

## Internship Product

### *Introduction*

This document consists of the OVI-sheet of 1049 which is the document to complete the home textiles home decorations (1049) programme. The OVI-sheet is a template used in all CBI ECP's to complete the programme. The OVI (objectively verifiable indicators) offer a quick overview of the results of the programme based on measurement of the Key Performance Indicators (KPI's). These results are analysed by an external evaluation organisation (in this case likely APE) and compared to the target results formulated in the programme's business case.

All columns speak for themselves, with the exception perhaps of cluster scores (D and E). At the start of a programme, a CBI consultant (external expert) visits the participating SME and scores the SME on 13 clusters (finance, marketing, products, management, etc). On a scale of 1-4. An average score of 2, with no individual cluster below 2 is considered sufficient to complete the programme. Based on the baseline audit, an action plan is drafted to raise and improve the lowest cluster scores. The expert visits the company every year for 5 years to make a new audit and check whether the action plan is implemented and cluster scores improve.

The Ministry of Foreign Affairs only funds CBI for SME's which completed the programme. So it is very important that as many SME's as possible score 2 on average and on every individual cluster. The cluster score is for budget purposes the most important indicator, also because when SME's fail the programme it is almost always because of their cluster scores. In addition, cluster scores measure outcomes of an ECP at the "lowest" level that of "improved knowledge/skills". This is the basis for the second outcome level of "business practices" and the third outcome level of "export/employment", which according to CBI's rationale leads to macro-level impact results.

As already explained in the internship report, data had contrasting values between archival systems and between experts. An overview of these contrasting values is provided in the "overview contrasting data" tab. After I dug up all possible data available in CBI's archives, the programme manager, the experts and myself thought of a strategy to solve this problem which ultimately led to the OVI-sheet presented in the "completion 1049" tab. Finally it is important to know that collecting and archiving data was not only a problem for 1049, but for many other programmes as well. One of the reasons why PRIME is of such importance to CBI. Although low response rate of SME's (apparent in missing export data) is a problem still to be solved, not only by PRIME, but by (academic) private sector development impact studies as well.

Further information on this document is provided both in the internship work plan and report.

These data are classified, to respect this I have left out company names in the data.

KPI Export Turnover

EXPORT 2008			EXPORT 2009			EXPORT 2010			EXPORT 2011			EXPORT 2012			EXPORT 2013		
EJ/EFTA	Non EJ/EFTA	Total	EJ/EFTA	Non EJ/EFTA	Total	EJ/EFTA	Non EJ/EFTA	Total	EJ/EFTA	Non EJ/EFTA	Total	EJ/EFTA	Non EJ/EFTA	Total	EJ/EFTA	Non EJ/EFTA	Total
28.865.00	21.342.00	50.377.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
5.000.00	10.000.00	15.000.00	30.000.00	150.000.00	180.000.00	28.000.00	210.000.00	238.000.00	28.000.00	210.000.00	238.000.00	32.000.00	180.000.00	212.000.00	92.000.00	na	na
308.117.00	66.147.00	374.264.00	613.927.00	386.728.00	1.000.655.00	650.000.00	450.000.00	1.100.000.00	1.098.988.00	586.580.00	1.685.518.00	1.484.174.00	443.485.00	1.928.199.00	820.374.00	9.945.00	11.307.00
0.00	35.473.00	35.473.00	3.000.00	128.000.00	131.000.00	2.287.00	188.383.00	190.650.00	0.00	9.111.00	9.111.00	0.00	16.510.00	16.510.00	0.00	374.000.00	374.000.00
83.385.00	14.188.00	78.040.00	60.000.00	180.000.00	240.000.00	65.000.00	410.000.00	475.000.00	883.522.00	0.00	883.522.00	662.841.00	625.828.00	625.828.00	625.828.00	0.00	625.828.00
0	8513	8513	7.000.00	4.000.00	11.000.00	4.000.00	6.000.00	10.000.00	14.000.00	382.000.00	396.000.00	390.000.00	97.829.00	127.829.00	141.857.00	114.857.00	191.429.00
425.00	73.783.00	74.208.00	745.00	104.855.00	105.600.00	0.00	10.000.00	10.000.00	0.00	138.000.00	138.000.00	0.00	na	na	na	na	na
61.715.84	54.155.18	115.871.02	20.645.00	8.795.00	29.440.00	21.485.80	4.453.49	25.939.29	73.811.00	3.032.43	76.843.53	42.179.98	1.887.23	43.867.21	55.742.05	2.228.86	57.971.71
5.872.06	6.309.788.00	6.315.660.06	23.181.00	83.412.00	106.593.00	92.026.35	123.108.92	221.135.27	90.734.96	98.643.31	189.378.27	80.734.96	86.643.11	166.021.38	80.634.11	76.518.89	157.530.00
0.00	0.00	0.00	5.000.00	40.000.00	45.000.00	100.000.00	35.000.00	135.000.00	105.000.00	8.000.00	113.000.00	130.000.00	0.00	130.000.00	na	na	na
0.00	0.00	0.00	20.000.00	20.000.00	40.000.00	80.000.00	80.000.00	160.000.00	105.000.00	200.000.00	305.000.00	80.000.00	120.000.00	200.000.00	na	na	na
0.00	0.00	0.00	5.000.00	25.000.00	30.000.00	15.000.00	10.000.00	25.000.00	17.000.00	130.000.00	147.000.00	12.000.00	150.000.00	162.000.00	na	na	na
5.000.00	0.00	5.000.00	52.982.25	1.774.15	54.756.40	73.401.86	2.188.43	75.570.29	44.980.54	15.982.71	60.732.55	33.299.95	24.127.82	57.427.47	29.229.86	52.316.51	81.549.37
0.00	0.00	0.00	2.073.33	3.233.69	5.307.02	1.292.15	13.466.35	14.758.50	3.900.01	10.372.55	14.272.86	8.075.39	14.497.74	22.526.13	4.985.01	866.40	5.554.41
negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	0.00	43.688.00	39.895.00	0.00	39.895.00	73.442.00	0.00	73.442.00
negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	na	na	na	na	na	na	na	na
negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	na	na	na	na	na	na	na	na
22.760.00	338.662.00	361.422.00	0.00	106.305.00	106.305.00	0.00	15.020.00	15.020.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
52.701.00	6.363.00	59.064.00	84.003.00	3.208.00	87.212.00	26.119.00	0.00	26.119.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	108.149.00	108.149.00	0.00	750.000.00	750.000.00	0.00	800.000.00	800.000.00	0.00	616.000.00	616.000.00	0.00	103.000.00	103.000.00	0.00	137.000.00	137.000.00
0.00	35.473.00	35.473.00	20.373.00	27.164.00	47.537.00	33.955.00	36.671.00	70.626.00	20.373.00	27.164.00	47.537.00	13.882.00	20.373.00	33.895.00	6.719.00	20.373.00	27.164.00
8.088.39	12.815.47	20.903.86	39.300.00	1.709.00	41.009.00	44.520.00	1.793.31	46.313.31	na	na	na	na	na	na	na	na	na
36.530.29	40.890.49	77.420.78	31.715.00	103.982.00	135.697.00	na	na	na	na	na	na	na	na	na	na	na	na
3.400.00	81.538.81	84.938.81	12.389.00	108.779.00	121.168.00	22.085.54	128.049.75	150.135.29	9.982.00	62.799.00	72.781.00	31.893.00	88.250.00	120.143.00	0.00	0.00	0.00
6.720.43	28.650.24	35.370.67	6.588.00	53.710.00	60.298.00	19.769.99	64.639.96	84.409.95	na	na	na	na	na	na	na	na	na
5.246.49	558.77	5.805.26	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
15.000.00	89.000.00	104.000.00	20.850.00	74.000.00	94.850.00	24.810.00	9.881.00	34.691.00	19.879.00	0.00	19.879.00	0.00	74.383.00	74.383.00	na	na	na
270.732.00	175.575.00	446.307.00	260.000.00	155.000.00	415.000.00	285.894.00	108.423.00	394.317.00	218.396.00	192.311.00	410.707.00	233.556.00	79.980.00	312.746.00	82.912.00	151.386.00	234.301.00
129.986.00	117.573.00	247.559.00	137.156.00	0.00	137.156.00	158.812.00	238.461.00	398.273.00	208.185.00	319.744.00	528.889.00	189.448.00	47.313.00	576.151.00	110.881.00	465.040.00	575.930.00
4.313.00	0.00	4.313.00	6.750.00	0.00	6.750.00	1.875.00	12.750.00	14.625.00	4.988.00	0.00	4.988.00	2.753.00	0.00	2.753.00	0.00	0.00	0.00
902.333.00	283.723.00	1.186.056.00	882.134.00	238.550.00	1.120.684.00	562.379.00	158.620.00	720.999.00	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible
negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	negligible	na	na	na	na	na	na	na	na
0.00	3.757.00	3.757.00	negligible	negligible	negligible	negligible	negligible	negligible	na	na	na	na	na	na	na	na	na
0.00	0.00	0.00	279.080.00	767.470.00	1.046.550.00	500.000.00	1.000.000.00	1.500.000.00	500.000.00	0.00	500.000.00	300.000.00	400.000.00	700.000.00	0.00	0.00	0.00
4.526.00	8.675.00	13.199.00	6.000.00	139.000.00	145.000.00	2.000.00	98.000.00	100.000.00	na	na	na	2.000.00	8.000.00	10.000.00	na	na	na
0.00	27.194.60	27.194.60	0.00	6.767.00	6.767.00	448.20	762.24	1.210.44	2.488.00	1.130.00	3.688.00	855.00	1.189.00	2.044.00	5.180.00	928.00	1.446.00
2.151.282.50	7.888.219.50	10.049.502.00	3.016.142.58	4.028.527.84	7.044.670.42	3.319.939.99	4.216.183.45	7.585.143.44	3.143.076.60	3.094.102.45	6.147.179.05	3.441.289.28	2.302.532.80	5.143.922.08	1.972.868.02	1.570.340.86	3.646.769.49

KPI Business Contacts (BC's)

Trade contacts- M&O 2009		Trade contacts- Ambiente 2009		Trade contacts-M&O 2 2009		Trade contacts-Ambiente 2010		Trade contact - M&O 2010		Trade contacts- M&O 2 2010		Trade contacts- Ambiente 2011		Trade contacts - M&O 2011		Trade contacts-Ambiente 2012		Trade contacts-M&O 2012		Trade contacts-Ambiente 2013	
EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU	EU/EFTA	Non EU
11	0							11													
no fair participation, but B2B-activities																					
39	7			34	7			58	11					69	13			16	5		
										28	13			16	10						
				23	8					23	8			24	10						
19	13							45	16					41	20		27	13			
		13	13																		5
57	10							76	6	62	5										1
		19	5											32	6	13	6			4	0
								30	15					14	10			27	1		
60	17							96	28												
		30	12									11	11								
												14	9			26	15				
no fair participation																					
														43	22			16	8		
														10	5						
no fair participation, but B2B-activities																					
19	10							69	19							16	6				
				28	0	26	0					18	10								
				21	4					21	3										
				31	0			27	6	20	9										
				12	4					19	2										
				0	0	17	0							24	9			25	10		
												11	2								
				10	4					15	12							14	4		
												13	7								
										38	5			18	6			15	1		
drop-out																					
												6	2			6	2				
												23	9								
		39	13																		
				41	18					39	24			43	12						
<b>205</b>	<b>57</b>	<b>101</b>	<b>43</b>	<b>200</b>	<b>45</b>	<b>43</b>	<b>0</b>	<b>412</b>	<b>101</b>	<b>265</b>	<b>81</b>	<b>96</b>	<b>50</b>	<b>334</b>	<b>123</b>	<b>88</b>	<b>42</b>	<b>113</b>	<b>29</b>	<b>9</b>	<b>1</b>

KPI Overall Results including Employment Increase

EU/EF TA trade contacts (total)	Non EU/EFTA trade contacts (total)	Total trade contacts	% of total trade contacts (total)	% of total export to EU	EU/EF TA Export (€)	Non-EU/EF TA Export (€)	Total Export	Employment increase	No of employees at start ECP	Year of establishment
22	0	22	100,0	57,6	28.965,00	21.342,00	50.307,00	9	17	1995
<b>B2B</b>				14,4	118.000,00	700.000,00	818.000,00	8	100	1970/1991
182	36	218	83,5	77,0	81.678,00	24.451,00	106.129,00	10	60	1984
78	30	108	72,2	65,9	4.976.090,00	2.577.498,00	7.553.588,00	10	24	1986
0	0	0	0,0	1,4	5.287,00	382.197,00	387.484,00	-3	10	2005
70	26	96	72,9	75,6	2.881.991,00	930.000,00	3.811.991,00	20	15	2000
27	13	40	67,5	30,5	471.508,00	1.073.675,00	1.545.184,00	20	25	2001
105	49	154	68,2	70,1	20.000,00	8.513,00	28.513,00	-28	40	2004
13	13	26	0,0	0,3	1.170,00	416.638,00	417.808,00	5	30	1995
5	1	6	0,0	0,0	0,00	0,00	0,00	10	10	1982
195	21	216	90,3	78,9	277.579,87	74.352,99	351.932,86	15	13	1992
0	0	0	0,0	5,3	383.183,44	6.796.034,43	7.179.217,87	30	30	2001
68	17	85	80,0	80,4	340.000,00	83.000,00	423.000,00	20	200	1971
27	1	28	96,4	40,4	285.000,00	420.000,00	705.000,00	40	340	1991
44	25	69	63,8	10,9	49.000,00	400.000,00	449.000,00	15	50	1959
156	45	201	77,6	62,0	24.500,00	15.000,00	39.500,00	0	40	1987
11	11	22	50,0	71,2	238.004,46	96.371,32	334.375,78	20	80	2006
70	36	106	66,0	32,6	20.326,89	42.091,73	62.418,62	0	60	1989
<b>no fair participation</b>				100,0	303.545,00	0,00	303.545,00	-156	234	1998
59	30	89	66,3	n/a	neglegible-n/a	neglegible-n/a	neglegible-n/a	64	64	2005
10	5	15	66,7	n/a	0,00	0,00	0,00	16	16	2006
0	0	0	0,0	33,7	232.760,00	457.987,00	690.747,00	0	200	1973
<b>no fair participation</b>				94,4	162.823,00	9.572,00	172.395,00	6	2004/2001	
16	6	22	72,7	0,0	0,00	2.512.419,00	2.512.419,00	20	12	2003
88	29	117	75,2	36,2	95.054,00	167.218,00	262.272,00	-55	80	1992
72	10	82	0,0	84,9	91.918,39	16.317,78	108.236,17	65	80	2004-2005
42	7	49	85,7	37,6	68.245,29	113.157,49	181.402,78	0	131	2005
78	15	93	83,9	14,9	79.013,54	450.531,56	529.545,10	57	24	2002
31	6	37	83,8	18,4	33.058,42	147.020,20	180.078,62	26	18	2006
17	0	17	0,0	90,4	5.246,49	558,77	5.805,26	60	74	
49	19	68	72,1	36,0	80.539,00	143.274,00	223.813,00	0	20	1992
11	2	13	84,6	61,0	1.351.200,00	862.086,00	2.213.286,00	55	55	2003
39	20	59	66,1	36,7	901.438,00	1.555.130,00	2.456.568,00	36	40	1992/1995
13	7	20	65,0	61,9	20.679,00	12.750,00	33.429,00	0	42	2001
71	12	83	85,5	77,9	2.326.846,00	658.893,00	2.985.739,00	0	29	1988
<b>drop-out</b>				n/a	0,00	0,00	0,00	0	8	1990/2003
12	4	16	75,0	0,0	0,00	3.757,00	3.757,00	0	90	1987
23	9	32	71,9	39,3	1.079.080,00	1.667.470,00	2.746.550,00	88	90	
39	13	52	75,0	5,4	14.526,00	253.673,00	268.199,00	13	47	2000
123	54	177	69,5	10,1	4.259,20	37.970,84	42.230,04	10	12	2004
<b>1866</b>	<b>572</b>	<b>2438</b>	<b>60,8</b>	<b>43,6</b>	<b>17.052.514,99</b>	<b>23.130.950,11</b>	<b>40.183.466,10</b>			

