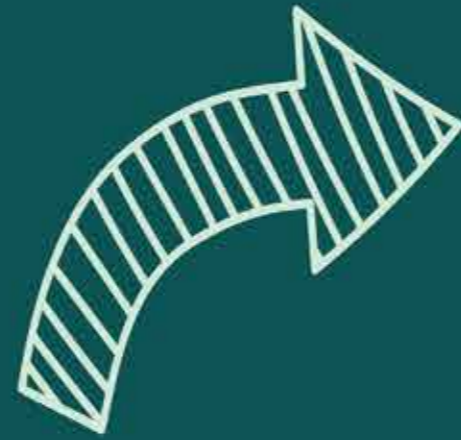


**PUM.**



**Creating sustainable change**

**Annual report 2024**



# Table of content

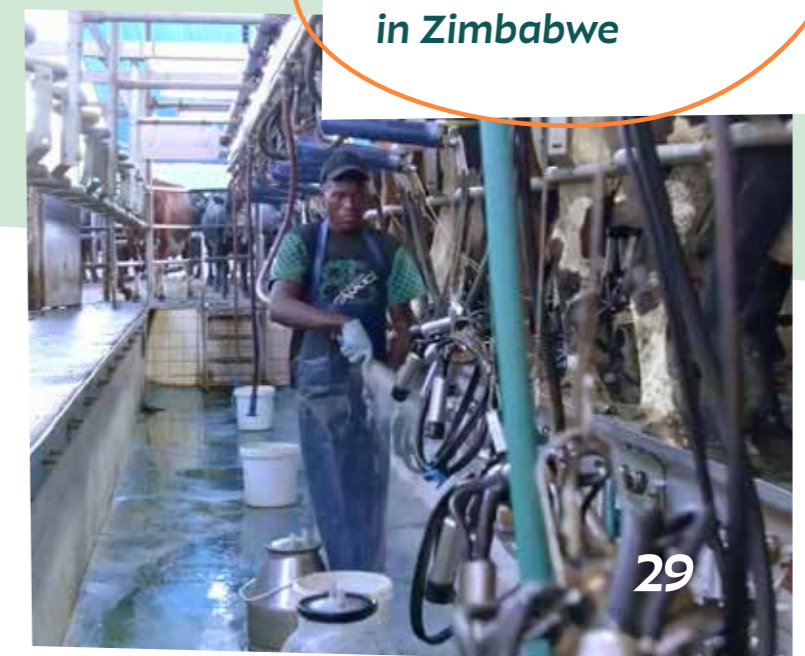
1. Preface	5	5. Together we grow	51
2. The Year 2024 in numbers	13	6. Finances	57
3. Business Ecosystems	21	7. Risk Management	61
4. Making impact	31	8. Annex	71



Story  
Female-led Mamali Moringa thrives with online PUM collaboration in Mali



Story  
Building a sustainable business ecosystem in Colombia



Story  
Thriving dairy business ecosystem in Zimbabwe

01  
Preface



## Preface

# Driving impact, embracing change

“In times of change, a clear vision is essential”, states Ariette Brouwer, CEO of PUM. “Amidst shifting global dynamics, it is crucial that we remain fully committed to our mission, which emphasises not just economic growth but also social and environmental progress. Guided by our four core values - commitment, equality, connection, and expertise – we continue to build a more inclusive and sustainable future for communities around the world.

We take great pride in what we have accomplished together, alongside our valued partners. With dedicated volunteers from the Dutch business sector, PUM actively blends aid with trade. By empowering SMEs with practical advice and strengthening business ecosystems, we create local impact on a global scale.

By fostering social dialogue (see page 9-12), we structure collaboration between employers, employees, and governments to achieve sustainable solutions for labour and economic issues. Over the years, PUM has increasingly partnered with Employers and Business Support Organisations (EBSOs) in this endeavor, focusing on building trust, refining strategies, and creating structures that support long-term progress.

The results speak for themselves: 1,300 projects worldwide, 25% delivered remotely, almost 30.000 direct jobs supported and 32% of the SMEs we collaborated with are women-led. On top of that 91% of clients confirm that their collaboration with our experts exceeded expectations. Their success motivates us to keep driving positive change.

In 2024, PUM continued the transformation process that was initiated in 2023. We strengthened our leadership team, welcomed fresh talent, and sharpened our focus on quality and impact. This evolution is reflected in our new brand identity, enhanced website, and a targeted campaign to attract top-tier experts and partners. A significant milestone was achieving ISO certification, reinforcing our commitment to excellence.”



THIS IS PUM

“In line with this, we have refined our geographical focus,” adds Peter Bongaerts, COO of PUM. “We concluded our work in Gambia, Nepal, Pakistan, the Philippines, Sri Lanka, and Zambia while launching operations in Egypt and Burundi. Additionally, new funding from the Argidius Foundation secures the continuation of our work in Bolivia and Peru. However, geopolitical tensions continue to challenge the execution of projects in parts of the Middle East and the Sahel.”

Despite these changes and challenging conditions, the PUM community remains our strongest foundation. A highlight of 2024 was the successful PUMday in September, where over 500 volunteers and employees gathered in Hilversum to strengthen connections and collaboration across the organisation. During online meet-ups for representatives, we reflected, made preparations for 2025, and celebrated success stories that showcase the impact of our global teams on business ecosystems and local communities.

The final event of the year was the first-ever PUM Impact Award ceremony, celebrating the remarkable achievements of SMEs and showcasing the tangible results of impactful PUM projects.

Looking ahead to 2025, we are set to embrace the rewards of two years of dedicated transformation. Our priorities: sharper impact measurement, high-quality client selection, and powerful storytelling to reinforce our mission. Strengthening our expert pool, deepening business collaborations, and fostering a unified organisational culture will be key to scaling our impact.

As we reflect on the past year, we are energised by our progress and the opportunities ahead. We extend our heartfelt gratitude to our many volunteers for their outstanding contributions across the 1300 projects, our valued employees and representatives for their dedicated support, and our supervisory board for their commitment.

Together we grow!



**ARIETTE BROUWER**  
CEO PUM

**PETER BONGAERTS**  
COO PUM

## Story

# Strengthening social dialogue in West Africa and beyond



**In 2024, PUM continued its impactful work in various countries across the globe, by advancing social dialogue - an approach rooted in the Dutch 'polder model.' Social dialogue fosters structured collaboration between employers, employees, and governments to achieve sustainable solutions for labour and economic issues. Over the years, PUM has increasingly partnered with Employers and Business Support Organisations (EBSOs) in this endeavor, focusing on building trust, refining strategies, and creating structures that support long-term progress.**

PUM aimed to engage in social dialogue projects in at least 8 countries by the end of 2024. The initiatives launched in Malawi, Peru, South Africa, Suriname, 6 West African countries, The Philippines, and Morocco have significantly raised awareness and generated concrete requests for support, paving the way for long-term collaborations. As a result, PUM experts have remained active in Malawi, Togo and Suriname, while programmes in Indonesia, Senegal, Mali, Benin, and Ivory Coast continue to gain momentum heading into 2025. This growth has driven the creation of new training materials, enhanced knowledge sharing, and

innovations like a pilot project in Morocco designed to swiftly address the needs of associations. These partnerships have also opened new avenues for PUM to reach broader networks, including large groups of potential clients within member associations.

It was against this backdrop that, at the start of 2024, the idea emerged to firmly (re)establish PUM's presence and promote social dialogue in West Africa. This resulted in the organisation of a cross-cutting workshop in Abidjan, Ivory Coast, in July 2024, setting the stage for further impactful initiatives in the region.

### Laying the groundwork

The seeds for this convention were sown in 2017 at a pivotal congress in Dakar, Senegal, initiated by Mrs. Innocence Ntaye, Chair of Senegal's High Council for Social Dialogue. The event inspired regional efforts to strengthen social dialogue, with particular emphasis on improving business climates for employers and ensuring safe, fair jobs for workers.

West African employers' organisations, organised under the FOPAO (Fédération des Organisations Patronales de l'Afrique de l'Ouest), emerged as key players. With shared goals of enhancing service offerings, increasing member engagement, and fostering mutual understanding between employers and employees. After this congress, DECP,

and after the merger; PUM, initiated collaborations with organisations across several countries, including Senegal, Mali, Benin, Togo, Burkina Faso, and Ivory Coast.

### Regional workshop in Abidjan

In July 2024, PUM and CNV Internationaal organised a regional workshop in Abidjan, Ivory Coast, to bolster social dialogue at the sectoral level. The three-day event was held at the CGECI headquarters. CGECI serves as the main employers' organisation in the country with initiatives aiming at economic growth and strengthening private-sector engagement. In the context of the PUM workshop, it provided an ideal venue for fostering collaboration and advancing social dialogue initiatives in the region.

**"PUM and CNV Internationaal can achieve a lot together in terms of social dialogue in a number of key sectors."**

- FRANCISCA VAN DUSSELDORP  
CNV INTERNATIONAAL

The event brought together 25 participants from six West African countries, along with representatives from PUM, CNV Internationaal, the Dutch embassy, and the Dutch Ministry of Foreign Affairs. The workshop's objective was clear: to equip participants with the tools to develop sector-specific social dialogue plans in their respective countries. With the guidance of Dutch experts and collaboration between employers and employees, tangible roadmaps were designed to address pressing challenges across various sectors.

### **Achievements and insights**

The workshop yielded significant results, starting with the formulation of concrete sectoral plans by countries such as Senegal, Ivory Coast, Mali, and Benin, each targeting specific industries. Participants from Burkina Faso, despite the challenges in their country, gained valuable insights to take back home, while Togo built on the experience by organising two additional workshops centered on sectoral boards. Furthermore, the event highlighted the crucial role of collaboration between employers, unions, and international organisations like CNV Internationaal, underscoring the power of partnerships in driving sustainable progress.

Building on this success, preparations are underway for a follow-up workshop in March 2025 in Cotonou, Benin.

This initiative aims to refine the plans developed in Abidjan and expand sectoral interventions across participating countries. CNV Internationaal has also conducted explorations to identify high-impact sectors in Senegal, Mali and South Africa, ensuring targeted and effective engagement.

PUM's large-scale interventions in West Africa demonstrate dedication to promoting sustainable economic growth through social dialogue. By strengthening local organisations and fostering connections, PUM and its partners are establishing a model for impactful collaboration in these regions striving for progress.

***"The appropriation of social dialogue is an essential tool for a peaceful business climate and a creator of inclusive, sustainable economic value."***

- MRS BENGALY

1ST VICE PRESIDENT IN CHARGE OF EXTERNAL RELATIONS AT THE CNPM (MALI)

## **Takeaways 2024 and outlook 2025**

### **How can PUM be most effective in strengthening social dialogue?**

PUM is most effective in strengthening social dialogue by partnering with the national employers' organisation and collaborating with Dutch trade unions (CNV or FNV). Sector-level dialogue is key, as it focuses on concrete issues. Together, stakeholders should aim to establish a House of Labour, where employers and employees regularly discuss major topics, improving business stability and employment conditions. Once tripartite dialogue with the government is established, PUM and CNV can step back, as successfully demonstrated in Peru and Malawi.

### **What interventions are offered by PUM and CNV or FNV?**

PUM and CNV or FNV offer interventions that start with building a strong relationship with the national employers' organization or sector leaders. Key steps include awareness workshops, advisory projects, negotiation training, and training-of-trainers to ensure sustainability. The most critical phase is guiding the first few sessions of a House of Labour to establish effective social dialogue.

### **So, it takes many years?**

Yes, it does. Social dialogue can never be successful by performing one standalone PUM project. Nor can the number of projects be an indicator for success. After all, the large-scale workshop we performed in June 2024 in Ivory Coast is only marked as one project. But the impact in terms of follow up by tailor made activities will last for many years.

### **How does improved social dialogue at meso/macro level influence working conditions in SMEs?**

When social dialogue is a natural way of life, mutual trust grows, enabling business expansion, job creation, and improved working conditions, starting with large companies before reaching SMEs.

### **Is short-term success possible?**

That depends on how social dialogue is defined. Real sustainable impact following the axe of above-mentioned processes takes major investments in terms of time, money and -above all- a dedicated team of relation building experts that last. PUM benefits from the long-lasting relationships DECP developed in several countries in Africa (Benin, Togo, Senegal, Burkina, Mali, Ivory Coast, Uganda), Asia (Indonesia, Vietnam) and Surinam. On-going processes are active in Benin, Uganda, Indonesia, Suinam and Mali. The target is to develop activities in 15 countries in 2025.

# 02 The year 2024 in numbers

We invite you to have a look at the highlights, achievements and milestones of our organisation in 2024. These figures illustrate a comprehensive picture of our progress, resilience, and commitment to sustainable and inclusive growth.



# ACTIVITIES

## Total Activities

Advice on location	974
Remote Advice	316
Trade Promotion	11
Seminars	7
Webinars	4

**1.312**

## Per Theme



**505**  
Food security

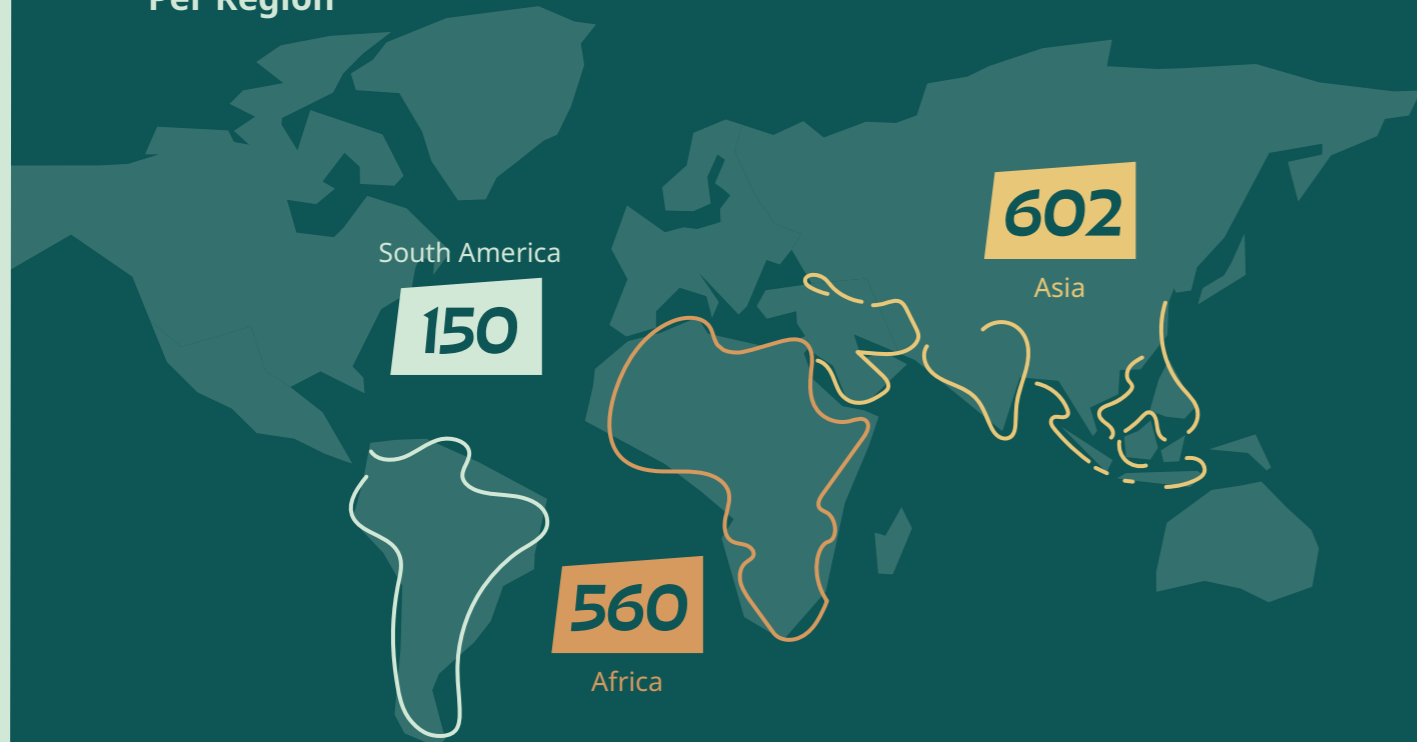


**484**  
Services & Business Environment & Other



**323**  
Industry, Trade & Environment

## Per Region



## TEAMING UP



Small & Medium Sized Enterprises (SME's)	799
(Non-)membership organisations (e.g. employers' and business support organisations)	283

**40%**  
Activities in Least Developed Countries / Fragile states

**1.082** Total clients supported

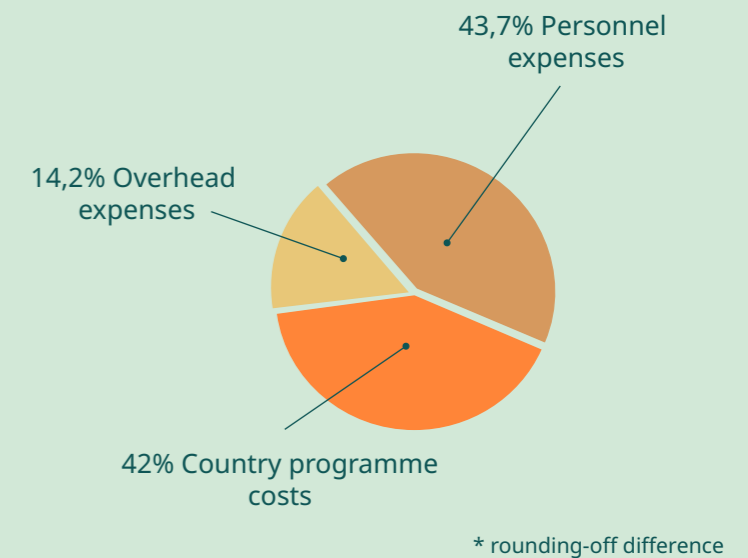
**32%** Women owned SMEs

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



**91%** Client satisfaction

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



## HANS BLANKERT FUND

- ✓ 56 grants provided
- ✓ 52% to female entrepreneurs
- ✓ With a total of 266.428 Euros



## SOCIAL DIALOGUE

Projects supporting social dialogue **12**



## JOB CREATION

Direct jobs supported in SMEs **29.024**

## RATIO





# Regions

## The year 2024 in numbers

In 2024, PUM strengthened its global impact, completing 1,312 projects for 1,082 distinct clients. Small and medium-sized enterprises (SMEs) remained a key focus, with 74% of supported clients identifying as such.

One of the year's highlights was the growing adoption of remote advisory services. Compared to 2023, there was a notable increase in realised remote advice projects, accounting for 24% of total projects. On-location advice remained the preferred approach at 74%, while trade promotion and seminars made up the final 2% of realised projects in 2024.

PUM also expanded its knowledge-sharing efforts by hosting four webinars, providing valuable insights to businesses worldwide.

Asia emerged as the most active region in 2024, accounting for 46% of realised projects. Meanwhile, Nepal and India led the way in on-location advice, while Lebanon and South Africa saw the highest number of remote advisory engagements.

At the country level, Nepal, the Philippines, India, Indonesia, and Kenya stood out as PUM's top five focus countries where most activities were realised in 2024.

Total Activities **560** X Africa **602** X Asia **150** X South America

Activity Type	Africa	Asia	South America
Advice on Location	424	444	106
Remote Advice	125	149	42
Seminar	3	4	-
Trade Promotion	6	4	1
Webinar	2	1	1

### Activities Per Country

Algeria	17	Morocco	17	Armenia	15	Nepal	107	Bolivia	27
Benin	42	Rwanda	23	Bangladesh	50	Pakistan	29	Colombia	39
Burkina Faso	5	Senegal	23	India	79	Palestinian Territories	5	Peru	57
Ivory Coast	23	South Africa	50	Indonesia	76	Philippines	94	Suriname	27
Ethiopia	25	Tanzania	47	Jordan	11	Sri Lanka	42		
Gambia	17	Togo	1	Lebanon	42	Vietnam	52		
Ghana	49	Tunisia	25						
Kenya	62	Uganda	60						
Malawi	3	Zambia	19						
Mali	12	Zimbabwe	40						

# Themes

## Food Security 505



Animal production, Beekeeping & Fisheries



Food & Beverages Production



Agriculture & Horticulture

## Services & Business Environment 484



Business Consultancy



Tourism & Hospitality



Educational Institutes



Health Care



Employers & Business Support Organisations & Incubators

## Industry, Trade & Environment 323



Energy, Water, Waste & Environment



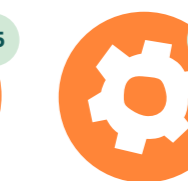
Pharmaceutical, Cosmetics, Ceramics & Chemicals



Textile & Leather



Trade & Supply Management



Metal Industries



Building

Thematic priorities in 2024 reflected pressing global needs, with food security taking the lead at 38% of all completed projects. Services and business environment initiatives followed closely at 37%, reinforcing PUM's commitment to fostering resilient enterprises.

The remaining 25% of projects focused on industry, trade, and environmental sustainability. Across sectors, PUM's top areas of engagement included dairy, food and beverage processing, health care services, horticulture, and marketing consultancy—critical industries driving economic and social development.

## Story

# Mamali Moringa thrives with PUM collaboration



**Female entrepreneur Sakalé Traore leads Mamali Moringa, a company transforming moringa into high-quality products while supporting sustainable development in Mali. Through online collaboration with PUM expert José Cabrera y Charro, Mamali has strengthened its commercial strategy, secured funding, and is now formalising its supply chain for greater impact.**

Based in Bamako, Mali, Mamali Moringa is a female-led company founded by agricultural engineer Ms Sakalé Traore. The company specialises in high-quality moringa products, a plant known for its

exceptional health benefits. Committed to sustainable development, Mamali Moringa partners with local farmers, providing them with seeds, training, and coaching to cultivate moringa.

### Facing challenges in Mali

Running a business in Mali comes with unique challenges, including economic instability and political unrest. Despite these hurdles, Mamali Moringa has persevered, but was in need for a more structured sales strategy to sustain revenue growth. The company required a consistent marketing approach to maintain a steady flow of prospects.

### Online collaboration

To address these challenges, Sakalé partnered with PUM to develop a commercial strategy and tackle the issue of limited working capital. PUM expert José Cabrera y Charro worked closely with Sakalé over six months, holding weekly online meetings. Each session involved reviewing progress, discussing the next steps, and setting tasks for Sakalé to complete, including analysis and gathering information. At the core of their work was the creation of a decision-making framework that assessed Product-Market-Combinations (PMCs) based on market attractiveness and effort required. This framework guided all stages of the project, enabling Mamali to identify and pursue the most viable opportunities.

Sakalé proudly comments: "In a global context where the demand for natural and eco-friendly products is continually increasing, we are proud to announce that our business plan, developed with the valuable support of PUM expert José Cabrera y Charro, has already secured initial funding of twenty thousand euros. This milestone marks an exciting turning point for our company!"

Mamali Moringa is formalising its entire supply chain to ensure product quality and integrate sustainable practices, further enhancing its positive impact on both the community and the environment.

Sakalé has asked PUM for a future collaboration to connect her company with other financial or technical partners, enabling Mamali Moringa to obtain the necessary certifications needed for selling on online platforms. At the same time, the company is working towards finalising their agro-processing factories, an ambitious project that will allow them to boost the production capacity while creating local jobs.

**"Together, we are building a promising and sustainable future for Mamali Moringa, local farmers, and our community."**

- SAKALE TRAORE  
CEO AND FOUNDER MAMALI MORINGA



# 03 Business Ecosystems

At PUM, we strive to make a bigger impact by supporting the right clients in the best way. We are increasingly focusing on building business ecosystems - long-term collaborations between multiple SMEs and one or more supporting organisations. By addressing shared challenges in a structured way, these ecosystems create lasting economic, social, and ecological impact.





## Story

# Building a sustainable textile business ecosystem

**The journey towards a sustainable textile ecosystem in Colombia began with a well-established Colombian children's clothing brand. With 40 stores across the country and a significant domestic supplier network, Offcorss sought to reduce its carbon footprint. However, given its size, the company was ineligible to become a direct PUM client. Instead, a novel approach was adopted: working with Offcorss' small and medium-sized suppliers to instill sustainable practices within the supply chain.**

At the start of the project, the main goal was clear - create a sustainable business ecosystem that would address environmental challenges, particularly in waste management and carbon footprint reduction. Secondly, it sought to enable SMEs within the Offcorss supply chain

to adopt more sustainable production methods. Lastly, it aspired to foster a culture of sustainability awareness among Offcorss and its suppliers, emphasising the need for environmentally and socially responsible transformation.

## A strong business ecosystem partner

Offcorss emerged as both the primary stakeholder and a coordinating force in this initiative. Beyond being a business ecosystem partner, Offcorss also provided financial support, investing in sustainability measures for its suppliers. The Offcorss supply chain is extensive, comprising over 200 suppliers in diverse sectors, from apparel and footwear to store interiors, packaging, and textile patterns. PUM played a crucial role in structuring and implementing the programme.

A fact-finding project was conducted by PUM in 2022, where five supplier sites were visited to assess existing sustainability practices. To equip SMEs with sustainability knowledge, PUM delivered multiple services, including a series of webinars focused on circularity, energy efficiency, and waste management. These sessions were tailored to address specific sustainability challenges across various sectors, involving multiple experts. The webinars took place between September 2023 and February 2024. Every webinar attracted between 60 and 100 participants from the supplier network of OffCorss.

## Lessons learned

The benefits of this initiative have been tangible. Approximately 20 companies participated in five sustainability-focused webinars, covering topics such as energy consumption, chemical usage, and circular economy principles. Beyond direct training benefits, the initiative generated indirect advantages as well. Many suppliers serve multiple clients, meaning that any sustainability improvements would also benefit other brands in Colombia's textile sector and beyond. As a front-runner in sustainability, Offcorss is paving the way for industry-wide transformation by setting an example for others to follow. However, fostering collaboration within the same supply chain proved challenging. Some SMEs were hesitant to participate, fearing that collaboration with competitors might be detrimental to their business.

The concept of shared sustainability benefits is not yet widely recognised. For instance, waste management could be seen as a shared opportunity rather than a point of competition. Overcoming these mindsets remains a critical hurdle when it comes to promoting cooperation towards shared goals in ecosystems.

## Next steps

As the textile ecosystem in Colombia evolves, efforts will focus on deepening supplier engagement and expanding sustainability initiatives. Strengthening partnerships with potential actors like recycling organisations could further amplify impact.

This project serves as a strong illustration of PUM's approach to working within business ecosystems. By fostering collaboration and mutual support among stakeholders, the ecosystem becomes a catalyst for achieving joint aspired objectives, in this case improving sustainability and preparedness for the future.

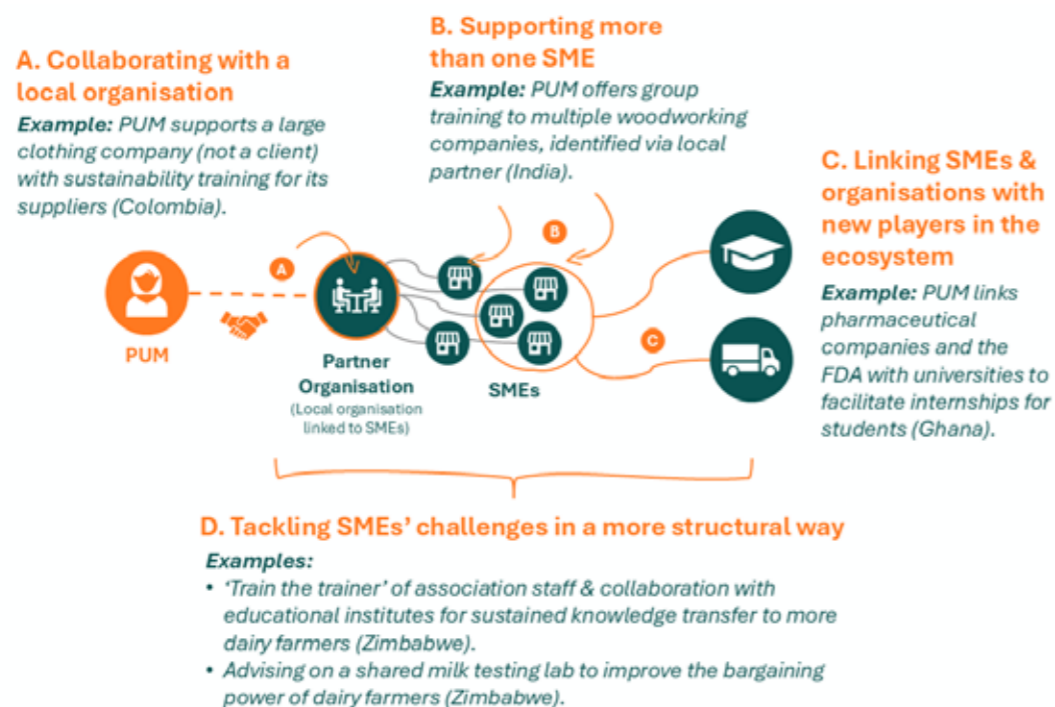


## Business ecosystems

In 2024, PUM started its transition towards working in business ecosystems\*. The goal of strengthening business ecosystems is to have a bigger impact by addressing SMEs' challenges in a more structural way. A business ecosystem is defined as a longer-term collaboration between at least one supporting organisation and multiple SMEs, to address the shared challenges of SMEs in a structural way, and to create more economic, social and ecological impact.

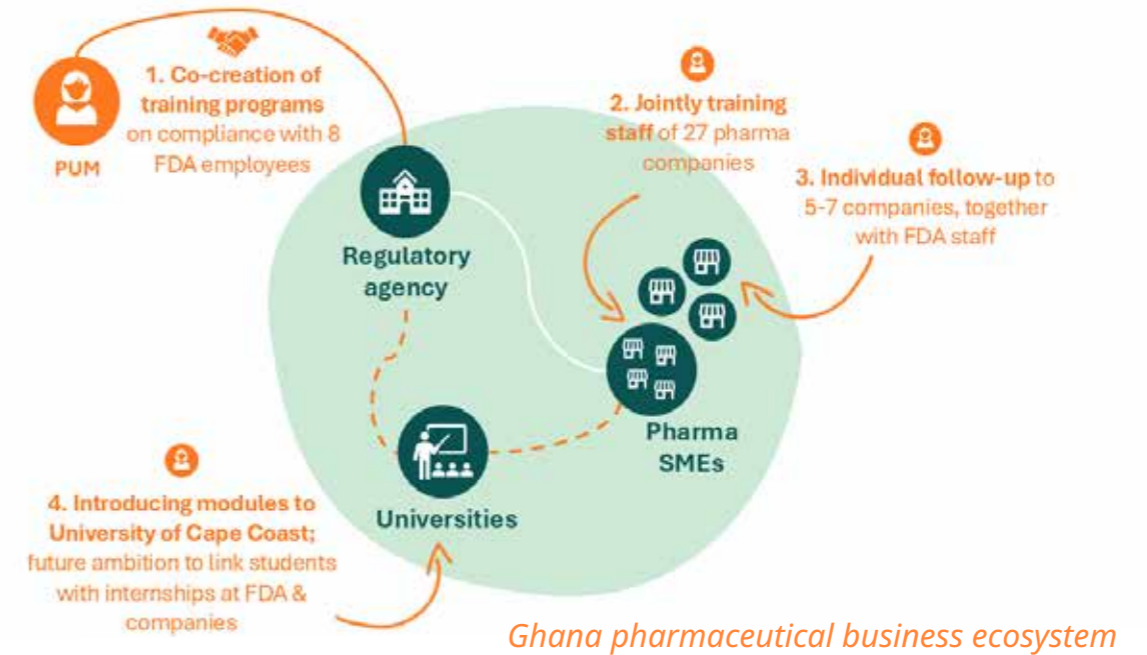
The main players that PUM aims to benefit through this approach are SMEs. Collaborating with organisations that support businesses is often an important entry point for PUM to access existing networks of SMEs and better understand local challenges. Once collaboration is underway, PUM can also link SMEs with other ecosystem players (e.g., logistics companies, training institutes, etc.) to expand their network and help address their challenges.

### 1. Features of a business ecosystem programme at PUM



All country teams identified several business ecosystems in their country plans for 2024, mainly based on already existing contacts with one or more supporting organisations, businesses or other potential core players in an ecosystem. The approach to building ecosystems was developed with a bottom-up perspective,

ensuring it was practical and adaptable for countries and sectors in their unique contexts. Acknowledging that no single approach fits all, the motto guiding this process was: "Building ecosystems is learning by doing - each ecosystem will follow a different path. Start small and learn along the way!"



## Transforming Ghana's pharmaceutical sector

In 2019, Ghana's pharmaceutical sector faced a crossroad. The Food & Drugs Authority (FDA) sought to ensure local pharmaceutical companies complied with Good Manufacturing Practices (GMP), critical for replacing imports from India and China. However, the FDA lacked the expertise to guide the sector. Recognising the opportunity, PUM's representative, Henrietta Amissah, initiated contact with the FDA and made this partnership blossom into a comprehensive programme.

PUM and the FDA co-developed seven training modules on topics like validation, qualification, and quality risk management. Unlike traditional siloed approaches, these modules brought together FDA staff and pharmaceutical companies to foster mutual understanding and trust. Experts delivered training and also conducted follow-up projects tailored to individual companies' needs.

Henrietta's persistence was key to the success of this business ecosystem. She also worked to engage local companies, many of whom were initially unaware of the importance of GMP compliance. As trust grew, the programme began to build bridges between regulators and companies, replacing mistrust with collaboration.

By 2024, PUM encouraged to include educational institutions, such as the University of Cape Coast, to extend GMP knowledge to students. Plans are also underway to expand the approach to other sectors overseen by the FDA, including food, cosmetics, and herbal medicine.



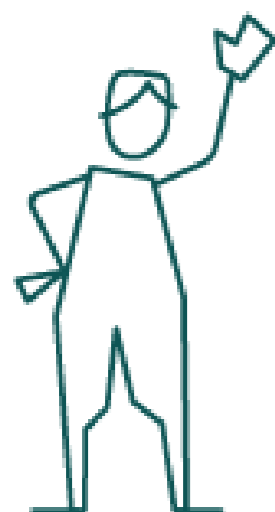
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At the same time, the 2023 evaluation of PUM by SEO Amsterdam Economics emphasised the need to define ecosystems more precisely. That is why mid-2024, the MEL team conducted a study to understand how PUM is working in ecosystems, to learn from the successes and challenges and to gain more clarity on the definition of business ecosystems and PUM's role and way forward. The internal study was useful for getting a clearer picture of PUM's potential role(s) in business ecosystems. The conclusion was that PUM should focus on where it can have most added value and collaborate with other players that are better equipped to fill other necessary roles.

### Recommendations & guidelines

The findings have been translated into recommendations and guidelines for working in business ecosystems. The understanding of what ecosystems are, and how PUM can shift toward working towards systems change, has gradually grown among PUM employees, voluntary staff, and representatives. However, it is a slow process and requires continuous reflection and learning. We will continue this learning process in 2025 with external support, and will further develop our monitoring, evaluation and learning approach to better understand how and to what extent we are contributing to accelerating the growth and impact of entrepreneurship.

**"Building ecosystems is learning by doing - each ecosystem will follow a different path. Start small and learn along the way!"**



- MAARTEN VAN WALSEM  
ECOSYSTEM MANAGER PUM

### Main findings of the study

- The development of ecosystem activities at PUM varies significantly across regions. Some are well-established with structured activities, while others are still in early stages or facing challenges.
- Ecosystems depend heavily on strong partnerships with local organisations, government bodies, and international entities. In some regions, there is a need for additional partnerships to provide resources, networks, or influence that PUM lacks.
- Many ecosystems at PUM prioritise economic and environmental sustainability, such as reducing environmental impact and ensuring economic resilience. However, there is less emphasis on social development, particularly on gender inclusion, despite significant roles played by women in some ecosystems.
- Ecosystems often involve multiple sectors, which adds complexity but offers greater impact potential. Effective integration requires careful coordination and an understanding of sector interconnectedness.
- PUM's local representatives are crucial for ecosystem success, serving as primary coordinators and connectors. They need time to adapt, as it requires a long-term approach rather than a one-time customer interaction. This needs to evolve and develop over time.
- Transitioning from supporting individual businesses to an ecosystem approach focused on collaboration is challenging. Many stakeholders struggle with this shift, affecting overall ecosystem effectiveness. Ecosystems face challenges related to coordination, human resources, and financial constraints.
- There is a need for clearer guidance on how to set up, manage, and sustain ecosystems. A lack of systematic documentation and knowledge sharing across ecosystems, limits learning opportunities. Useful materials are available, but there is an opportunity to further develop this to enhance consistency and accessibility to maximize organisational learning and improvement.

It's a journey of growth, where we continuously learn, adapt, and enhance both our impact and our collaboration within business ecosystems.



## Story

# Thriving dairy business ecosystem in Zimbabwe

**In 2018, Zimbabwe's dairy sector faced numerous challenges: animal diseases, lack of quality feed, low productivity, and soaring production costs. Recognising these difficulties, PUM stepped in with a veterinary specialist and an animal feed expert to support small-scale dairy farmers. This initiative marked the beginning of a far-reaching collaboration that would reshape the dairy sector in Zimbabwe.**

As the initial project unfolded, some challenges came to the surface. This realisation led to a long-term partnership with the Zimbabwe Association of Dairy Farmers (ZADF). Over time, PUM expanded its reach, collaborating with key players across the dairy value chain. From feed manufacturers like Profeeds to farmer-owned logistics company NDC, and from milk processors like DPAZ to dairy

laboratories like AGLABS, the ecosystem steadily grew. PUM's support in optimising feed quality, milk collection systems, and laboratory renovations strengthened each link in the value chain. For example, a PUM expert advised on renovating the milk testing lab, enabling dairy farmers to assess milk quality before selling it. This empowered them with knowledge, strengthened their bargaining power, and secured better prices, benefiting all farms, not just one.

### Catalyst for collaboration

At the heart of this transformation lies a robust business ecosystem where key players - farmers, feed producers, milk processors, and logistics companies - interact seamlessly. Government regulatory bodies, the Dutch Embassy, lend crucial support, ensuring sustainability.

PUM plays an important role in this ecosystem, serving as both a knowledge provider and a catalyst for collaboration. By strengthening ZADF's capacity and connecting them with relevant stakeholders, PUM ensures that dairy farmers receive the support they need.

The train-the-trainer programme approach for the ZADF field officers started two years ago and early 2024, blended learning modules were added in collaboration with Aeres University (Dutch university of applied sciences). On a yearly basis, multiple teams of two experts at a time - typically a vet and a nutritionist - work together with ZADF. This approach ensures lasting impact and sustained change instead of offering one-off farm trainings. The blended learning module (online with remote PUM expert advice) enhances accessibility in rural areas and allows ongoing reference ensuring that dairy farmers receive well-informed, high-quality guidance.

### Achievements

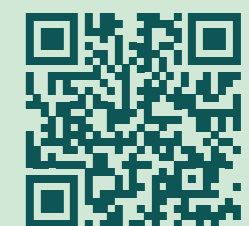
The impact of this collaborative effort is evident in several ways. Trust and cooperation between various industry players have significantly improved, leading to stronger partnerships and a more cohesive ecosystem. ZADF field officers are now better equipped to train and support farmers, enhancing their productivity and resilience. These learnings have already contributed to a measurable increase in domestic milk production, reducing Zimbabwe's reliance on imported

dairy products. Yet, challenges remain. Funding constraints for equipping field officers, maintaining engagement from larger industry players, and navigating regulatory and political landscapes continue to pose hurdles. However, these obstacles underscore an essential lesson: meaningful change requires time, patience, and a deep understanding of the sector's needs.

### Next steps

The future of Zimbabwe's dairy industry lies in innovation and inclusion. Efforts are underway to address the high cost of fertilizers by exploring organic waste conversion and alternative grass-based solutions. Recognising the crucial roles of women and youth in dairy farming, the programme is fostering greater inclusion and support for these groups.

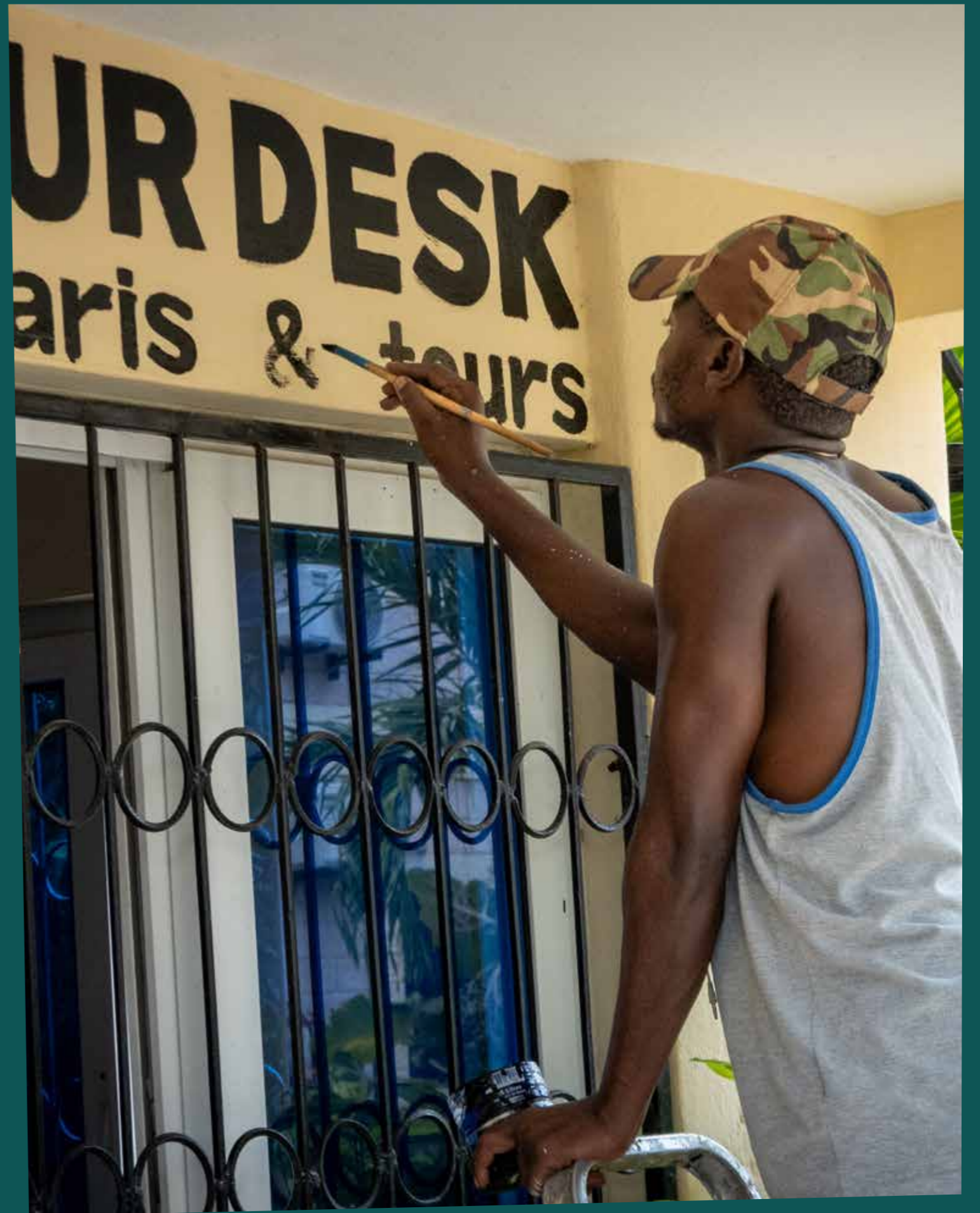
PUM and ZADF remain committed to building a resilient and self-sustaining dairy sector. By fostering education, optimising production processes, and strengthening industry connections, they aim to create a thriving ecosystem where dairy farmers can prosper.



SCAN THE QR-CODE

# 04 Making Impact

Measuring impact and performance is essential to ensuring that our organisation continues to deliver value and achieve its strategic objectives. This chapter outlines our key performance indicators (KPIs) and assesses the tangible outcomes of our efforts over the past year. By evaluating both quantitative metrics and qualitative insights, we aim to provide a transparent and comprehensive view of our progress, challenges, and the lasting impact of our initiatives.





## Impact



### Introduction

Measuring impact is essential at PUM for understanding how our efforts translate into real-world outcomes for the businesses and support organisations we serve. To achieve this, PUM integrates impact monitoring, evaluation, and learning (MEL) into its operations, ensuring that our activities are effective, relevant, and aligned with our mission.

Our Key Performance Indicators (KPIs) are essential for tracking progress and ensuring our efforts align with our mission. We collect data through various tools, including surveys, project evaluations, and qualitative feedback, providing a well-rounded understanding of outcomes and areas for improvement. For the full KPI table, see page 41.

In 2024, PUM introduced a new outcome measurement survey, WISE: Weighing Impact for Sustainability and Effectiveness, to assess our impact more effectively. WISE builds on the foundation of the PRIME survey, a robust methodology developed through an 8-year collaboration between PUM and Wageningen University & Research (WUR). By maintaining key elements of PRIME, such as validated questions for continuity, and simplifying the design to improve accessibility for clients, WISE enables PUM to gather actionable insights and continuously improve its programmes. We have enhanced our data collection by adding more open questions, providing richer insights into the changes our clients have experienced. We have also added a focus on business environment, in line with our business ecosystems approach.

### Methodology

WISE was sent out digitally in October 2024 to all past PUM clients with a project between January 2021 and September 2023. In total, 1036 SMEs and 316 organisations received the survey. The number of SMEs targeted is consistent with 2023 (1088), while the number of organisations has nearly doubled (from 171 to 316), reflecting PUM's increased number of projects with organisations in recent years.

Two versions of the survey were sent out: one for clients that had a project in the last 1-2 years, and another for clients with projects 2-3 years ago. This division was made to ask additional data from the second group, such as measuring whether change is sustained over time. There were 254 valid responses from SMEs and 105 from organisations, putting the response rates at 24.5% for SMEs and 33.2% for organisations. While this is slightly lower compared to last year (30% for SMEs and 38% for organisations), they are still considered reasonably strong response rates for surveys.

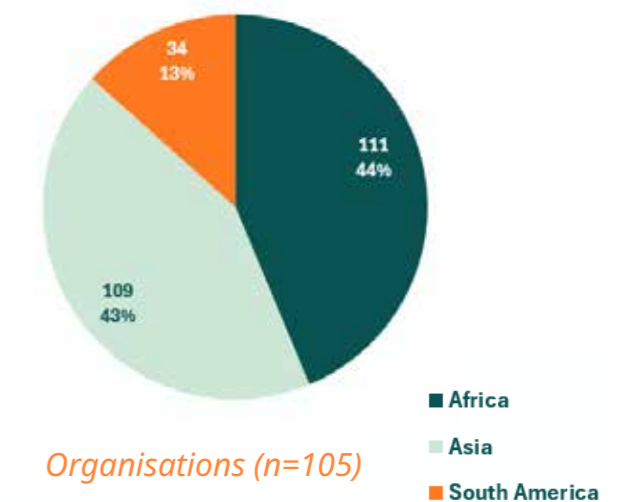
### Interpreting the results

- The results presented are from a sample of the total number of clients. While some generalisations can be made about the total group, this should be done with caution.
- In this chapter, n = indicates the sample size per analysis, which may vary because only complete and valid responses are included, and not all respondents answered every question.

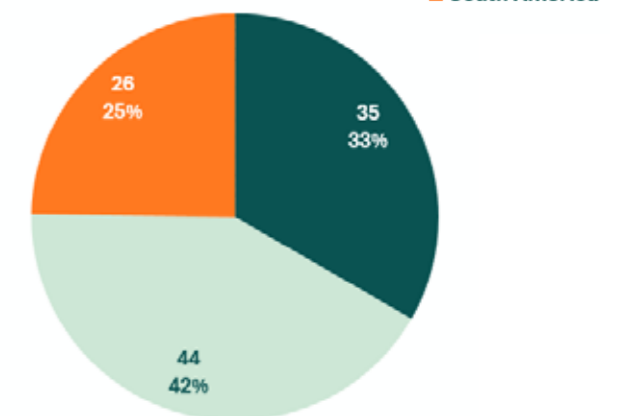
- The numbers provided are overall for all PUM sectors and countries. We cannot provide more detailed analyses per country or sector due to the small sample size per sub-group, which would not yield representative results.
- Some comparison is provided to past years in cases where the same questions have been used.

#### A. Respondents by world region

SMEs (n=254)



Organisations (n=105)



The distribution of SME responses by world region is representative of PUM's share of projects in each region: most (44%) respondents are from Africa, followed closely by Asia (39%).

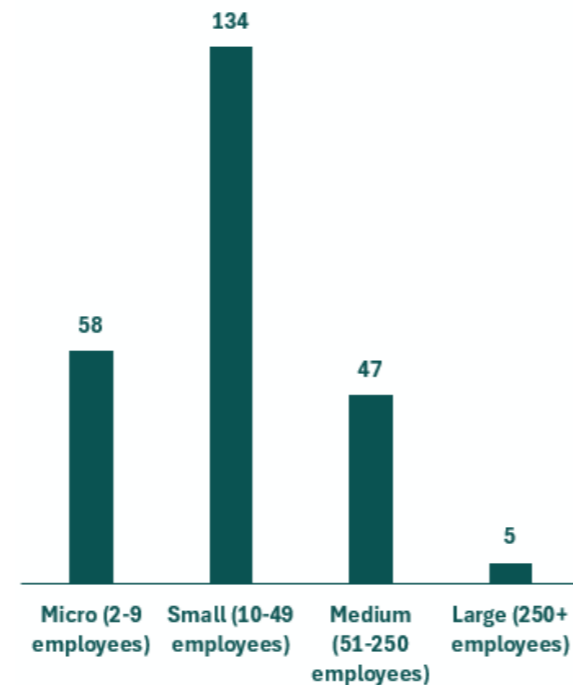
A smaller share of respondents is from South America (13%) and Middle East (4%). This differs for organisations, with slightly more respondents from Asia (37%) than from Africa (33%), and a larger share of respondents from South America (25%).

For the SME sample, there is a distribution of responses with projects across PUM's three themes, with slightly more responses in the Food Security (40%) and slightly less in Industry, Trade & Environment (27%). In the organisations sample, most (60%) respondents had projects in the Services and Business environment theme.

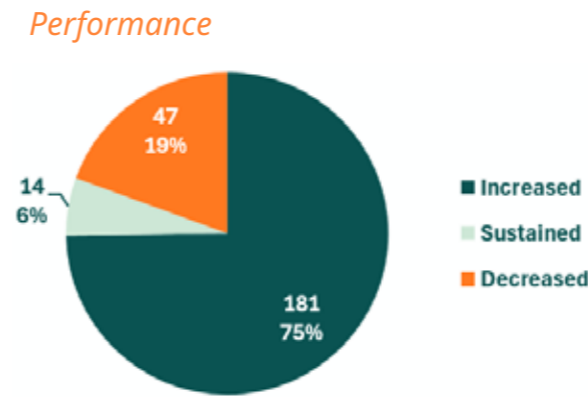
**B. Respondents by theme**



Most companies in the sample are considered small or medium-sized. While PUM's target is SMEs, it should be noted that a sizeable share (24%) of the companies in this sample have less than 10 full-time employees, while 5 have more than 250, falling outside of PUM's main target group. This could be due to changes in the company over time, as well as a more flexible client selection process in past years.



*C. SMEs by firm size, measured by number of full-time employees reported as of 2023 (n = 244). Based on categorisations by ILO & WUR. Please note that revenue is not included as an indicator of firm size, as ranges differ greatly by country and sector.*



*D. Change in SMEs' revenue, when comparing their last financial year to the year before that (n = 242). Revenue was defined as the total amount of money the company earns from selling products or services before any costs are subtracted.*

**Performance**

Most (75%) SMEs show an increase in revenue in the last financial year. The qualitative impressions echo this positive performance, with more than 75% of SMEs sharing a positive update when it came to the most important changes in their company since the time of the PUM project. Most of the changes refer to managerial and technical improvements, and 27% of the updates mention increased productivity, revenue and employment.

In line with share of SMEs experiencing a revenue decrease, 21% of SMEs mentioned challenges affecting their company since the date of the PUM project. Economic crises, inflation, and high costs were the most mentioned challenges, followed by war and conflicts.

Compound Annual Growth Rate (CAGR) gives a snapshot of how much an SME's revenue has grown annually, on average, over a specific multi-year period. Think of it as the "smoothed" rate of growth, which eliminates the ups and downs that may happen year by year. CAGR is especially useful for SMEs because their growth is often irregular due to market challenges, seasonal trends, or limited resources.

Firm size	Median CAGR	Number of SMEs in sample
Micro (2-9 employees)	26%	22
Small (10-49 employees)	14%	47
Medium (50-250 employees)	18%	23
Large (250+ employees)	12%	1
<b>All firms</b>	<b>17%</b>	<b>93</b>

*Table: Median CAGR by firm size (n = 93). The growth rate is only measured for SMEs that had a PUM project 2-3 years ago, as sufficient time has passed since to get a sense of average growth over time. Median is used instead of average to give a more representative 'middle' value.*

Learning from the elevated growth rates observed in 2023 of 35%, we took the median instead of the average to give a more representative 'middle' value. We also broke down the growth rate per firm size for more nuanced insights.

While growth rates vary widely depending on region, sector, and market conditions, a 17% growth rate is above average, with “high-growth” SMEs in low- and middle-income countries considered to have a growth rate of around 10% (source: World Bank). Possible explanations are (1) economic challenges after COVID-19 in 2021-2022 likely kept revenues low those years, making the growth since then appear unusually high; (2) more than three years are needed to get a realistic picture of SME growth over time; (3) a positive bias in our (relatively small) sample, with better-performing firms more likely to respond to a PUM survey.

We also see that micro-companies had an exceptionally high growth rate of 26%. This could be explained by the higher growth potential of micro-companies compared to SMEs, echoing previous findings that smaller companies may benefit most from PUM support.\* Nevertheless, results of this relatively small sample should be interpreted with caution as they may not represent all SMEs or account for varied business contexts. Further research is needed to make stronger claims about the average growth rates of the SMEs PUM supports.

## Employment levels

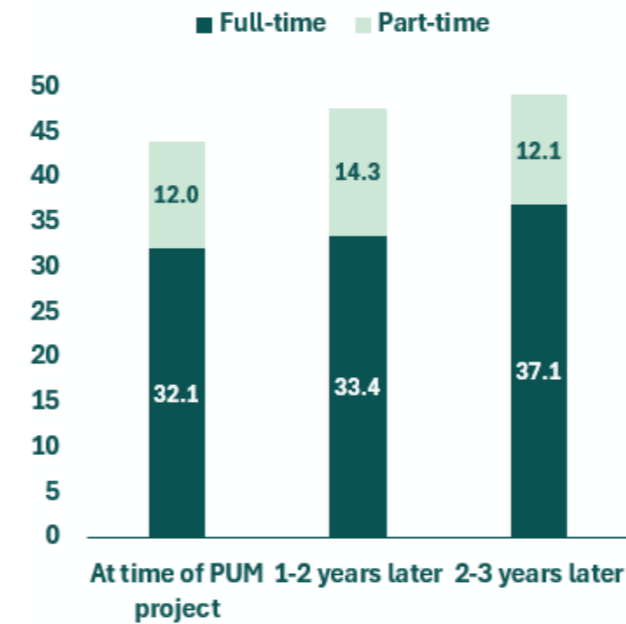
Employment is a key metric for SME growth, directly supporting livelihoods and contributing to broader economic development.

\* Ton, Giel, Fédes van Rijn, and Haki Pamuk. "Evaluating the impact of business coaching programmes by taking perceptions seriously." *Evaluation* 29, no. 1 (2023): 73-90.

A steady increase can be observed in average employment levels, with a bigger increase in full-time employees compared to part-time employees. This is consistent with trends in PRIME data from 2015-2023 (n = 630). However, the analyses are not fully comparable, as this year’s dataset does not include employment levels prior to the PUM project. On average, SMEs reported a 4% increase in the percentage of employees that are women and 1% increase in the percentage of employees that are youth at the time of the PUM project. While this is a slight increase, the overall share of women and youth employees in PUM-supported SMEs remains largely stable over time, reflecting PRIME findings from previous years. Moreover, the share of women and youth employees in PUM-supported SMEs is already high compared to regional and sectoral averages, as reported by the World Bank and the International Labour Organisation

Out of 252 SMEs that provided valid employment figures, there were 820 jobs created (521 full-time and 299 part-time jobs) between the PUM project and the time of the survey (October 2023). As in previous years, we cannot make a direct link between PUM and employment through our analysis due to the lack of control cases for comparison (i.e. SMEs that did not receive PUM advice). Many other factors could influence employment levels in SMEs, such as local economic conditions and external factors. Nevertheless, it is encouraging to observe positive employment trends overall.

## Employment levels



E. Average employment levels, at the time of the PUM project, one year later, and two years later (n = 96). Please note that businesses that received their first project in 2023 are excluded from this multi-year analysis, as only around 1 year had passed since their PUM project.

Assessing what makes a “good” employment performance for PUM-supported SMEs is not straightforward, as it varies a lot between sectors. For instance, manufacturing often has higher employment because it relies on labour-intensive processes, while industries like hospitality and retail usually employ fewer people per business. Instead of focusing on the exact numbers, it’s more helpful to look at the overall trends. The observed positive trend gives us insights into the growth of job opportunities in SMEs across different industries.

## Practices

Past clients were asked whether they implemented new practices, or made improvements to existing practices, since the date of their PUM project (between 2021 – 2023). Out of the SME sample:

- **83%** have new or improved *business* practices;
- **75%** have new or improved *social* practices;
- **69%** have new or improved *green* practices.

SMEs were asked which business, social, and green practices they implemented or improved. For business practices, the graph on the next page illustrates the top answers (by 54-58% of SMEs) to:

- Be Leading, organising and (strategic) planning;
- Marketing techniques to increase the sales of their product or service;
- Development of new/improved products or services (incl. IT).

The practice least implemented or changed (only by 39% of SMEs) is Financial management. Out of SMEs that implemented or improved social practices, the top answers were internships or specific training for women and workplace safety (both 58%). Out of SMEs that implemented or improved green practices, waste reduction was the top answer (49%), matching findings from 2023.

F. Business practices implemented by SMEs since the PUM project

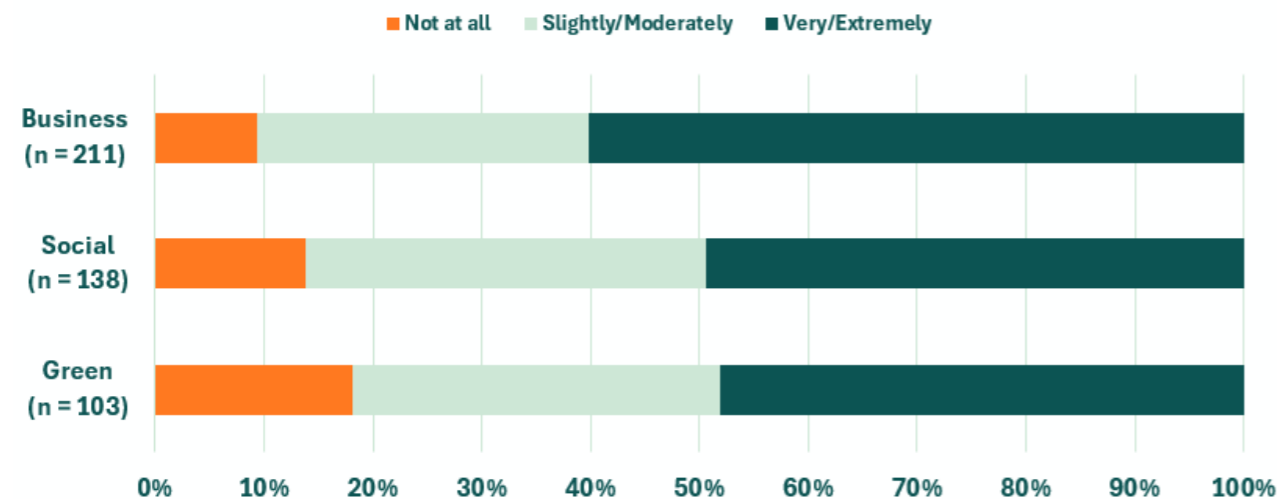


"The main improvement made for youth following discussions with the PUM expert, has been the development of a structured training programme specifically tailored for young employees. This program focuses on equipping them with essential skills in livestock management, animal welfare, and farm operations. Through this initiative, we aim to empower youth by providing hands-on experience and the knowledge needed for future roles in agribusiness."

- SME, Indonesia, Dairy & Beef Cattle, Sheep & Goat Production

"Since the compost preparation and plant nutrition training in April 2023, our company has undergone significant positive changes. The knowledge gained from the training has led to a major shift in our soil management and fertilization practices, particularly in our open-field vegetable production. We have successfully integrated compost application into our soil fertility program, reducing the need for chemical fertilizers and improving soil health. This change has enhanced crop quality and yield."

- SME, Ghana, Horticulture



G. Extent to which new or improved practices are influenced by PUM. Note: The sample size for every bar is different, depending on how many practices were marked by SMEs as having been improved.

For each practice marked as implemented or improved, SMEs were asked to what extent PUM influenced the implementation of that practice. Overall, PUM has the highest degree of influence on SMEs adopting new or improved business practices (in nearly 60% of cases). The influence is lower for social and green practices (in less than 50% of cases).

When asked to reflect on the most significant changes in their company generally, SMEs often shared the specific ways in which PUM experts have influenced their practices – most commonly in terms of management, technical changes, and environmentally sustainable practices. Some examples:

"The arrival of the PUM expert has significantly boosted our brand's market credibility. Beyond product development, the expert's visit provided invaluable insights into the overall quality of our products and plant operations."

- SME, India, Chemicals sector

"Since the PUM expert's arrival at our farm, we have implemented several significant changes that have positively shaped both our company's direction and operational approach. One impactful shift has been our decision to prioritize animal maintenance and welfare over sales aspects."

- SME, Indonesia, Agriculture/Dairy & Beef Cattle, Sheep & Goat Production sector

Business environment and relationships

83% of SMEs said that they formed new relationships in their business environment in the 1-2 years since their PUM project (n = 157). Most formed new relationships with customers/buyers, followed by suppliers and universities or vocational schools. The least relationships were formed with funders. PUM significantly influenced forming these relationships (much/very much) in 53% of cases.

63% of SMEs (n = 157) are part of a member organisations as of 2024. Most commonly, these SMEs are members of sector & industry associations, chambers of commerce, and/or trade & export associations. SMEs were also asked to assess how they perceive their business environment, a new question in 2024. SMEs perceive most improvement in relationships with other SMEs, policies and regulations for SMEs, and the availability of skilled workers. Alternatively, SMEs perceive a relative worsening of conditions in access to finance and infrastructure. While these conditions vary greatly per country and sector, this overall picture can be a starting point for PUM to learn from in terms of which areas to focus more on supporting through its business ecosystems approach. In 2025, the goal is to expand analysis of this question in regular project evaluations, enabling more reliable and informative insights at the country and sector levels.

## Support organisations

PUM works with business support organisations (BSOs) and business member organisations (BMOs) with the end goal of improving services offered to SMEs, start-ups, or students.

The 105 organisations that responded to the WISE 2024 survey are a mixed group, including BMOs (27%), non-profit organisations (27%), educational institutes (22%) and government institutes (14%). This diversity, combined with small samples for specific types of organisations, makes it difficult to generalise or provide extensive data on organisational performance. Nevertheless, there are still some trends that can be observed:

- 71% of organisations work directly with SMEs.
- Out of organisations that said they supported SMEs directly (65), there was a 28% increase in the number of SMEs supported between the time of the PUM project and one year later.
- Member organisations (28) had, on average, a 64% increase in the number of members one year after the time of their PUM project.

91% of organisations said they implemented new practices, or made improvements to existing practices, since the time of the PUM project.

The top practices improved by organisations were Leading, organising and strategic planning within the organisation (66%) and Developing or providing vocational training, R&D, or technical assistance to members or SMEs (50%). The practice least implemented was Improving strategies for negotiation, mediation, or collective bargaining (24%). More organisations made improvements in terms of supporting SMEs or their members with environmental practices over social practices (39% compared to 25%).

Regarding which practices were most influenced by PUM, the top two most implemented were also most influenced (~75% answering Very/Extremely). Notably, PUM had least influence when it comes to supporting SMEs or their members with environmental and social practices (50% or less answering Very/Extremely). These findings indicate PUM has relatively limited influence in these spheres compared to management or technical topics.

## Lessons learned

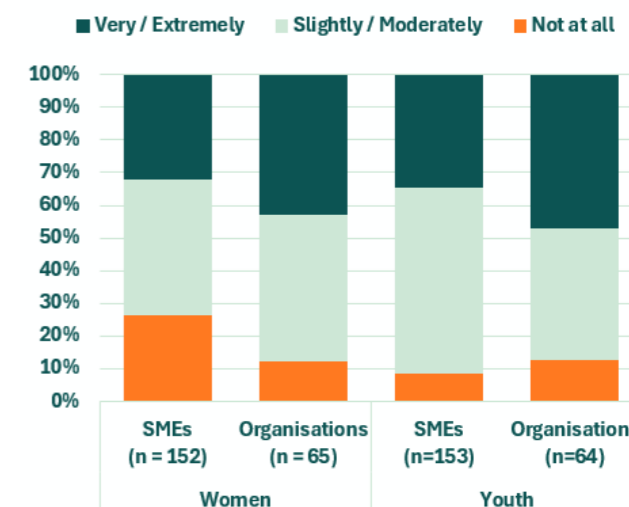
A key takeaway is that a one-size-fits-all survey approach does not work for PUM's heterogeneous group of organisation clients. The organisations we work with vary significantly in type, size, sector, and context, making a standardised approach difficult to apply in a meaningful way.

Moving forward, we will design surveys that are more specific and focused, ensuring they better reflect the unique functionalities of the organisations we support.

That said, including organisations in PUM's impact measurement remains crucial. They play a vital role in business ecosystems, providing resources, networks, and opportunities that benefit SMEs. By refining our approach, we can gather future insights that are both actionable and relevant.

## Women and youth

Of all clients, a significant share (41-57%) report that PUM experts discussed opportunities for women and youth only slightly or moderately. Within SMEs, PUM experts were more likely to discuss opportunities for youth rather than for women, with 26% of SMEs reporting opportunities for women were not discussed at all. Yet, we see progress compared to 2023 on both topics: the degree to which opportunities for youth are discussed with SMEs is up by 9% (from 35% 'not at all'); and the degree to which opportunities for women are discussed is up by 27% (from 37% 'not at all'). These findings highlight an opportunity for PUM to continue strengthening progress on these topics by ensuring they are effectively integrated into expert training and project briefings.



H. Extent to which expert discussed opportunities for women and youth with SMEs & organisations

*"After the visit from PUM expert there has been a notable shift in the attitudes of local youth towards technical education. Previously, many young people viewed technical education as a second-best option, often preferring other paths. However, the expert's guidance and insights have helped reshape perceptions, with technical education now being seen as a first-choice pathway."*

– Educational Institute, Uganda

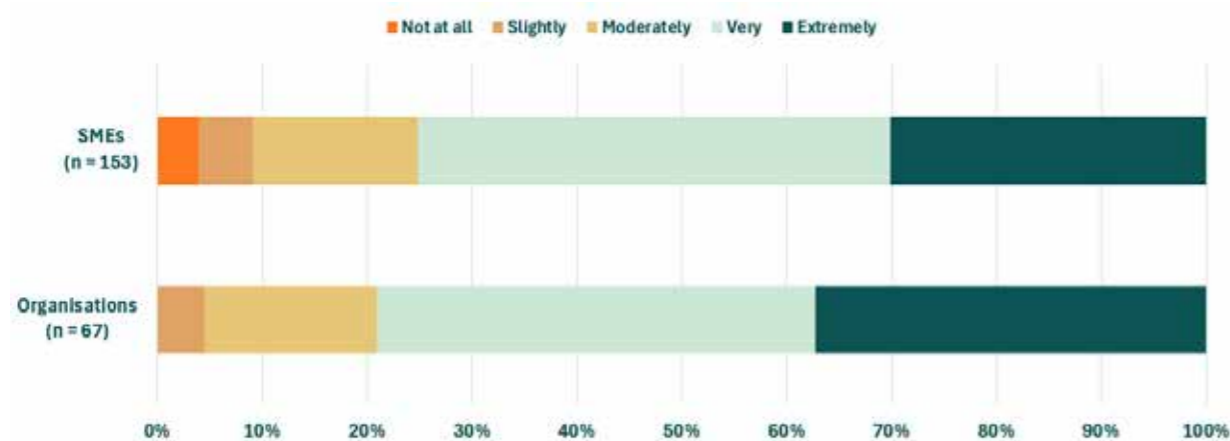
For women, most descriptions referred to training, working conditions, leadership, income generation, and employment.

*"We have added a daycare service to support women who are mothers. Additionally, we have hired a Human Resources Manager based on PUM's recommendation and a Human Resources expert from PUM to enhance our HR system, focusing specifically on supporting and improving the workplace for women."*

*- SME, Uganda, Textile and Leather*

## Lasting impact

On average, 77% of clients answered "very" or "extremely" to the extent to which they implemented the recommendations of the PUM expert 1-2 years later. When asked whether PUM had a lasting impact on their company 2-3 years later, 93% of SMEs and 73% of organisations agreed or strongly agreed. A large majority (91%) of clients are satisfied or very satisfied with PUM support 1-2 years later. A small percentage (3%) of SMEs were dissatisfied.



*I. Extent to which clients implemented recommendations of the expert, 1-2 years after the PUM project*

## Takeaways in 2024

Alongside outcome measurement, PUM made progress towards several learning questions key to its core approach in 2024.

### How can PUM improve its effectiveness and additionality (i.e. client selection, provided support/expertise, client type, sectors)?

In 2024, PUM underwent a revision of its primary process, starting with the client application and ending with project evaluation. Emphasis was placed on collecting complete and accurate data during the application stage with the goals of (1) ensuring PUM is selecting the right clients according to our criteria and (2) having clearer requests for advice to improve the quality of project preparations. The goal is that by 2026, PUM can use the application form as real-time baseline data against which to compare our outcome measurement.

The evaluation surveys for clients, experts, and local representatives were also revised to collect better data on topics tackled during projects. In 2025, the ambition is to compile the evaluations into a dashboard that updates in real-time to enable monitoring and learning.

PUM's additionality lies in addressing gaps where SMEs and organisations lack sufficient support locally or the funds to access it. To raise awareness of this aspect both externally and internally, a question was added in 2024 to the client application form that concretely makes this aspect part of the criteria for receiving PUM advice.

### How and with what type of collaboration can PUM be most effective in strengthening business ecosystems for the benefit of SMEs?

This question was tackled at length through an internal case study on business ecosystems at PUM (see page 21 of this report). The main finding was that most successful collaborations towards strengthening business ecosystems tend to be with local organisations that have ties to SMEs, such as associations and government agencies. An externally facilitated workshop will be held in 2025 to further the learning process on PUM's goals and potential roles in business ecosystems.

## Our key performance indicators

For the glossary of indicator terminology used, please see the annex on page 73.

Summary of KPIs for reporting in IATI	Reported 2023	Target 2024	Result 2024	Explanation
<b>Median compound annual growth rate (CAGR) of SMEs</b>	35%	N/A	17%	In 2023, we used the average instead of the median, resulting in an exceptionally high figure. For 2024, we switched to the median for a more representative middle value in a high-variance sample. A 17% growth rate remains substantial for SMEs in low- and middle-income contexts.
<b># of direct jobs supported in SMEs</b>	30.718	22.000	29.024	Higher than target, almost the same as 2023.
<b># of SMEs supported with plans to invest, trade or provide services</b>	810	850	799	Decrease can be due to data quality improvements (e.g., corrections to client type categories such as "Other" and blank that were previously reported under SMEs).
<b>% of young SME owners supported</b>	9%	22%	11%	Remains lower than the target, although we probably reach young entrepreneurs often in an indirect way through incubators. Our aim is to collect more data on the SMEs we reach indirectly.
<b>% of women-owned SMEs supported</b>	28%	33%	32%	We are quite on track with this target.
<b># of strengthened organisations contributing to a sustainable local business climate</b>	105	80	111	We were able to reach more formal and informal membership-based organisations.
<b># of (non-membership based) business support organisations strengthened</b>	137	120	172	More support was realised to this type of organisations like educational institutes and incubators.
<b>% of overhead</b>	15%	15%	14,2%	Realisation slightly lower than target.
<b>% Non DGIS funds- other funders</b>	5%	7.2%	5.7%	Partnership strategy development in 2024, will take full effect in 2025.
<b># of projects funded by DGIS</b>	1.257	1.173	1.261	DGIS-DDE (1244) + Social Dialogue - DGIS (12) + 5 in DGIS - Armenia

Summary of KPIs for reporting in IATI	Reported 2023	Target 2024	Result 2024	Explanation
<b>% of projects in LDC/fragile</b>	39 %	39%	40%	Slightly higher than target that was set.
<b>Total # of projects</b>	1.293	1.500	1.312	Under target because of travel restrictions, mismatch client demand and available expertise, number of vacancies staff and volunteers.
<b>% of remote advice projects</b>	19%	20%	24%	Increased use of remote advice projects due to active promotion, as well as travel restrictions in certain countries (i.e., Middle East, Sahel region).
<b># of projects supporting social dialogue</b>	4	8	12	Active involvement of transition manager led to more social dialogue projects than planned.
<b>Total # of volunteers</b>	1.235	1.230	1.256	The target of number of volunteers was met due to recruitment efforts.
<b>% young active volunteers</b>	1%	5%	1%	It remains very challenging to recruit volunteers younger than 35 years. We try to increase the volunteers in the age group 35 – 55 years.
<b>% female active volunteers</b>	21%	26%	21%	It is the same as in 2023, so it remains a point of attention.
<b>% growth of direct members BSO/EBMOs</b>	Measured from 2024 onwards	1.25	N/A	While we started measuring this in 2024, the low response rate and varying time periods make the data unreliable for reporting. In 2025, we will reconsider the formulation and calculation method for this KPI.
<b># of countries with improved social dialogue</b>	Measured from 2024 onwards	6	6	Target met (Malawi, Peru, Philippines, Suriname, Togo, Cote d'Ivoire).
<b>% of projects supported as part of an ecosystem</b>	Measured from 2024 onwards	60%	64%	In 2024 the labelling was based on a high number of 'ecosystems' that in practice were groups of SMEs in the same sector. In 2025 there will be a clearer definition of what we define as ecosystem, and which projects are part of it.
<b>% of projects supporting social practices</b>	Measured from 2024 onwards	40%	12%	The labelling of projects as being green and/or social only started mid-2024.
<b>% of projects supporting green practices</b>	Measured from 2024 onwards	40%	14%	The labelling of projects as being green and/or social only started mid-2024.

## Looking back

# PUM Impact Awards 2024: Celebrating succes!



On 19 December 2024, we hosted the PUM Impact Award ceremony, a remarkable milestone within the Services and Business Environment theme! This pilot initiative celebrates the outstanding achievements of SMEs and showcases the tangible results of impactful projects supported by PUM.

The award aims to shine a spotlight on innovative and transformative projects, inspiring others to follow in the footsteps of these exceptional entrepreneurs. Through real-world stories of success, we recognise collaborative efforts that align with the Sustainable Development Goals, empowering communities socially, ecologically, and economically.

The jury faced the difficult task of shortlisting six exceptional initiatives that demonstrated impact over the year 2024. Each project showcasing the power of entrepreneurship and collaboration to create a brighter future. Submissions were supported by testimonials, measurable outcomes, and concrete data to highlight their profound impact.

The following projects were shortlisted for the PUM Impact Award: Social Enterprise Cluster in Lebanon (see page 45-46), LADAS in Indonesia (see page 67-68), Fondation de l'Oriental in Morrocco, Busoga Health Forum in Uganda, Coopérative Alkhadra in Morrocco, and Community Homestay Network in Nepal.

## And the winners are...

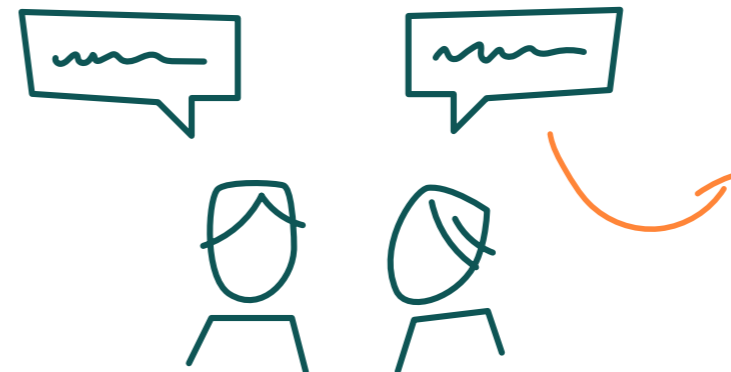
We are thrilled to announce that all six shortlisted projects have been crowned winners of the 2024 PUM Impact Award! Each of these initiatives is a great example of excellence in driving sustainable and impactful change, empowering ambitious entrepreneurs, and building a brighter future for their communities.

Given the success of this first edition of the PUM Impact Awards, we will continue this 'competition' and celebrate the impact of these incredible SMEs and all people involved. Stay tuned for more stories about their inspiring journeys and achievements!



**"Our PUM Team managed to make an impact for the Community Homestays in Nepal! And it is very nice to get recognition from the PUM organisation too!"**

- HUGO LINGEMAN  
PUM EXPERT



**"Each of these projects deserve to be in the spotlight for their exceptional, and outstanding achievements!"**

- BAUKE ROUWERS  
THEME MANAGER SERVICES &  
BUSINESS ENVIRONMENT PUM





## Story

# Driving inclusive job creation in Lebanon

**The Social Enterprise Cluster (SEC), composed of ProAble and M Social Catering, has emerged as a significant force for job creation and social inclusion in Lebanon. With a strong commitment to providing employment opportunities for Persons with Disabilities (PWDs) and other vulnerable groups, SEC has successfully expanded its operations over the past four years. In close collaboration with PUM over the years, projects in IT business, HR management, and hospitality, have contributed to the professionalisation and scaling of SEC's activities.**

ProAble has played a pivotal role in enhancing the employability of PWDs by focusing on three key areas: training individuals on specialised skills, equipping companies to foster inclusive workplaces, and matching candidates with suitable employers.

Given Lebanon's existing but weakly enforced regulations on workplace inclusion for PWDs, SEC's initiatives have been instrumental in bridging this gap.

PUM's support has been particularly impactful in structuring ProAble's approach to target the right sectors and scale its efforts efficiently. PUM expert Ashish Dharap collaborated online with social entrepreneur and executive director of ProAble, Samer Sfeir and his team to develop a training programme in ITC skills. This course eventually equipped 18 participants with mobility and hearing impairments with essential skills, empowering them to pursue better employment opportunities. Recognising the success of this initiative, SEC expanded its training efforts, with an additional 56 young individuals currently enrolled in courses covering data analytics, administrative work, and job readiness.

## Direct job opportunities

M Social Catering operates with a dual purpose: generating revenue to support ProAble's employment initiatives while creating direct job opportunities. PUM's collaboration with M Social Catering focused on optimising meal distribution operations, resulting in improved efficiency and an increase in staff. This model has proven very relevant in times of crisis, such as during the ongoing conflict in the Middle East, where M Social Catering has redirected efforts to humanitarian aid. To date, 40,000 meals have been distributed, with a commitment to provide 120,000 more.

## Expanding impact

Encouraged by its success in Lebanon, SEC is exploring opportunities for regional expansion. A pilot project in Jordan, developed in collaboration with PUM teams in both Lebanon and Jordan, is currently assessing the feasibility of applying the ProAble model in a new market. This marks an important step in expanding inclusive employment initiatives across the MENA region, strengthening cross-border collaboration and knowledge sharing.

Between 2018 and 2024, SEC has seen significant workforce growth, increasing from eight employees to 35 - a 400% increase. The expertise provided, especially through Ashish's support in digital sector strategies and sector connections, helped SEC streamline production processes, improve digital operations, and expand market reach.

In addition, collaborating with PUM has enabled SEC to increase meal production and respond more effectively to emergency food needs, ultimately driving the 20% revenue growth from 2023 to 2024.

Additionally, SEC has prioritised the inclusion of women and youth, aligning with PUM's commitment to social equity and workforce diversity. The impact of SEC's initiatives extends beyond direct employment. In 2024 alone, 38 companies received training on inclusive practices, 40 PWDs were equipped with professional skills, and 28 PWDs secured employment. M Social Catering, meanwhile, scaled its meal production to 119,330, responding to urgent food security needs.

As SEC continues to grow, the focus remains on building a sustainable and inclusive workforce. With the support of PUM and other partners, SEC is ready to expand its impact, offering more individuals the opportunity to develop their skills and secure meaningful and decent employment.



# 05 Together we grow

Collaborative partnerships are essential to achieving our mission, enabling us to amplify our impact and reach shared goals more effectively. Through strategic cooperation with like-minded organisations, we foster innovation, expand opportunities, and drive sustainable change.



## Building partnerships



Partnerships remain at the heart of our mission. To achieve meaningful impact in the countries where we operate, we prioritised the professional management of existing collaborations while actively building new partnerships. This enables us to recruit corporate volunteers, fulfill our funding commitments with the Ministry of Foreign Affairs, and lay the groundwork for a sustainable future. By fostering strategic relationships, we ensured that our initiatives remained effective, well-supported, and positioned for long-term success.

### Partnership policy

As from January 2024, PUM's partnership policy came effective. The aim of this policy is to guide PUM in the identification and establishment of new partnerships, as well as in the maintenance and evaluation

of the existing partnerships. This policy provides a definition and clear objectives for PUM's partnerships, what PUM can offer, and how PUM will develop, maintain and evaluate these partnerships.

### Power of collaboration

PUM values the power of collaboration, enhancing impact and securing additional funding for a sustainable future. Our broad network of partners includes:

#### INGOs – Enhancing local business ecosystems by contributing to INGO programmes.

For example, through the BRIGHT programme in Uganda, we collaborate with Agriterra to strengthen the potato and maize value chains. We also continued our partnership with SNV on the INCLUDE programme and with Technoserve, also in Uganda.

Furthermore We initiated this programme with RVO in Benin to develop their agricultural industry with business champions. The first projects set to begin in 2025.

**Corporates – Improve business ecosystems by recruiting corporate volunteers and expertise.** While we recognise the competitive nature of this market, we place significant emphasis on clearly communicating our corporate partnership offering, with corporate volunteering as a key pillar. In 2024, we engaged with various stakeholders and developed a new proposition. This will be further refined at the beginning of 2025 and we will actively engage with various Dutch businesses and build on both existing and new partnerships.

**Charitable foundations and private funding -** Our partnership with existing donors including the Argidius Foundation has been renewed and reinforced with an extension in 2025. These additional funds allow us to continue food security initiatives in Bolivia, Colombia, and Peru. In addition to our collaboration with family foundations previously mentioned, we have finalised a three-year funding agreement with another private foundation. Furthermore, we aim to generate additional funds to supplement the Hans Bankert Fund (see story on next page), targeting an annual goal of 250,000 euros (on top of the 250,000 euros from the Ministry of Foreign Affairs) to support hardware financing in specific situations.

**Local and national organisations, including government agencies, companies, and NGOs.** At national and European level we actively engage in relevant networks to learn from each other and to leverage more effective and efficient services. We maintain and continue to be an active member of CESES and are proud to be a member of PARTOS and are in regular contact with Netherlands Food Partnership and MVO NL.

### Outlook 2025

We aim to onboard the organisations mentioned as partners or continue and extend our successful collaborations. To achieve this, we have prioritised the following ambitions:

- Proposition: Refining the PUM partnership proposition for institutional donors, commercial entities, and non-profit organisations, and translating this into clear, compelling assets visible across all PUM channels.
- Marketing: Rolling out partnership marketing and communication efforts across PUM and external channels. In 2025, partnerships will become a key pillar in the communication plan, driving a well-filled PUM partnership funnel. The Communication and Partnerships teams will collaborate closely to implement marketing agreements within established partnerships, spotlighting our partners and engaging them as ambassadors.

## Story

# Empowering youth through solar powered irrigation skills



**Electricom Ltd, a private company based in Kigali, Rwanda, has long been a cornerstone in the fields of construction, electrical installations, and renewable energy. In 2023, Electricom extended its mission by focusing on equipping the next generation of Rwandan professionals with essential technical skills. By collaborating with PUM and thanks to financial support from the Hans Blankert Fund, Electricom through its training center, launched an ambitious educational programme to enhance youth employment opportunities in solar powered irrigation technologies.**

Rwanda's agricultural sector faces pressing challenges that require innovative solutions, particularly in water management and green energy utilisation. While theoretical knowledge of solar powered irrigation technologies was available, a critical gap in practical application persisted.

### **Bridging theory and practice**

In May 2024, PUM experts Jan Peters (Energy) and Harrie van Rosmalen (Irrigation) led a two-week Train-the-Trainer programme in Rwanda. Over two weeks, they engaged mostly in practical demonstrations and collaborative evaluations.

The first week focused on consultations, site visits, and stakeholder discussions, while the second week emphasised hands-on training. Participants, including Electricom employees, explored topics such as solar energy systems, irrigation techniques & systems, and borehole water pumping system integration. Demonstrations on the model farm showcased three different irrigation methods, providing a well-rounded understanding of system design and operation.

### **Hans Blankert Fund grant**

Recognising the need for hands-on learning, the Hans Blankert Fund provided a grant for a solar irrigation demo set that was used in a follow up training in November. It enabled not only trainers but also approximately 50 students finalist in irrigation and drainage bachelor of technology, to practice system assembly, sensor integration, troubleshooting, and deepening their understanding of solar-powered irrigation.

### **Building a sustainable future**

The initiative not only enhances technical expertise but also strengthens Rwanda's workforce by equipping young professionals with in-demand skills. With ongoing support, this initiative lays the foundation for future curriculum development in agricultural technologies, ensuring that Rwandan youth have the skills to drive progress in their communities and beyond.

***"Investing in youth education goes beyond sharing skills and expertise; it's about equipping them with the tools to build a sustainable future for themselves and their communities."***

**- MR FIDELE CLAUDE KARIMUNDA  
OWNER AND CEO ELECTRICOM**



06  
Finances



## Finances

For 2024 the total requested subsidy was €10,673,738 in reality we spent €9,722,701 being 91% of the requested amount. The underspending has a number of reasons.

In 2024, the number of projects we realised was lower than expected. Originally, we planned to complete 1,300 projects in 2024, but thanks to additional funding from partners beyond DGIS-DDE, we expanded this target to 1,500 projects.

However, external factors, such as travel restrictions to certain countries, and internal factors, including a mismatch

between client demand and available expertise, led to a lower-than-expected completion rate. Additionally, limited opportunities, bottlenecks in our primary processes, and a high number of vacancies among staff and volunteers caused delays in project lead times and, in some cases, cancellations.

It goes beyond saying this had consequences for the expenditure in 2024.

For a detailed explanation of the deviation from the budget see the financial statements.



### EXPENDITURE PER COUNTRY

AFRICA		ASIA		SOUTH AMERICA	
Algeria	43.167	Armenia	53.954	Bolivia	98.061
Benin	132.839	Bangladesh	134.551	Colombia	124.415
Burkina Faso	2.973	India	237.427	Peru	177.554
Egypt	5.768	Indonesia	227.180	Suriname	71.232
Ethiopia	58.706	Jordan	42.986		
Gambia	52.247	Lebanon	31.504		
Ghana	173.273	Nepal	232.078		
Ivory Coast	65.654	Pakistan	63.768		
Kenya	286.378	Palestinian Territories	5.150		
Malawi	6.198	Philippines	228.787		
Mali	21.308	Sri Lanka	110.968		
Morocco	47.085	Vietnam	183.728		
Rwanda	97.051				
Senegal	69.101				
South Africa	84.735				
Tanzania	161.403				
Togo	23.953				
Tunisia	39.905				
Uganda	172.500				
Zambia	89.058				
Zimbabwe	173.369				

FINANCIAL STATEMENTS PUM 2023 INCOME	BUDGETED FOR 2024 (€)	ACTUAL 2024 (€)	ACTUAL 2023 (€)
Contribution from Ministries	10.673.738	9.722.701	9.422.884
Sponsorship and other contributions	800.000	583.034	511.918
<b>Total income</b>	<b>11.473.738</b>	<b>10.305.735</b>	<b>9.934.802</b>
<b>EXPENSES</b>			
Country programme expenses	5.866.500	4.372.485	4.161.886
Personnel expenses	4.175.000	4.546.665	4.317.637
Monitoring & Evaluation expenses	90.000	17.582	147.601
Rent, facilities & office expenses	600.000	540.568	593.058
Communication expenses	360.000	345.347	254.257
IT expenses	160.000	223.697	121.521
Audit & consultancy expenses	90.000	111.403	143.882
Depreciation costs	100.000	144.999	155.085
General expenses	98.500	95.912	96.405
<b>TOTAL EXPENSES</b>	<b>11.540.000</b>	<b>10.398.658</b>	<b>9.991.332</b>
<b>Operating result</b>	<b>-66.262</b>	<b>-92.923</b>	<b>-56.530</b>
<b>Financial income and expenses</b>	<b>0</b>	<b>26.661</b>	<b>17.645</b>

# 07 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

Effective risk management is essential for sustaining long-term success in an increasingly complex and dynamic environment. Our organisation proactively identifies, assesses, and mitigates key risks that could impact our strategic objectives. This includes reputational risks, which may arise from external perception and stakeholder trust; programmatic risk,

where performance outcomes do not meet expectations; and challenges associated with a complex organisation and processes in terms of organisational risk, which require robust governance and operational efficiency. By continuously refining our risk frameworks and fostering a culture of accountability, we enhance resilience and ensure sustainable value creation.

Programme risks	Probability	Impact	Control Measures
Unclarity whether our interventions lead to the inteded impact; goals are not achieved and no contribution to our mission is made.	Medium	High	Making impact is key for PUM. Unclarity whether our interventions lead to the intended impact is therefore an important risk. We prevent this risk from occurring by setting clear goals, which we measure effectively. We have a planning, monitoring, evaluation and learning policy in place and reinforcing impact orientation is part of our primary process. By means of a survey, we measure the structural effectiveness of our interventions after one and two years. Besides quantitative data, we emphasise our impact by sharing stories of clients that collaborated with PUM.

Contextual risks	Probability	Impact	Control Measures
Political and social instability and relevant public health risks in the countries where PUM operates.	Medium	Medium	Due to ongoing violent extremism in the Sahel we could not fully operate in Mali and Burkina Faso. Due to the conflict in the Middle East we were only able to offer remote advice in the Palestinian Territories, Lebanon, and Jordan. Our safety policy includes strict protocols. 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.

Organisational risks	Probability	Impact	Control Measures
Reputational damage caused by negative publicity	Medium	High	PUM has a solid reputation. We operate in various sectors undergoing fundamental changes and we believe it is important to be transparant and accountable for the use of public funds. Reputational damage may jeopardise our position and brand, which may have consequences for our financing, recruitment and partnerships. We prevent this from occurring by enforcing an updated Code of Conduct. We have also installed a Certificate of Conduct (VOG) in our hiring policy in 2024. An Ethics Committee provides solicited and unsolicited advice on ethical issues and dilemmas. A complaint procedure is in place, as well as a crisis management policy. Proactive, explanatory and authentic communication should avoid reputational risks.
Inappropriate behaviour of our volunteers and employees	Medium	Medium	We are firmly committed to building a One PUM Culture, with the right people at the right place and behaviour that is not only in line with our policies and procedures, but also with our values and Code of Conduct. All volunteers receive a mandatory training in intercultural communication & advisory skills before their first deployment. A preparatory introduction day is part of the onboarding process for both volunteers and employees at our office in the Hague.
Exposure or loss resulting from a cyberattack or data breach	Medium	High	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.

**“By addressing reputational risks, operational complexities, and the challenges of sustainable outcomes, we ensure that our experts can continue making a meaningful impact worldwide.”**

- PETER BONGAERTS  
COO PUM





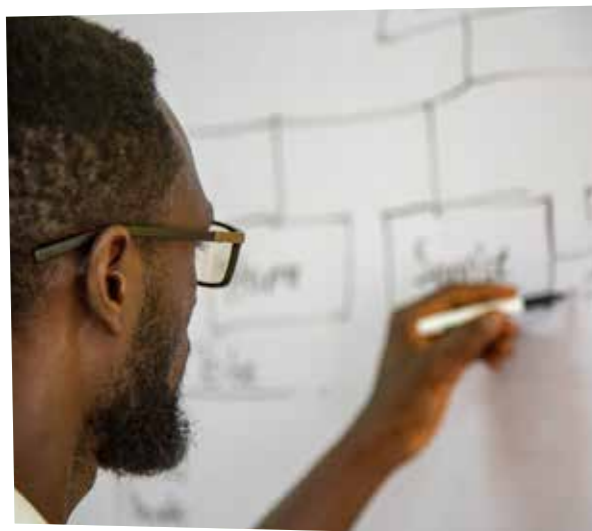
## Integrity reporting framework

### Introduction

Integrity is the foundation of a trustworthy and responsible organisation. Over the past year, we have continued to strengthen our commitment to transparency, accountability, and ethical conduct through our integrity reporting framework. By fostering a culture where employees, volunteers, representatives, and other stakeholders feel empowered to report concerns without fear of repercussions, we ensure that integrity remains at the core of everything we do.

### Integrity reporting

In our organisation, regulations concerning misconduct and integrity are outlined in the Complaints Policy and the Code of Conduct, both of which form part of our broader Integrity Framework. Key regulations at PUM include the Complaints Policy, Misconduct Reporting Rules, the Code of Conduct, and relevant Dutch laws and regulations.



The initial step in addressing misconduct is open dialogue with the colleague involved. If this does not lead to resolution, advice can be sought from an external confidential counsellor.

Should further action be required, the issue can be reported to the reporting officer. In cases where the report concerns the reporting officer, a member of the executive board, or the supervisory board, there is an alternative reporting route available. Additionally, anonymous reporting is an option. If the case qualifies as misconduct under the Whistleblowers Protection Act, individuals may choose to report externally to a competent authority specified in the regulation.

### Prevention measures

At PUM, we take proactive steps to foster a safe, inclusive, and transparent work environment. Twice a year, we conduct the 'Together We Grow' survey, inviting staff, staff volunteers, and representatives to share their experiences, express concerns, and provide feedback. This includes questions about whether they feel free to speak openly, and we offer the opportunity for personal meetings with the board.

To further strengthen prevention, we have established an external Confidential Counsellor and a Complaints Policy to ensure that concerns are addressed appropriately.

Additionally, our former Diversity & Inclusion (D&I) workgroup has evolved into the new Three P's Sounding Board (People, Planet, Prosperity). The People pillar focuses on social well-being, fostering open dialogue and promoting an inclusive and supportive environment for sustainable business practices.

### Reporting procedures

PUM has established clear policies outlining the process for reporting misconduct. All complaints are documented in a Reporting Register, where each case is recorded, and a dedicated file is created, containing all relevant documentation, including the investigation report and final judgment. This register is securely maintained and accessible only to the Reporting Officer and the Reporter Administration Officer at PUM's office in The Hague, ensuring confidentiality and proper case management.

### Roles and responsibilities

Our Integrity Framework outlines clear responsibilities for reporting, reviewing, and addressing misconduct. Each role within the system has defined duties to ensure transparency, accountability, and proper case management.

- Employees and (staff) volunteers are responsible for reporting misconduct.
- The confidential counsellor serves as a sparring partner, providing guidance and support to employees and (staff) volunteers.

- The reporting officer records all reports in the Reporting Register and is responsible for reviewing and handling each case.
- In cases of serious misconduct, PUM is required, under mutual agreements, to report the incident to the Ministry of Foreign Affairs.

### Reporting issues in 2024

In 2024, we received five complaints, and one person contacted the confidential counsellor for advice. We addressed all issues in accordance with our integrity framework. One of the complaint was declared inadmissible.

### One PUM Culture

As the world is changing and in response to reported issues, we have launched the One PUM Culture programme. During multiple kick-off sessions that were hosted in 2024, mixed groups of staff volunteers and employees were invited to start an open dialogue and discussions about our values and behaviours to create a shared learning environment. Feedback is taken seriously and viewed as an opportunity for growth. Insights from this programme are valuable for our entire recruitment processes, ensuring alignment with our organisational values. Additionally, we provide intercultural training, and have introduced moral deliberation sessions, facilitated by the Ethics committee, to reflect on complex situations and strengthen ethical decision-making. By embedding these lessons into our daily practices, we ensure they remain an active part of our organisational culture.

## Story

# Driving entrepreneurship and job creation in Indonesia



In the heart of Lampung, Sumatra, a culinary revolution is taking place. Ladas, a unique cloud-based kitchen, is transforming the food industry while creating sustainable job opportunities. Founded during the COVID-19 pandemic by Erinda, alongside her sisters Rizka and Eka, and her brother-in-law Adi, Ladas has grown into a thriving business that produces and delivers meals across the city.

With more than 75% of its sales driven by the digital highway of Facebook, WhatsApp, and Instagram, Ladas has harnessed the power of technology to scale its operations.

From its modest beginnings, the business now operates two distribution points, serving a city of 1.2 million people.

### Entrepreneurial challenges

Despite its success, Ladas faced significant challenges in the early days, particularly in production control, operational efficiency, and quality consistency. "At first, we struggled with maintaining quality and efficiency," says Erinda. "But with the right guidance and a clear plan, we turned things around."

This transformation was made possible by collaborating with PUM expert Michiel Meier Mattern. His initial visit focused

on optimising production, improving quality control, and preparing for Halal certification. A comprehensive action list of nearly 100 points was established, and by his second visit in November 2024, 93 of these challenges had been successfully addressed. The results were remarkable: Ladas' workforce grew from 44 to 59 full-time employees, and turnover increased by 34.5%.

### Hans Blankert Fund grant

Beyond operational improvements, the project also prioritised social and environmental sustainability. Efforts were made to enhance personnel training, improve hygienic conditions, introduce sustainable packaging, reduce waste, and secure clean water access. A grant from the Hans Blankert Fund enabled Ladas to invest in essential equipment, including a tumbler, pressure cookers, deep freezers, and an onion peeler. These upgrades significantly boosted efficiency and hygiene standards, benefiting both the staff and customers.

### Future outlook

Ladas is ambitious in its expansion plans. By April 2025, the company will introduce a new assortment, following extensive supplier visits and product testing. Additionally, a sous vide cooking system will be implemented to enhance the quality of the dishes. Plans are also underway to establish a third distribution location, recognising the vast potential of Lampung's market.

Innovation continues to drive the company's strategy. The launch of cargo bike sales will bring fresh meals directly to customers' doorsteps and enhanced digital marketing efforts will ensure greater reach and engagement. Furthermore, a strategic partnership with Gojek, an Indonesian on-demand multi-service platform for distribution will generate additional employment opportunities, amplifying Ladas' social impact.

**"The dedication, innovation, and social commitment of Ladas set a benchmark for sustainable entrepreneurship."**

- MICHIEL MEIER MATTERN  
PUM EXPERT



*"We are grateful for the expert's insights shared with us. The knowledge we gained on processing and market opportunities was invaluable. We believe that PUM's guidance will help us achieve our goal of expanding cashew processing and reaching new markets."*

**- VICTORIUS KAMUNTU**  
CEO TARUCHINA CASHEW GROWERS ASSOCIATION



*"Social dialogue is a powerful way to achieve balanced relationships between employers, employees, and governments, providing a fertile ground for business growth and job creation."*

**- TON VOORTMAN**  
EMPLOYERS & BUSINESS SUPPORT ORGANISATIONS



*"These projects are about more than just honey; they're about creating opportunities, respecting nature, and building a sustainable future. Not only for the beekeepers, but also for their families and their community."*

**- JAN KOEMAN**  
PUM EXPERT BEEKEEPING

*"I find PUM's work important because it contributes to the development of countries worldwide through business"*

**- ARLETTE DE LANGE**  
PUM EXPERT SALES & VALUE CHAIN MANAGEMENT



*"The participating companies now understand the importance of continuing this professional training. The collaboration with PUM, has opened their eyes to what they are capable of achieving and what great products they can produce."*

**- EDUARDO HUIMAN**  
PUM REPRESENTATIVE PERU



*"We would like to extend special thanks to José for the quality of the collaboration, his expertise and human approach."*

**- MS SAKALÉ TRAORE**  
MAMALI MORINGA

08  
Annex



## Annex I – Glossary of indicator terminology

Concept	Explanation
<b>Median compound annual growth rate of SMEs</b>	<p>Median of all the supported SME's 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')*</p> <p>*Note: Median is used instead of average to give a more representative 'middle' value for a high-variance sample.</p>
<b>Direct jobs supported in SMEs</b>	Formal or informal jobs provided directly by target SMEs, in full-time equivalent at the end of the reporting period.
<b># of SMEs supported with plans to invest, trade or provide services</b>	<p>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.</p> <p>PSD framework A (see 'PSD indicator')</p>
<b>Young SME owner</b>	Owner and/or director of the business supported that is younger than 35 years at the time of support.
<b>Strengthened organisations contributing to a sustainable local business climate</b>	<p>Formal or informal economic interest groups supported directly by PUM, including labour unions, farming cooperatives, trader associations, chambers of commerce, employers' organisations, etc. These organisations contribute to shaping the local business climate.</p> <p>PSD framework L (see 'PSD indicator')</p>
<b>Strengthened business support organisations (non-membership based)</b>	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.
<b>Least Development Country/ Fragile State</b>	<p>The status of Least Developed Country follows the OECD/DAC List of ODA Recipients.</p> <p>The status of Fragile State follows the World Bank Harmonized List of Fragile Situations.</p>
<b>Project</b>	Each instance of advice/expertise provided by PUM to a client, with the different instruments of support distinguished by PUM: advice on location, seminar, trade promotion, remote advice.
<b>Remote advice</b>	A type of case whereby PUM provides support to a client at distance (as opposed to support on-site).

<b>Growth of direct members BSO/EBMOs</b>	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')
<b># of countries with improved social dialogue</b>	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.
<b>Projects supported as part of an ecosystem</b>	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.
<b>PSD Indicator</b>	Formal indicator used for Private Sector Development interventions. Its definition follows the methodological notes formulated as part of the Dutch Results Framework.



*It's a wrap, thank you for reading!*



**SEE YOU NEXT YEAR!**

**PUM.**  
Together we grow 