

Evaluation PUM: SEO Survey results  
Annex A to Final Report





# Evaluation PUM Netherlands Senior Experts Programme, 2017 - 2020

## Annex A: SEO Survey results

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# Adjustments since the version of 10 Dec 2020

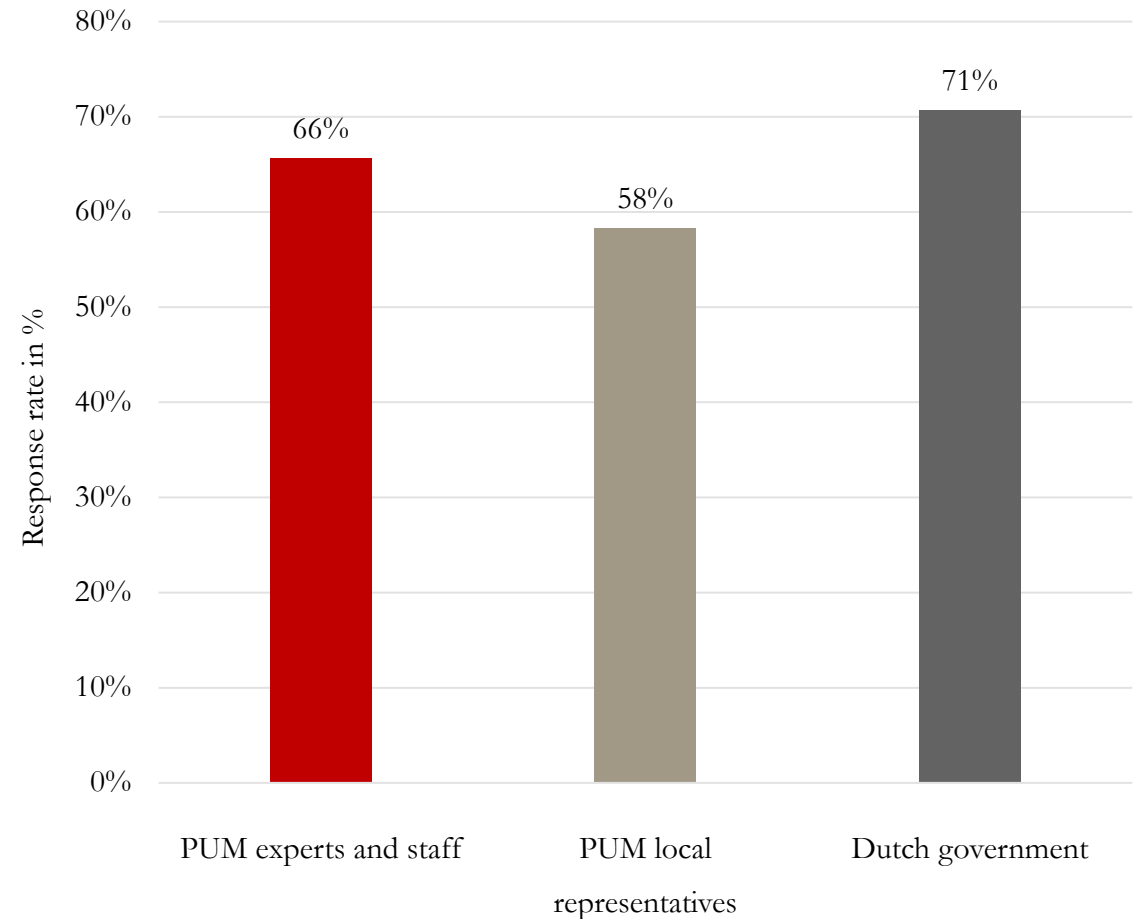
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- All survey responses until 13<sup>th</sup> of January have been included.
  - 56 respondents more than in the version of 10 December.
- The 'unable to answer' responses have been excluded from the graphs.
- The number of responses (“n”) per question and subquestion has been added.
- A technical error in some questions was removed (see slides 16-24)

# Response rate around 2/3; highest among Dutch government

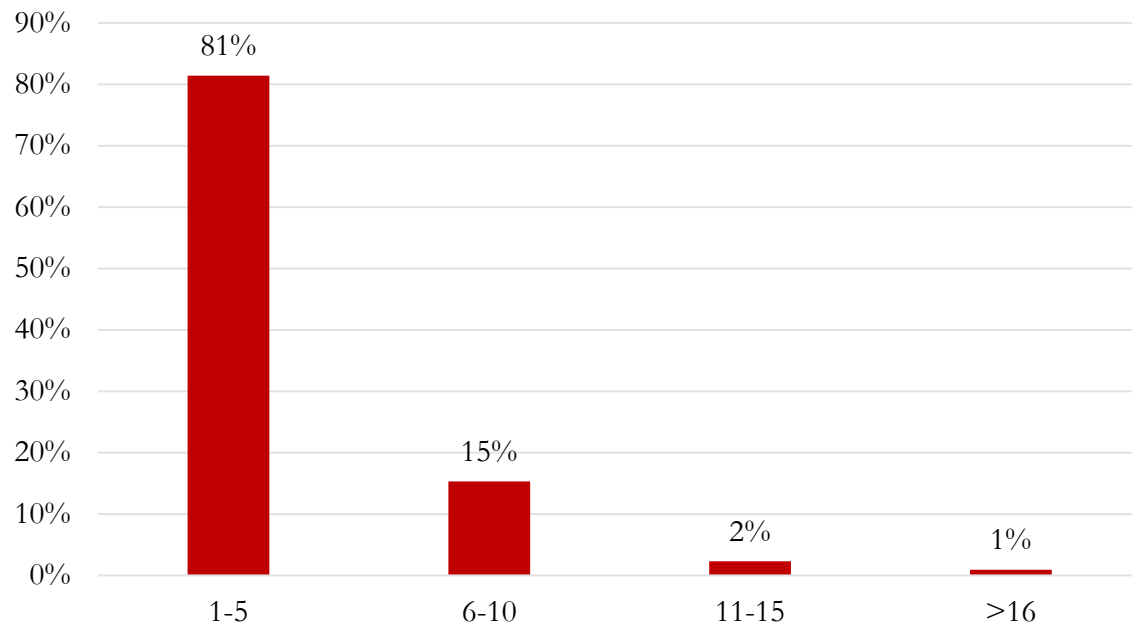
65 percent (1522 out of 2334 invited stakeholders) responded to the survey sent out on 16 November 2020

- Very good response rate:
  - 2334 respondents were invited
  - 1417 fully completed the survey (61%)
  - 1522 respondents fully or partially completed (65%)
- Most responses (90%) were from PUM:
  - PUM experts and staff: 1367
  - PUM local representatives: 102
  - Dutch government: 53
- The response rate was highest for the Dutch government:
  - PUM experts and staff: 66%
  - PUM local representatives: 58%
  - Dutch government: 71%
- We show the answers per stakeholder group for questions where those answers differed significantly.



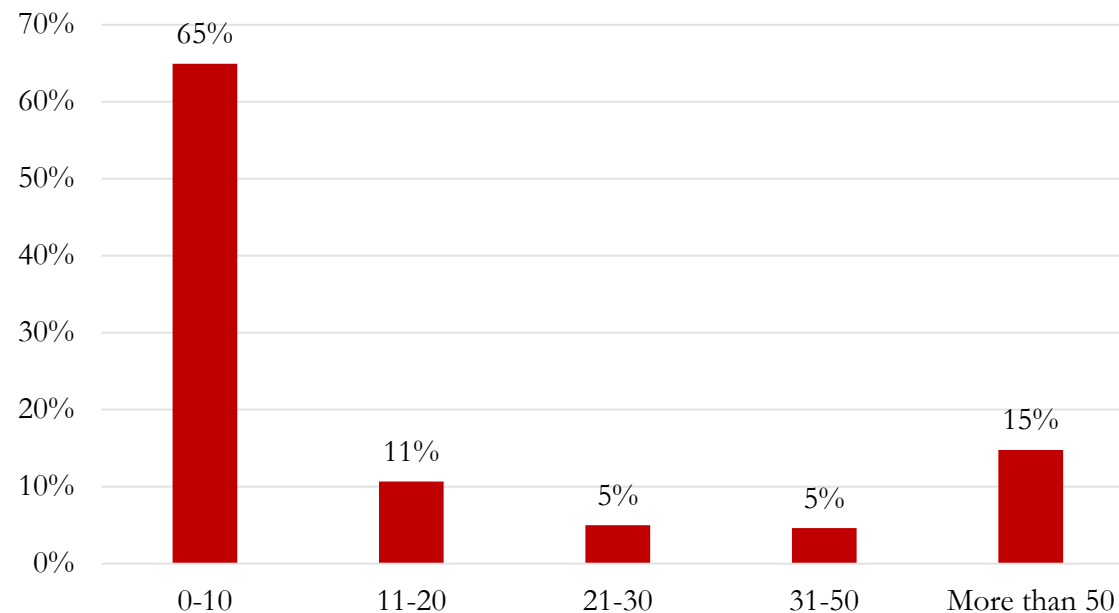
# Most experts advised 1-5 PUM clients during 2017-2020

*"To how many PUM clients have you provided advice between 2017-2020?" (n = 846)*



- 81% of PUM experts provided advice to at most 5 clients between 2017 and 2020.
- Only 1% of experts advised more than 15 clients

*"With how many PUM clients (SMEs and Business Support Organisations) have you interacted with that received PUM support during 2017-2020?" (n = 562)*

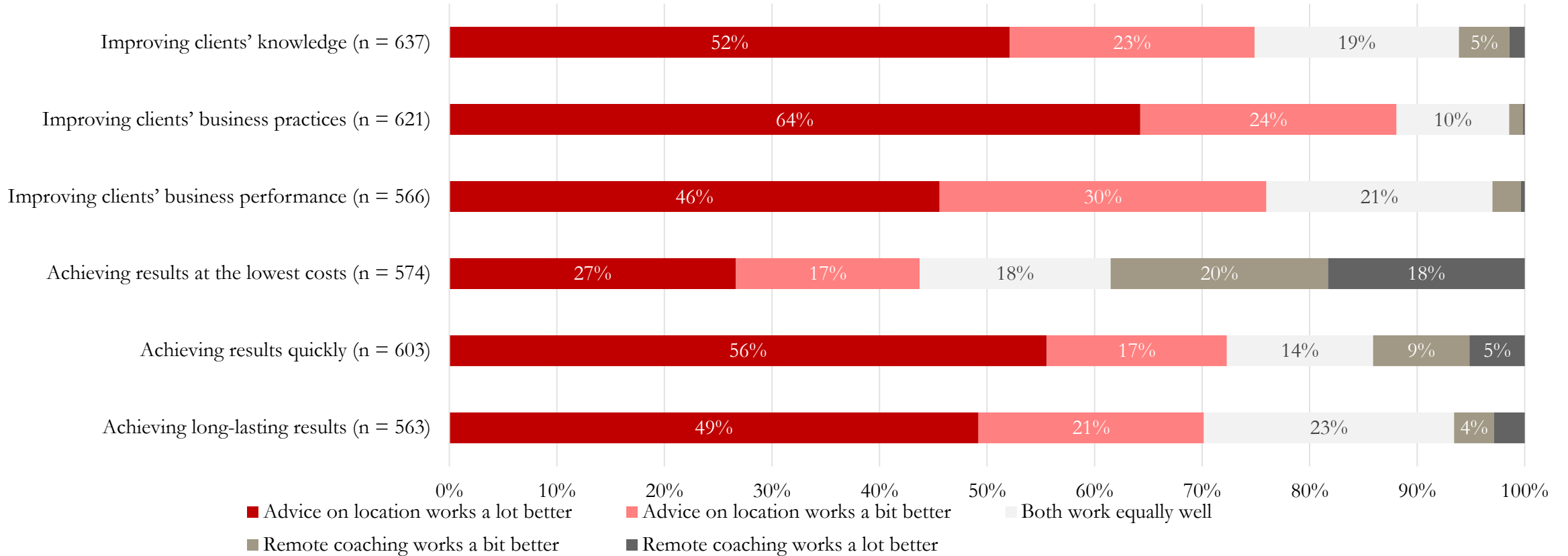


- 65% of non-expert respondents interacted with 0-10 PUM clients between 2017 and 2020.
- 15% of non-expert respondents (mostly PUM local representatives) interacted with more than 50 clients

# Advice on location is seen as more effective (but not more efficient) than Remote Coaching

A majority of respondents state that advice on location is more impactful, but they are divided regarding its cost-effectiveness: 44% see advice on location as more cost-effective, versus 38% for remote coaching.

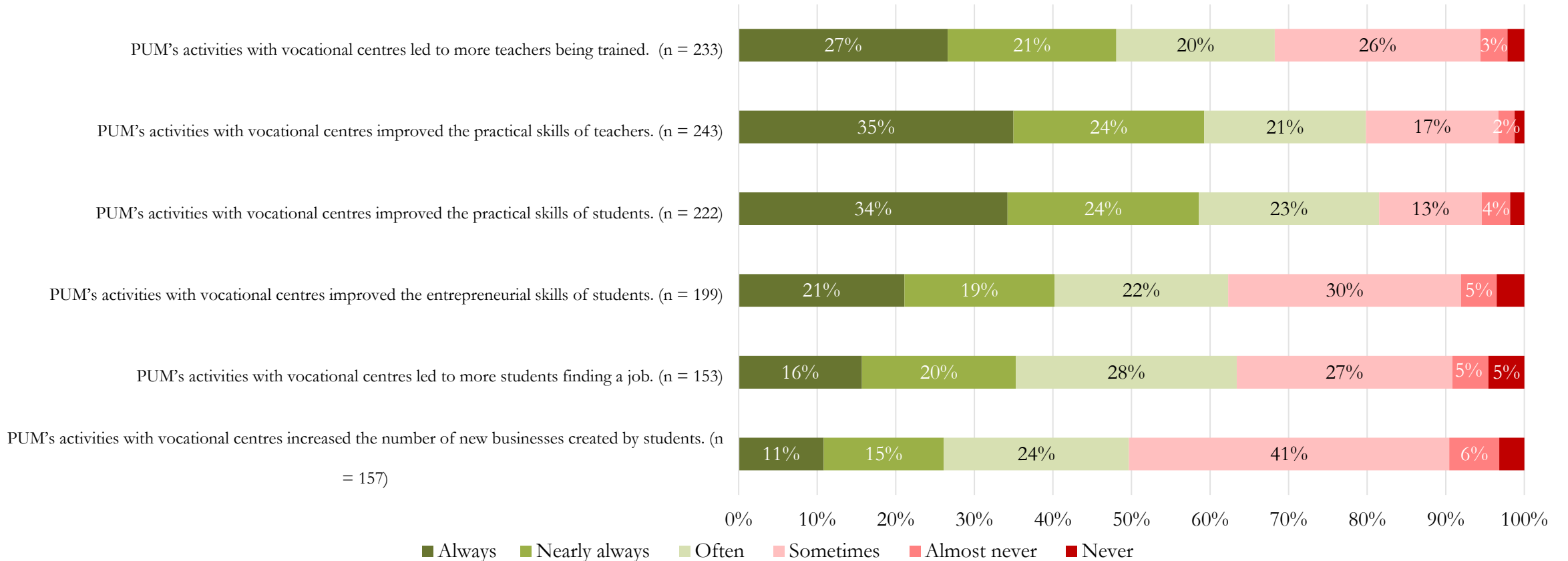
*“Based on PUM’s Remote Coaching activities you are familiar with, to what extent do you agree with the following statements?”*



# PUM activities with vocational centres are mostly seen as effective in improving practical skills

**Around 80% of respondents believe that PUM activities with vocational centres activities improve the practical skills of teachers and students.**

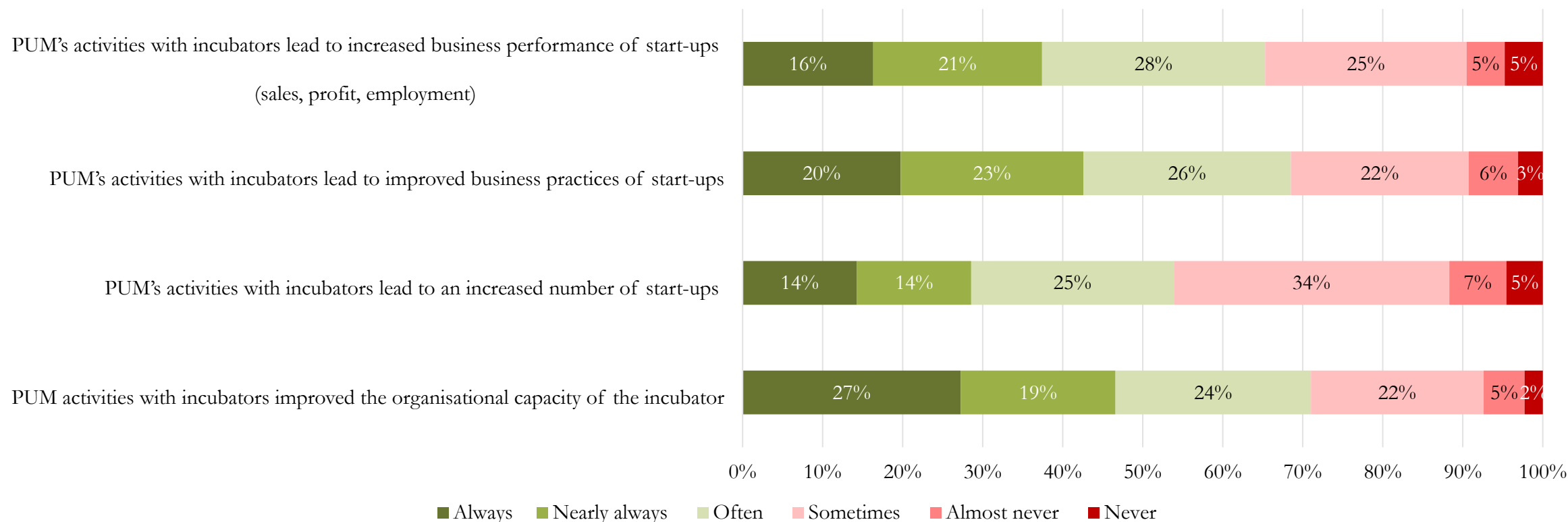
*“Based on PUM’s vocational education activities during 2017-2020 that you are familiar with, please indicate how often you believe the following effects took place.”*



## Activities with incubators are seen as improving business practices and outcomes for start-ups

Around 2/3 of respondents (65-70%) believe that activities with incubators are often or (nearly) always effective in improving the business practices and business performance of start-ups, as well as the incubators' organisational capacity. Around half (53%) believe that these activities increase the number of start-ups.

*“Based on PUM’s activities during 2017-2020 related to Incubators with which you are familiar, please indicate how often you believe the following effects took place (please compare the situation with PUM activities to a situation without PUM activities)”*

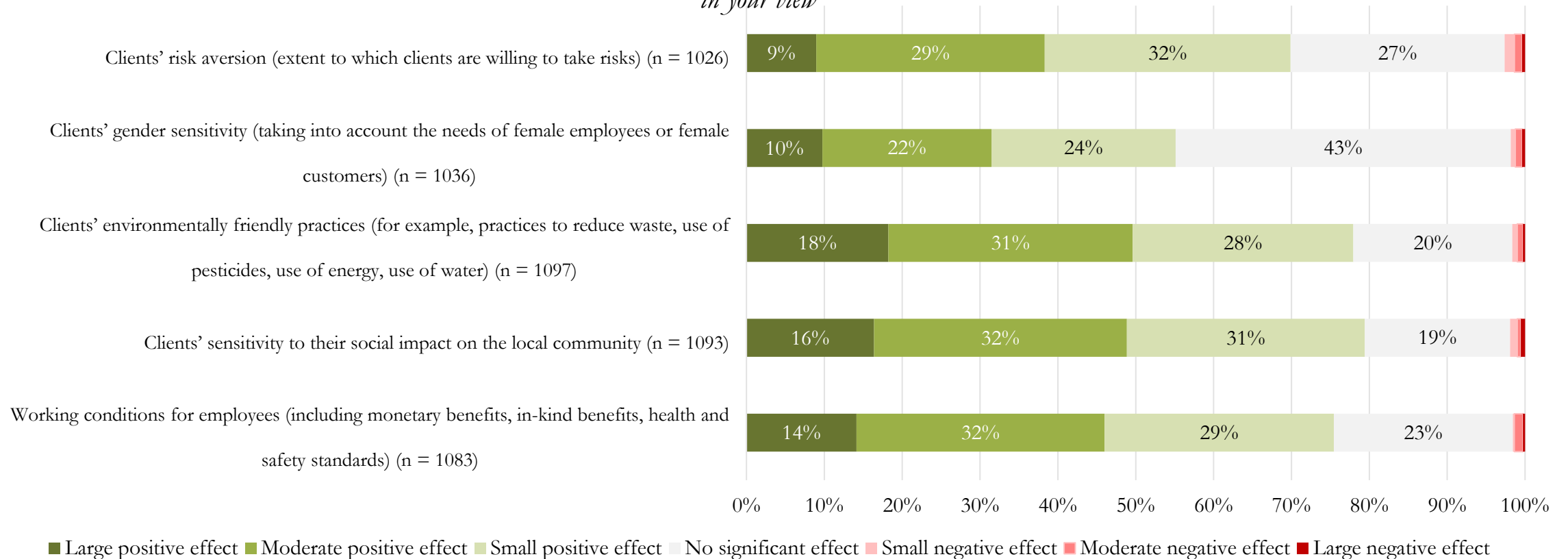




# PUM's impact on clients' social and environmental practices is seen as largely positive

A large majority of respondents see PUM as having a positive impact on its clients' environmentally-friendly practices (77%), local community (79%) or employee working conditions (75%). PUM's impact on gender sensitivity is less clear, with 43% of respondents stating PUM activities had no significant effect.

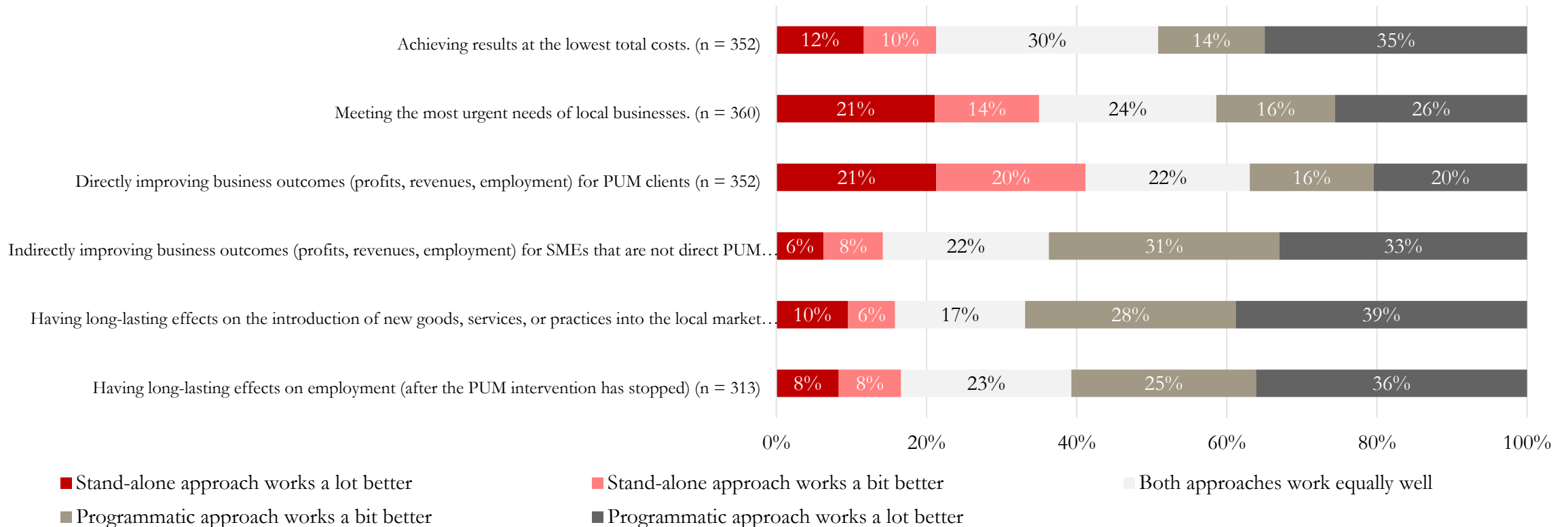
*“Based on your experience with PUM clients during 2017-2020, please indicate what effects PUM has had on the following areas, in your view”*



# Programmatic approach seen as better-tailored for long-lasting impact

Stand-alone and ‘programmatic’ PUM activities are both seen as meeting urgent needs and improving business outcomes. However, the programmatic approach is seen as more effective in achieving long-lasting impact.

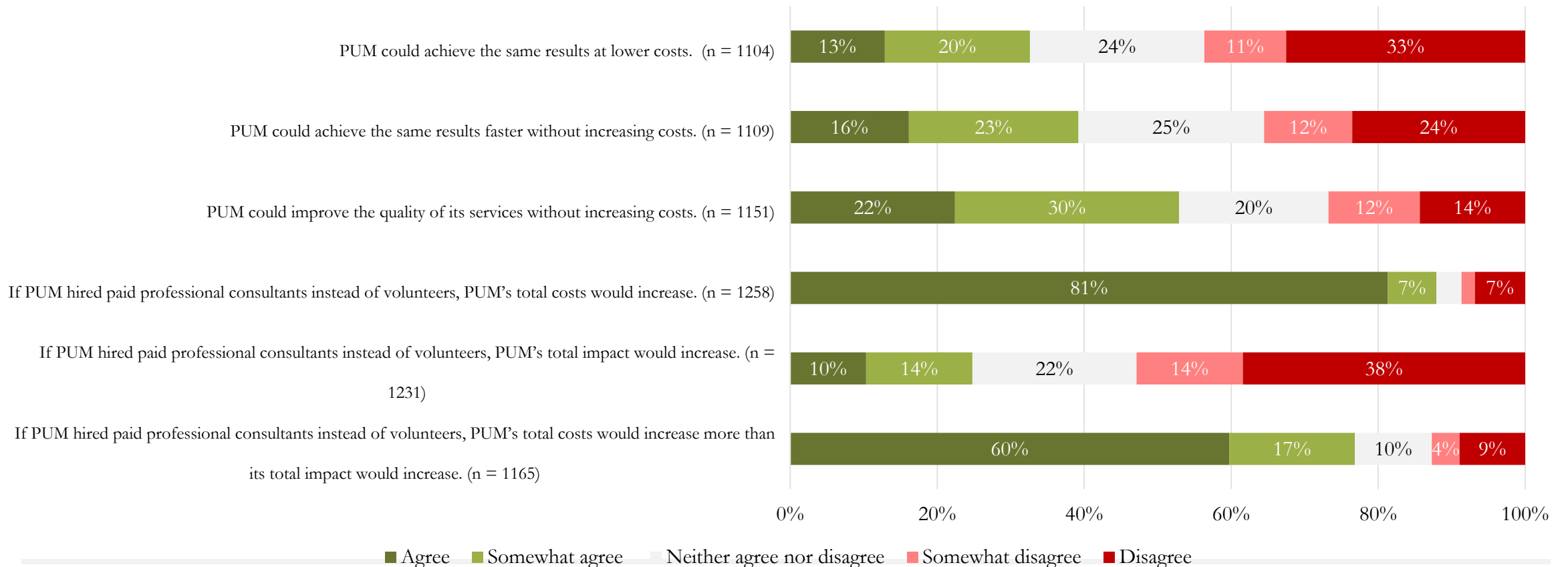
*“Based on your experience with both ‘stand-alone’ and ‘programmatic’ PUM activities, please indicate how much you agree with the following statements”*



# PUM can improve its efficiency, but not by hiring paid professional consultants

A vast majority of respondents believe that hiring paid professional consultants would make PUM's total costs increase (88%) more than its total impact (77%). However, 52% of respondents agree that PUM could improve the quality of its services without increasing costs.

*“Based on your experience with PUM between 2017 and 2020, please indicate how much you agree with the following statements”*

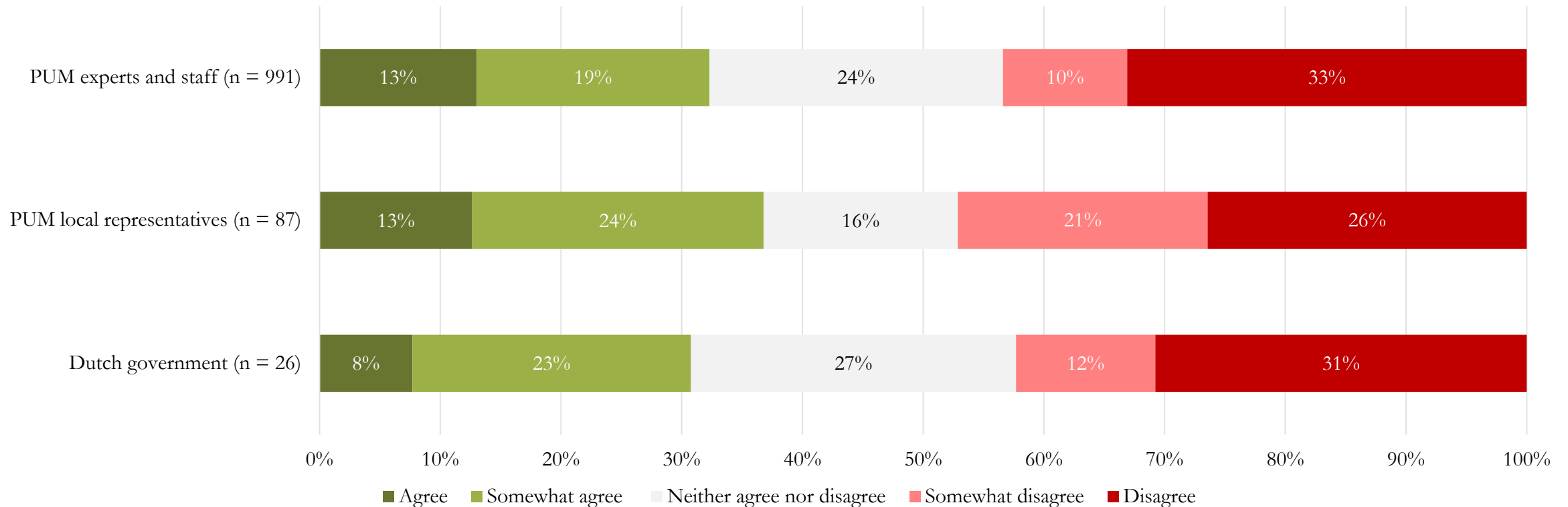


Survey results

## Opinions are divided as to whether PUM could achieve the same results at lower costs

47% of local representatives disagree that PUM could achieve the same results at lower costs, while 37% agree that efficiency gains are possible. PUM experts and staff are also divided on this issue.

*Results per stakeholder group:  
‘PUM could achieve the same results at lower costs.’*

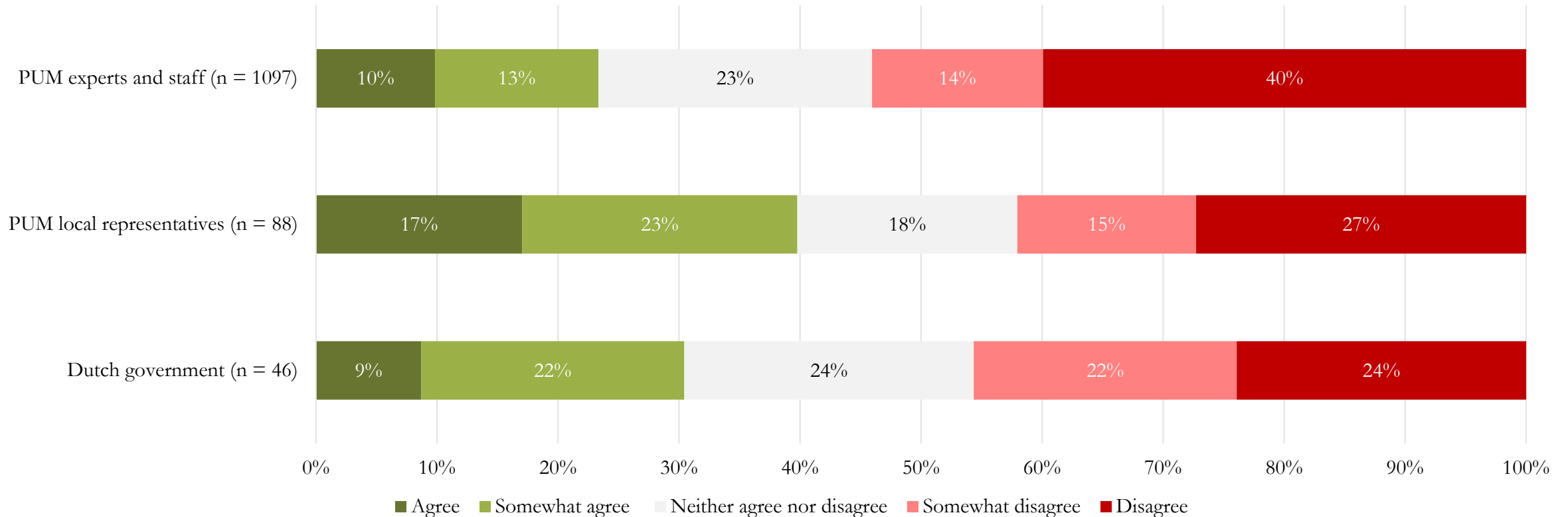


## Opinions are divided as to whether paid professional consultants would improve PUM's impact

46% of PUM experts and staff and 40% of Dutch government respondents disagree that PUM could achieve more impact if it hired paid professional consultants. PUM local representatives are divided on this issue.

### Results per stakeholder group:

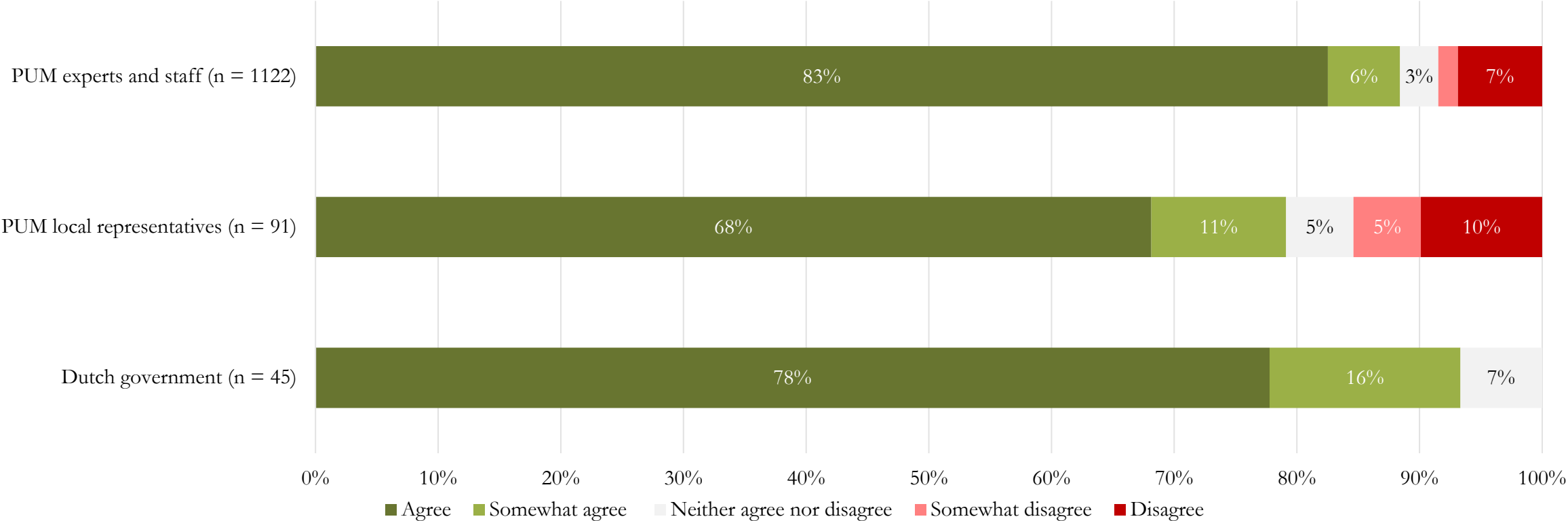
*“If PUM hired paid professional consultants instead of volunteers, PUM's total impact would increase”*



# Nearly all respondents agree that costs would increase if PUM hired paid consultants

Respectively 89% and 79% of PUM experts and staff and local representatives believe PUM’s total costs would increase if it hired paid professional consultants, versus 94% of Dutch government respondents.

*Results per stakeholder group:  
“If PUM hired paid professional consultants instead of volunteers, PUM’s total costs would increase.”*

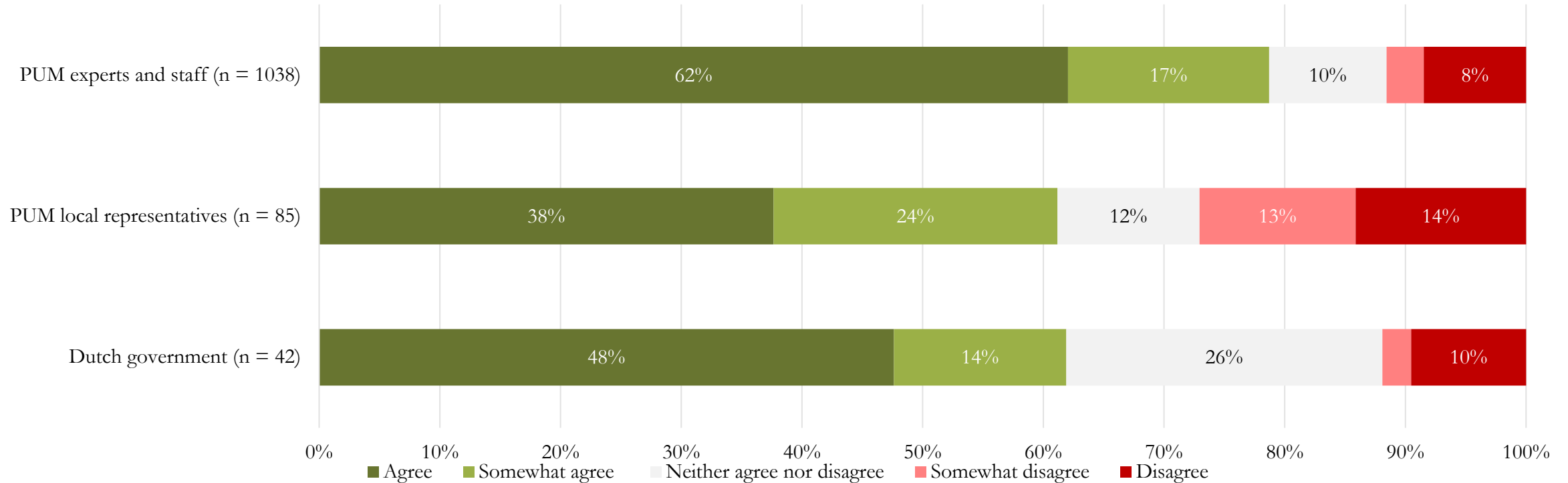


## Most respondents believe that hiring professional consultants would not be efficient for PUM

79% of PUM experts and staff believe PUM total costs would increase more than its impact if it were to hire professional consultants, versus 62% of PUM local representatives and 62% of Dutch government respondents.

### *Results per stakeholder group:*

*“If PUM hired paid professional consultants instead of volunteers, PUM’s total costs would increase more than its total impact would increase.”*



## PUM clients are seen as needing more support in management, innovation and marketing

Many respondents (72%) saw ‘general management skills’ as one of the three top areas in which PUM clients needed support. Other common areas in which clients were seen to need support included innovation (63%), sales-oriented marketing techniques (44%) and national and international quality requirements (38%).

*“Based on PUM’s activities between 2017 and 2020, please choose the top 3 areas in which PUM clients more often needed support (regardless of whether PUM provided this support)” (n = 1303)*

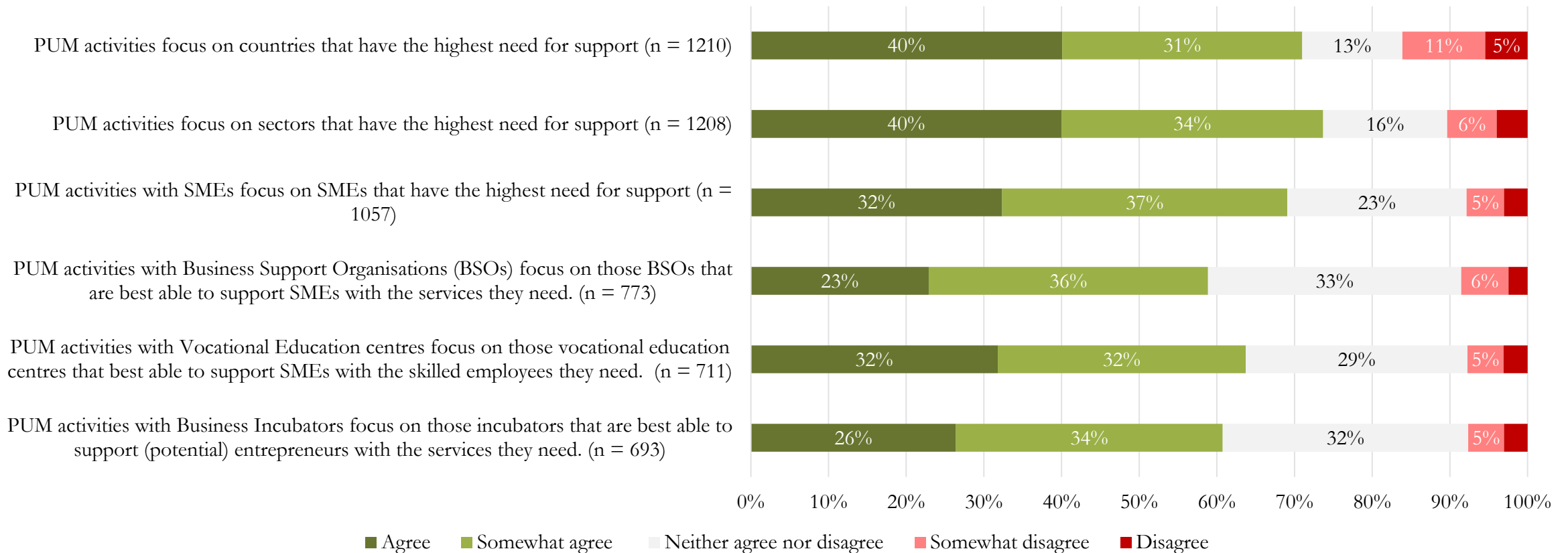




# PUM activities are generally seen as focusing on the most relevant groups

A majority of respondents believe that PUM focusses on countries (71%), sectors (74%) and SMEs (69%) that have the highest need for support.

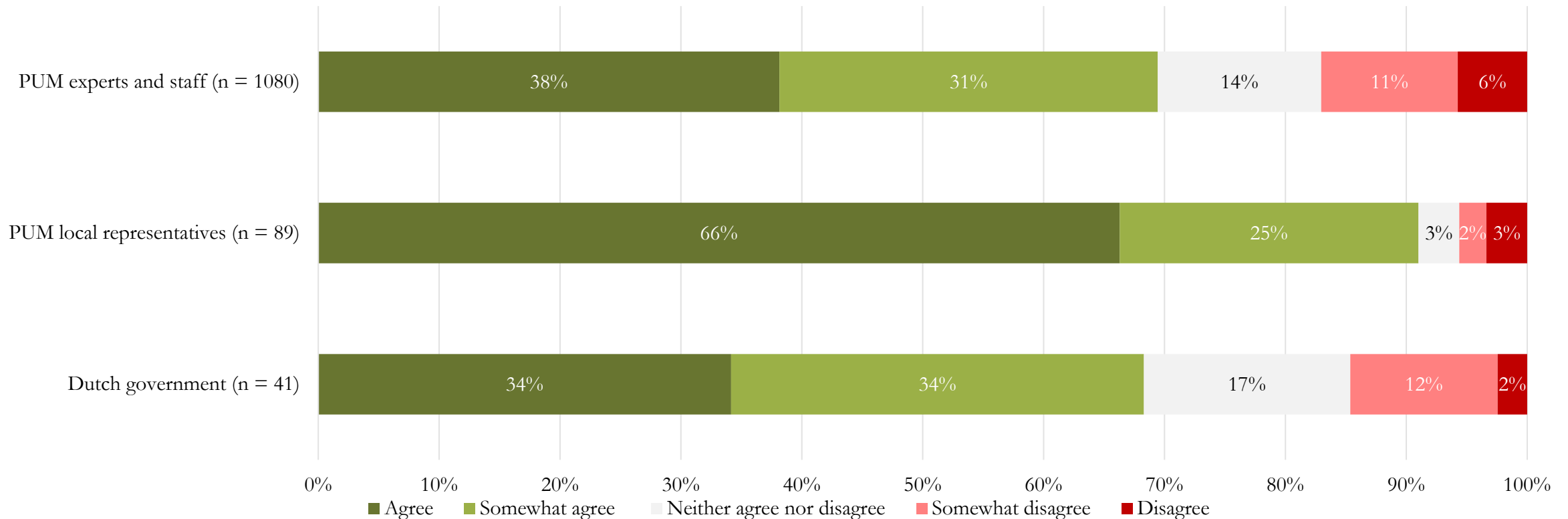
*“Based on PUM’s activities between 2017 and 2020, please indicate to what extent you agree with the following statements”*



## Many stakeholders (esp. local reps) believe that PUM supports relevant countries

91% of local representatives believe that PUM focusses on the countries with the highest need for support, compared with 69% of PUM experts and staff and 68% of Dutch government respondents.

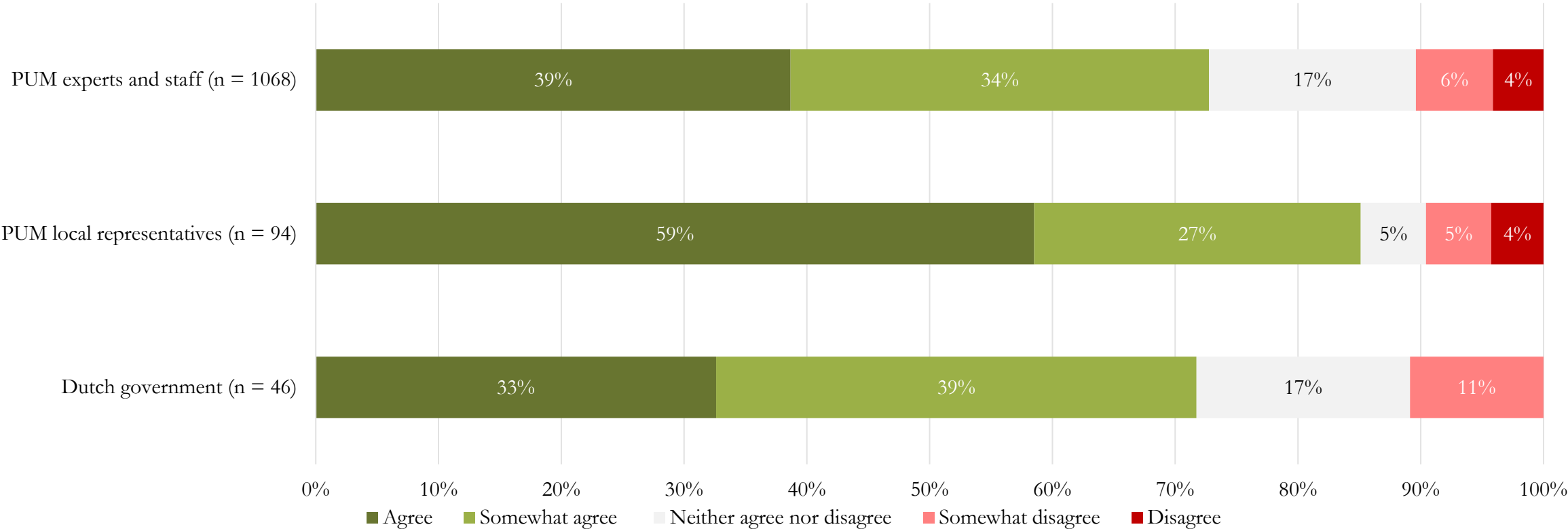
*Results per stakeholder group:  
‘PUM activities focus on countries that have the highest need for support’*



# Many stakeholders believe PUM supports relevant sectors

Especially local representatives believe the sectors PUM supports are relevant: 86% of them believe so, versus 73% of PUM experts and staff, and 72% of Dutch government respondents.

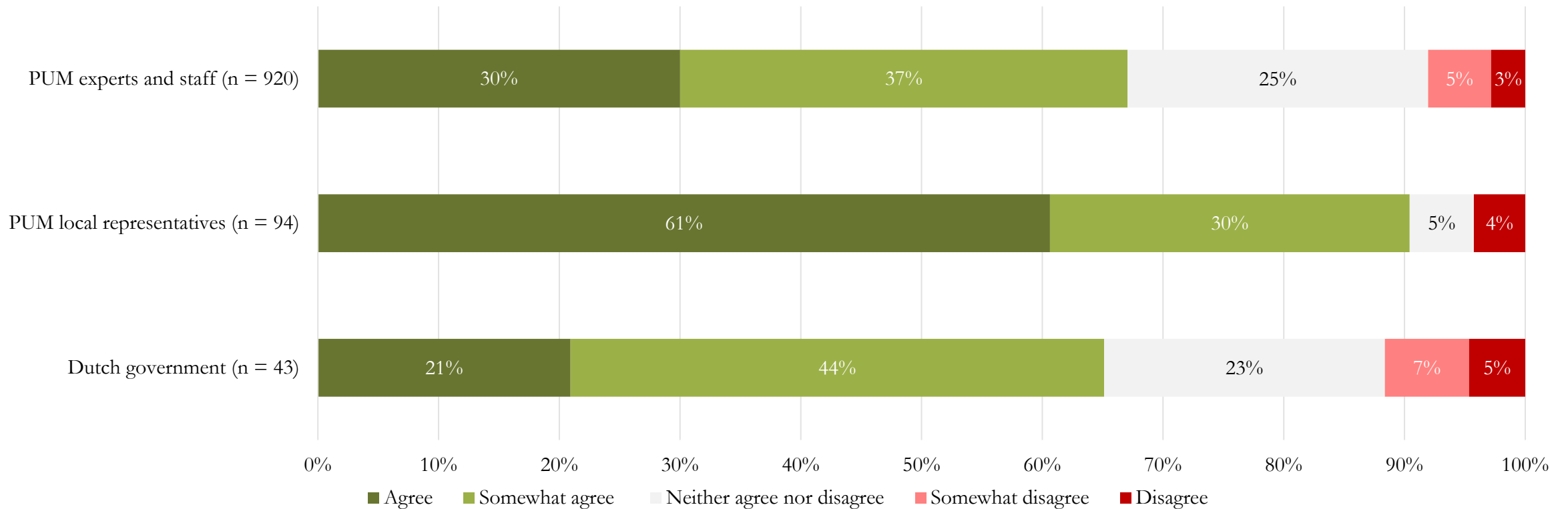
*Results per stakeholder groups:  
‘PUM activities focus on sectors that have the highest need for support’*



# Many stakeholders (esp. local reps) believe PUM supports relevant SMEs

The same holds true for the SMEs that PUM supports: 91% of PUM local representatives believe PUM supports the SMEs with the highest need for support. 67% of PUM experts and staff and 65% of Dutch government think the same.

*Results per stakeholder groups:  
‘PUM activities with SMEs focus on SMEs that have the highest need for support’*



# Less than 40% of respondents see PUM as paying special attention to gender

On average, only 38% of respondents agreed that PUM paid special attention to women or improved gender relations, while 25% disagreed. On average, about 36% neither agreed nor disagreed.

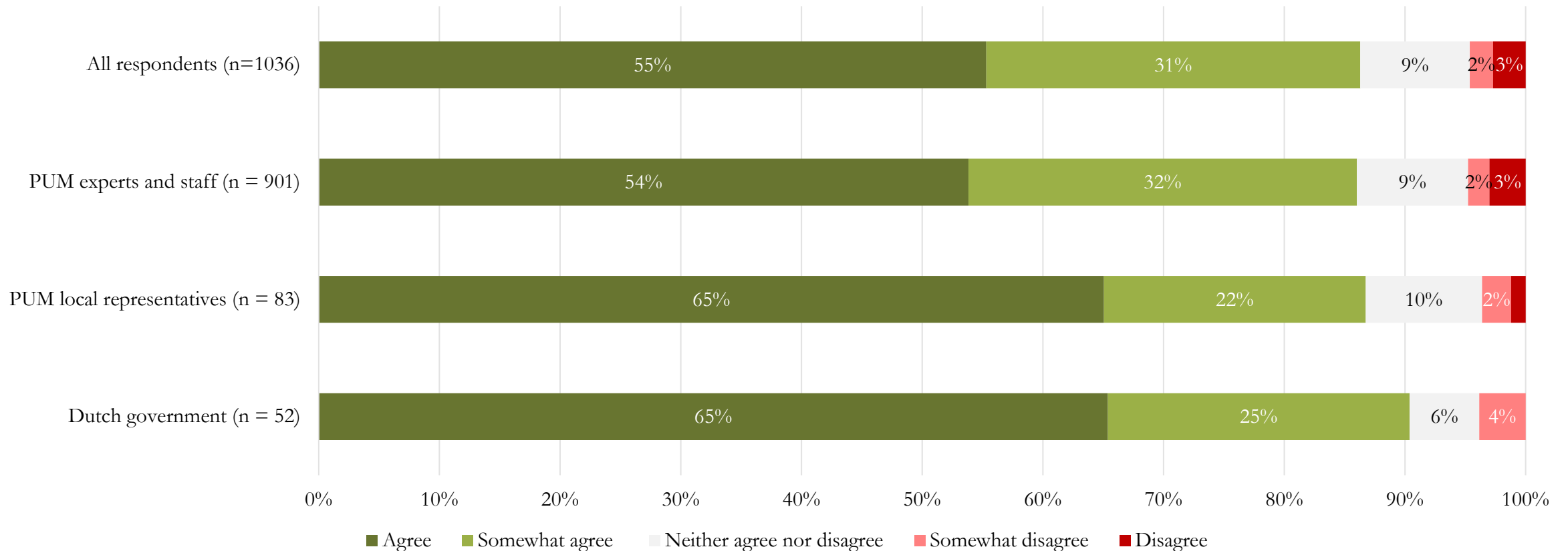
*“Based on your experience with PUM between 2017 and 2020, please indicate to what extent you agree with the following statements”*



## 86% of respondents believe that PUM adds value to other Dutch PSD programmes

This share is the highest among Dutch government respondents (90%), followed by PUM experts and staff (87%) and local representatives (86%).

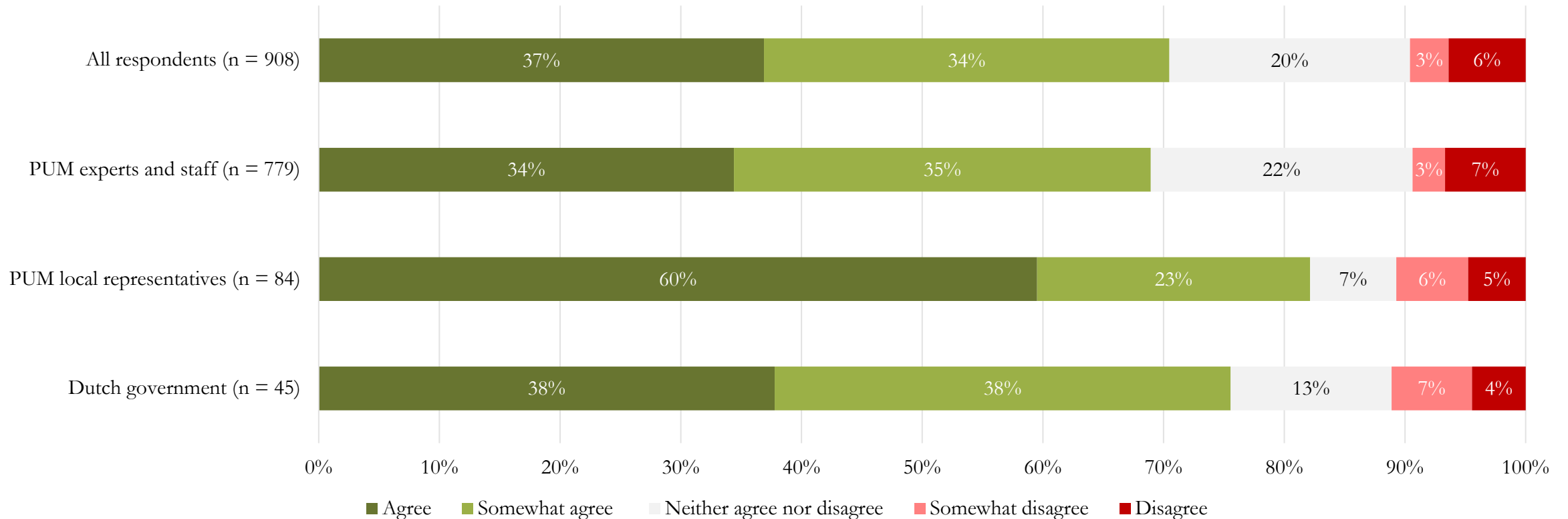
*“PUM adds value relative to other private sector development programmes financed by the Dutch government”*



# 71% of respondents believe that PUM adds value relative to non-Dutch PSD programmes

This share is the highest among local representatives (83%), followed by Dutch government respondents (76%) and PUM experts and staff (69%).

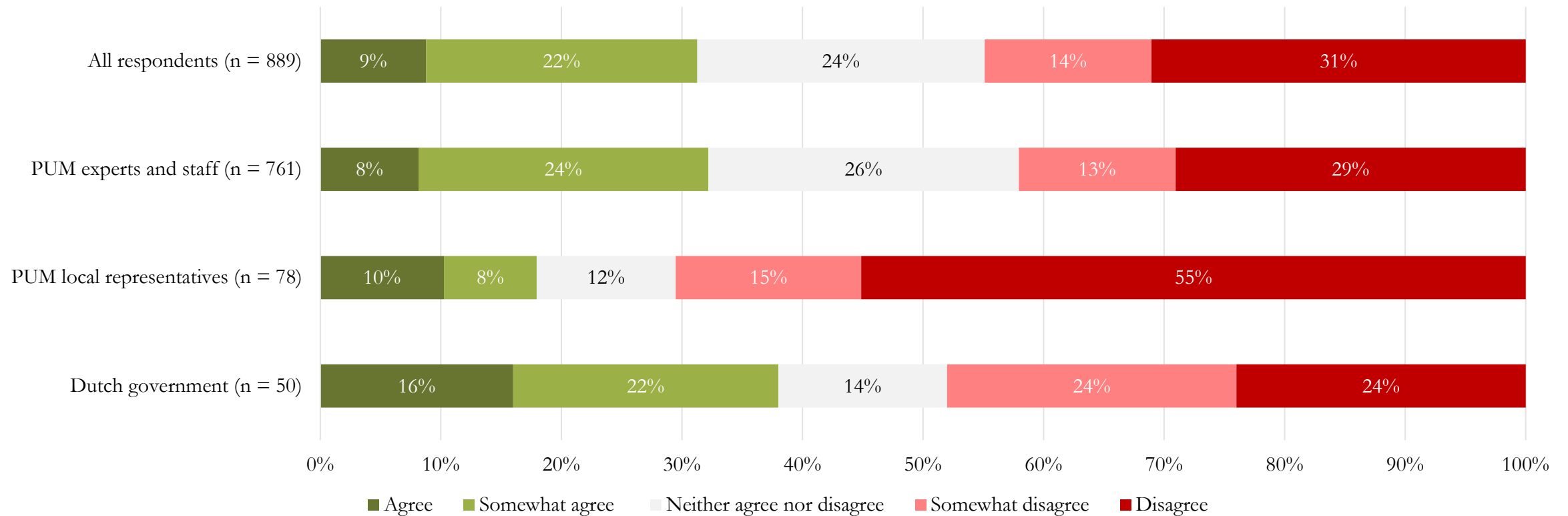
*‘PUM adds value relative to other private sector development programmes financed by other development partners (not the Dutch government)’*



# 31% see overlap with other Dutch PSD programmes, but only 18% of local reps

38% of Dutch government respondents and 32% of PUM experts and staff believe that there is overlap between PUM's activities and other Dutch PSD programmes, versus only 18% of PUM local representatives.

*“There is overlap (duplication of effort) between PUM's activities and other private sector development programmes financed by the Dutch government”*

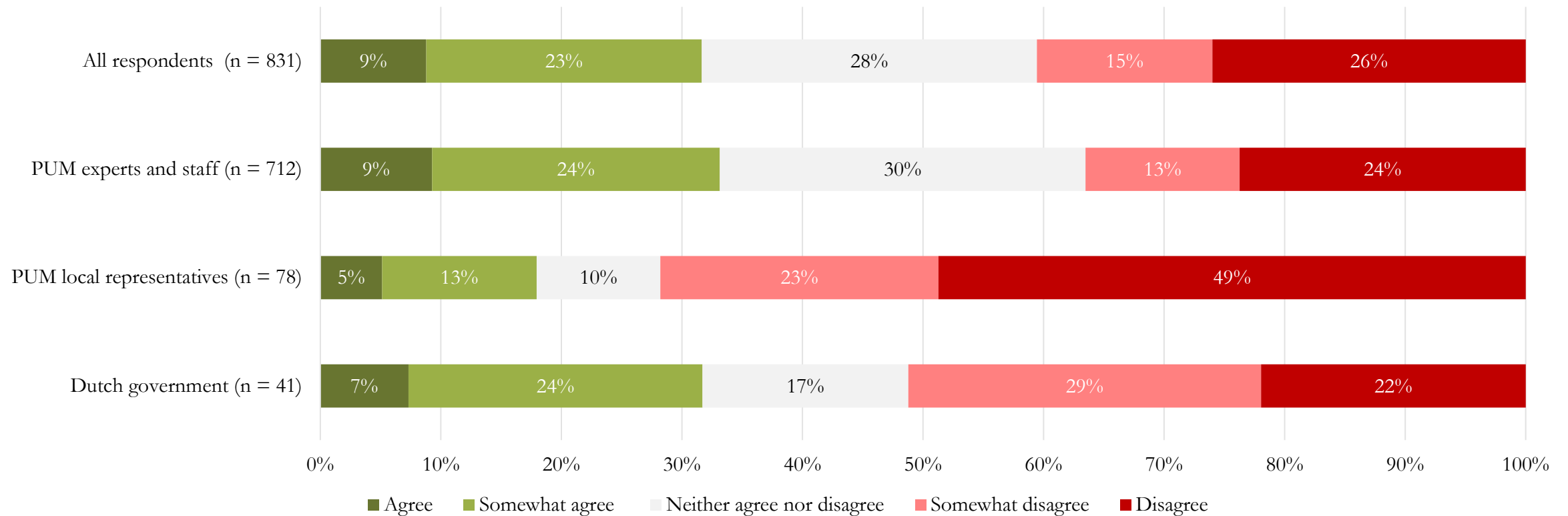




## 32% see overlap with non-Dutch PSD programmes, but only 18% of local reps

33% of PUM experts and staff and 31% of Dutch government respondents see overlap between PUM and non-Dutch PSD programmes, versus 18% of PUM local representatives.

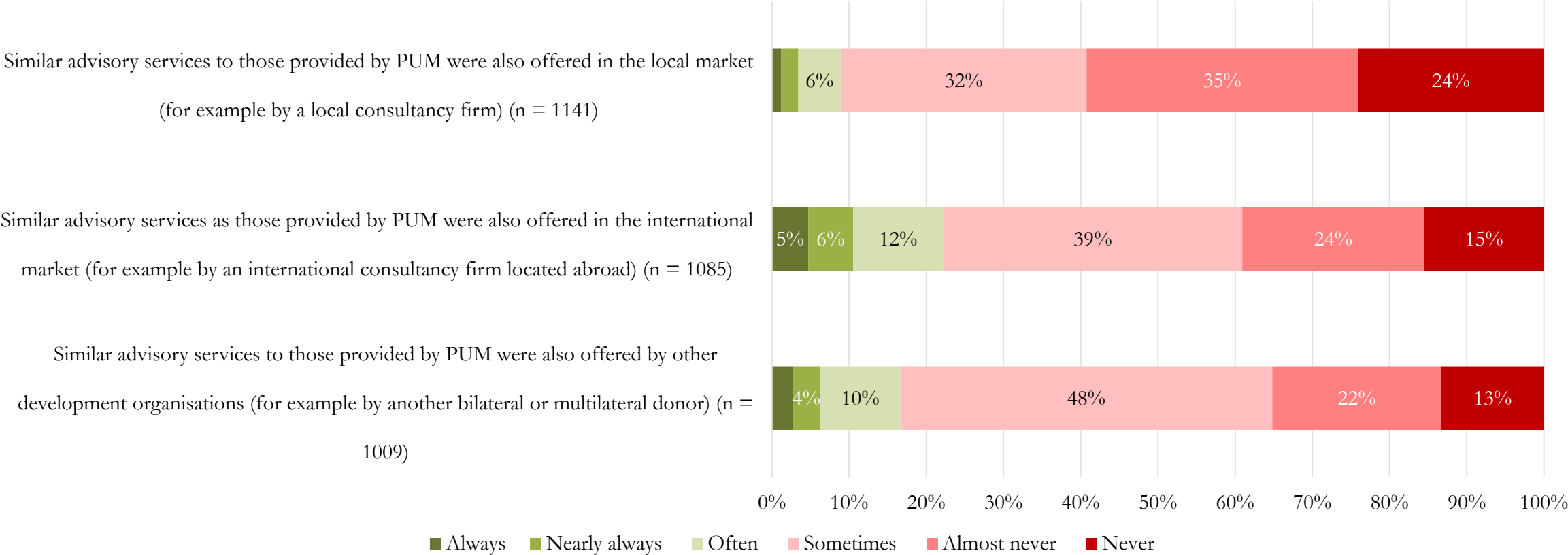
*“There is overlap (duplication of effort) relative to other private sector development programmes financed by other development partners (not the Dutch government)”*



# PUM services are largely seen as additional to the local market

Respondents believe that similar services are to some extent provided by the local market (41%), international market (61%) markets, and other development organisations (65%).

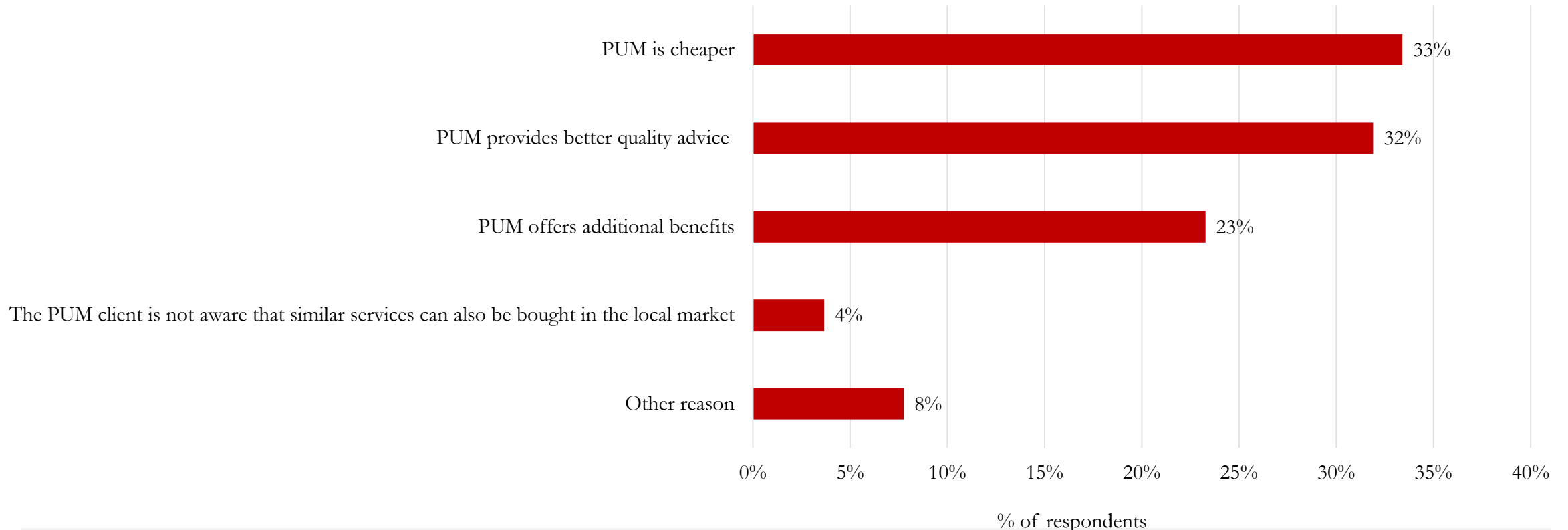
*“Based on your experience with PUM between 2017 and 2020, please indicate how often you believe the following was the case”*



## PUM services are seen as cheaper and higher quality than those offered by the local market

According to respondents, clients may prefer PUM to other advisory services in the local market because PUM is cheaper (33%), provides better quality (32%), or offers additional benefits (23%).

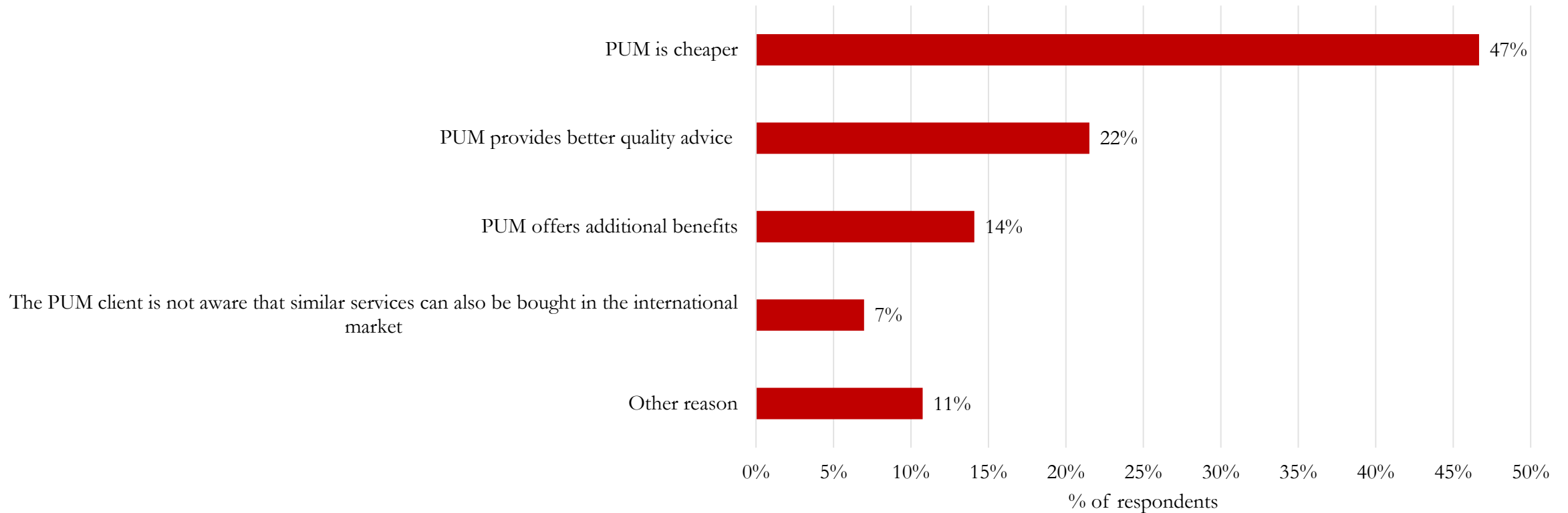
*“In cases where similar advisory services are also offered in the **local market**, what do you think is the key reason why PUM clients may still prefer PUM’s advisory services?” (n = 476)*



# PUM services are mostly seen as cheaper than those offered by the international market

According to respondents, clients prefer PUM's services to those offered in the international market because PUM is cheaper (47%), provides better quality (22%), or offers additional benefits (14%).

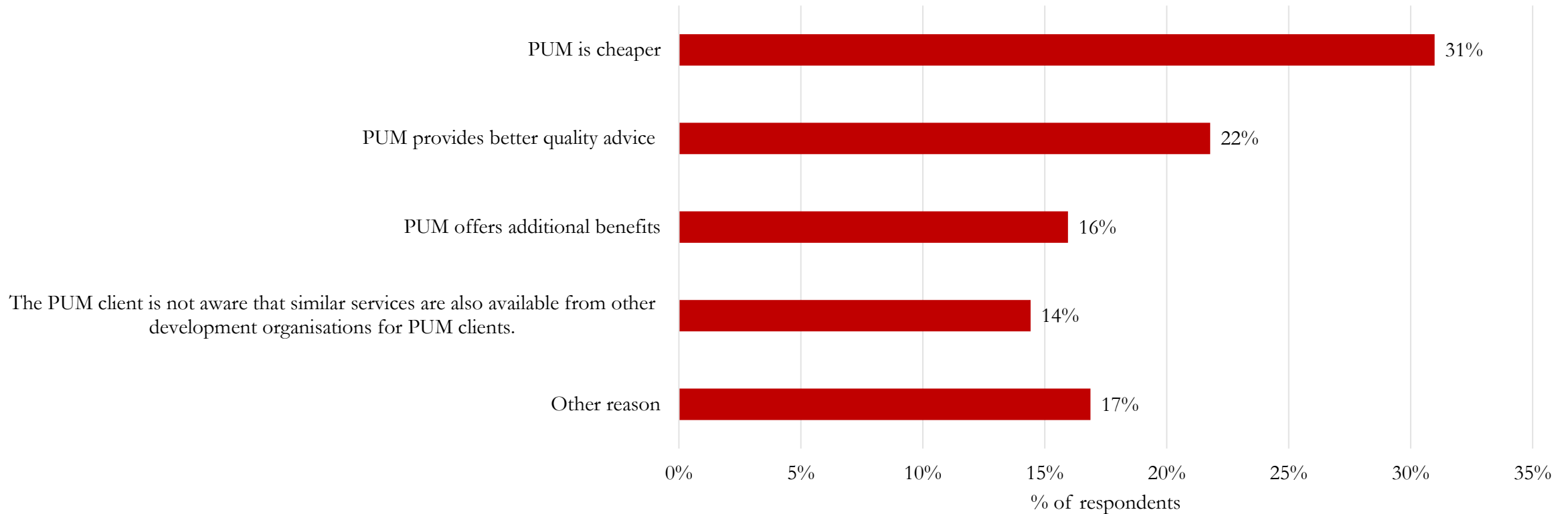
*"In cases where similar advisory services were also offered in the **international market**, what do you think was the key reason why PUM clients still preferred PUM's advisory services?" (n = 660)*



## PUM services are also seen as cheaper than those offered by other development organisations

According to respondents, clients prefer PUM's services to those supplied by other development organisations because PUM is cheaper (31%), provides better quality (22%), or offers additional benefits (16%).

*“In cases where similar advisory services were also offered by other development organisations, what do you think was the key reason why PUM clients still preferred PUM's advisory services?” (n = 652)*



# PUM not seen as highly additional to other development organisations

Only 40% of respondents see PUM as highly additional to other development organisations (i.e., offering services that PUM clients would otherwise (almost) never have been able to obtain), compared to 68% for the local market and 67% for the international market.

*“Based on your experience with PUM between 2017 and 2020, what do you think would have happened (and how often) in case PUM had not provided the advisory services?”*

