

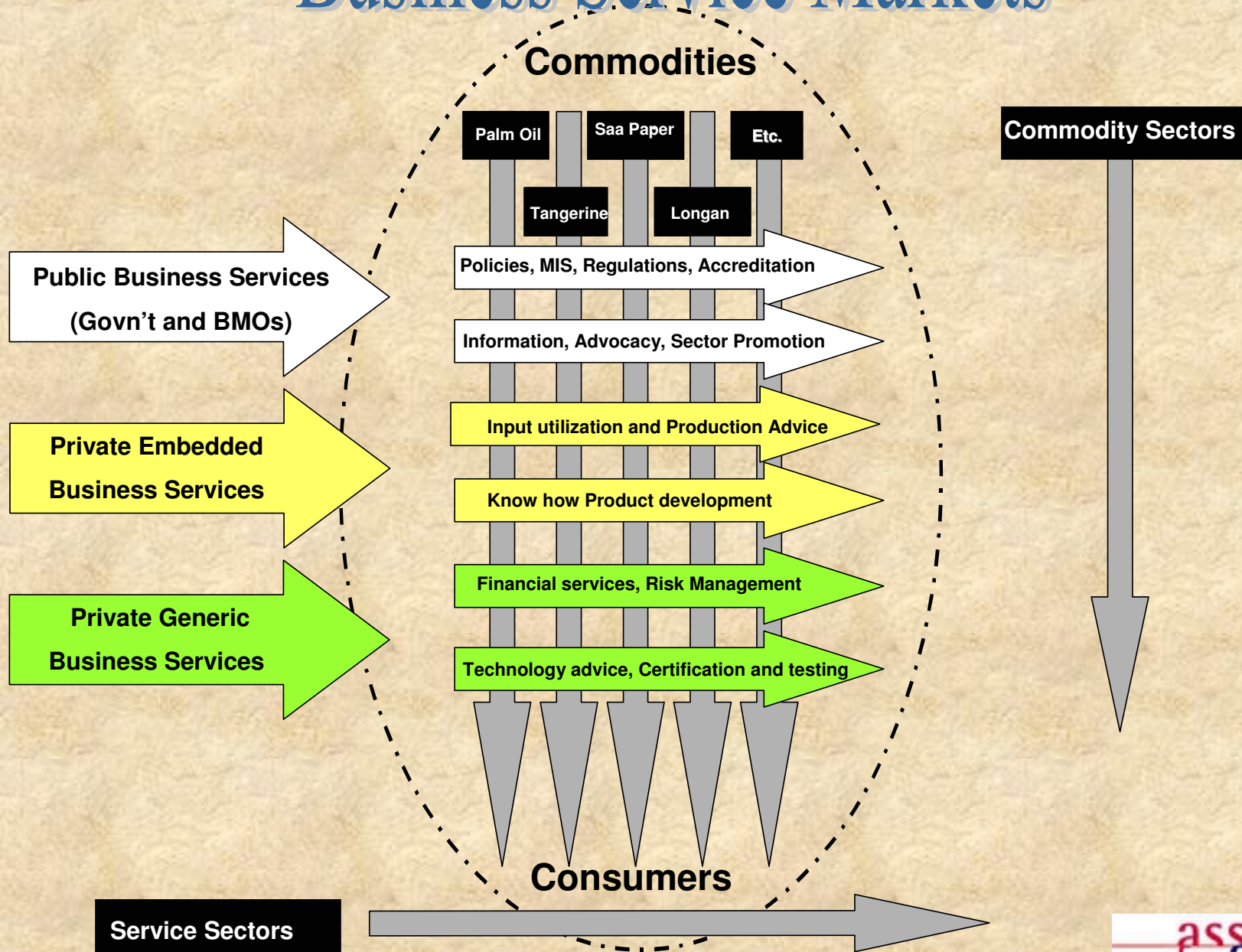
*The Thai-German
Programme for Enterprise Competitiveness*

Impact Assessment System

Programme Hypothesis

- ▶ If we do THIS then THAT should happen
- ▶ If ... we support the sustainable access of SMEs to business, financial and eco-efficiency services
- ▶ then ... they should become more competitive

Business Service Markets



Competitiveness

▶ What to measure?

- Productivity
- Business Performance
- Innovation
- Environmental Sustainability

▶ Where to measure?

- Our immediate beneficiary SMEs
- Other SMEs in comparable situations

Sustainable Service Markets

► What to measure?

- Changes in Demand for our selected services
- Changes in quantity and quality of supply
- Changes in the supporting environment

► Where to measure?

- In our direct beneficiary SMEs
- In other similar SMEs

Developing Relevance

- ▶ Choose a sub-sector or value chain according to a set of criteria
- ▶ Perform a constraints and opportunities analysis in the SMEs in that sub-sector
- ▶ Establish which of these are the most important/relevant
- ▶ Identify sustainable solutions involving service providers
- ▶ Design interventions to improve the market for the service

Implications

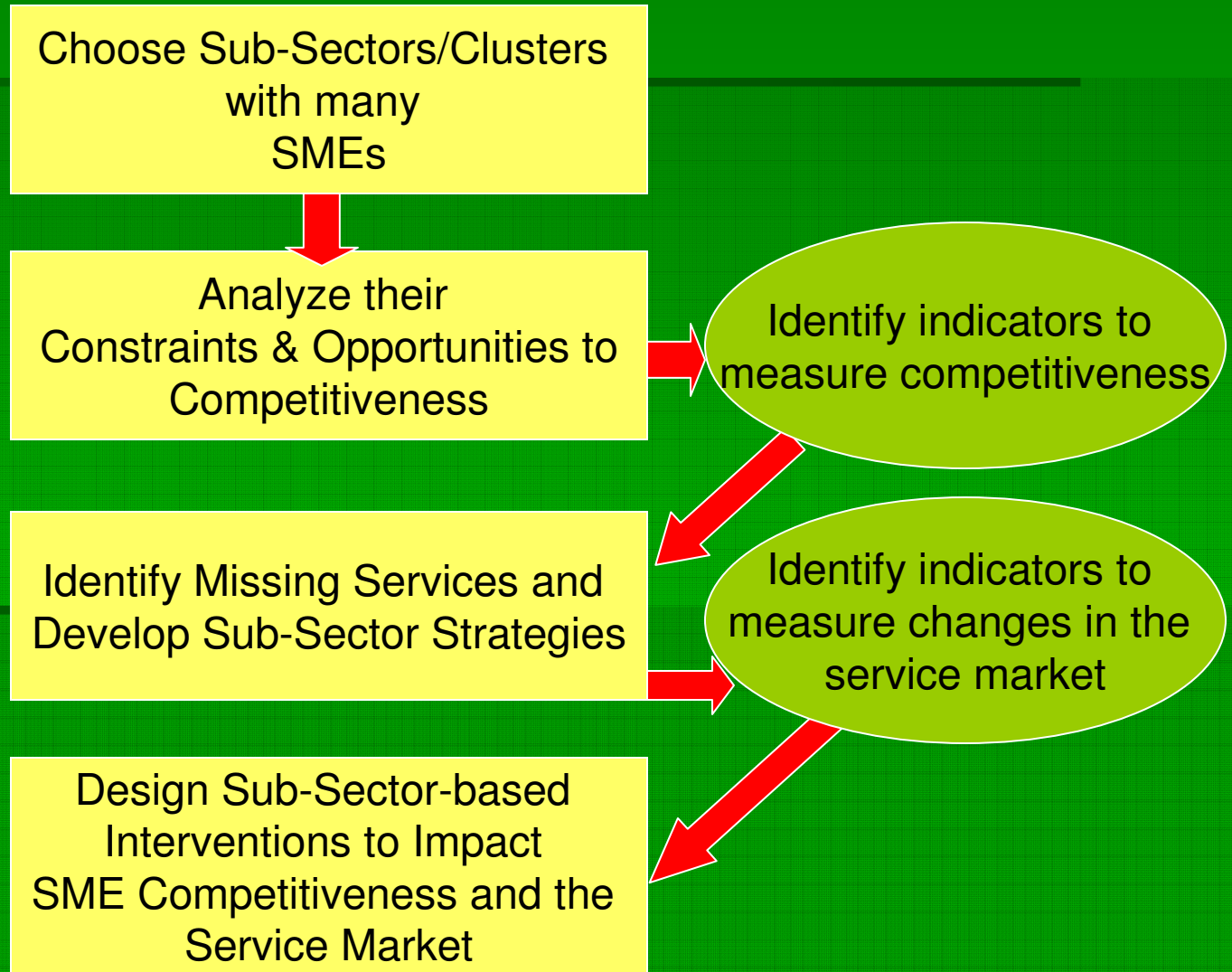
- ▶ We have greater “plausible attribution”
- ▶ We have greater “buy-in” from SMEs and service providers

HOW to Measure?

- ▶ The subject of this week's work
 - Intervention Reports
 - Small surveys
 - Anecdotes

Done at the project level.

The Programme Sequence



Indicators: Competitiveness

1. The productivity of selected SMEs in at least 4 selected agro-industry sub-sectors, when compared with baseline studies that measure sub-sector averages, has surpassed sub-sector averages by at least 10%. These productivity improvements will be reached within three years of starting the programme's interventions and will be measured by comparing inputs (land, labour, energy, and capital) with outputs (turnover, value added and quantities).

Indicators: Competitiveness

2. In at least 4 agro-industry sub-sectors, 50% of the selected SMEs improve their business performance by 15%, compared to industry averages, within three years of starting the programme's interventions. This will be measured on the basis of increased market share, higher return on capital, increased investment, higher profits or an increase in the sales volume of SMEs in the selected sub-sectors.

Indicators: Competitiveness

3. SMEs in at least 4 agro-industry sub-sectors improve their productivity or business performance by introducing innovations in the form of either new products or processes. In each sub-sector at least one internationally recognised innovation is introduced within three years start of the interventions.

Indicators: Competitiveness

4. When compared with baseline data, at least 20% of the selected SMEs in at least 4 agro-industry sub-sectors reduce their negative impact on the environment through the application of eco-efficiency principles, within three years of the start of interventions.

Indicators: Service Markets 1

1. The policy, legal, and regulatory or institutional framework conditions impinging on either SME competitiveness or the business and financial services market has improved. Improvements will be recorded through empirical surveys.
 - At least 15% of the SMEs in the selected sub-sectors report a specific and tangible improvement in these conditions within the time frame of the programme and,
 - At least 4 policy, legal or regulatory or institutional issues have been formally raised, discussed and are in the process of consideration by the concerned authorities.

Indicators: Service Markets 1

2. The demand, as recorded through increased awareness, understanding, use and satisfaction, for the selected business and financial services has increased:
 - This will be measured by a 10% increase, over and above sub-sector averages within three years of the commencement of the programme's interventions.
 - More than 50% of the SMEs using the services report that these services have had a positive impact on their competitiveness within three years of the commencement of the intervention.

Indicators: Service Markets 1

3. The supply of newly introduced business and financial services, as offered to the selected SMEs, by private, public or parastatal providers, has increased by at least 20 products within three years of the start of the programme.

Indicators: Service Markets 2

1. The policy, legal and regulatory or institutional framework conditions impinging on either SME competitiveness or the eco-efficiency services market has improved. Improvements will be recorded through empirical surveys.
 - At least 15% of the SMEs in the selected sub-sectors report a specific and tangible improvement in these conditions within the time frame of the programme and,
 - At least 4 policy, legal or regulatory or institutional issues have been formally raised, discussed and are in the process of consideration by the concerned authorities.

Indicators: Service Markets 2

2. The demand, as recorded through increased awareness, understanding, use and satisfaction, for the selected eco-efficient services has increased:
 - This will be measured by a 10% increase, over and above sub-sector averages within three years of the commencement of the programme's interventions.
 - More than 50% of the SMEs using the services report that these services have had a positive impact on their competitiveness.

Indicators: Service Markets 2

3. The supply of selected eco-efficient services, as offered to the selected SMEs, by private, public or PPP providers, has increased by at least 20 products within three years of the start of the programme.