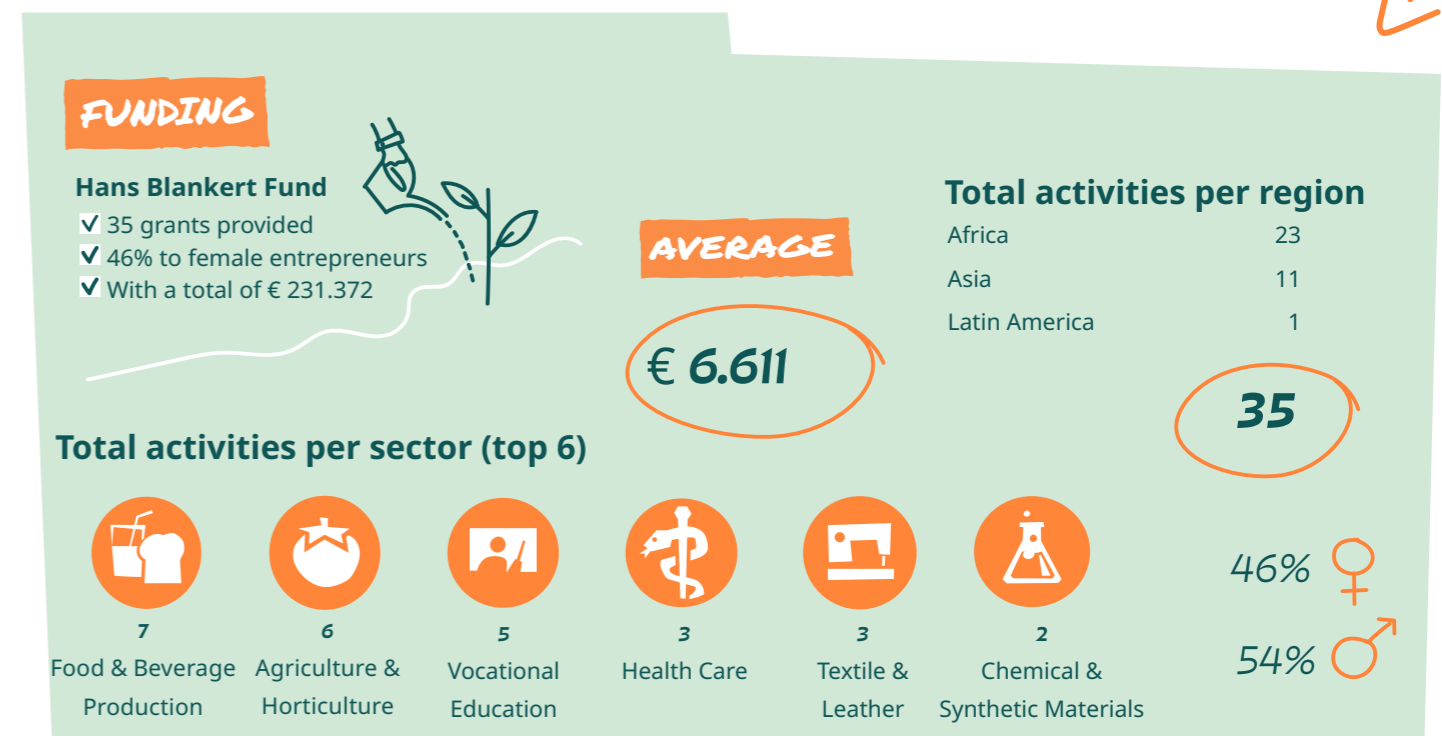
Hans Blankert Fund

PUM is committed to empowering our clients to grow, innovate, and enhance their sustainability. Sometimes, small investments can lead to significant advancements for businesses, educational institutions, or organisations.

To facilitate this, they may require additional funds, for example to purchase machinery, equipment, or tools. PUM's Hans Blankert Fund is dedicated to supporting clients in these efforts to invest in growth, innovation and sustainability. Through this fund, PUM experts can explore the opportunity to secure (partial) funding for our client's investment initiatives.

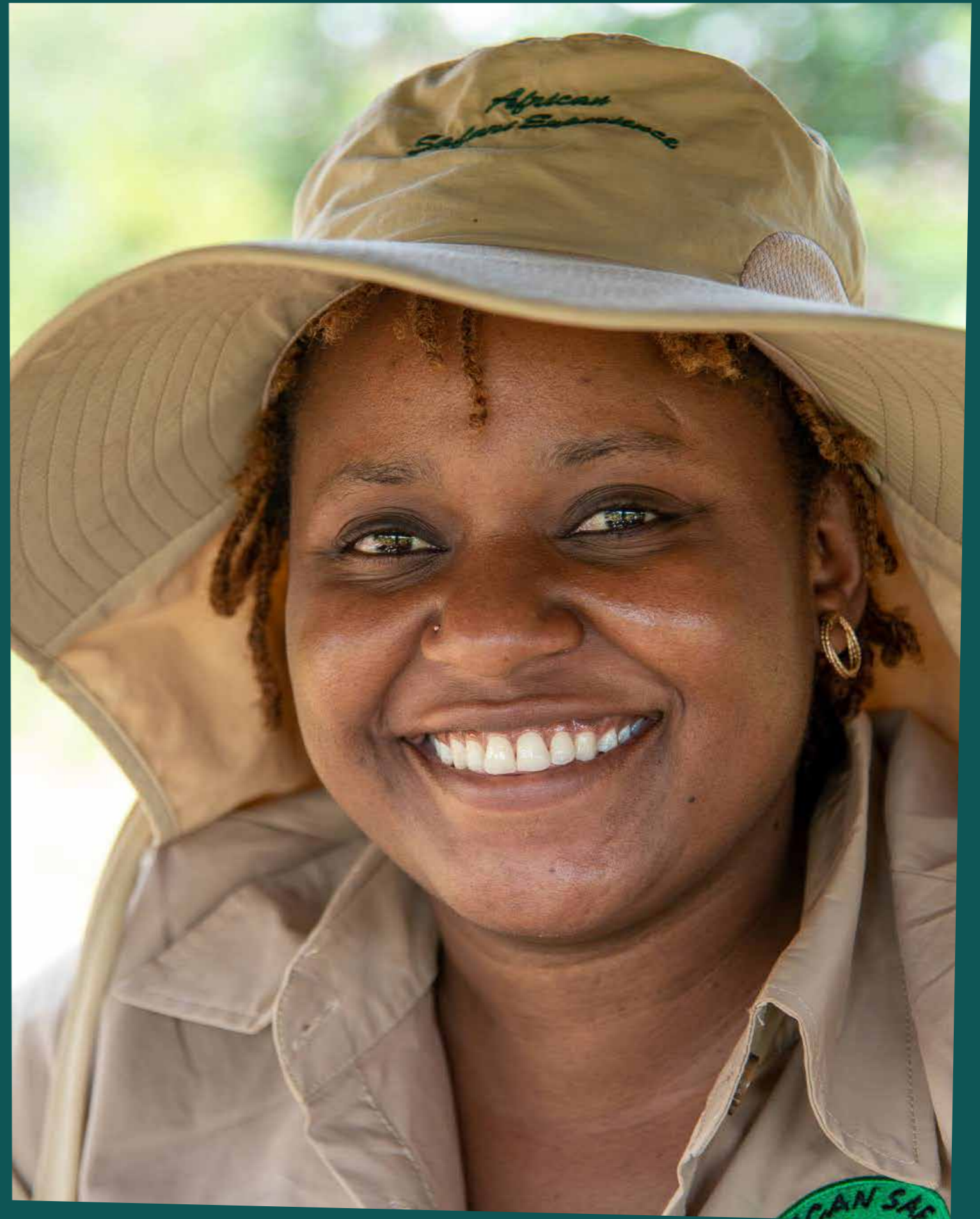
'As a result of the improved solar panel course, including the new educational materials, we are confident that more educated solar specialists will graduate from our course. This will have a positive impact on the entire population of Benin!'

Roméo Gobou, Director of CFPP-IRETI N'LA



05 Finances

In this financial overview, we take a close look at our organisation's financial statement over the past year. As we review our financial performance, we also pave the way for what lies ahead, emphasising PUM's dedication to managing finances responsibly and fostering sustainable growth.



Finances

For PUM 2023 was the inaugural year as fully merged organisation and the roll out of the new, integrated proposition. The year 2023 meant the start of a significant transformation of our geographical portfolio. The phasing out in 12 countries and a reshaped engagement in a substantial number of countries because either PUM or DECP were not active in these countries.

Our activities in 2023 can largely be categorised in three broad types:

- A new integrated proposition including a shift to a new business model.
- Continuing the activities and doing what we are good at, namely providing peer-to-peer support to SMEs and other key stakeholders in the business ecosystem.
- We have the ambition to innovate and to develop ourselves in new directions for the sake of achieving more sustainable impact.



For 2023 the total requested subsidy was €10.775.000 in reality we spent €9.406.629 being 87% of the requested amount. The underspending has a number of reasons.

- In 2023 the number of projects we realised were lower than expected due to external factors (countries we could not visit), internal factors (mismatch between customer demand and available expertise), and fine tuning of the primary process.
- The budgeted amount for the South-South exchange was not used due to the priority given to focus on improvement of the primary process.
- The reservation budgeted to hire paid social dialogue experts was not used, instead we ensured that the dedicated volunteer expert pool is adequately staffed.

It goes beyond saying this had consequences for the expenditure in 2023.

For a detailed explanation of the deviation from the budget see Financial Statements PUM 2023.



FINANCIAL STATEMENTS PUM 2023	BUDGETED	ACTUAL	ACTUAL
INCOME	FOR 2023 (€)	2023 (€)	2022 (€)
Contribution from Ministries	10,775,000	9.406.629	9.407.158
Sponsorship and other contributions	730.000	528.173	543.310
Total income	11.505.000	9.934.802	9.950.468
EXPENSES			
Country programme expenses	6.105.000	4.203.029	4.661.350
Personnel expenses	4.250.000	4.317.637	3.925.810
Monitoring & Evaluation expenses	155.000	147.601	73.482
Rent, facilities & office expenses	600.000	593.058	669.928
Communication expenses	120.000	254.257	82.657
IT expenses	55.000	121.521	141.393
Audit & consultancy expenses	95.000	143.882	213.062
Depreciation costs	55.000	113.942	65.233
General expenses	70.000	96.405	99.319
Merger costs	0	0	72.909
TOTAL EXPENSES	11.505.000	9.991.332	10.005.143
Operating result	0	-56.530	-54.675
Financial income and expenses	0	17.645	0

Expenditure per country



Africa

Algeria	46.955
Benin	140.174
Burkina Faso	19.862
Ethiopia	53.261
Gambia	30.161
Ghana	96.792
Ivory Coast	17.907
Kenya	175.983
Mali	34.779
Malawi	2.707
Morocco	50.287
Rwanda	42.755
Senegal	59.456
South Africa	110.167
Tanzania	200.767
Tunisia	19.756
Uganda	168.578
Zambia	102.317
Zimbabwe	136.643

Asia

Bangladesh	83.507
India	196.452
Indonesia	245.241
Myanmar	965
Nepal	269.566
Pakistan	48.194
Philippines	170.684
Sri Lanka	129.632
Vietnam	156.524

Latin America

Bolivia	138.862
Colombia	87.449
Peru	220.785
Suriname	50.576

Middle East

Jordan	9.335
Lebanon	70.168
Palestinian Territories	24.678

Europe

Armenia	80.704
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'I expect that the increase in the number of EBSO projects that has been signed in 2023 will continue next year. Given our ambitions and the interest among partners, this will largely come from programmes in the field of social dialogue.'

TON VOORTMAN
SECTOR COORDINATOR EMPLOYERS' AND
BUSINESS SUPPORT ORGANISATIONS (EBSO)



Story

Strengthening the pharmaceutical sector

PUM collaborates with the Industrial Support Services Directorate of the Food & Drugs Authority (FDA) in Ghana to provide technical assistance to the pharmaceutical sector. Various PUM experts worked hand in hand with eight dedicated FDA employees to elevate the skills and capabilities of local pharmaceutical SMEs. The final goal is to empower these companies, fostering compliance with Good Manufacturing Practices (GMP) and making them competitive players in the African market.

Elevating skills and capabilities

This business ecosystem approach in which PUM cooperates with various stakeholders to address common challenges and opportunities, will be repeated for the cosmetics and food

sectors and can also be copied in other countries. The FDA serves as Ghana's national regulatory body for food, drugs, supplements, and veterinary medicines amongst other things. FDA aims at supporting Ghana's pharmaceutical industry in achieving compliance with Good Manufacturing Practices. GMP is a system ensuring consistent production and control of products according to specific quality standards. The FDA Technical Support Group supports the industry to meet these necessary GMP requirements and enhance the supervisory role of the FDA.

PUM representative Henrietta Amissah explains: 'PUM and the FDA have joined forces to create training programmes on Qualification & Validation, provide

specialised guidance to companies, and strengthen the FDA's regulatory capacity. Unlike other international organisations that offered only short-term support, PUM has consistently collaborated with the FDA from 2019 until today. Even during the COVID-19 pandemic, we continued to support the industry by conducting a series of online training sessions.'

'Our collaboration with PUM has led to significant progress in terms of GMP compliance for the pharmaceutical sector. We are looking forward to continuing our collaboration with PUM, also to reinforce other sectors!'

Mercy Owusu-Asante,

Head Technical Support FDA

Qualification and validation

PUM experts teamed up with employees from the FDA to collaboratively develop and deliver seven training modules. These modules were subsequently used to educate the staff of 27 different

companies in the pharmaceutical sector. The FDA now takes ownership of these training modules. After completing this first training programme, an assessment was done by PUM experts to see if the theory aligns with real-world practice. At the request of the companies visited and in consultation with the FDA, an additional module has been developed about Quality Risk Management. Additionally, efforts were made to engage educational institutes related to the pharmaceutical field to be included in the training programme.

Building forward

PUM increasingly works in business ecosystems. In this case, the business ecosystem refers to the environment that fosters and supports the growth and success of entrepreneurship within the pharmaceutical sector in Ghana. The ecosystem includes various stakeholders, like the FDA, 27 small and medium-sized enterprises and a possible educational institute. This initiative is replicable, in other sectors and other countries, which will lead to even more sustainable impact.

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06 Risk management

Risk management is a crucial discipline aimed at identifying, assessing, and mitigating potential uncertainties that could impact PUM's objectives. By systematically analysing and addressing various types of risks, PUM can enhance its decision-making processes, protect assets, and improve overall resilience.



Risk Management

This paragraph reports on the strategic risk analysis that PUM identified as outlined in PUM's annual plan 2023.

These risks are subdivided in three categories:

- Contextual risks relate to PUM's local operating environment;
- Programme risks involve the design and implementation of PUM's activities;
- Organisational risks are tied to internal organisational factors.

Contextual risks	Probability	Impact	Control Measures
Political and social instability and relevant public health risks in the countries where PUM operates.	Moderate	High	In 2023 due to violent extremism in the Sahel we could not operate in Mali and Burkina Faso. Due to the conflict in the Middle East we had to stop our activities in the Palestinian Territories, Lebanon, and Jordan. We try to mitigate safety risks by enforcing a safety policy, which has been updated end of 2023. This safety policy includes strict protocols for decision making whether travel to an orange travel advise. In addition, we are actively monitoring the safety situation in the PUM countries. Risk assessments are conducted by PUM's representatives during the acquisition and intake procedure. Experts are briefed accordingly before a project starts before support is provided.

Programme risks	Probability	Impact	Control Measures
Lack of availability of volunteers. As the trend in volunteering is towards short-term and flexible assignments, it is more difficult to retain experts on a structural basis.	Medium	Medium	To mitigate this risk, we are simplifying our primary process, and we strive for operational excellence to match the volunteer on an assignment as efficiently as possible. To have sufficient multilingual experts on board, we have increased the exchange opportunities with the French PUM-likeminded organisation and we are increasingly working with experts who are non-Dutch passport holders but live in the Netherlands. Corporate volunteering, in which deploying the knowledge and skills of employees of Dutch companies in sectors and countries where PUM works, will also be reinforced in 2024. By investing more in being a good employer and presenting PUM as a relevant and contemporary organisation, we want to attract new talent who want to be part of PUM.

Organisational risks	Probability	Impact	Control Measures
Inappropriate behaviour of our volunteers and employees	Low	Medium	Nurturing a culture of equitable collaborative behaviour in which we are One PUM. All volunteers receive a mandatory training in intercultural communication & advisory skills before their first deployment. Promoting a diversified volunteer pool in terms of gender, age and background aspects.
Unauthorised financial management, fraud, corruption or other financial irregularities	Low	Medium	Only three people have financial management authority. Positioning the controller next to the CEO. PUM has an Anti-Fraud & Anti-Corruption policy. Maintaining a strict and automated financial administration and control procedures. PUM shares knowledge and does not donate cash.
Reputation damage to our organisation	Low	Medium	We mitigate the risk of reputation damage by enforcing several policies (code of conduct, integrity policy, general data protection regulation, etc). In addition, we have updated our complaints procedure in 2023. PUM has a solid reputation. We operate in various sectors undergoing fundamental changes and we believe it is important to be transparent and accountable for the use of public funds.
Exposure or loss resulting from a cyberattack or data breach	Medium	Medium	Ensuring GDPR compliance. Dedicated team of staff in place that monitors data security and immediately acts in case of incidents. Informing staff on how to safeguard data security.
Unlawful removal of assets/theft and corruption	Low	Medium	Valuables are kept in the safe to which only two employees have access. PUM has an Anti-Fraud & Anti-Corruption policy. Ruling out cash transactions.





Story

Modern teaching skills in Indonesia

Educational institutes are at the heart of a country's socio-economic advancement. Better education leads to a better-equipped workforce. PUM provides assistance to educational institutes, for example by improving their learning methodologies. PUM expert Anoesjka Timmermans was in Indonesia to train teachers of Palcomtech in 21st century teaching skills. In two weeks they implemented this new way of working in four modules of the Digital Business programme.

Palcomtech is a private polytechnic university in Palembang, Sumatra, Indonesia. It was founded in 2003 and currently offers three different programmes with 1000 enrolled students. Palcomtech wishes to transform into a Smart Campus offering its students a modern learning environment.

PUM expert Anoesjka Timmermans is lecturer/researcher at the Faculty of Business and Economics at the Amsterdam University of Applied Sciences. She was asked to share her knowledge at Palcomtech: 'To be able to implement the Smart Campus concept, Palcomtech also needs to align with the 21st century teaching and learning approach. The newly established Digital Business programme, was chosen to introduce this. During two preparatory online project meetings, we decided to use the train-the-trainers approach to implement e-learning and practical, action based learning methodologies.'

When Anoesjka was at the university: 'One of the first things I did was attend a lecture of one of the teachers to get a feel for the current practice including the interaction and engagement in the (hybrid) classroom.'

This gave a good starting point for giving feedback and determining follow-up activities.'

Interactive learning

It was decided to start with the Social Media Marketing module and draft an example project template with teaching and learning instructions. 'I explained the teachers about higher student engagement, instead of only using teacher-led instructions. One of my recommendations was to use break-out rooms. I was surprised by the fact that they immediately implemented the suggestion in their lessons the following day. They were very pleased with the higher commitment and enthusiasm of the students.'

'We are very thankful for the cooperation with PUM expert Anoesjka Timmermans. This interactive approach will empower our students who will definitely be better equipped when entering the job market.'

Mr. Hendri

Teacher, Palcomtech

The alignment of learning goals with learning tasks and assessment, was also introduced by Anoesjka: 'I explained about open question assignments, instead of only using multiple choice assessments. Other new activities the teachers will use are: case studies, including open discussions; start classes with questions to get an idea of the student's frame of reference; working with projects in which the students can implement what they learn in a real-world assignment representing an authentic challenge.'

At the end of the project, four modules were developed instead of just one. Anoesjka is more than satisfied with the result: 'It feels like we have moved mountains. The staff and management were completely open for any suggestion and I feel we collaboratively created their new way of working.' While the university will implement the new method throughout all programmes, Anoesjka will stay available for online coaching when needed.

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'It was an incredibly rewarding experience and privilege for me to work together with Ali in this phase of his business.'

JAN GERARD SNIP
PUM EXPERT



'Thanks to PUM expert Roelof, we now realise that if we want to grow, we need to not only focus on production, but we also have to think in terms of marketing, distribution, finance and strategy.'

NAILA CHAKER
OWNER OF NALILAIT

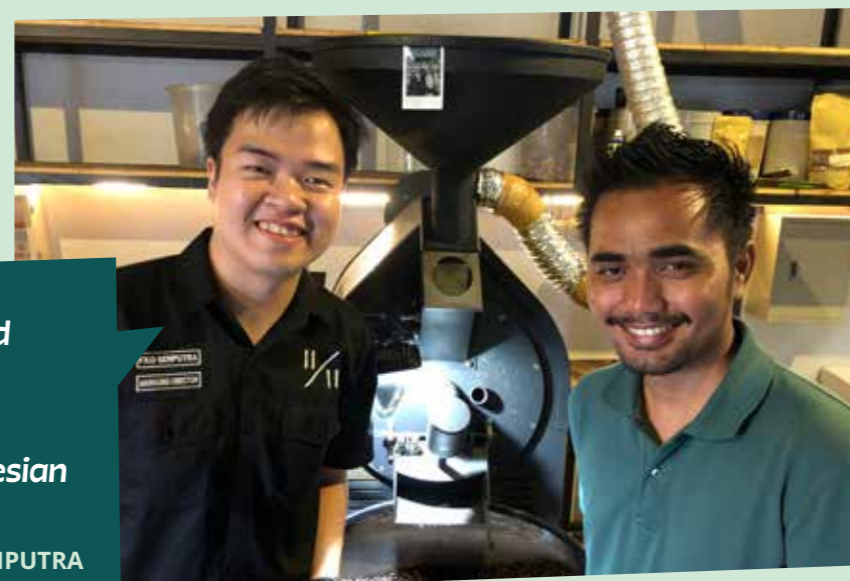


'Working together with Arend was extremely valuable to us. With his outside perspective, he gave us the confidence to make the right decisions.'

DANIEL & ANGELA MCCARTHY
OWNERS GROUNDCOVER LEATHER COMPANY

'Working together with PUM over the past 6 years has been immensely valuable. Simon's expertise has transformed our company.'

PETER CUNNINGHAM
CEO SONDELANI



'Collaborating with PUM opened our eyes: we should never underestimate the business potential within our own Indonesian coffee market.'

EKO-YUYUN SENPUTRA
DIRECTOR COFFEE LAB & ROASTERY

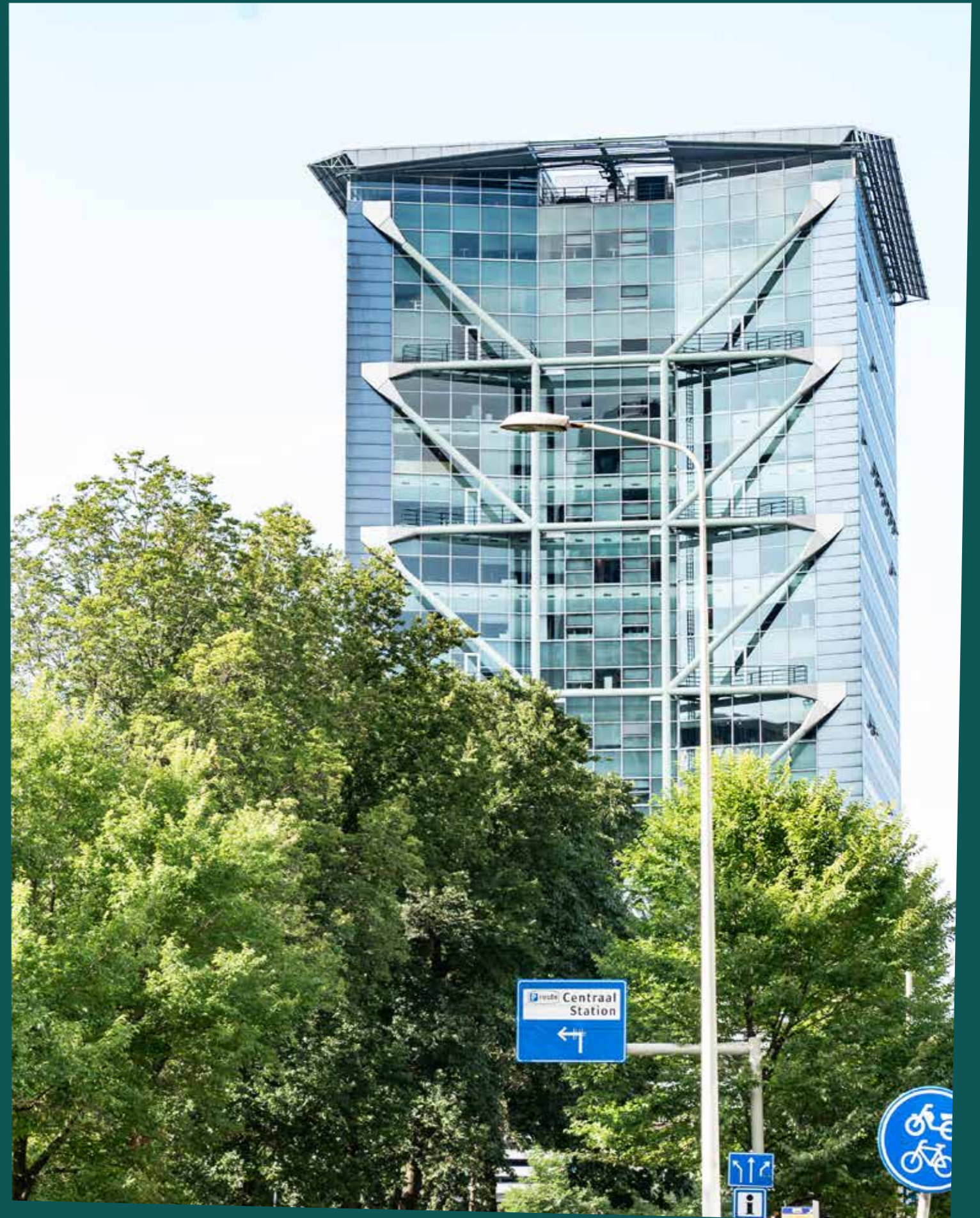


'PUM is a true gift to me. It is a 24/7 commitment, but it gives me a lot of fulfillment and joy.'

RIA DOOLAARD
PUM EXPERT

07 Annexes

This supplementary information provides details and supporting data on subjects that have been previously mentioned in this annual report 2023.

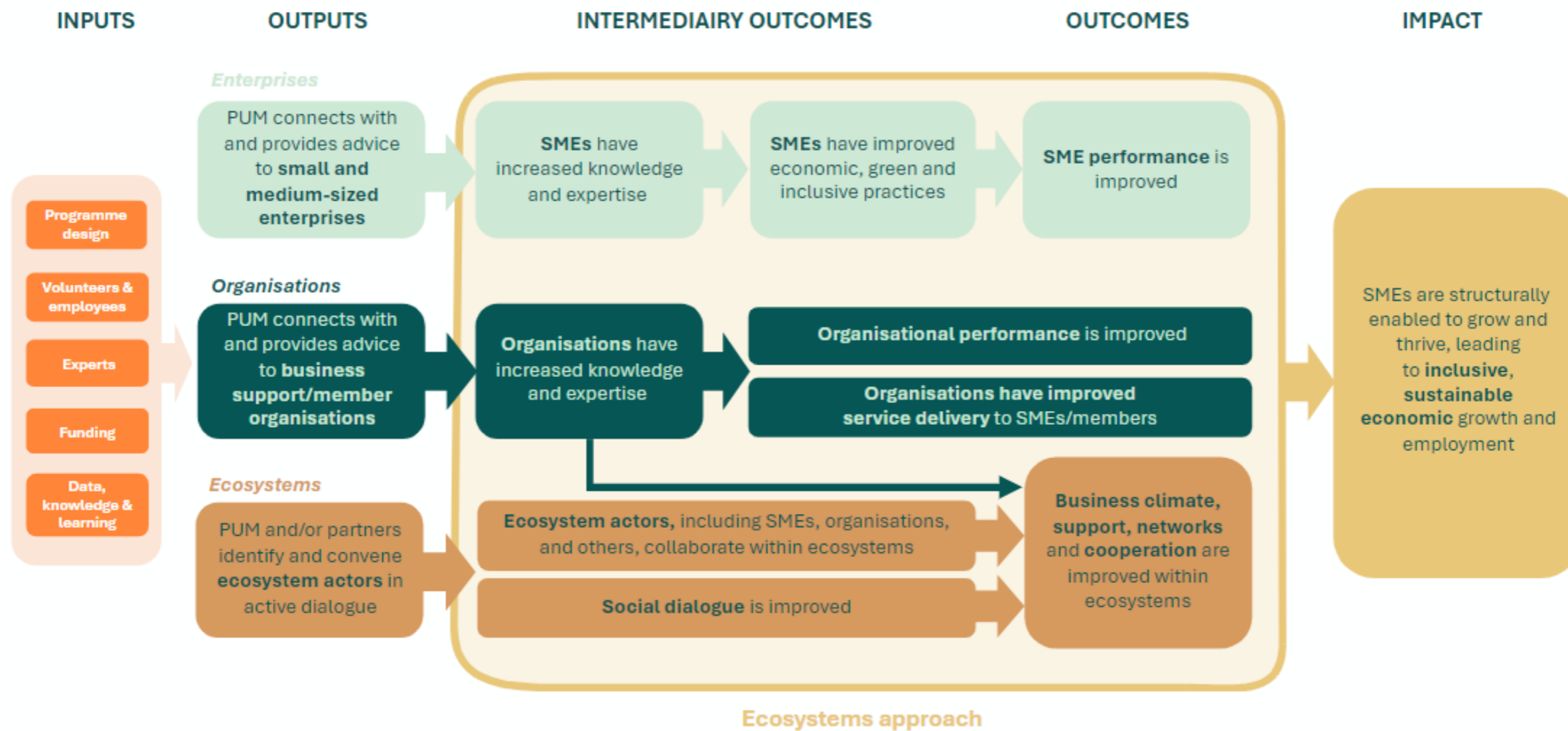


Annex I – Glossary of indicator terminology

Concept	Explanation
Business Support Organisation (BSO)	Organisation that helps to strengthen the business enabling environment by providing direct support to businesses (e.g. chamber of commerce, industry association, employers' organisation).
Project	Each instance of advice/expertise provided by PUM to a client, with the different instruments of support distinguished by PUM: advice on location, seminar, webinar, trade promotion, remote advice.
Advice on location	A type of activity whereby PUM works together with an entrepreneur or business support organisation on location (as opposed to working together remotely).
Remote Advice	A type of activity whereby PUM works together with an entrepreneur or business support organisation at distance (as opposed to working together on location).
Trade Promotion	A type of activity whereby a client of PUM visits the Netherlands with the objective to develop trade relations with selected Dutch businesses.
Least development country/ fragile state	The status of least developed country follows the OECD/DAC List of ODA Recipients. The status of fragile state follows the World Bank Harmonized List of Fragile Situations.
Incubator	Organisation that provides support to start-ups and earlystage businesses.
Partnership at national level	Signed cooperation between PUM and a partner organisation with the objective to collaborate on projects or programmes of common interest.
Young SME owner	Owner and/or director of the business supported that is younger than 35 years at the time of support.
PSD Indicator	Formal indicator used for Private Sector Development interventions. Its definition follows the methodological notes formulated as part of the Dutch Results Framework.
Average compound annual growth rate of SMEs	Average of all the supported SMEs compound annual growth rate (CAGR) of revenues from baseline (before or at the time of the start of the intervention with the SME) until reporting date. PSD indicator B (see 'PSD indicator')

Direct jobs supported in SMEs	Formal or informal jobs provided directly by target SMEs, in full-time equivalent at the end of the reporting period. PSD indicator F (see 'PSD indicator')
# of SMEs supported with plans to invest, trade or provide services	Unique number of small and medium-sized enterprises supported by PUM. Each of these cases is concluded by PUM with a business development advice report containing recommendations for the client. PSD framework A (see 'PSD indicator')
Strengthened organisations contributing to a sustainable local business climate	Formal or informal economic interest groups supported directly by PUM, including labour unions, farming cooperatives, trader associations, chambers of commerce, employers' organisations. These organisations contribute to shaping the local business climate. PSD framework L (see 'PSD indicator')
Strengthened Business Support Organisations (non-membership based)	Organisations that are directly providing support to SMEs, like vocational training institutes, research & development institutes, organisations that work on infrastructure for SMEs, or incubators for start-ups. These organisations are not membership based and not formal or informal interest groups.
Growth of direct members BSO/EBSOs	Business Support Organisations, Employers Organisations and other member-based formal or informal interest groups supported by PUM, report the percentage of growth in active members or member organisations in their organisation after a year. PSD indicator M (see 'PSD indicator')
# of countries with improved social dialogue	Countries where in the reporting year organisations have been supported by PUM and bi-and tri partite social dialogue has been established, and cordial and relations between Employers Organisations and Trade Unions have been strengthened.
Projects supported as part of an ecosystem	A business ecosystem is a collaboration between businesses and supporting organisations to address common challenges and opportunities, and to create more economical, social and ecological value. PUM supports projects within business ecosystems to strengthen the collaboration among SMEs, the relationships between SMEs and (support) organisations, and the relationships with suppliers and distributors within the value chain.

Annex II – Revised Theory of Change



It's a wrap, thank you for reading!



SEE YOU NEXT YEAR!

PUM.
Together we grow 