



EVALUATION OF THE UNDP SUPPORT TO

PRIVATE SECTOR

DEVELOPMENT

AND

STRUCTURAL

TRANSFORMATION

ANNEXES

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Annex 1 – Evaluation’s terms of reference

I. Introduction

1. The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking an *Evaluation of UNDP’s support to private sector development and structural transformation*. The evaluation is part of the IEO’s revised multiyear work programme 2022-2025, and it is the first assessment by the IEO in this highly strategic area of work for UNDP. The evaluation will be presented to the Annual Session of the UNDP Executive Board in June 2024.
2. The evaluation builds around UNDP’s definition of private sector as “a basic organizing principle of economic activity in a market-based economy where private ownership is an important factor, markets and competition drive production, and private initiative and risk-taking set activities in motion”.¹ For UNDP, the private sector encompasses a large number of actors, including: multinational companies, large domestic companies, Micro, Small and Medium Enterprises (MSMEs),² financial institutions, social enterprises, mutual organizations, corporate foundations, State-Owned enterprises, and business intermediaries and interlocutors such as Chambers of Commerce and Industry and business associations.
3. The evaluation will refer to “private sector development” as the support provided by UNDP to private enterprises to enhance their growth, competitiveness, and resilience, with the aim to promote sustainable economic development and poverty reduction. “Structural transformation” will encompass change processes for green, inclusive, and digital transitions of enterprises.³ “Private sector engagement” will describe the collaborations established by UNDP with the private sector to advance the sustainable development agenda at large, and across sectors (e.g., on energy or health).⁴

II. Background

4. Sustained economic growth remains a critical pathway out of poverty in less-developed settings. While numerous factors contribute to determine countries’ economic development, it is their market sizes, infrastructure level, innovation capabilities, and human capital which drive competitiveness and national income differentials the most.⁵

¹ UNDP’s Private Sector Development and Partnership Strategy (2018-2022)

² According to the International Finance Corporation, a MSME is defined as having less than 300 employees and annual sales lower than US\$ 15 million. However, the statistical definition of MSMEs varies by country, and generally refers to Micro Enterprises as companies/producers having at least 5 employees.

³ UNDP Strategic Plan, 2022-2025.

⁴ Adapted from UNDP. (2016). Private Sector Partnerships: purpose and definitions.

⁵ World Economic Forum. (2019). The Global Competitiveness Report. 2019.

5. In developing countries and emerging economies, private enterprises – and particularly MSMEs – remain the main source of employment, with about 90 percent of the national workforce contributing to up to 40 percent of Gross Domestic Products.⁶ Their high potential impact notwithstanding, MSMEs are however often challenged by economic shocks in an environment that is not favorable for their survival and expansion. In developing countries, doing business appears significantly more difficult, as regulations, norms, and capacities challenge the starting of activities, the availability of credit, the enforcement of contracts, and the possibility of trading across borders. Market inefficiencies with unfavorable trade and investment conditions, inconducive macro-economic and industrialization national policies, and generalized perceptions of high risks, all further reduce the companies’ growth, resilience, and ability to absorb shocks.⁷ While small businesses also report higher climate-related environmental risks to their operations, they remain less likely to act.⁸ More than two-thirds of employment continues to be channeled through informal economic activities, which generally offer lower salaries and less protection to workers, many of whom are women and youth.⁹

Table 1: Ease of doing business, 2015-19

	2015	2016	2017	2018	2019	AVERAGE	VARIATION
INCOME							
High income	72.83	73.25	73.71	73.90	74.40	73.62	1.57
Upper middle income	61.96	62.69	63.60	64.40	65.14	63.56	3.19
Lower middle income	52.77	53.70	54.80	56.09	57.40	54.95	4.63
Low income	43.40	43.76	44.67	46.09	46.91	44.97	3.51
WORLD REGION							
Africa Eastern and Southern	49.76	50.57	51.72	52.92	53.54	51.70	3.78
Africa Western and Central	45.24	46.04	47.23	48.43	49.84	47.36	4.60
Arab World	52.23	52.59	53.54	54.88	56.50	53.95	4.28
East Asia & Pacific	63.15	63.89	64.63	65.43	65.96	64.61	2.81
Europe & Central Asia	72.68	73.52	74.29	74.73	75.36	74.12	2.68
Latin America & Caribbean	58.40	58.58	58.94	59.23	59.51	58.93	1.11
Middle East & North Africa	56.38	56.83	57.76	59.14	60.98	58.22	4.61

⁶ Source: World Bank and International Finance Corporation.

⁷ Small firms die at an average rate of 8.2 percent per year, the probability of failure rising to 26 percent in the first year of operation. Source: World Bank Group and UKAid. Strategic Research Program: Private Sector Development, Firm Dynamics, and the Role of Government Policies.

⁸ International Trade Center. (2021). SME Competitiveness Outlook: empowering the green recovery.

⁹ Elgin, C., Kose, M. A., Ohnsorge, F., & Yu, S. 2021. Understanding Informality. CERP Discussion Paper 16497, Centre for Economic Policy Research, London.

North America	81.67	81.57	81.45	81.63	81.82	81.63	0.14
OTHER							
Fragile and conflict affected situations	43.59	43.69	44.31	45.22	45.91	44.54	2.33
Least developed countries	45.19	45.80	46.74	47.94	48.97	46.93	3.79

Source: World Bank. Green color emphasis added to highlight positive and negative deviations from the means, respectively.¹⁰

6. Globalization, trade liberalization, and the acceleration of technological advancements have radically altered the development landscape since the beginning of the 21st century. The faster growth of connected services – including transport and logistics, information and communication technologies, and business and professional services – has enhanced contacts between buyers and consumers, improved efficiency, and supported innovation for higher competitiveness and increased trade opportunities.¹¹
7. As the socio-economic growth potential induced by these changes remains mostly uncontested, it is clear that a different development pathway is yet needed to overcome the challenges posed by the climate crisis and the mounting levels of inequality. Building back better after the COVID-19 pandemic requires new economic systems that combine “productivity”, “people”, and “planet” targets, and a shift in the way both governments and the private sector invest their resources towards a “net-zero, nature positive, and more equitable future”.¹² Reviving and transforming markets call for measures that address the three largest challenges to their development: a) insufficient access to finance, with limited incentives for companies to engage in sustainable and inclusive businesses; b) market concentration, with large productivity and profitability gaps in different sectors between the top companies and others; and c) inadequate consideration paid to local prosperity and resilience in supply chains of internationally traded goods.¹³

The Sustainable Development Goals and other international agendas

8. The 2030 Agenda for Sustainable Development,¹⁴ the Addis Ababa Action Agenda,¹⁵ and the Paris Agreement on Climate Change¹⁶ call for the engagement of all stakeholders in society – including governments, civil society organizations (CSOs), and the private sector – for the achievement of the

¹⁰ The World Bank discontinued its Doing Business report in 2021, moving to a database of 44 alternative indicators measuring ease of open, operate, and close a business.

¹¹ International Trade Center. (2022). SME Competitiveness Outlook: connected services, competitive businesses.

¹² World Business Council for Sustainable Development (2021). Vision 2050: Time to transform.

¹³ World Economic Forum. (2020). The Global Competitiveness Report: How countries are performing on the road to recovery.

¹⁴ United Nations. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. A/RES/70/1

¹⁵ United Nations. (2015). Addis Ababa Action Agenda of the Third International Conference on Financing for Development. A/RES/69/313

¹⁶ United Nations Framework Convention on Climate Change. (2015). Adoption of the Paris Agreement. FCCC/CP/2015/L.9/Rev.1

objectives therein set. Acknowledging the diversity of the private sector’s composition, the international agendas signed in 2015 invite companies to engage in development processes as partners with shared responsibility, in “a spirit of strengthened global solidarity [...] with the poorest and with people in vulnerable situations”.¹⁷

9. Through multiple references across the Sustainable Development Goals (SDGs), the 2030 Agenda foresees an engagement with the private sector in four capacities: (a) as contributor of resources, innovation, and knowledge; (b) as promoter of sustainable practices that align with environmental and health standards; (c) as enabler of employment and inequality reduction; and (d) as recipient of support, particularly in developing countries and emerging economies.¹⁸ In this last respect, the 2030 Agenda stresses the importance of multi-stakeholder partnerships and work at different levels to promote economic productivity and income increases for small-scale producers, particularly in high value-added and labor-intensive sectors such as agriculture and food production. In order to achieve the Goals therein set - including for the structural transformation of businesses – the international community called for policies and measures that enhance access to basic services and financial assets, promote investment in technology and innovation, support infrastructure development, and correct market disfunctions (see table 2 and Annex 1 for more details).

Table 2: The private sector and the SDGs

ENGAGEMENT OF THE PRIVATE SECTOR IN THE SDG AS...	
<i>Role</i>	<i>Details</i>
Contributor (of resources, innovation, knowledge)	Public Private Partnerships for infrastructure development; Financial resources for developing countries; Sharing of knowledge, expertise, and technology
Promoter (of sustainable practices)	Sustainable management of natural resources; Reduction of food losses; Circular economy development and reduction of waste; Infrastructure upgrading and retrofitting; Sustainable tourism promotion
Enabler (of employment and inequality reduction)	Equality and equity of employment policies (e.g., women, youth, people with disabilities); Decent earning; Safe and secure working environment; Respect of human rights (including re: modern slavery, forced labor, human trafficking, child labor)
Recipient of support (to support higher productivity and expansion opportunities)	Investment promotion regimes; Economic policies (diversification, manufacturing development, support to high value-added and labor-intensive sectors, formalization and growth of MSMEs, equal access to economic resources); Trade policies (special and differential treatment, prevention of market distortions); Access to financial services; Access to productive resources and inputs; Resilience and shock adaptation support

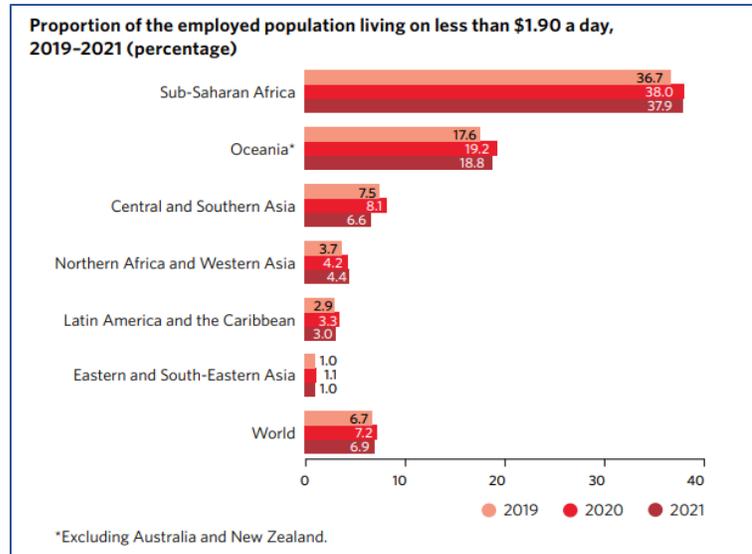
¹⁷ United Nations. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. (A/RES/70/1)

¹⁸ Source: IEO analysis

Progress against select SDG targets.

10. The global fight to eradicate extreme poverty for all by 2030 has so far achieved limited results, with initial progress reversed by the impact of the COVID-19 pandemic. Global trade disruptions, tighter domestic economic policies in developing countries, and health safety measures deepened global and in-country inequality. The United Nations estimate that more than four years of progress against poverty has been erased by the pandemic, with women and youth disproportionately affected by job cuts and the working poverty rate rising for the first time in the last two decades, pushing an additional eight million workers into poverty. The severity of the downturn appears particularly significant in Sub-Saharan Africa, where 38 percent of the employed population live below the international poverty line.¹⁹

Figure 1: Poverty rate of employed population, SDG 1



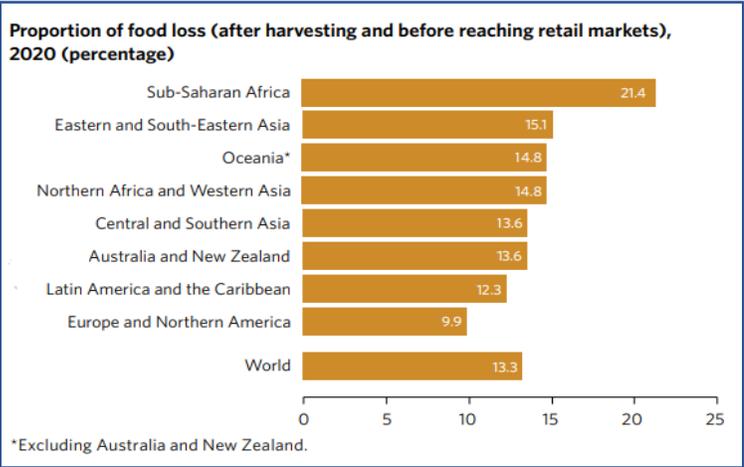
11. While economies with a diversified industrial sector and strong infrastructure sustained less damage, MSMEs, lower-tech industries, informal businesses, and companies operating in sectors depending on global production chains as a source of growth have been impacted the most. Although the global economy began to rebound in 2021 – bringing some improvement in unemployment rates – the post-pandemic recovery remains elusive and fragile, particularly in Least Developed Countries.²⁰ Persistently high levels of unequal access to basic services and capital assets continue to affect the development of productive capacities, the rate of market development, and the sustainability of many companies.

¹⁹ United Nations. (2022). The Sustainable Development Goals Report.

²⁰ Ibid.

12. The modest labor productivity and assets availability of small farmers (and particularly women) in low- and middle-income countries continue to significantly affect their income capacity, which is on average less than half of large-scale producers.²¹ In 2020, 13 per cent of the world’s harvested food was still lost before reaching retail markets, with no improvement since 2016. Highest rates were paradoxically recorded in Sub-Saharan Africa, the region with the highest level of food insecurity.

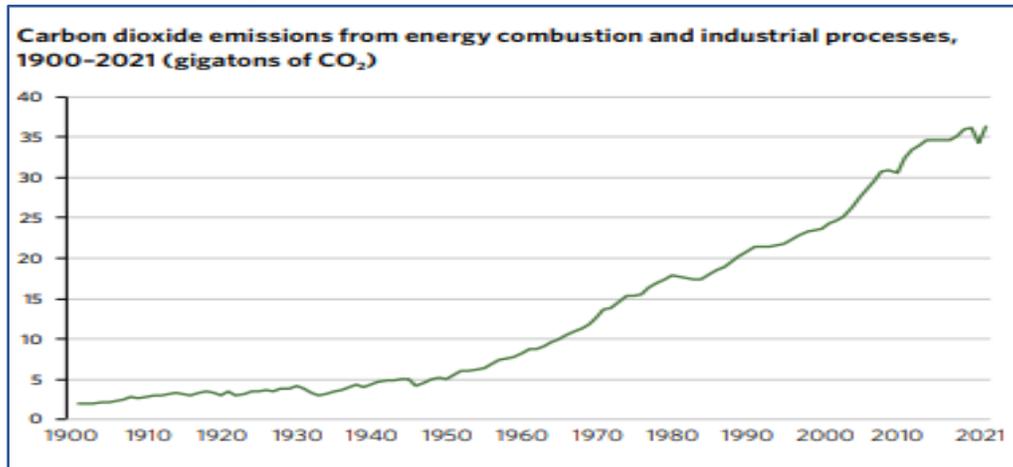
Figure 2: Global food loss, SDG 12 (2022)



13. Structural economic changes, moving away from an over-dependence on movement of goods that have negative climate change impacts, are also needed.²² As human reliance on natural resources has increased globally over 60 percent in the last 20 years (with the steepest rise recorded in Eastern and South-Eastern Asia),²³ unsustainable patterns of production and consumption have exacerbated the pressure on sensitive ecosystems, remaining the root causes of the triple planetary crisis of climate change, pollution, and biodiversity loss. Despite a temporary drop in 2020 due to reduced demand during the pandemic, fossil fuel subsidies remain alarmingly high, causing a range of adverse environmental and health impacts and hindering the transition to renewable energy sources. In 2021, energy-related CO2 emissions from industrial processes rose by 6 percent, reaching their highest level recorded.²⁴

²¹ In low- and middle-income countries, the labor productivity of small farmers is less than \$15 a day (constant 2011 Purchasing Power Parity), according to the latest available figures for 42 countries.
²² UNCTAD. (2018). Climate policies, economic diversification, and trade.
²³ The United Nations estimate that about 70 percent of global material consumption is driven by Europe, North America, Eastern and South-Eastern Asia. Eastern and South-Eastern Asia showed the steepest rise in material consumption in the past 20 years, from 31 per cent in 2000 to 43 per cent in 2019.
²⁴ The United Nations. (2022). The Sustainable Development Goals Report 2022.

Figure 3: Industrial fossil fuel emissions (SDG 13)



III. The United Nations Development Programme

Strategic Plans

14. Private sector development has always been at the core of UNDP mandate. The organization has long supported the strengthening of productive capacities for poverty reduction and sustainable livelihoods. Direct job creation, including through the provision of cash-for-work, constitutes another important pillar of UNDP's support to economic revitalization in crisis-affected countries. Across settings, UNDP Strategic Plans have consistently referred to the private sector as a source of innovative solutions for early recovery and development.
15. UNDP Strategic Plans point to the urgency of accelerating structural transformation for sustainable development, overcoming unsustainable natural resource management practices and addressing insufficient or outdated infrastructure and services. Particularly in rural areas, which are largely dependent on agriculture and natural resources, UNDP aims to promote policy coherence and help transitions to green economies, including in the aftermath of crises for sustainable recovery. UNDP has also engaged with the private sector to reduce the negative externalities of economic activities that do not account for environmental impacts.
16. In the last decade, UNDP Strategic Plans reflected an increasing importance attached to the social impact of jobs, and the shared accountability of businesses in promoting human rights and responsible practices in the workplace. As UNDP has long engaged with the private sector to promote women's leadership and representation in decision-making, the UNDP Strategic Plan 2022-2025 extended the collaboration with the private sector also to international human rights, gender-based violence prevention, and human mobility.
17. UNDP Strategic Plans have placed growing emphasis on leveraging private sector resources to maximize social, environmental, and economic benefits. While the focus remained on the mobilization of private investments for nature/climate solutions and in support of green recovery (under the energy portfolio), the UNDP Strategic Plans 2018-2021 and 2022-2025 broadened the

support to the SDGs at large, aiming to mobilize alternative sources such as Islamic finance and social impact/socially responsible investments.

Table 3: Private Sector Engagement in UNDP Strategic Plan

Area	Goal	2014-17	2018-21	2022-25
SIGNATURE SOLUTIONS				
Poverty, inequality, and resilience	Structural transformation of productive capacities	√	√	√
	Job creation and livelihood support	√	√	√
	Local Economic Development		√	
	Economic revitalization and recovery following crisis (incl. job creation)	√	√	√
	Human mobility mainstreamed in policies and plans			√
Environment and energy	Solutions for sustainable management of natural resources (incl. sustainable commodities and green value chains)	√	√	√
	Economic diversification and green growth		√	
Gender equality	Increased women’s leadership and participation in decision-making	√	√	√
	Zero gender-based discrimination and segregation in the labour market		√	√
	Sexual and Gender-Based violence in the workplace prevented			√
Governance	Nationally and internationally ratified human rights obligations fulfilled			√
ENABLERS				
Innovation	Innovative solutions (incl. digitalization) by private sector leveraged for early recovery and development	√	√	√
Investment and resource mobilization	Enhanced resources for UNDP	√	√	√
	Additional investments leveraged for the SDGs (incl. for energy transformation, environmental protection, and climate solutions)		√	√
	Enhanced alignment of private finance with the SDGs			√

Source: IEO analysis

UNDP Private Sector Strategies

18. Since 2007, UNDP has framed the overall objectives of its engagement with the private sector, and related axes of interventions, into dedicated strategies. Overtime, these strategies have combined partnerships with private sector and foundations, and expanded their focus on private sector's finance and inclusion of the SDGs for more inclusive, environmentally and socially sustainable businesses.²⁵ UNDP's latest *Private Sector Development and Partnership Strategy "Making Markets Work for the SDGs"* (2018-2022)²⁶ set a vision of unlocking US\$ 1 trillion in private capital and increasing the number of businesses of all sizes that align their strategies and operations with the SDGs, while supporting the development of private sector's capacities working at macro (policy), meso (market services, trade and institutional support), and downstream level.

Box 1: Objectives of UNDP's private sector engagement, comparison 2016-20 and 2018-22

<ul style="list-style-type: none"> ✚ An enabling environment is created for sustainable and inclusive business and philanthropy. ✚ The strategies and actions of the private sector and foundations are more aligned with the SDGs. ✚ Productive capacities, sustainable and inclusive business and value chains are advanced. ✚ Resilience among MSMEs is improved and private sector and foundations are better engaged in crisis response 	<ul style="list-style-type: none"> ✚ Influencing investors and businesses of all sizes, unlocking private finance for the SDGs ✚ Embedding the SDGs into the private sector's decision making and practices ✚ Supporting governments to establish enabling policy and regulatory environments that foster inclusive and green economies, while facilitating multi-stakeholder partnerships.
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19. In the period covered by the last two strategies (2016-2022), UNDP's service offer included multiple axes of interventions to:

- stimulate investments by private sector stakeholders.
- promote inclusive market and business policies.
- push for regulatory and other incentives that ease business and favor innovation.
- foster trade and sustainable value chains (with a focus on green and employment rich-sectors such as energy, agri-business, nature-based and extractive industries)
- support MSMEs and the transformation of their business models
- enable access to finance (in partnership with the United Nations Capital Development Fund)
- promote gender equality in markets.

²⁵ UNDP Private Sector Strategy 2007, 2012, 2016-20, and 2018-22.

²⁶ UNDP Private Sector Development and Partnership Strategy 2023-25 is under development.

20. At sectoral level, the UNDP *Green Commodities Programme* (GCP) – which has been operational since 2009 - also established a dedicated strategy on private sector engagement, to foster multi-stakeholder collaborations and global coalitions that go beyond individual supply chains, with the aim to improve the lives of commodity producers and their communities while protecting important vulnerable ecosystems. The strategy has been revised in the context of the GCP’s integration in the UNDP Food and Agriculture Commodity Systems (FACS) offer. FACS’ expected results are planned to be achieved through a combination of normative interventions (reforming policy and legislative frameworks), promotion of market and financial incentives for shift in practices, engagement of global alliances and coalitions, advocacy and capacity development.
21. The UNDP Policy on Due Diligence and Partnerships with the Private Sector (2013, currently under review) sets risk thresholds, procedures, and criteria for the selection of private sector partners with whom to engage, including to facilitate their development.²⁷ Guidelines on the Cooperation between the United Nations and the business sector,²⁸ the United Nations Guiding Principles on Business and Human Rights,²⁹ the Global Compact Ten Principles,³⁰ and the UNDP’s Social and Environmental Standards³¹ also define UNDP’s principled approach to private sector engagement.

UNDP portfolio: Headquarters and regional initiatives

22. UNDP’s engagement with the private sector spans across UNDP Signature Solutions, and encompasses initiatives at global, regional, and country level. Many of them have been recently formulated/managed under the aegis of the UNDP Sustainable Finance Hub, which maintains the lead of UNDP’s engagement on private sector financing and SDG impact monitoring and management. A preliminary mapping of UNDP initiatives identified a high number of programmes, grouped for ease of reference in table 4 around non-mutually exclusive areas of engagement, aligned with UNDP Strategic Plan goals (see Annex 2 for more details).

Table 4: Headquarters and regional initiatives with the private sector, by area/enabler

SIGNATURE SOLUTIONS	
Poverty, inequality, and resilience	Private sector development and enabling environment for business: Connecting Business Initiatives; COVID-19 Global Facility; SDGs Value Chain; (former) African Inclusive Markets Excellence Center; Business Call to Action Trade Facilitation: Aid for Trade; Enhanced Integrated Framework; Support to the African Continental Free Trade Area

²⁷ Following a note made by the IEO in its Evaluation of UNDP Strategic Plan 2018-2021 on the significant administrative bottlenecks hampering engagement with the private sector, UNDP established a Task Team to address barriers to accelerate partnerships with the private Sector. UNDP is in the process of revising templates and agreements to improve the suitability of engagement with the private sector.

²⁸ The Guidelines were first issued in 2000 and lastly revised in 2015 per request by the United Nations General Assembly (A/RES/68/234).

²⁹ United Nations Office of the High Commissioner for Human Rights. (2011). Guiding principles on human rights: implementing the United Nations Protect, Respect, and Remedy Framework.

³⁰ <https://unglobalcompact.org/what-is-gc/mission/principles>

³¹ <https://www.undp.org/publications/undp-social-and-environmental-standards>

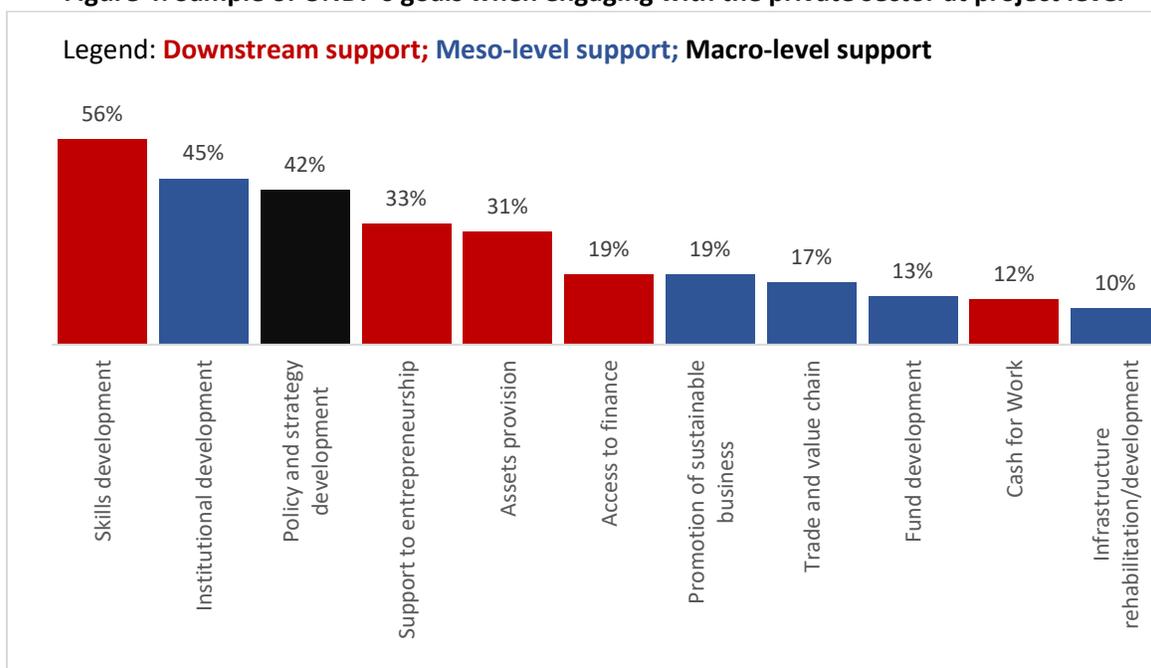
	Economic restoration and livelihoods: Skills for an Inclusive Future; Informal Sector Facility
Environment and energy	Greening industries, including through the promotion of renewable energy and green finance Food and Agriculture Commodity Industries: Green commodities; Global Marine Commodities; Value beyond value chain; Food Systems, Land Use, and Restoration; Good Growth Partnerships; From Commitments to Action in Latin America and the Caribbean Extractive industries: Environmental Governance Programme on mining; GEF GOLD programme; ACP-EU minerals development programme
Gender Equality	Gender Seal; Gender Equality programme for Private Sector; IELD initiative; Transforming the future of work for Gender Equality in Asia and the Pacific
Governance	Business and Human Rights; FairBiz in Asia and the Pacific
ENABLERS	
Innovation	Accelerator Labs; Impact Venture Accelerator; SDGs Accelerator; Digital X Scale Accelerator; #Digitalinmotion, GEM portal and a2i
Investment and resource mobilization	SDGs impact platform; SDGs philanthropy platform; Integrated National Financing Frameworks; Global Islamic Finance and impact investments; Insurance and Risk Finance Facility; Carbon market

UNDP project portfolio

23. A preliminary sample analysis of UNDP’s project portfolio in the period 2014-2022 reveals a preponderance of projects focused downstream, empowering entrepreneurs and MSMEs by enhancing their technical and financial capacities.³² The relative majority of projects (55 percent) focuses on skills development (particularly of youth and women to enable their insertion in the market economy), followed by the provision of assets and access to finance. A high number of projects (33 percent) promotes entrepreneurship, at times through cooperatives. In crisis contexts, a few projects (12 percent, but 24 percent in terms of budget of the reviewed sample) enabled Cash-for-Work in crisis-affected countries.
24. UNDP’s work at meso-level mostly focuses on institutional development (45 percent of projects). Support to trade and value chain, and the establishment of national funding mechanisms and incentive schemes appear less frequently (17 and 13 percent of projects, respectively), followed by infrastructure rehabilitation and development (10 percent of projects). The promotion of sustainable business models is a growing area of focus, particularly in the agri-business and energy sector (19 percent of projects).
25. At macro-level, UNDP remains importantly involved in policy support for the formulation of strategies for the promotion of economic development, unemployment reduction, and growth of MSMEs (42 percent of projects).

³² The IEO identified 518 projects which contribute to select Strategic Plan outputs. For the formulation of this TOR, the IEO reviewed 151 of them, based on a budgetary threshold criterion (budget higher than US\$ 2 million).

Figure 4: Sample of UNDP’s goals when engaging with the private sector at project level³³



Partnerships

26. In its engagement with the private sector, UNDP commits to partner with governments, regional entities (such as the African Union and the European Union), national development agencies, sector organizations, CSOs and academia.

27. International Financial Institutions and United Nations specialized agencies (such as the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Industrial Development Organization, the United Nations Conference on Trade and Development, the International Trade Center, and the United Nations Entity for Gender Equality and Women’s Empowerment) remain privileged interlocutors and partners, in addition to the United Nations Regional Economic Commissions. In 2020, UNDP also renewed its engagement with the International Labour Organization through a Joint Framework of Action which identified seven areas of collaboration, including “Jobs/Informal Sector/MSMEs”, “Gender Equality and non-discrimination at work”, and “Decent jobs for youth”.

28. At global level, UNDP strategies hint to collaborations with several working groups and alliances on initiatives related to the private sector, including the (then) G20 Development Working Group, the World Economic Forum, the World Business Council for Sustainable Development, and the International Council for Small Business. Following the outbreak of the COVID-19 pandemic, UNDP formalized a partnership with the Global Compact and the International Chamber of Commerce to specifically address challenges posed by the pandemic to SMEs.

³³ Categories are not mutually exclusive.

IV. Previous evaluation coverage (2015-22)

29. The IEO has paid increasing attention in its evaluations to UNDP's engagement with the private sector, particularly starting from 2018. The IEO detailly covered UNDP's support to private sector development, including gender-related aspects, through three evaluations in the period 2018-2021, but with a dedicated focus on conflict-affected and least developed countries. A 2022 evaluation then analyzed UNDP's support to youth economic empowerment, highlighting the importance of working on the both the supply and demand side of skills development.
30. UNDP's engagement with the private sector to stimulate and align its investments towards the SDGs has been at the core of the analysis by the 2022 IEO Evaluation on "Financing the Recovery: a formative evaluation of UNDP's Response to the COVID-19 Pandemic and SDG Financing". The subject had been also covered, to a lesser extent, by previous evaluations, including in relation to climate change adaptation and energy access.
31. UNDP's support to the promotion of green economies has not been extensively covered, as the respect of responsible business practices and human rights in the workplace has not. UNDP's engagement with the private sector to stimulate and promote innovation has also not been explicitly covered.

V. The evaluation

Objectives and scope

32. The *Evaluation of UNDP's support to private sector development and structural transformation* will maintain a two-fold accountability and learning goal. It will provide UNDP Management, its Executive Board, and other stakeholders with an assessment of results achieved, while reflecting on good practices and lessons learnt to enhance UNDP's continued engagement in this area.
33. Based on the contextual analysis illustrated in the initial sections of this terms of reference, and accounting for previous evaluation coverage of the topic by the IEO, the evaluation will focus its scope around UNDP's support to the enhancement of private sector's productive capacities for an inclusive and green economic development, with emphasis on MSMEs operating in the agri-business, manufacturing, and retail sectors.³⁴
34. In this context, the evaluation will cover UNDP's support to private sector development and structural transformation at macro-, meso-, and downstream level, and closely examine UNDP's contribution to:

³⁴ Based on IEO research of sectors which employ the largest number of individuals in SMEs in developing countries.

MACRO-LEVEL

- The development of policies and strategies for private sector development, including through support to multi-stakeholder partnerships for economic revitalization and sustainable development
- The promotion of incentives, both regulatory and financial, to ease doing business

MESO LEVEL

- The development of institutional capacities that promote the growth, resilience, and structural transformation of the private sector.
- The promotion of sustainable value chains and enhanced market access, including through business intermediaries, cooperatives, and collective capacities

DOWNSTREAM LEVEL

- The enhancement of private sector's productivity to overcome existing barriers to growth.
- The creation of incentives for business structural transformation, through the introduction of digital and green technologies and with a focus on inclusivity.

35. UNDP's efforts to mobilize private sector's resources and engage with the private sector to support the SDGs, including in the area of energy and climate change adaptation, will fall outside the scope of this assessment, as having been a subject of recent evaluations.³⁵

36. The evaluation will assess UNDP's support across income and development contexts, and in all the five regions of its operations. It will cover the period 2016-2022, encompassing three UNDP Strategic Plan cycles and aligning with UNDP's two latest Private Sector Strategies adopted following the approval of the SDGs. Programme activities carried out by UNDP until September 2023 will be considered inasmuch as relevant to reflect changes in the organization's strategic direction, or as late manifestations of outcome-level results stemming from previous years' efforts.

Evaluation approach and questions

37. Guided by its draft theory of change, the evaluation will use a non-experimental, theory-based approach to assess UNDP's engagement with the private sector and determine its contribution to expected outcomes, unpacking the role of contextual factors in influencing change pathways. The theory of change, including the list of drivers and assumptions affecting performance, will be discussed with UNDP managers and regularly revised, to account for the complexity, interconnectedness, and variation of change pathways by context.³⁶

³⁵ The adoption and effects of voluntary SDGs Impact Standards and the SDG Corporate Tracker will also not be covered.

³⁶ The list of drivers and assumption included in the theory of change is based on the most common factors identified as affecting performance in interviews and the documentation reviewed by the IEO for the preparation of this Terms of Reference. Drivers are here defined as external conditions over which the programme has a certain level of control (e.g., effective coordination with partners), while assumptions are external conditions over which the programme has limited/no control (e.g., turn-over of government officials, global financial situation).

38. The evaluation will pay particular attention at the extent to which UNDP programmes have integrated key lessons learnt listed in UNDP's private sector strategy 2016-2020, namely around:

- (a) Leveraging UNDP's catalytic convening role, moving from short-term, one-on-one engagement with the private sector to partnerships that are transformative and systemic.
- (b) Working on specific development issues with clear implementation plans and regional/country-level ownership.
- (c) Promoting localized value chains for job promotion, economic development, and regional integration
- (d) Strengthening internal operational enablers, including funding modalities and staff capacity
- (e) Coordinating with other United Nations agencies for enhancing impact and promoting more efficient use of resources.

39. The evaluation will assess UNDP's work according to standard evaluation criteria, as approved by the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD-DAC) in 2020.³⁷ The evaluation questions will be further outlined during the inception phase of the evaluation in an evaluation matrix, where factors affecting performance and sources of evidence will be detailed.

40. The evaluation will respond to the following questions:

Relevance

- I. To what extent has UNDP contributed to address the most critical development needs of the private sector at national level, with a focus on priority industries for economic and sustainable growth?

Coherence

- II. To what extent has UNDP's support to private sector development integrated sustainability considerations to green processes, reduce inefficiencies, and limit the impact of growth on the environment?
- III. To what extent has UNDP created, and relied on, synergies with other interventions by governments, United Nations agencies, International Financial Institutions, and other development partners?

Effectiveness

- IV. To what extent has UNDP's support at policy and regulatory level enabled the development of the private sector, easing the way of doing business and promoting economic diversification?
- V. To what extent has UNDP enhanced the ecosystem for private sector development and contributed to strengthening sustainable value chains?
- VI. To what extent has UNDP enhanced the productivity of the private sector, improving income and livelihoods of those engaged in it?

³⁷ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

VII. What benefit has UNDP's support to the structural transformation of the private sector brought?

Sustainability

VIII. To what extent has UNDP contributed to unlocking institutional capacities and mechanisms that are likely to be sustained in the medium-long term?

41. The evaluation will fully embrace the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation (2020), ensuring the adequate participation of representatives of different stakeholders.³⁸ The evaluation will pay due attention to the fair treatment of all the individuals with whom it will liaise, and respect the “do no harm” principle, particularly in crisis settings. The evaluation will maintain full confidentiality, practicing responsible data management for all the information collected.

Methodology and data collection

42. The evaluation will mostly rely on Contribution Analysis³⁹ to assess UNDP's performance against the defined theory of change, adapted to the different contexts in which UNDP operates. The evaluation will also adopt Outcome Harvesting⁴⁰ and Most Significant Change⁴¹ methods to better understand the actual effects of UNDP's programming, including through one-off participatory narrative surveys targeting workers and owners of select MSMEs. This will allow to partially compensate for the anticipated gaps in outcome-level information in UNDP reporting.

43. Using data from select project-level initiatives, the evaluation will pilot the integration of Behavioral Science tools to understand the extent to which, and how, UNDP's support at different levels has affected the capacities, opportunities, and motivation of individuals and organizations to engage in the expected behaviors, and whether this led to the intended outcomes. Behavioral Science concepts will be used to explore the ability of UNDP's programmes to overcome barriers to change through timely interventions that ease the adoption of new practices (see Annex 5 for more details).

44. Given the breadth and magnitude of UNDP's support in the area covered by the evaluation, the IEO will select a representative sample of initiatives and projects that respond to the different goals of UNDP's support to private sector development, and analyze their relevance, coherence, and effectiveness vis-à-vis organizational and country-level programmatic objectives.

³⁸ UNEG. (2020). Ethical Guidelines for Evaluation. <http://www.unevaluation.org/document/detail/2866>

³⁹ <https://erc.undp.org/methods-center/methods/methodological-fundamentals-for-evaluations/contribution-analysis>

⁴⁰ <https://erc.undp.org/methods-center/methods/methodological-fundamentals-for-evaluations/outcome-harvesting>

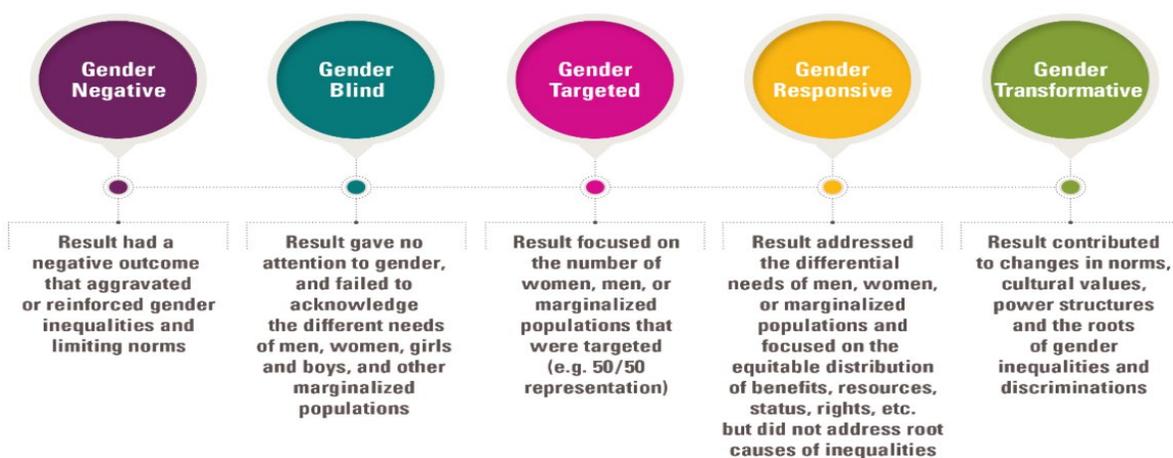
⁴¹ <https://erc.undp.org/methods-center/methods/methodological-fundamentals-for-evaluations/most-significant-change>

45. The evaluation will take an iterative approach, relying on triangulation of data collected from multiple sources at Headquarters, regional and country level. Data collection and analysis tools, for which protocols will be developed to ensure rigor as well as audience suitability, will include:

- **Desk review of available documentation and data from:** UNDP strategic and programmatic documents; UNDP Results-Based Management system; sample of planning and monitoring reports of projects and initiatives; information available on UNDP social media and knowledge platforms.
- **Meta-analysis of evidence** from: previous corporate evaluations, Independent Country Programme Evaluations, and high-quality project evaluations, including through the support of the IEO Artificial Intelligence for Development Analytics.
- **Correlation and covariance analysis** of UNDP’s support to the private sector vis-à-vis relevant country-level statistics.
- **Virtual and in-person interviews** (at global, regional, and country levels) with UNDP staff, national government representatives, private sector representatives, United Nations and other international/bilateral partners.
- **Participatory narrative survey**, targeting select private sector companies and individuals, who have benefitted of UNDP’s support.
- **Online survey** of UNDP staff to assess perceptions of engagement, collect examples of contributions to change, and identify areas for recommendations.

46. The evaluation will analyze the extent to which UNDP’s support to the private sector contributed to gender equality, through both an analysis of gender marker-related data and the application of the IEO gender results effectiveness scale (GRES) to outcome analysis.

Figure 5: IEO Gender Results Effectiveness Scale



Management arrangements

47. The evaluation will be led and managed by a team within the IEO:

- a. The Lead Evaluator will ensure the timely conduct of the evaluation, coordinating the work of all team members and communication with UNDP Headquarters, regional hubs and country offices. The Lead Evaluator has responsibility for all phases of the evaluation, from design to drafting of the report.
- b. A Research and Evaluation Analyst will support the evaluation team in conducting background research and collecting documentation, as necessary.
- c. The office will provide administrative and substantive backstopping support, as well as quality assurance at key moments in the process, including report finalization.

48. The IEO will be supported by a team of external consultants and specialist subject matters, including experts in select methodologies (participatory narrative survey and behavioral science analysis). The IEO will recruit all team members, who must possess relevant educational qualifications, work expertise and language skills.

49. The evaluation team will work in close collaboration with UNDP Headquarters bureaus, regional and country offices. UNDP Management will have the responsibility of supporting the evaluation through the timely provision of programme and financial information, and facilitating data collection. UNDP management will review the draft terms of reference and draft evaluation report, before providing a management response.

Timeframe

50. The evaluation will be presented to the Annual Regular Session of the Executive Board in June 2024. This requires that the report is completed by February 2024, to comply with Executive Board Secretariat’s deadlines. A draft report will be shared with UNDP Management and programme units by end December 2023 for preparation of the management response.⁴²

Table 5: Tentative evaluation timeframe

Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO management	IEO	March 2023
Set-up up External Advisory Panel	IEO	March-April 2023
Selection of consultants	IEO	March-April 2023
Phase 2: Desk analysis		
Design of data collection instruments	IEO/Consultants	April-May 2023
Preliminary desk review of reference material	IEO/Consultants	May 2023

⁴² The timeframe provides an indication of the evaluation’s process and deadlines and does not imply full-time engagement of the evaluation team during the period.

Phase 3: Data collection		
Interviews focus groups, survey	IEO/Consultants	June-September 2023
Phase 5: Analysis, report writing, quality review and debriefing		
Draft analysis papers	IEO/Consultants	September 2023
Zero draft report for internal IEO peer review	IEO/Consultants	October-November 2023
First draft for UNDP management comments	IEO/Management	December 2023
Preparation of Executive Board report	IEO/Management	January-February 2024
Draft report submitted to the Secretariat of the Executive Board	IEO	February 2024
Phase 6: Publication and dissemination		
Editing and formatting	IEO/Secretariat of the Board	March 2024
Final report	IEO/Secretariat of the Board	April 2024
Informal debriefing to the Board	IEO/Secretariat of the Board	May 2024
Executive Board formal presentation	IEO	June 2024

Dissemination strategy and knowledge management

51. The IEO will ensure that the findings, recommendations and lessons learned from the evaluation are disseminated and shared with a wide audience. The stakeholder mapping will be used to guide the dissemination of the report, in collaboration with the IEO Communication, Knowledge and Data Management Division.
52. The evaluation team will organize a virtual workshop at the end of the evaluation process with relevant UNDP staff and other potential users of the evaluation. The team will also identify external conferences to promote the findings of the evaluation and make use of the IEO social media platforms to reach a wider audience.

The private sector and the SDGs

Role	Select SDGs
Contributor (of resources, innovation, knowledge)	<p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.</p> <p>7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</p> <p>15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.</p> <p>15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.</p> <p>17.3 Mobilize additional financial resources for developing countries from multiple sources.</p> <p>17.5 Adopt and implement investment promotion regimes for least developed countries.</p> <p>17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.</p> <p>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>
Promoter (of sustainable practices)	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, which help maintain ecosystems, which strengthen capacity</p>

	<p>for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p> <p>8.9 and 12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p>
<p>Enabler (of employment and inequality reduction)</p>	<p>5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.</p>

	<p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p> <p>8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p>
<p>Recipient of support (to support higher productivity and expansion opportunities)</p>	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.</p> <p>2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p> <p>2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility.</p> <p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.</p>

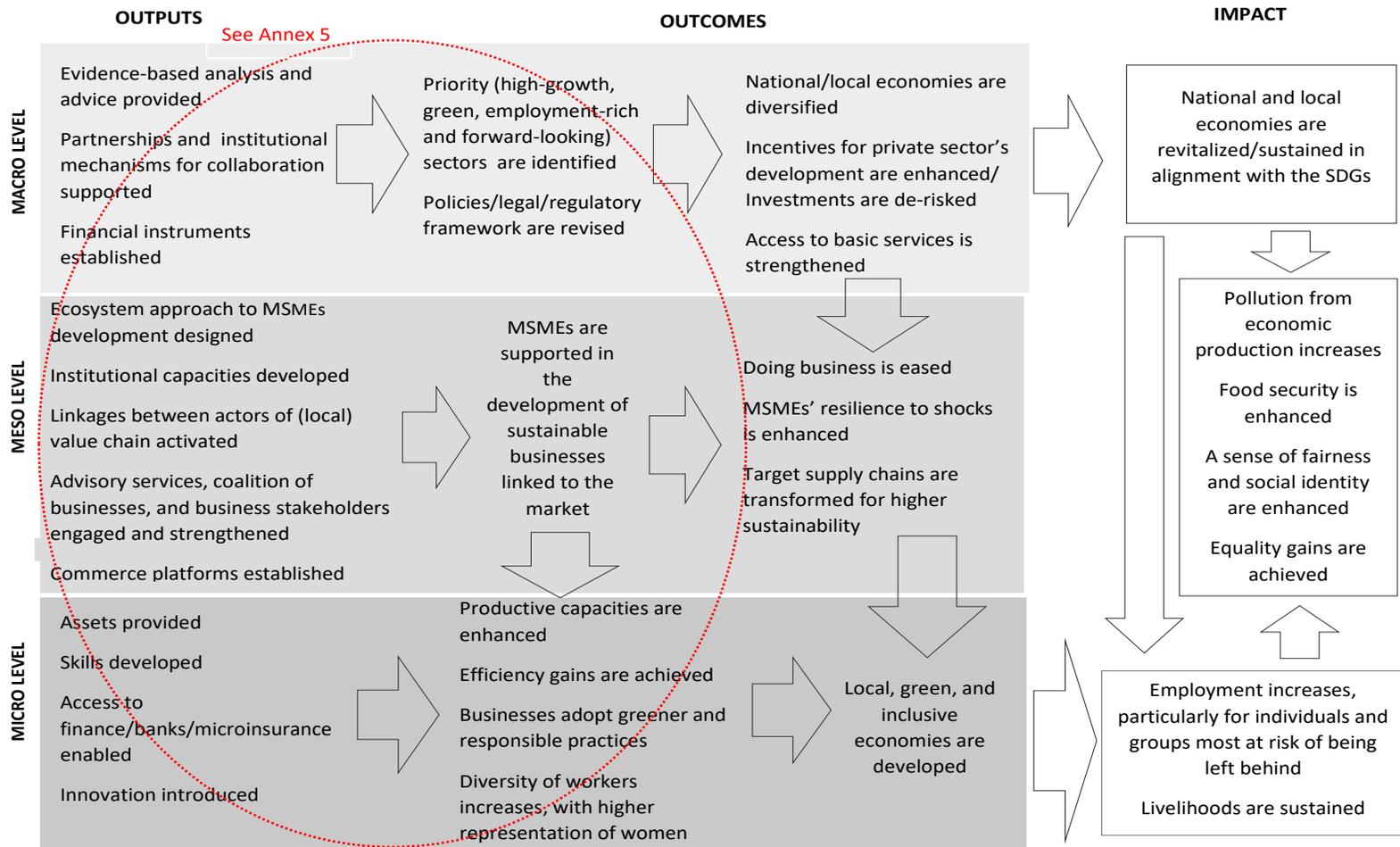
	<p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.</p> <p>8.an Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries</p> <p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.</p> <p>9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.</p> <p>9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.</p>
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	<p>10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements.</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets.</p> <p>17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda</p> <p>17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access</p>
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Coverage of private sector in IEO evaluations (2018-23)

	2018	2020	2021					2022				2023	
	Poverty reduction in LDCs	Middle-Income Countries	Climate Change Adaptation	Syrian Refugee Crisis	Conflict-affected countries	Strategic Plan 2018-21	GEF Small Grants Programme	Youth Economic Empowerment	Energy access and transition	Financing the recovery	Leave No One Behind	Social Protection	Access to Justice
Area of engagement with the private sector													
Economic development and poverty reduction	√			√	√			√					
Environment and green growth			√										
Innovation													
Gender equality and women's empowerment	√			√	√			√					
Human rights and migration				√							√		√
Investment and resource mobilization	√	√	√						√	√			
<i>Cross-cutting: Strategy and processes</i>	√	√		√	√	√		√		√		√	

Draft Theory of Change



Drivers: UNDP's quality of advice and influence on policies; ability to engage influential stakeholders; partnerships and cooperation (with both UN and other development partners); timeliness of intervention; systemic programme design; adaptive management; influence on behaviors and social norms. **Assumptions:** Political will; Secure conditions and absence of open conflict; resource availability; positive global economy conditions; adequacy of incentives to influence corporate decisions.

Integration of a Behavioral Science-driven approach to the evaluation

Behavioral science is an interdisciplinary field that combines insights from psychology, sociology, anthropology, economics, and other social sciences to understand human behavior. The origins of behavioral science can be traced back to the late 19th - early 20th centuries when scientists began to apply scientific methods to the study of human behavior and mental conditioning. Since then, behavioral science has been applied to a wide range of fields, by both private sector actors (e.g. for marketing and consumer decision-making) and public stakeholders to encourage the adoption of policies across sectors (e.g., health, finance).

Behavioral science frameworks are commonly used to structure the process of developing interventions, and test their effectiveness mostly through experiments and Randomized Control Trials. The most common behavioral science frameworks to date are:

- a. MINDSPACE.⁴³ This model summarizes nine concepts that influence individuals' behaviors: Messenger (who communicates the information); Incentives (and how individuals respond to them); Norms (what others do); Defaults (choosing the preset option); Saliency (attention drawn to what is novel and seems relevant); Priming (subconscious cues, often related to the external environment); Affect (emotional associations); Commitments (consistency with promises); and Ego (acting to feel better about ourselves).
- b. EAST.⁴⁴ A continuation of MINDSPACE, EAST identifies four ways behavior can be changed by making it Easy (removing friction); Attractive (grabbing attention and providing incentives); Social (ensure that others are doing it too); and, Timely (tailoring interventions when people will be most receptive).
- c. COM-B and the Behavioral Science Wheel.⁴⁵ This model cites Capability (physical and psychological), Opportunity, and Motivation (conscious and unconscious) as the three key factors affecting behavioral change. COMs can be influenced by a number of interventions, including legislations and regulations that coerce, restrict, or incentivize behaviors; education and training that model and persuade individuals to adopt behaviors; changes in the social and physical environment that nudge and enable the desired behaviors.

The use of behavioral science frameworks in evaluating ex-post the effectiveness of interventions has not been common. This evaluation will pilot a combination of the three aforementioned frameworks to understand how the different forms of UNDP's support to private sector development and structural transformation (at macro-, meso-, and downstream-level) have affected individuals' and organizations' behaviors.

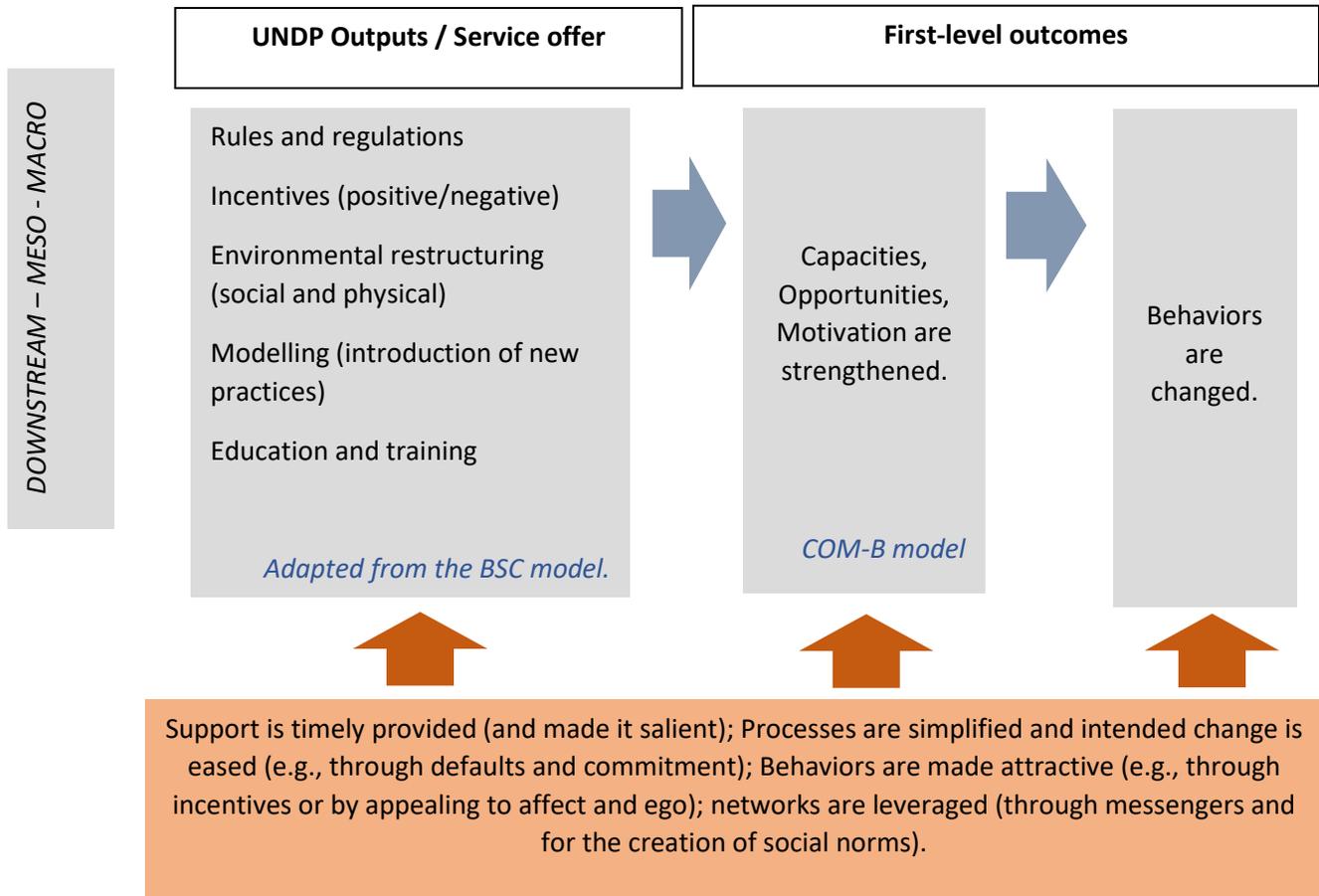
The combined framework will be applied in conjunction with the theory of change. It will provide a deeper understanding of factors that are more under the control of UNDP when supporting the intended behavioral change (first outcome level), offering a space for

⁴³ Dolan, P., Hallsworth, M., Halpern, D., King, D., Metcalfe, R., & Vlaev, I. (2012). Influencing behaviour: The mindspace way. *Journal of Economic Psychology*, 33(1), 264–277

⁴⁴ Service, O., Hallsworth, M., Halpern, D., Algate, F., Gallagher, R., Nguyen, S., Ruda, S., & Sanders, M. (2014). EAST: Four simple ways to apply behavioural insights. The Behavioral Insights Team.

⁴⁵ Michie S., Atkins L., & West R. (2014) *The Behaviour Change Wheel: A Guide to Designing Interventions*. London: Silverback

organizational learning to inform future programming. A specific protocol, including detailed questions tailored to select project-level initiatives, will be developed.



Annex 2 - Evaluation Design Matrix

Criterion	No.	Question	Sub-question	Indicators
Relevance	I	To what extent has UNDP contributed to address the most critical development needs of the private sector at national level, with a focus on priority industries for economic and sustainable growth?	a. To what extent has UNDP based its initiatives on an analysis of highest value-added industries (from a commercial and/or labour perspective)?	* Evidence of projects with clear link between analysis (by UNDP or others) and activities
			b. To what extent has UNDP leveraged its catalytic role and meaningfully engaged private sector stakeholders in policy-level discussions and local economic development initiatives, while accounting for power imbalances?	* % countries in which UNDP has been supporting private sector development (PSD) and PSD platforms * Type of private sector stakeholders involved in platforms and local initiatives * Perceptions of level of engagement and attentiveness to needs by stakeholders involved * Evidence in desk review (project documents and evaluations)
			c. To what extent has UNDP support to the private sector occurred beyond the promotion of individual entrepreneurship opportunities?	* % of PSD projects which focused on support to entrepreneurship * Perceptions around value of UNDP positioning
			d. How has UNDP adapted its support to private sector development and structural transformation with the outbreak of the COVID-19 pandemic?	* New projects approved after 2020 * Evidence of change in approach

			e. To what extent have resources and internal operational enablers affected UNDP's engagement in this area of work?	<ul style="list-style-type: none"> * Staff perceptions on extent to which internal factors affected support to PSD, broken down by category * Evidence of enablers/constraints in desk review
Coherence	II	To what extent has UNDP's support to private sector development integrated sustainability considerations to green processes, reduce inefficiencies, and limit the impact of growth on the environment?	a. To what extent has UNDP endeavoured to decouple economic growth from environmental degradation, promoting the regulation of natural resources for sustainable use by private stakeholders for economic purposes?	<ul style="list-style-type: none"> * % of Country Programme Documents in which the tension growth/environmental degradation is addressed with mention of interventions * % of countries in which UNDP staff report to have been engaged in these discussions * Evidence from projects and initiatives, broken down by team leadership * Staff and stakeholders' perceptions of UNDP positioning on the matter
			b. To what extent has UNDP promoted the adoption of green practices and sustainability considerations into its private sector development work?	<ul style="list-style-type: none"> * % of PSD projects addressing sustainability considerations, broken down by portfolio/funding source * Evidence of integration in PNI survey
			d. What factors have incentivized or hampered cooperation between UNDP initiatives implemented under different portfolios?	<ul style="list-style-type: none"> * Evidence from interviews and staff survey, broken down by factor and by +/-
	III	To what extent has UNDP created, and relied on, synergies with other interventions by governments, United Nations	a. To what extent has UNDP partnered with other United Nations agencies (both resident and non-resident) in supporting private sector development?	<ul style="list-style-type: none"> * % of projects jointly implemented with other UN agencies, broken down by agency * Perception of partnership's value added and challenges by staff and partners

		agencies, International Financial Institutions, and other development partners?	b. To what extent has UNDP coordinated the planning and implementation of its support to private sector development with other partners, including IFIs and bilateral partners-led interventions?	<ul style="list-style-type: none"> * Acknowledgement of IFIs and bilateral (or other development partners) in project documents and evaluations * Evidence from interviews on coordination (or lack thereof)
Effectiveness	IV	To what extent has UNDP's support at policy and regulatory level enabled the development of the private sector, easing the way of doing business and promoting economic diversification?	a. To what extent, and with what results, has UNDP supported national governments in the development of policies that incentivize private sector development and growth, including through decent job creation, favourable terms of trade, and the formalization of MSMEs?	<ul style="list-style-type: none"> * % projects that supported the development of policies, broken down by type of support and policy focus * % of country offices which report having worked in policy development, by type of support and policy focus * Evidence of results achieved, broken down by type: policy draft, policy approval, change (interviews, evaluations) * Degree of success in achievement of results vis-à-vis plans
			b. To what extent, and with what results, has UNDP analytical and policy-level support promoted economic diversification, including for the realization of more circular economies?	<ul style="list-style-type: none"> * % of country offices which report having worked on economic diversification and/or promotion of circular economy * % of projects that planned to work on diversification and/or the promotion of circular economy * Extent to which Innovation Labs and other initiatives supported changes to this effect * Evidence of results achieved, broken down by type and sector of the economy supported * Staff perceptions on UNDP positioning in this area

			<p>c. How, and with what results, has UNDP support at policy/regulatory way promoted private sector development by easing the way of doing business?</p>	<ul style="list-style-type: none"> * % of projects that promoted change in regulations and practices to ease ways of doing business * % of country offices which report to having worked on easing regulations and practices, by type of leverage/constraint addressed * Evidence of results achieved, by type: approval of regulations, actual change in practices, benefits accrued to private sector stakeholders (interviews, project reviews, and evaluations)
	V	<p>To what extent has UNDP enhanced the ecosystem for private sector development and contributed to strengthening sustainable value chains?</p>	<p>a. What changes in practices and outcomes has UNDP's support to institutional development led to?</p>	<ul style="list-style-type: none"> * Evidence of change in capacities reported (in project documents, evaluations, and interviews) * Evidence of application of new capacities for policy/programmatic improvements (in project documents, evaluations, and interviews) * Degree of success in achievement of results vis-à-vis plans

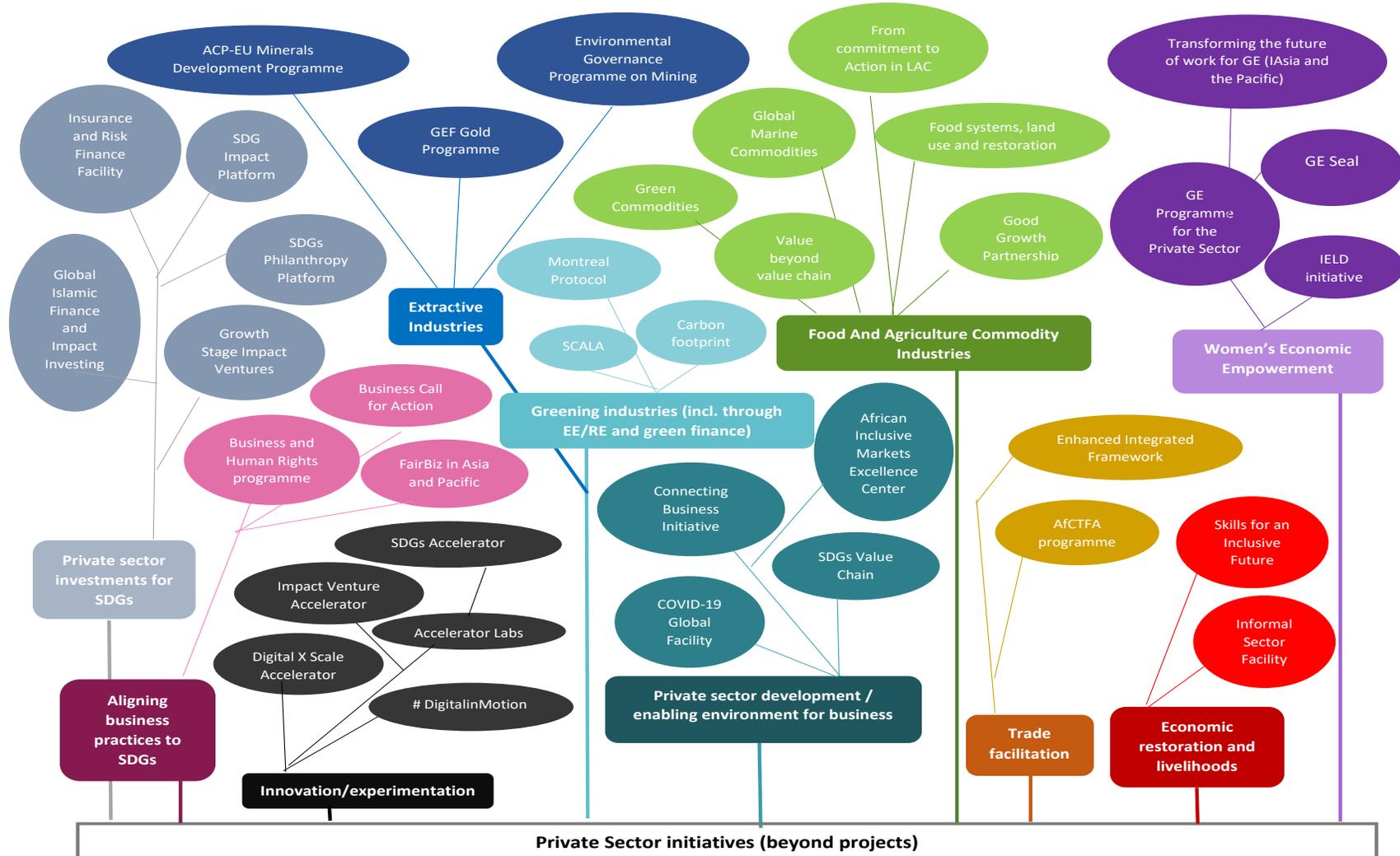
			<p>b. To what extent, and with what results, has UNDP promoted institutional linkages between producers, and between producers and traders for the promotion of sustainable value chain?</p>	<ul style="list-style-type: none"> * % of projects focusing on the creation of sustainable value chain and/or trade opportunities, broken down by sector and region * Evidence of results achieved by type: connection created, commerce enhanced, efficiency gains achieved, income increased (interviews, evaluations) * Perceptions of benefits accrued to entrepreneurs/business associations engaged in the value chain (including through PNI survey) * Perceptions of persistent challenges and/or missed opportunities by companies/business associations (including through PNI survey) * Degree of success in achievement of results vis-à-vis plans
			<p>c. To what extent has UNDP favoured the promotion of localized value chains, for higher impact on poverty reduction and reduction of GHG emissions?</p>	<ul style="list-style-type: none"> * % of value chain-focused projects which promoted localized (national or regional) value chain, by sector * Perceptions of benefits accrued (project reports and evaluations)
			<p>d. To what extent, and with what efficiency gains reported, has UNDP promoted collaborative actions and support of intermediary business services?</p>	<ul style="list-style-type: none"> * % of projects supporting intermediary business services, broken down by service * Evidence of results achieved, broken down by type: establishment of function, capacitation, implementation of support services, business gains (volume and outreach) based on interviews and evaluations * Perceptions of benefits accrued by companies/business associations (including through PNI survey)

				* Degree of success in achievement of results vis-à-vis plans
			e. To what extent, and with what results, has UNDP promoted access to financial mechanisms that support private sector development, with particular attention paid to affordability of credit for MSMEs?	* % of projects that included access to finance component, broken down by mechanism (fund, competition, grant, etc.) * Evidence of utilization of funds, broken down by type of company and or features of entrepreneur (sex and other characteristics) * Evidence of benefits accrued thanks to the availability of funds/ROI (documents, interviews, PNI survey) * Degree of repayment of loan (as relevant) * Degree of success in achievement of results vis-à-vis plans
	VI	What benefits has UNDP's support to the structural transformation of the private sector brought?	a. What benefits has UNDP support to digitalization brought, in terms of process efficiency, outreach and income?	* Evidence of results achieved by type: efficiency, outreach, enhanced income (reports, evaluations, PNI survey)
			b. What benefits has the introduction of greener practices brought to the private sector?	* Evidence and perceptions of results achieved, by area (economic vs. environmental) based on reports, evaluations and PNI survey * Evidence of UNDP ability to overcome inertia and influence behavioural change, by

				type of factor (reports, evaluations, PNI survey)
			e. To what extent has UNDP promoted initiatives that supported the equal participation and leadership opportunities for women and other groups at risk of being left behind?	<ul style="list-style-type: none"> * Percentage of projects that fall under the different GEN marker categories * Percentage of select projects labelled in the different IEO GRE categories * Evidence of results achieved, by group and level: participation, enhancement of capacities, leadership, improvement of conditions (project documents, evaluations, PNI survey)
			a. What results has UNDP support to private sector brought in terms of productivity/increased efficiency and income (for who)?	* Evidence of results achieved by type: productivity, efficiency and income
		To what extent has UNDP enhanced the productivity of the private sector, improving income and livelihoods of those engaged in it?	b. To what extent has UNDP support to resilient agricultural practices increased productivity, reduced post-harvest losses, and strengthened the climate adaptation capacity of farmers?	* Evidence of results achieved by type: productivity, reduction of post-harvest losses, enhanced climate adaptation, income
			c. What, among the type of support provided by UNDP at micro-level (skills, advice, assets, finance) has contributed most to the desired change?	* Perception of Most Significant Change by category

			d. Which leverages or intermediate change (capacities, opportunities and motivation) has UNDP influenced the most?	* Perception of leverage effectiveness by category
Sustainability	VIII	To what extent has UNDP contributed to unlocking institutional capacities and mechanisms that are likely to be sustained in the medium-long term?	a. To what extent has UNDP integrated longer-term considerations into the design of its interventions?	* % of projects with exit strategies and/or evidence of discussion around continuation of activities after ending * Perceptions of ability of national stakeholders to continue activities, by driving factor
			b. To what extent has UNDP support to job creation, entrepreneurship and local economic revitalization in crisis-affected countries leveraged UNDP's comparative advantage and promoted benefits beyond immediate returns?	* % of projects in crisis-affected countries promoting CfW and job opportunities which resulted in medium-term development opportunities

Annex 3 – UNDP global and regional initiatives on private sector development and structural transformation



Private sector investments for the SDGs

The Insurance and Risk Finance Facility (IRFF) aims to strengthen the protection of vulnerable communities from socio-economic, climate and health-related disasters, by significantly increasing the role of insurance and risk-financing in development. Insurance and risk financing provide a critical safety net, protecting assets, lives and livelihoods from the impact of crises. The ambition is to co-create insurance and risk finance solutions in more than 50 developing countries by 2025, embed them in public financial decision-making, and greatly contribute to the InsuResilience Vision 2025 target of protecting 500 million poor and vulnerable people by 2025.

SDG Impact is a flagship initiative of UNDP established to accelerate private sector investment and activity towards sustainability and achievement of the SDGs. The SDG Impact Standards, SDG Impact Assurance Framework, SDG Impact Seal and training help organizations increase the likelihood that they are operating sustainably and contributing positively to the SDGs (the 'how'). The SDG Investor Maps help organizations direct their activities and capital to where it can have the most impact on SDG-enabling outcomes in developing markets (the 'what').

The Global Islamic Finance and Impact Investing Platform was established by the Islamic Development Bank and UNDP's Istanbul International Center for Private Sector in Development on 5 May 2016, in Jakarta. Engaging the private sector, governments and key stakeholders operating in the Islamic finance and impact investing markets, the Platform aims to promote market-based solutions to sustainable development challenges by creating a collaborative working space among these actors.

The Sustainable Development Goals Philanthropy Platform (SDGPP) is an online collaboration platform that provides access to information on partner engagement, real-time data, and events and solutions that funders and others are supporting on each of the SDGs. A global and national facilitator, SDGPP helps optimize resources and efforts to achieve the SDGs by enabling effective collaboration within the broader ecosystem. The platform is led by UNDP and Rockefeller Philanthropy Advisors and supported by the Conrad N. Hilton Foundation, Ford Foundation, Brach Family Charitable Foundation, and UN Foundation.

The Growth Stage Impact Ventures (GSIV) programme seeks to identify enterprises from developing countries that have developed at-scale products and services that contribute to the SDGs while achieving commercial success. Identified ventures have a proven impact, demonstrated product-market fit, and a revenue-generating self-sustainable model to attract local and international capital. By showcasing and supporting these ventures, UNDP aims to bring forward evidence of the existence of pipelines of investable ventures that can advance the transition to SDG-aligned investment in developing countries.

Aligning business practices to SDGs

Through the Business and Human Rights programme, UNDP works with governments, businesses, civil society, human rights defenders, academia and others to implement the United Nations Guiding Principles (UNGPs) and advance responsible business practices throughout global supply chains. UNDP supports dialogue, awareness and training on the UNGPs on Business and Human Rights. In several countries, UNDP is supporting governments in the development and implementation of National Action Plans on Business and Human Rights. UNDP also works with civil society, providing grants to organizations in the region in support of human rights defenders. UNDP's work with businesses includes developing due diligence tools, conducting training for staff, and supporting impact assessments.

The Business Call to Action (BCtA) aims to accelerate progress towards the SDGs by challenging companies to develop inclusive business models that engage people at the base of the economic pyramid (people with less than US\$10 per day in purchasing power) as consumers, producers, suppliers, employees and distributors of goods and services. BCtA is a unique multilateral alliance that engaged more than 287 companies in 83 countries to improve lives and livelihoods of millions in developing countries through access to markets, financial services, affordable healthcare, water and sanitation, education and other critical services.

FairBiz is the UNDP's programme for Promoting a Fair Business Environment in ASEAN, funded by the UK Government under the Prosperity Fund and the ASEAN Economic Reform Programme. The programme brings together stakeholders from government, the private sector and CSOs in ASEAN to co-create that environment, supported by technical expertise and other resources. The objectives include facilitating regional collaboration, establishing rules for fair business, encouraging responsible business practices and improving public procurement transparency.

Innovation/experimentation

Digital X finds innovative digital solutions for social impact and matches them with the real-world needs of governments in 170 countries where UNDP operates. Digital X works with a network of existing accelerators, foundations and programmes to filter through thousands of digital solutions and recommends the world's most proven solutions. The network helps UNDP curate solutions from UN organizations, social enterprises, nonprofits, universities and more. This extra layer of validation helps save public servants time and maximize impact by avoiding reinventing the wheel creating new solutions from scratch, or wading through proposals for apps and products which may not have credibility.

UNDP impact venture accelerators combine business acceleration programmes with robust dedicated efforts for impact scaling and measurement and management in the context of the SDGs.

The SDG Accelerator is part of UNDP's Impact Venture Accelerators, which targets business of all sizes, including Pre-seed, Start-up/Early Growth/Growth, series A/B as well as established and corporate enterprises interested in contributing to the SDGs. UNDP provides targeted innovative services to these different business segments.

UNDP Accelerator Labs is a learning network on sustainable development challenges. Embedded in UNDP's global policy teams and country offices, the Accelerator Labs are designed to close the gap between the current practices of international development and the accelerated pace of change. They model a new capability to make breakthroughs on the future of development: inequality, decarbonization, the 4th industrial revolution, and new forms of governance. The Labs search and experiment with solutions developed at local level by those dealing with the problems and consider them solutions providers rather than passive beneficiaries.

The methodology Digital In Motion is a set of practical guides to help businesses re-tool and discover new ways to reach customers. It provides the businesses with guides with practical advice and easy-to-implement tools. Each one is geared to meet the specific needs of each beneficiary.

Food and agriculture commodities industries

The UNDP Green Commodities Programme (GCP) exists to improve the national, economic, social and environmental performance of agricultural commodity sectors. In 2010, UNDP launched the GCP in recognition of the importance of global agricultural commodities in achieving the SDGs, with a mission to improve the lives of farmers and their communities and protect high conservation value forest and important vulnerable ecosystems.

The Global Marine Commodities project contributes to the transformation of the seafood market by mainstreaming sustainability in the value chain of fishery commodities from developing countries. This initiative achieves this goal by employing and strengthening emerging tools such as corporate purchasing policies, sustainable marine commodity platforms, and fisheries improvement projects.

The Value Beyond Value Chain initiative focuses on how to increase the effectiveness of private sector collaboration with national governments in developing countries to help build the enabling conditions for the sustainable production of major agricultural commodity crops driving deforestation. Through the promotion of comprehensive guidelines for the private sector, the initiative aims to shift mindsets, influencing the private sector to take more systemic approaches, providing practical guidelines and concrete steps for companies on how to influence the enabling conditions for sustainable production and catalyse more systemic public-private sector partnerships in key hotspot countries.

From Commitment to Action is a UNDP flagship initiative piloted in Colombia, Ecuador and Peru to support governments and companies to accelerate a reduction in deforestation from agricultural commodities in key forest eco-regions. At the centre of the project was the collaborative development of a roadmap for each country, highlighting current policies and investments, and further actions needed, to fulfil the commitments made by these countries' governments and companies to reduce deforestation from commodities.

Food Systems, Land Use and Restoration (FOLUR) is a US\$345 million programme supported by the Global Environment Facility and led by the World Bank that seeks to transform the global food system by promoting sustainable, integrated landscapes and efficient commodity value chains. UNDP, leading the Good Growth Partnership (GGP), supports this Impact Programme, which consists of a Global Platform providing support services to 27 country projects targeting the production landscapes of eight commodities: beef, cocoa, corn, coffee, palm oil, rice, soy and wheat.

Launched in 2017, the Good Growth Partnership was born to focus on the root causes that lead to deforestation, environmental degradation and unsustainable production of three commodities: soy, beef and palm oil. This ambitious collaborative effort aimed to balance the needs of a growing global population and a demand for soy, beef and palm oil, expected to double by 2030, with social and environmental responsibilities. The Partnership has been working across production, financing and demand to convene a wide range of stakeholders and initiatives to create lasting, transformative change throughout these key global commodity supply chains in four countries (Brazil, Indonesia, Liberia and Paraguay).

Private sector development/enabling environment for business.

In partnership with UNDP, ICC and UNGC, the COVID-19 Global Facility is a mechanism for coordinated action and the global transfer of knowledge to enable economic actors to adapt rapidly to the COVID economy. It mobilizes support from global anchoring private sector partners across technology, logistics, finance and manufacturing to coordinate global solutions and support country-level efforts.

The Connecting Business initiative engages the private sector strategically before, during and after emergencies, increasing the scale and effectiveness of the response in a coordinated manner. While governments maintain the overall responsibility for responding to humanitarian emergencies, local communities and private sector networks also play crucial roles in disaster risk reduction, emergency preparedness, response and recovery. The Connecting Business initiative strengthens and supports those private sector networks.

The African Union, supported by UNDP and other development partners, is setting up an African Inclusive Markets Excellence Centre (AIMEC). The AIMEC aims to become the premier pan-African regional platform for thought leadership and action on inclusive business and inclusive markets, identifying, facilitating and replicating best practice and innovation in IB and IM policy, programming and public private collaboration. Ultimately, this will foster inclusive growth and regional economic integration in Africa.

Building up on more than 20 years of experience, UNDP's SDG Value Chains Programme in Latin America and the Caribbean offers integrated solutions for the private sector, governments and development partners to foster MSMEs incubation and acceleration, through a demand-driven approach towards more inclusive and sustainable economies. It promotes technical and investment cooperation among nations and advocates for change and connects countries to knowledge, experience and resources to help people build a better life for themselves.

Trade facilitation

The African Continental Free Trade Area (AfCFTA) is one of the flagship projects of Agenda 2063: The Africa We Want. It is a high ambition trade agreement, with a comprehensive scope that includes critical areas of Africa's economy such as digital trade and investment protection. By eliminating barriers to trade in Africa, the objective of the AfCFTA is to significantly boost intra-Africa trade, particularly trade in value-added production and trade across all sectors of Africa's economy.

The Enhanced Integrated Framework (EIF) is the only multilateral partnership dedicated exclusively to assisting least developed countries in their use of trade as an engine for growth, sustainable development and poverty reduction. The EIF partnership of 51 countries, 24 donors and 8 partner agencies works closely with governments, development organizations, civil society and academia. The partnership leverages its collective know-how, outreach and experience to tackle the world's most pressing trade-for-development issues.

Women's economic empowerment

The Gender Equality Seal (GES) for Private Sector is an innovative programme engaging the private sector in the achievement of excellency standards to promote gender equality and women's empowerment in the business world. The GES is a tool for private enterprises to come together and contribute towards the

achievement of the Sustainable Development Goals (in particular, SDGs 5, 8, 10 and 17) by reducing gender gaps and promoting gender equality and competitiveness, for fair, inclusive and sustainable growth. The programme has created a dynamic partnership between the private sector, public sector, trade unions and UNDP with a tool to develop public policy, foster constructive dialogue, invite companies to go from commitment to action and provide hard evidence of their efforts to tackle the most pressing gender inequalities.

Transforming the future of work for Gender Equality works on the complex challenge of gender equality in the future of work, understanding system dynamics, identifying leverage points for change, to then articulate/visualize a desired future system, and identify solutions and pathways forward.

The Inclusive and Equitable Local Development Programme (IELD) is a joint UNCDF, UNDP and UN Women initiative. The programme addresses structural impediments that prevent women from entering the labour market through local public and private investments, with a particular emphasis on unlocking domestic capital for women's economic empowerment and entrepreneurship. IELD uses a unique three-agency partnership to strategically approach delivery of the SDGs, using each agency's niche and comparative advantage in programming on gender equality and women's empowerment.

Economic restoration and livelihoods

Skills for an Inclusive Future (S4IF) aims to facilitate the inclusion of underserved populations and support their transition to the Future of Work through stronger private sector engagement in skills development. It seeks to achieve this through amplifying the impact of existing private sector engagement in skills development and spearheading knowledge sharing initiatives built on global expertise, while being actionable and locally relevant. As a global multi-stakeholder advisory network established with the collaboration of UNDP and EBRD, focus areas of S4IF include digital transformation, the future of work, and green economy.

The Informal Economy Facility serves as a one-stop knowledge shop to identify innovative solutions for the social protection, resilience and productivity of informal workers and businesses.

Green industries

The carbon footprint programme establishes a standardized process to identify, calculate, report and verify information related to GHG within public, private and civil society organizations. It also includes a component to reduce the water footprint of organizations, seeking to improve the management of their water resources and link it to strategies for adaptation to climate change.

The Montreal Protocol is an international environmental agreement with universal ratification to protect the earth's ozone layer by eliminating use of ozone depleting substances (ODS). It also supports climate mitigation through the phase down of hydrofluorocarbons (HFCs).

The Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans (SCALA) programme responds to the urgent need for increased action to cope with climate change impacts in the agriculture and land use sectors. SCALA supports 12 countries in Africa, Asia and Latin America to build adaptive capacity and reduce

greenhouse gas emissions to meet targets set out in their National Adaptation Plans (NAPs) and nationally determined contributions (NDCs), as well as contribute to the Sustainable Development Goals (SDGs).

Extractive industry (not covered by the evaluation)

The ACP-EU Development Minerals Programme supports knowledge exchange across Africa, the Caribbean and Pacific to improve the profile, and the management, of Development Minerals. The programme aims to strengthen the capacity of artisanal small-scale mining enterprises to enhance productivity, create jobs, increase income and put in place environmental and social safeguards in and around mining areas.

The GEF GOLD programme aims to reduce the use of mercury in artisanal gold mining and introduce and facilitate access to mercury-free extraction methods, while also working with governments to formalize the sector, promote miners' rights, safety and their access to markets.

The Environmental Governance Programme on Mining (EGP-Mining) supports countries to integrate environment and human rights into the governance of the mining sector. Using the nexus between the environment and human rights as a lens, EGP-Mining takes an integrated approach to sustainable natural resource management that focuses on addressing the drivers of conflict, environmental degradation, inequality, exclusion and poverty simultaneously.

Corporate guidance

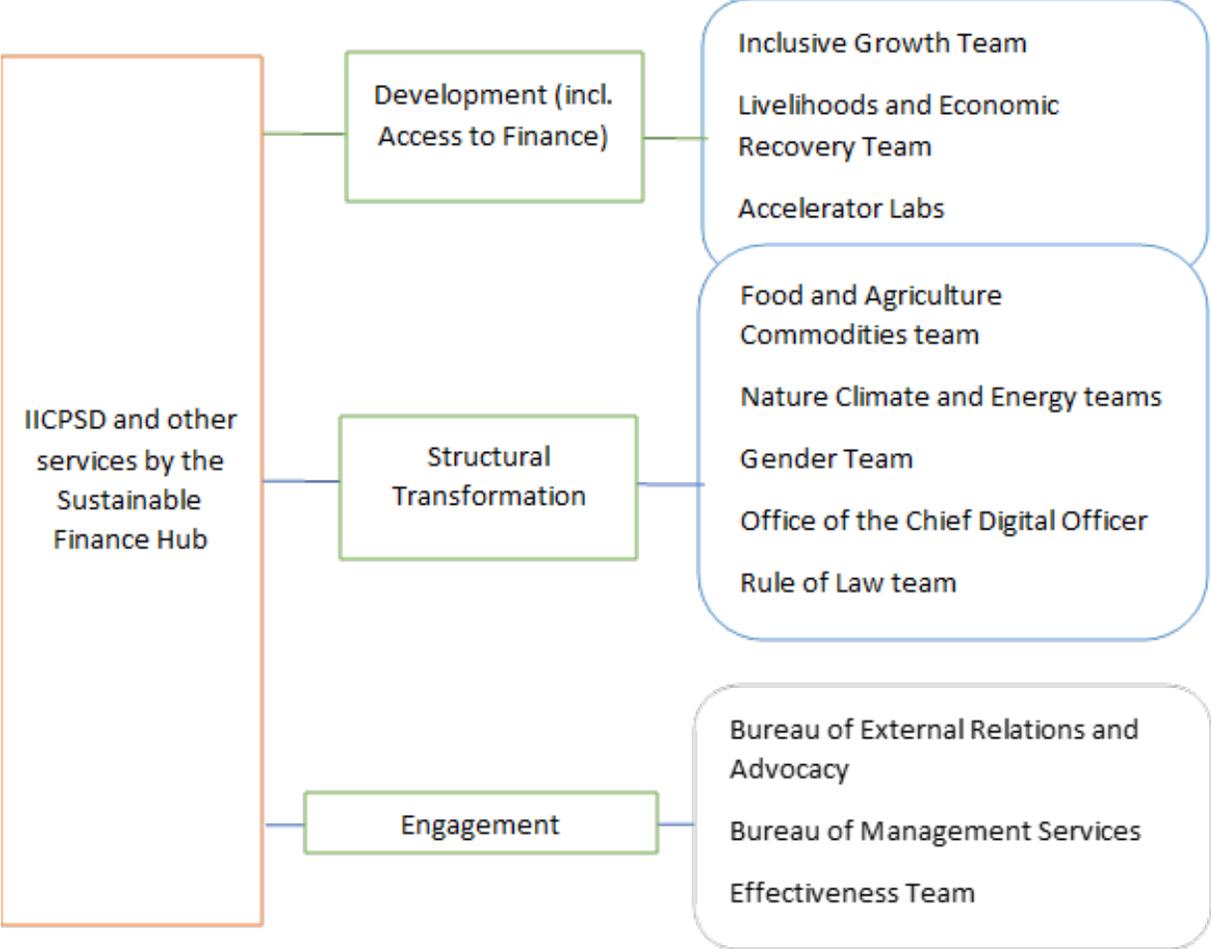
In addition to earlier publications on the development of inclusive markets,⁴⁶ starting from 2020 UNDP developed guidance on the support to private sector development for economic resilience in crises contexts. These included practical tools to support MSMEs highly impacted by the COVID-19 pandemic and manuals on how to approach private sector recovery and development, in order to promote an enabling environment for local markets, repair broken value chains, transition to more sustainable value chains, and promote higher engagement of women and other marginalized groups in the job market.⁴⁷

The FACS team developed a number of guidance notes and tools to support programming. These include the Support System Toolkit and Scorecard, the Farmers Support Toolkit, Multi-stakeholder Collaboration Guidance, Recommendations for Sustainable Financing of Platforms, and information products such as the Causality Assessment for Landscape Intervention.

⁴⁶ UNDP. (2010). Inclusive Market Handbook and UNDP. (2010). Assessing markets.

⁴⁷ UNDP (2020). Guidance Note on programmatic intervention options for MSMEs highly impacted by COVID-19. UNDP. (2023) Private sector recovery and development in crisis and post-crisis settings; UNDP (2023). Guidance notes for livelihoods and economic recovery solutions.

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Annex 6 – IEO survey

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Data context

This is an overview of the data collected from surveys distributed among program beneficiaries of four programs: Business Call to Action (BCTA), BOOST, Impact Venture Accelerators (IVA), and SME Value Chain (SMEVC). The number of responses obtained, as well as the response rate in relation to the number of beneficiaries contacted, are presented in Table 1.

Table 1: Survey responses per programme

	Total N	Percentage in relation to contacted beneficiaries	Margin of error (0.95 confidence level)
BCTA	38	27.54%	13.58
BOOST	47	43.52%	10.79
IVA	74	28.46%	9.65
SMEVC	288	34.66%	4.67

While response rates are in line with or above figures for other types of surveys, a probable bias in the data is that it overrepresents beneficiaries who have had success after participating in UNDP programmes. As can be observed in Table 2, more than 95 percent of responses came from initiatives that are still in business. Based on this working assumption, it is safe to assume that our results are likely to overreport positive experiences about the programmes and their results. The percentages presented in the table are in relation to the total number of responses obtained for the specific questions and not the number of survey responses received (complete and incomplete).

Table 2: Responses from businesses who are still operational.

Business still operational	
BCTA	22 (100%)
BOOST	27 (93.1%)
IVA	50 (94.34%)
SMEVC	209 (97.21%)

Demographics

Looking into the areas of operation for each programme, Table 3 displays the geographic distribution of the responses received. While the BCTA seems to have greater geographic coverage, the rest of the programmes have a rather clear geographic scope. BOOST is centred in the post-communist region, with Albania being the main country of focus. Based on the feedback we received during survey fieldwork, having several requests to include Kosovo in the list of countries, it is possible that many of the answers referring to Albania or where no country was selected come from that region. The Philippines stands out among IVA project beneficiaries, but this programme spans most world regions. The SMEVC has a clear focus on Latin America and the Caribbean.

Table 3: Responses per country

	BCTA	BOOST	IVA	SMEVC
Albania	0 (0%)	12 (25.53%)	0 (0%)	0 (0%)
Antigua and Barbuda	0 (0%)	0 (0%)	0 (0%)	12 (4.17%)
Armenia	0 (0%)	1 (2.13%)	1 (1.35%)	0 (0%)
Bangladesh	3 (7.89%)	0 (0%)	0 (0%)	0 (0%)
Barbados	0 (0%)	0 (0%)	0 (0%)	22 (7.64%)
Bosnia and Herzegovina	0 (0%)	0 (0%)	4 (5.41%)	0 (0%)
Colombia	2 (5.26%)	0 (0%)	4 (5.41%)	77 (26.74%)
Costa Rica	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
Denmark	0 (0%)	0 (0%)	5 (6.76%)	0 (0%)
Dominica	0 (0%)	0 (0%)	0 (0%)	8 (2.78%)
Dominican Republic	0 (0%)	0 (0%)	0 (0%)	1 (0.35%)
Ecuador	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
Estonia	0 (0%)	1 (2.13%)	0 (0%)	0 (0%)
Georgia	0 (0%)	1 (2.13%)	0 (0%)	0 (0%)
Grenada	0 (0%)	0 (0%)	0 (0%)	2 (0.69%)
Honduras	0 (0%)	0 (0%)	0 (0%)	8 (2.78%)
India	3 (7.89%)	0 (0%)	3 (4.05%)	0 (0%)
Indonesia	0 (0%)	0 (0%)	1 (1.35%)	0 (0%)
Japan	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
Kenya	1 (2.63%)	0 (0%)	1 (1.35%)	0 (0%)
Kyrgyzstan	0 (0%)	1 (2.13%)	0 (0%)	0 (0%)
Malawi	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
Malaysia	0 (0%)	0 (0%)	4 (5.41%)	0 (0%)
Mexico	0 (0%)	0 (0%)	0 (0%)	11 (3.82%)
Montenegro	0 (0%)	1 (2.13%)	0 (0%)	0 (0%)
Norway	0 (0%)	0 (0%)	1 (1.35%)	0 (0%)
Peru	0 (0%)	0 (0%)	0 (0%)	2 (0.69%)
Philippines	1 (2.63%)	0 (0%)	19 (25.68%)	0 (0%)
Poland	0 (0%)	2 (4.26%)	0 (0%)	0 (0%)
Saint Kitts and Nevis	0 (0%)	0 (0%)	0 (0%)	16 (5.56%)
Saint Lucia	0 (0%)	0 (0%)	0 (0%)	17 (5.9%)
Saint Vincent and the Grenadines	0 (0%)	0 (0%)	0 (0%)	13 (4.51%)
South Africa	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
Sweden	0 (0%)	0 (0%)	1 (1.35%)	0 (0%)
Syrian Arab Republic	0 (0%)	0 (0%)	0 (0%)	1 (0.35%)

Uganda	1 (2.63%)	0 (0%)	1 (1.35%)	0 (0%)
Ukraine	0 (0%)	1 (2.13%)	0 (0%)	2 (0.69%)
United Arab Emirates	1 (2.63%)	0 (0%)	0 (0%)	0 (0%)
United Republic of Tanzania	0 (0%)	0 (0%)	3 (4.05%)	0 (0%)
United States of America	1 (2.63%)	0 (0%)	1 (1.35%)	0 (0%)
Vietnam	0 (0%)	0 (0%)	1 (1.35%)	0 (0%)
No country selected	20 (52.63%)	27 (57.45%)	24 (32.43%)	96 (33.33%)

Table 4 displays the distribution of programme participants by their country's Human Development Index. We can observe that no programme focused exclusively on countries with low development indexes, and the programme that engaged the most in these nations was IVA, having only 8 percent of participants from those places. BCTA had a substantial proportion of participants from countries with a medium HDI (44 percent), as well as a high HDI (33 percent). The BOOST and SMEVC programmes focused on countries with a high HDI, both having more than 90 percent of their participants from those places. The BCTA and IVA programmes also operated in countries with very high HDI, with more than 16 percent of their participants from these nations.

Table 4: Distribution of programme participants by their country's Human Development Index

	BCTA	BOOST	IVA	SMEVC
Low	1 (5.56%)	0 (0.00%)	4 (8.00%)	0 (0.00%)
Medium	8 (44.44%)	1 (5.00%)	5 (10.00%)	8 (4.67%)
High	6 (33.33%)	18 (90.00%)	33 (66.00%)	182 (94.79%)
Very high	3 (16.67%)	1 (5.00%)	8 (16.00%)	2 (1.04%)

Looking into the types of companies that benefited from these programmes, Table 5 shows that all programmes had a clear focus on Small and Medium Enterprises (SMEs), with the BOOST and SMEVC programmes also targeting self-employed individuals.

Table 5: Type of beneficiary by company size

	Multinational corporation	Large national corporation	SME	Self-employed	Other
BCTA	3 (15%)	3 (15%)	13 (65%)	0 (0%)	1 (5%)
BOOST	0 (0%)	0 (0%)	19 (76%)	6 (24%)	0 (0%)
IVA	2 (4%)	1 (2%)	41 (82%)	1 (2%)	5 (10%)
SMEVC	4 (2.14%)	4 (2.14%)	125 (66.84%)	43 (22.99%)	11 (5.88%)

Table 6 shows the distribution of beneficiaries by the number of years the company has been in operation. The BCTA programme has a clear focus on established businesses, as 80 percent of the companies had been running for more than five years. In contrast, the BOOST programme targeted relatively young companies, with almost 90 percent of the beneficiaries being in business for less than five years. The IVA and SMEVC programmes prioritize more established companies but to a lesser degree than BCTA.

Table 6: Type of beneficiary by time the company has been running.

	Less than 1 year	1-3 years	3-5 years	5-10 years	10+ years
BCTA	0 (0%)	0 (0%)	4 (20%)	3 (15%)	13 (65%)
BOOST	4 (14.81%)	10 (37.04%)	10 (37.04%)	3 (11.11%)	0 (0%)
IVA	0 (0%)	9 (18%)	17 (34%)	12 (24%)	12 (24%)
SMEVC	4 (2.08%)	42 (21.88%)	36 (18.75%)	49 (25.52%)	61 (31.77%)

Focusing on the type of company by sector of operation, Table 7 shows that the agriculture, food and beverage sector was a prominent focus for all four programmes. The waste management sector also held importance for the BOOST and SMEVC programmes. Nonetheless, the large number of response options compared to the number of responses, particularly for all programmes, with the exception of SMEVC, may encourage prudence when drawing conclusions about the distribution of this data, as relatively anecdotal figures such as 1-4 responses already represent substantial percentages.

Table 7: Type of company by sector of operation

	BCTA	BOOST	IVA	SMEVC
Agriculture, food and beverage	9 (45%)	7 (25.93%)	16 (32%)	39 (20.1%)
Construction and housing	0 (0%)	0 (0%)	0 (0%)	7 (3.61%)
Consumer goods	0 (0%)	0 (0%)	5 (10%)	11 (5.67%)
Education	1 (5%)	2 (7.41%)	2 (4%)	1 (0.52%)
Energy and utilities	1 (5%)	1 (3.7%)	3 (6%)	3 (1.55%)
Financial services	0 (0%)	0 (0%)	0 (0%)	2 (1.03%)
Health	3 (15%)	0 (0%)	1 (2%)	8 (4.12%)
Information, Communication and technology	0 (0%)	3 (11.11%)	4 (8%)	4 (2.06%)
Manufacturing	1 (5%)	0 (0%)	5 (10%)	26 (13.4%)
Media and communication	0 (0%)	1 (3.7%)	1 (2%)	2 (1.03%)
Textile	2 (10%)	0 (0%)	3 (6%)	13 (6.7%)
Transport and logistics	0 (0%)	0 (0%)	0 (0%)	3 (1.55%)
Water and sanitation	0 (0%)	3 (11.11%)	5 (10%)	2 (1.03%)
Waste management	2 (10%)	10 (37.04%)	4 (8%)	71 (36.6%)
Other	1 (5%)	0 (0%)	1 (2%)	2 (1.03%)

Focusing on the demographics of respondents, it is evident that all programmes have prioritized middle-aged men with university education. Table 8 shows that men are the majority of respondents across programmes, with the difference being particularly acute for the BCTA and BOOST programmes. Table 9 reveals that the average respondent for all programmes is in his or her 40s. Table 10 shows that more than 90 percent of respondents from the BCTA, BOOST and IVA programmes had a university education. University-educated beneficiaries are still the majority in the SMEVC programme, while approximately one-third had non-university postsecondary education.

Table 8: Distribution of respondents by gender

	Men	Women
BCTA	33 (86.84%)	5 (13.16%)
BOOST	33 (70.21%)	14 (29.79%)
IVA	46 (62.16%)	28 (37.84%)
SMEVC	158 (54.86%)	130 (45.14%)

Table 9: Distribution of respondents by age

	Mean age
BCTA	42.58
BOOST	37.21
IVA	40.94
SMEVC	44.23

Table 10: Distribution of respondents by level of formal education

	BCTA	BOOST	IVA	SMEVC
No formal education	0 (0%)	1 (3.7%)	1 (2.04%)	1 (0.53%)
Primary education	0 (0%)	0 (0%)	1 (2.04%)	2 (1.06%)
Lower secondary education	0 (0%)	0 (0%)	0 (0%)	9 (4.76%)
Upper secondary education	0 (0%)	0 (0%)	0 (0%)	21 (11.11%)
Post-secondary education	0 (0%)	0 (0%)	1 (2.04%)	62 (32.8%)
Bachelors	5 (25%)	8 (29.63%)	18 (36.73%)	59 (31.22%)
Masters	15 (75%)	15 (55.56%)	27 (55.1%)	33 (17.46%)
PhD	0 (0%)	3 (11.11%)	1 (2.04%)	2 (1.06%)

Reasons for participation and support received

Focusing on the reasons why participants applied to the programme, Table 11 shows the distribution of motivations selected. In this question, survey respondents could select up to five reasons for participation. Economic reasons lie at the centre of beneficiaries' motives to apply. Growing their business is a prominent reason across programmes, being the most repeated one among BOOST and SMEVC beneficiaries and the second most repeated one for BCTA and IVA participants. Connecting with investors and having the opportunity to present their project, as well as expanding to new markets, are other commonly cited reasons. Reasons related to beneficiaries' desire to improve their capacity to run their business, either by enhancing their skills or looking for new ways to overcome existing challenges, also were indicated. Social impact reasons, such as being better able to incorporate UN SDGs into their business, adopting greener practices, and including low-income populations, also encouraged beneficiaries to apply. Reasons related to motivation (boost in motivation and showing the project is worthwhile) do not seem to have a significant impact on participants' reasons to apply. Focusing on each programme separately, we can see that for BCTA participants, the main motivations were both social and related to growing their business. On the one hand, including low-income populations and incorporating SDGs are among the top reasons for participation. On the other, growing their business and connecting with investors are also highly

ranked. BOOST programme participants seem to prioritize more reasons related to improving their current business (growing it, connecting with investors, and enhancing their skills), while incorporating SDGs was also a priority. For the IVA programme, reasons seem more diverse, with the greatest incidence being both related to incorporating SDGs as well as growing the business. Nonetheless, enhancing skills and products, connecting with investors and entrepreneurs, as well as overcoming challenges and expanding to new markets are important reasons for participation. The main reasons for SMEVC participants are clearly business-focused and include growing their business, overcoming challenges, enhancing skills, and expanding to new markets.

Table 11: Reasons for participation

	BCTA	BOOST	IVA	SMEVC
Enhance Skills	3 (7.89%)	11 (23.4%)	21 (28.38%)	130 (45.14%)
Enhance products	2 (5.26%)	6 (12.77%)	16 (21.62%)	65 (22.57%)
Grow business	8 (21.05%)	25 (53.19%)	33 (44.59%)	175 (60.76%)
Overcome challenges	2 (5.26%)	8 (17.02%)	20 (27.03%)	141 (48.96%)
Present project to investors	3 (7.89%)	15 (31.91%)	17 (22.97%)	31 (10.76%)
Expand to new markets	5 (13.16%)	9 (19.15%)	17 (22.97%)	101 (35.07%)
Include low-income populations	8 (21.05%)	3 (6.38%)	11 (14.86%)	15 (5.21%)
Adopt greener practices	4 (10.53%)	7 (14.89%)	12 (16.22%)	21 (7.29%)
Incorporate SDGs	11 (28.95%)	13 (27.66%)	36 (48.65%)	68 (23.61%)
Connect with other entrepreneurs	3 (7.89%)	8 (17.02%)	17 (22.97%)	52 (18.06%)
Connect with investors	8 (21.05%)	11 (23.4%)	16 (21.62%)	22 (7.64%)
Boost in motivation	2 (5.26%)	3 (6.38%)	2 (2.7%)	45 (15.62%)
Show business is worthwhile	3 (7.89%)	2 (4.26%)	3 (4.05%)	27 (9.38%)

In relation to the type of support received, Table 12 displays the types of support each programme beneficiary received. Training, either in groups or through personalized mentorship, is a prevalent form of support across programmes. Providing practical help is also a common form of support in the IVA and SMEVC programmes. The BOOST and SMEVC programmes also rely substantially on financial support. BOOST and IVA beneficiaries benefited from connections with other business partners through the programmes, and some IVA participants were also connected to investors.

Table 12: Type of support received.

	BCTA	BOOST	IVA	SMEVC
Training	9 (23.68%)	29 (61.70%)	39 (52.70%)	179 (32.15%)
Personalized mentorship	4 (10.53%)	7 (14.89%)	25 (33.78%)	114 (39.58%)
Practical help	5 (13.16%)	0 (0%)	18 (24.32%)	65 (22.57%)
Financial support	0 (0%)	19 (40.43%)	20 (27.02%)	167 (57.99%)
Connection with business partners	3 (7.89%)	5 (31.91%)	24 (32.43%)	42 (14.58%)
Connection with investors	3 (7.89%)	2 (4.26%)	13 (17.57%)	9 (3.13%)

When it comes to the size of the financial support received by those who enjoyed this type of backing, Table 13 shows how significant this aid was for project beneficiaries. The majority of beneficiaries of all three programmes that provided this kind of benefit consider the funding they received to be either rather small or very small, and less than one-third consider it to be rather substantial.

Table 13: Size of financial support

	Very small	Rather small	Rather big	Very big
BCTA	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
BOOST	5 (29.41%)	8 (47.06%)	4 (23.53%)	0 (0.00%)
IVA	2 (12.50%)	9 (56.25%)	5 (31.25%)	0 (0.00%)
SMEVC	20 (13.89%)	71 (49.31%)	40 (27.78%)	13 (9.03%)

In general, programme beneficiaries perceive UNDP support as having contributed to their company's success. As shown in Table 14, approximately 53 percent of BOOST, 41 percent of SMEVC, and 39 percent of IVA participants believe they would not have managed to achieve their objectives without UNDP's support. Fifty-five percent of BCTA beneficiaries, 48 percent of IVA's, and 32 percent of BOOST's believe that they would have needed extra effort to achieve their objectives without UNDP's support. Conversely, it is worth noting that approximately one-quarter of SMEVC participants have not achieved their objectives, despite having received UNDP's support.

Table 14: Impact of UNDP's support

	I would not have managed to achieve my objectives without UNDP's support	I would have achieved my objectives without UNDP's support, but with some extra effort	I would have easily achieved my objectives without UNDP's support	Even though I was supported by UNDP, I have not achieved my objectives
BCTA	3 (15%)	11 (55%)	4 (20%)	2 (10%)
BOOST	10 (52.63%)	6 (31.58%)	1 (5.26%)	2 (10.53%)
IVA	17 (38.64%)	21 (47.73%)	4 (9.09%)	2 (4.55%)
SMEVC	67 (40.85%)	23 (14.02%)	34 (20.73%)	40 (24.39%)

Participants also consider the support effective. As shown in Table 15, the majority of respondents across programmes considered that they were able to apply a lot or quite a bit of the advice received during the programmes. There are differences across programmes. While 95 percent of IVA and SMEVC participants respond being able to apply quite a bit or a lot of the advice received, this figure drops to approximately 74 percent for the BCTA and 63 percent for the BOOST programmes.

Table 15: Ability to apply advice received

	Not at all	Very little	A little	Quite a bit	A lot
BCTA	1 (5.26%)	2 (10.53%)	2 (10.53%)	12 (63.16%)	2 (10.53%)
BOOST	1 (3.33%)	4 (13.33%)	6 (20%)	8 (26.67%)	11 (36.67%)
IVA	1 (1.92%)	0 (0%)	2 (3.85%)	18 (34.62%)	31 (59.62%)
SMEVC	1 (0.46%)	7 (3.21%)	13 (5.96%)	100 (45.87%)	97 (44.5%)

Table 16 presents the most important reasons why respondents think they were able to apply the advice received during the programme, among those who answered they were able to apply quite a bit or a lot of the advice received. The most cited reason among BOOST, IVA, and SMEVC participants, as well as the second most cited among BCTA beneficiaries, is that the programme was well-tailored and easy to adapt. Beneficiaries are also aware of their own and their company/circle's capacities, often referring to having enough time and the support of their close circles as crucial in their ability to apply the advice received during the programmes. Having received support from the government or

other sponsors is also a prominent reason among BCTA, IVA, and SMEVC participants. The most referred to reason among BCTA participants is that they had the necessary economic resources.

Table 16: Reasons contributing to company's capacity to apply programme advice

	BCTA	BOOST	IVA	SMEVC
The programme was well tailored and easy to adapt	7 (50.00%)	15 (78.95%)	33 (67.35%)	156 (79.19%)
I had the support I needed in my company/circle	6 (42.86%)	8 (42.11%)	27 (55.10%)	90 (45.69%)
I had enough time to implement the advice	8 (57.14%)	9 (47.37%)	19 (38.78%)	85 (43.15%)
I had follow-up mentorship after the programme	3 (21.43%)	2 (10.53%)	18 (36.73%)	65 (32.99%)
My personal and family duties allowed me for sufficient time to fully perform the activities are needed for my project/business to succeed	3 (21.43%)	4 (21.05%)	17 (34.69%)	61 (30.96%)
Good online presence to expand my business	4 (28.57%)	4 (21.05%)	16 (32.65%)	62 (31.47%)
The macro-economic environment was conducive to invest in the business	4 (28.57%)	3 (15.79%)	12 (24.49%)	29 (14.72%)
I had the necessary economic resources	6 (42.86%)	5 (26.32%)	16 (32.65%)	41 (20.81%)
I have the necessary connections to investors/banks	4 (28.57%)	2 (10.53%)	9 (18.37%)	10 (5.08%)
I received support from venture capitalists introduced to me during the programme	1 (7.14%)	2 (10.53%)	6 (12.24%)	19 (9.64%)
I received support from the Government or other sponsors to develop my business	4 (28.57%)	3 (15.79%)	19 (38.78%)	50 (25.38%)

As reported in Table 17, participants across programmes overwhelmingly agree with all statements when assessing the programmes. Participants believe that all programmes were relevant to their needs, well-structured, and easy to understand. They also think that they received sufficient attention and personalized advice. They state that they had ample time to connect with other entrepreneurs and that, after the programmes, they knew what they had to do.

Table 17: Participants' assessment of the programmes (1)

<i>The programme was relevant to my needs</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	2 (8.33%)	10 (41.67%)	12 (50%)
BOOST	0 (0%)	0 (0%)	9 (29.03%)	22 (70.97%)
IVA	1 (1.85%)	0 (0%)	12 (22.22%)	41 (75.93%)
SMEVC	3 (1.34%)	5 (2.23%)	46 (20.54%)	170 (75.89%)
<i>The programme was well structured</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	2 (9.09%)	2 (9.09%)	10 (45.45%)	8 (36.36%)
BOOST	1 (3.33%)	1 (3.33%)	10 (33.33%)	18 (60%)
IVA	1 (1.89%)	2 (3.77%)	16 (30.19%)	34 (64.15%)

SMEVC	3 (1.35%)	8 (3.59%)	49 (21.97%)	163 (73.09%)
<i>The language was easy to understand</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	4 (18.18%)	6 (27.27%)	6 (27.27%)	6 (27.27%)
BOOST	1 (3.33%)	3 (10%)	10 (33.33%)	16 (53.33%)
IVA	0 (0%)	3 (5.77%)	12 (23.08%)	37 (71.15%)
SMEVC	6 (2.73%)	28 (12.73%)	79 (35.91%)	107 (48.64%)
<i>I received enough attention</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	2 (8.7%)	8 (34.78%)	13 (56.52%)
BOOST	0 (0%)	1 (3.23%)	10 (32.26%)	20 (64.52%)
IVA	1 (1.85%)	1 (1.85%)	10 (18.52%)	42 (77.78%)
SMEVC	4 (1.84%)	6 (2.76%)	38 (17.51%)	169 (77.88%)
<i>I received personalized advice</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	5 (21.74%)	6 (26.09%)	12 (52.17%)
BOOST	0 (0%)	1 (3.33%)	10 (33.33%)	19 (63.33%)
IVA	1 (1.92%)	1 (1.92%)	9 (17.31%)	41 (78.85%)
SMEVC	4 (1.79%)	4 (1.79%)	36 (16.14%)	179 (80.27%)
<i>I had opportunities to connect with other entrepreneurs</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	3 (14.29%)	5 (23.81%)	9 (42.86%)	4 (19.05%)
BOOST	1 (3.45%)	5 (17.24%)	7 (24.14%)	16 (55.17%)
IVA	2 (3.77%)	1 (1.89%)	15 (28.3%)	35 (66.04%)
SMEVC	6 (2.7%)	11 (4.95%)	49 (22.07%)	156 (70.27%)
<i>After the programme I knew what I had to do</i>				
	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	5 (22.73%)	17 (77.27%)
BOOST	0 (0%)	1 (3.45%)	2 (6.9%)	26 (89.66%)
IVA	1 (1.96%)	0 (0%)	9 (17.65%)	41 (80.39%)
SMEVC	3 (1.35%)	4 (1.79%)	20 (8.97%)	196 (87.89%)

As reported in Table 18, when asked about the length and intensity of the programme, as well as the period between notification and start of the programme, there is overall satisfaction. However, it is noticeable that a proportion of BCTA and SMEVC participants think the length of the programmes was too short. Almost one-quarter of BCTA participants (five respondents) believe that the programme was too relaxed.

Table 18: Participants' assessment of the programmes (2)

Programme length			
	Too short	About right	Too long
BCTA	4 (18.18%)	18 (81.82%)	0 (0%)
BOOST	2 (6.67%)	19 (63.33%)	9 (30%)
IVA	5 (9.09%)	46 (83.64%)	4 (7.27%)
SMEVC	36 (15.79%)	172 (75.44%)	20 (8.77%)
Programme intensity			
	Too relaxed	About right	Too intense
BCTA	5 (22.73%)	16 (72.73%)	1 (4.55%)
BOOST	1 (3.33%)	23 (76.67%)	6 (20%)
IVA	3 (5.45%)	47 (85.45%)	5 (9.09%)
SMEVC	11 (4.82%)	205 (89.91%)	12 (5.26%)
Period between notification and start of the programme			
	Too short	About right	Too long
BCTA	3 (13.64%)	19 (86.36%)	0 (0%)
BOOST	4 (13.33%)	23 (76.67%)	3 (10%)
IVA	4 (7.27%)	49 (89.09%)	2 (3.64%)
SMEVC	13 (5.73%)	196 (86.34%)	18 (7.93%)

As reported in Table 19, when asked about the contribution of UNDP programmes to different facets of their business, participants declare they perceived all programmes to be very impactful overall. More than 70 percent of participants across programmes believe UNDP contributed to greater credibility for their business, with these figures being particularly high for SMEVC and IVA members (87 percent). Similarly, a comparable proportion of participants believe their programme contributed to their business having a better reputation among consumers and their community. Regarding exposure to investing opportunities, a majority of BOOST and IVA participants believe their programme contributed to their exposure to both national and international investors, while these figures are much lower among BCTA and SMEVC beneficiaries. A similar pattern emerges in relation to how UNDP programmes contributed to participants' exposure to financing opportunities from banks and their national governments. When it comes to exposure to other initiatives from UNDP, other UN agencies, and international institutions, a majority of BOOST, IVA and SMEVC participants believe the programmes contributed substantially to this objective, while only 35 percent of BCTA beneficiaries think so.

Table 19: Contribution of UNDP programmes

Greater credibility					
	Not at all	Very little	A little	Quite some	A lot
BCTA	1 (4.76%)	2 (9.52%)	4 (19.05%)	10 (47.62%)	4 (19.05%)
BOOST	0 (0%)	0 (0%)	3 (12%)	12 (48%)	10 (40%)
IVA	2 (4.26%)	0 (0%)	4 (8.51%)	16 (34.04%)	25 (53.19%)
SMEVC	5 (2.78%)	8 (4.44%)	28 (15.56%)	77 (42.78%)	62 (34.44%)
Better reputation among consumers					

	Not at all	Very little	A little	Quite some	A lot
BCTA	2 (9.52%)	4 (19.05%)	2 (9.52%)	9 (42.86%)	4 (19.05%)
BOOST	0 (0%)	0 (0%)	3 (12.5%)	10 (41.67%)	11 (45.83%)
IVA	2 (4.44%)	1 (2.22%)	6 (13.33%)	11 (24.44%)	25 (55.56%)
SMEVC	6 (3.55%)	12 (7.1%)	25 (14.79%)	70 (41.42%)	56 (33.14%)

Better reputation in the community

	Not at all	Very little	A little	Quite some	A lot
BCTA	2 (10%)	4 (20%)	4 (20%)	6 (30%)	4 (20%)
BOOST	0 (0%)	1 (4%)	2 (8%)	11 (44%)	11 (44%)
IVA	2 (4.35%)	0 (0%)	3 (6.52%)	18 (39.13%)	23 (50%)
SMEVC	7 (4.09%)	15 (8.77%)	28 (16.37%)	71 (41.52%)	50 (29.24%)

Higher engagement of employees

	Not at all	Very little	A little	Quite some	A lot
BCTA	1 (4.76%)	7 (33.33%)	4 (19.05%)	7 (33.33%)	2 (9.52%)
BOOST	2 (8.7%)	2 (8.7%)	2 (8.7%)	8 (34.78%)	9 (39.13%)
IVA	2 (4.35%)	0 (0%)	7 (15.22%)	19 (41.3%)	18 (39.13%)
SMEVC	15 (8.82%)	11 (6.47%)	33 (19.41%)	72 (42.35%)	39 (22.94%)

Better exposure to national investors

	Not at all	Very little	A little	Quite some	A lot
BCTA	6 (31.58%)	5 (26.32%)	4 (21.05%)	2 (10.53%)	2 (10.53%)
BOOST	2 (8.33%)	2 (8.33%)	4 (16.67%)	11 (45.83%)	5 (20.83%)
IVA	3 (6.52%)	4 (8.7%)	10 (21.74%)	12 (26.09%)	17 (36.96%)
SMEVC	49 (29.88%)	26 (15.85%)	35 (21.34%)	33 (20.12%)	21 (12.8%)

Better exposure to international investors

	Not at all	Very little	A little	Quite some	A lot
BCTA	6 (33.33%)	5 (27.78%)	3 (16.67%)	2 (11.11%)	2 (11.11%)
BOOST	3 (12.5%)	4 (16.67%)	4 (16.67%)	11 (45.83%)	2 (8.33%)
IVA	7 (15.56%)	2 (4.44%)	11 (24.44%)	12 (26.67%)	13 (28.89%)
SMEVC	68 (43.59%)	28 (17.95%)	26 (16.67%)	20 (12.82%)	14 (8.97%)

Better exposure to financing opportunities from banks

	Not at all	Very little	A little	Quite some	A lot
BCTA	8 (44.44%)	3 (16.67%)	4 (22.22%)	2 (11.11%)	1 (5.56%)
BOOST	5 (21.74%)	3 (13.04%)	4 (17.39%)	8 (34.78%)	3 (13.04%)
IVA	6 (13.33%)	5 (11.11%)	14 (31.11%)	10 (22.22%)	10 (22.22%)
SMEVC	53 (31.74%)	32 (19.16%)	29 (17.37%)	37 (22.16%)	16 (9.58%)

Better exposures to national government

	Not at all	Very little	A little	Quite some	A lot
BCTA	6 (31.58%)	3 (15.79%)	3 (15.79%)	5 (26.32%)	2 (10.53%)
BOOST	2 (8.33%)	3 (12.5%)	7 (29.17%)	9 (37.5%)	3 (12.5%)
IVA	2 (4.44%)	6 (13.33%)	13 (28.89%)	7 (15.56%)	17 (37.78%)

SMEVC	54 (31.58%)	30 (17.54%)	38 (22.22%)	31 (18.13%)	18 (10.53%)
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Better exposure to other UNDP initiatives

	Not at all	Very little	A little	Quite some	A lot
BCTA	3 (15.79%)	5 (26.32%)	6 (31.58%)	2 (10.53%)	3 (15.79%)
BOOST	1 (4.35%)	2 (8.7%)	3 (13.04%)	10 (43.48%)	7 (30.43%)
IVA	3 (6.52%)	4 (8.7%)	9 (19.57%)	13 (28.26%)	17 (36.96%)
SMEVC	24 (13.64%)	21 (11.93%)	35 (19.89%)	57 (32.39%)	39 (22.16%)

Better exposure to initiatives by other UN agencies or international institutions

	Not at all	Very little	A little	Quite some	A lot
BCTA	4 (20%)	4 (20%)	5 (25%)	3 (15%)	4 (20%)
BOOST	1 (4.55%)	1 (4.55%)	6 (27.27%)	6 (27.27%)	8 (36.36%)
IVA	5 (10.64%)	2 (4.26%)	9 (19.15%)	12 (25.53%)	19 (40.43%)
SMEVC	34 (20.24%)	26 (15.48%)	30 (17.86%)	46 (27.38%)	32 (19.05%)

When comparing the average scores by programme, as presented in Table 20, it is worth highlighting that overall, BOOST and IVA participants perceive the programmes to be more impactful than those from BCTA and SMEVC, with BCTA being perceived as having contributed the least overall. Noticeably, across all programmes, the greatest perceived contributions of UNDP relate to the image of the company and the engagement of employees. The highest average scores, across all programmes, are related to obtaining greater credibility, having a better reputation among customers and the community, and achieving higher engagement of employees. BOOST and IVA participants also highlight the programmes' contribution to their exposure to initiatives from UNDP and other UN agencies, as well as to national investors. Conversely, exposure to national and international investors, as well as financing opportunities from banks, are the areas where BCTA and SMEVC participants see that their programmes have had the least impact. Similarly, BOOST and IVA participants give the lowest scores to UNDP's contribution to their exposure to international investors and financing opportunities from banks.

Table 20: Average scores of contribution of UNDP, by programme

	BCTA	BOOST	IVA	SMEVC
Greater credibility	3.67	4.28	4.32	4.02
Better reputation among consumers	3.43	4.33	4.24	3.93
Better reputation in the community	3.30	4.28	4.30	3.83
Higher engagement of employees	3.10	3.87	4.11	3.64
Better exposure to national investors	2.42	3.63	3.78	2.70
Better exposure to international investors	2.39	3.21	3.49	2.26
Better exposure to financing opportunities from banks	2.17	3.04	3.29	2.59
Better exposures to national government	2.68	3.33	3.69	2.58
Better exposure to other UNDP initiatives	2.84	3.87	3.80	3.38
Better exposure to initiatives by other UN agencies or international institutions	2.95	3.86	3.81	3.10

Table 21 displays how programme participants have advanced towards a number of goals. The variables in this table range from 1, 'we have moved backwards from this direction,' to 3, 'we have

moved forward in this direction,' with 2 being 'we have stayed the same.' A bird's eye view shows that participants of any programme have progressed in all the goals inquired about. Comparing programmes across categories, it is evident that IVA participants, on average, have progressed the best across most categories, followed by SMEVC participants. When looking into specific goals, it is apparent that BCTA and BOOST participants do comparatively better in relation to social goals. While IVA participants show the most progress, BCTA and BOOST participants perform better than SMEVC participants in indicators such as increasing the number of employed women and women in management positions, setting business goals more aligned with SDGs, and having a greater positive impact on the wellbeing of low-income communities. SMEVC participants outperform the rest in strengthening their position vis-à-vis suppliers and customers, as they score the highest in developing better relationships with suppliers and having more diverse customers.

Table 21: Means of progress indicators towards certain goals, by programme

	BCTA	BOOST	IVA	SMEVC
Run the business in a more efficient manner	2.38	2.54	2.77	2.65
Develop new products	2.62	2.42	2.74	2.59
Scale up existing products	2.43	2.35	2.79	2.62
Diversify production into new local markets	2.38	2.29	2.49	2.45
Enter or trade more with international markets	2.05	2.25	2.31	2.08
Increase the number of customers	2.38	2.57	2.70	2.67
Have more diverse customers	2.57	2.52	2.54	2.62
Increase sales and revenues	2.33	2.39	2.66	2.59
Have more employees	2.29	2.30	2.53	2.25
Increase the number of women we employ	2.43	2.42	2.62	2.23
Increase the number of women in our management team	2.24	2.29	2.46	2.11
Increase online presence	2.48	2.33	2.60	2.59
Get increased visibility or media exposure	2.33	2.33	2.67	2.52
Know customers' needs better	2.52	2.61	2.82	2.63
Develop better relationships with suppliers	2.38	2.39	2.59	2.64
Develop better relationships with the local or central government	2.29	2.12	2.65	2.19
Set new business goals more aligned with the SDGs	2.48	2.70	2.87	2.42
Increase the application of Impact Measurement and Management tools	2.43	2.46	2.65	2.45
Have greater positive impact on the wellbeing of low-income communities	2.62	2.33	2.76	2.31
Adopt greener practices	2.33	2.50	2.73	2.49

For a more detailed analysis per programme and indicator, we turn to the information displayed in Table 22. Overall, we see that a clear majority of participants across programmes have either stayed the same or moved forward in all indicators. Looking into each variable, when it comes to running their business more efficiently, we see that only in the BCTA programme are there less than a majority of participants who declared to have moved forward in this direction. Conversely, three-quarters of participants of the IVA programme have evolved positively in this indicator. In relation to developing new programmes, almost 40 percent of BCTA and BOOST participants have stayed the same, while three-quarters of IVA participants have moved forward. A clear majority of IVA and SMEVC participants have advanced in their objective to scale up existing products. The opposite is true for BCTA and BOOST beneficiaries, in which a majority has either moved backwards or stayed the same. Diversifying production into new local markets seems to have been more challenging across programmes, as a majority of participants have either stayed the same or moved backwards on that front. The same is true for entering or trading more with international markets, as only 14 percent of

BCTA, 25 percent of BOOST, 35 percent of IVA and 22 percent of SMEVC participants have advanced forward on that front. A majority of BOOST, IVA and SMEVC participants have managed to increase the number of customers, but only 42 percent of BCTA beneficiaries have achieved this objective. However, a majority of participants across programmes have managed to diversify their customer base. When it comes to hiring more employees, a majority of IVA participants have managed to advance in that direction, while one-third of the rest of programme participants have done so. When it comes to hiring more women in particular, SMEVC participants clearly underperform in relation to the rest of programmes, as only 28 percent of them have advanced in that area. For the rest of programmes, 62 percent of IVA, 47 percent of BCTA and 46 percent of BOOST beneficiaries have progressed in this goal. Progression on the objective of including more women in management teams has been comparatively worse, as most companies across programmes have not advanced in that direction. SMEVC participants score particularly low, as only 16 percent of them have increased the number of women in their management. The IVA programme is on top of this ranking, with 46 percent of their beneficiaries having included more women in top roles. The BCTA and BOOST programmes score similarly, with 33 percent and 29 percent of participants who have advanced in this direction, respectively. In relation to increasing their visibility, a majority of BCTA and BOOST programme participants have not managed to progress either in increasing their online presence or their media exposure. Conversely, approximately 60 percent of IVA and SMEVC participants have progressed in obtaining more attention either from the media or online. A majority of participants across programmes believe they know their customers’ needs better since their participation. IVA participants stand out, as 82 percent of them have this impression. A majority of IVA and SMEVC participants believe they have developed better relationships with suppliers, while approximately 60 percent of BCTA and BOOST beneficiaries think their relationships with suppliers have stayed the same. When it comes to the local or central government, 65 percent of IVA participants believe they have improved their relationships, while only approximately 25 percent of participants of the rest of programmes have this impression. In relation to including SDGs, BOOST and IVA participants stand out in their performance, as 74 percent and 89 percent, respectively, believe they have advanced in this direction. These figures are lower for BCTA (52 percent) and SMEVC (45 percent) beneficiaries. In relation to applying impact measurement and management tools, 65 percent of IVA respondents have advanced in this direction, while approximately 50 percent of participants from the rest of programmes have moved forward. In relation to their impact on the wellbeing of low-income communities, IVA and BCTA participants stand out, as 76 percent and 62 percent, respectively, have improved in this line since their participation, while less than 40 percent of BOOST and SMEVC respondents say they have done so. When it comes to adopting greener practices, it is noticeable that BCTA participants have underperformed on this topic, in relation to the rest of programmes, and only 38 percent of them believe they have become more environmentally friendly. IVA participants are on the other side of the ranking, leading with 73 percent of them becoming greener. Approximately 50 percent of BOOST and SMEVC beneficiaries have improved in that regard.

Table 22: Progress indicators towards certain goals, by programme

<i>Run the business more efficiently</i>			
	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	13 (61.9%)	8 (38.1%)
BOOST	1 (3.85%)	10 (38.46%)	15 (57.69%)
IVA	0 (0%)	11 (23.4%)	36 (76.6%)
SMEVC	3 (1.54%)	62 (31.79%)	130 (66.67%)

Develop new products

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	8 (38.1%)	13 (61.9%)
BOOST	2 (8.33%)	10 (41.67%)	12 (50%)
IVA	0 (0%)	12 (25.53%)	35 (74.47%)
SMEVC	4 (2.11%)	69 (36.32%)	117 (61.58%)

Scale up existing products

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	10 (47.62%)	10 (47.62%)
BOOST	0 (0%)	15 (65.22%)	8 (34.78%)
IVA	0 (0%)	10 (20.83%)	38 (79.17%)
SMEVC	4 (2.09%)	64 (33.51%)	123 (64.4%)

Diversify production into new local markets

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	13 (61.9%)	8 (38.1%)
BOOST	0 (0%)	17 (70.83%)	7 (29.17%)
IVA	0 (0%)	24 (51.06%)	23 (48.94%)
SMEVC	7 (3.76%)	89 (47.85%)	90 (48.39%)

Enter or trade more with international markets

	Moved backwards	Stayed the same	Moved forward
BCTA	2 (9.52%)	16 (76.19%)	3 (14.29%)
BOOST	0 (0%)	18 (75%)	6 (25%)
IVA	2 (4.17%)	29 (60.42%)	17 (35.42%)
SMEVC	27 (14.29%)	120 (63.49%)	42 (22.22%)

Increase the number of customers

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	11 (52.38%)	9 (42.86%)
BOOST	0 (0%)	10 (43.48%)	13 (56.52%)
IVA	0 (0%)	14 (29.79%)	33 (70.21%)
SMEVC	6 (3.19%)	50 (26.6%)	132 (70.21%)

Have more diverse customers

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	9 (42.86%)	12 (57.14%)
BOOST	0 (0%)	10 (47.62%)	11 (52.38%)
IVA	1 (2.08%)	20 (41.67%)	27 (56.25%)

SMEVC	3 (1.61%)	64 (34.41%)	119 (63.98%)
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Increase sales and revenues

	Moved backwards	Stayed the same	Moved forward
BCTA	2 (9.52%)	10 (47.62%)	9 (42.86%)
BOOST	0 (0%)	14 (60.87%)	9 (39.13%)
IVA	0 (0%)	16 (34.04%)	31 (65.96%)
SMEVC	12 (6.49%)	52 (28.11%)	121 (65.41%)

Have more employees

	Moved backwards	Stayed the same	Moved forward
BCTA	2 (9.52%)	11 (52.38%)	8 (38.1%)
BOOST	1 (4.35%)	14 (60.87%)	8 (34.78%)
IVA	0 (0%)	22 (46.81%)	25 (53.19%)
SMEVC	15 (8.15%)	108 (58.7%)	61 (33.15%)

Increase the number of women we employ

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	10 (47.62%)	10 (47.62%)
BOOST	1 (4.17%)	12 (50%)	11 (45.83%)
IVA	0 (0%)	18 (38.3%)	29 (61.7%)
SMEVC	10 (5.32%)	125 (66.49%)	53 (28.19%)

Increase the number of women in our management team

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	14 (66.67%)	6 (28.57%)
BOOST	1 (4.17%)	15 (62.5%)	8 (33.33%)
IVA	0 (0%)	26 (54.17%)	22 (45.83%)
SMEVC	9 (4.89%)	146 (79.35%)	29 (15.76%)

Increase online presence

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	11 (52.38%)	10 (47.62%)
BOOST	2 (8.33%)	12 (50%)	10 (41.67%)
IVA	0 (0%)	19 (40.43%)	28 (59.57%)
SMEVC	8 (4.28%)	61 (32.62%)	118 (63.1%)

Get increased visibility or media exposure

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	12 (57.14%)	8 (38.1%)

BOOST	1 (4.17%)	14 (58.33%)	9 (37.5%)
IVA	1 (2.08%)	14 (29.17%)	33 (68.75%)
SMEVC	7 (3.74%)	75 (40.11%)	105 (56.15%)

Know customers' needs better

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	10 (47.62%)	11 (52.38%)
BOOST	0 (0%)	9 (39.13%)	14 (60.87%)
IVA	0 (0%)	8 (17.78%)	37 (82.22%)
SMEVC	3 (1.59%)	64 (33.86%)	122 (64.55%)

Develop better relationships with suppliers

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	13 (61.9%)	8 (38.1%)
BOOST	0 (0%)	14 (60.87%)	9 (39.13%)
IVA	0 (0%)	19 (41.3%)	27 (58.7%)
SMEVC	1 (0.54%)	65 (35.33%)	118 (64.13%)

Develop better relationships with the local or central government

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	15 (71.43%)	6 (28.57%)
BOOST	3 (12%)	16 (64%)	6 (24%)
IVA	0 (0%)	16 (34.78%)	30 (65.22%)
SMEVC	11 (6.04%)	125 (68.68%)	46 (25.27%)

Set new business goals more aligned with the SDGs

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	9 (42.86%)	11 (52.38%)
BOOST	1 (4.35%)	5 (21.74%)	17 (73.91%)
IVA	0 (0%)	6 (13.04%)	40 (86.96%)
SMEVC	4 (2.17%)	98 (53.26%)	82 (44.57%)

Increase the application of Impact Measurement and Management tools

	Moved backwards	Stayed the same	Moved forward
BCTA	2 (9.52%)	8 (38.1%)	11 (52.38%)

BOOST	1 (4.17%)	11 (45.83%)	12 (50%)
IVA	0 (0%)	16 (34.78%)	30 (65.22%)
SMEVC	5 (2.75%)	90 (49.45%)	87 (47.8%)

Have greater positive impact on the wellbeing of low-income communities

	Moved backwards	Stayed the same	Moved forward
BCTA	0 (0%)	8 (38.1%)	13 (61.9%)
BOOST	1 (4.17%)	14 (58.33%)	9 (37.5%)
IVA	0 (0%)	11 (23.91%)	35 (76.09%)
SMEVC	8 (4.4%)	109 (59.89%)	65 (35.71%)

Adopt greener practices

	Moved backwards	Stayed the same	Moved forward
BCTA	1 (4.76%)	12 (57.14%)	8 (38.1%)
BOOST	1 (4.17%)	10 (41.67%)	13 (54.17%)
IVA	0 (0%)	12 (26.67%)	33 (73.33%)
SMEVC	5 (2.78%)	81 (45%)	94 (52.22%)

Table 23 displays the averages of our hope for the future indicators, by programme. These indicators use a 4-point scale (1: disagree completely, 2: somewhat disagree, 3: somewhat agree, 4: agree completely). As observed, overall, all programme participants are quite hopeful, with all averages above 3. BCTA programme participants stand out with the highest scores for believing that their company will provide for them and their family in the next 12 months, as well as for believing their company will have a positive impact on society. They are also the second most optimistic about their prospects of expansion and increase in sales. Conversely, BOOST participants are the least hopeful regarding their company providing for them and their family, as well as their prospects of having an impact on society. However, they are the second most hopeful group about their capacity to overcome challenges. IVA programme participants are the most hopeful about their prospects of expansion, increase in sales, and their capacity to overcome challenges, and the second most hopeful regarding their company providing for them and their family, as well as their potential to have a positive impact on society. SMEVC participants consistently rank just above the bottom across categories.

Table 23: Hope for the future averages, by programme

	BCTA	BOOST	IVA	SMEVC
I think that my company will provide for me and my family in the next 12 months.	3.83	3.36	3.52	3.49
I think that my company will expand in the next 12 months.	3.70	3.68	3.80	3.48
I think that my company will see an increase in sales in the next 12 months.	3.70	3.67	3.80	3.56
Should my project/company face substantial challenges in the next 12 months, I feel I have the capacities to adjust.	3.44	3.54	3.60	3.42

I think that my company will have a positive impact on society in the next 12 months.	3.80	3.57	3.78	3.62
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Looking at the distribution of responses by programme, as displayed in Table 24, we confirm the overview provided in the previous table. No BCTA participant disagrees with any of the hope statements, although the maximum number of answers from this group is 7, so this figure should be interpreted with caution. Among BOOST participants, 80 percent of those who provided an answer think that their company will provide for them and their families, 92 percent believe their business will expand, 100 percent expect an increase in sales, 70 percent believe they will be able to overcome challenges, and 60 percent think they will have a positive impact on society. Given the low number of responses for this programme, these numbers should also be read with caution. Among IVA participants, more than 82 percent are positive about the future across statements. Among SMEVC beneficiaries, more than 83 percent agree with all statements. While the response numbers among IVA and SMEVC participants seem sufficient for considering these figures reliable, it should be noted that respondents may have been encouraged to overreport positive expectations in the hope of continuing their relationships with UNDP.

Table 24: Hope for the future indicators, by programme

I think that my company will provide for me and my family in the next 12 months.

	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	2 (28.57%)	5 (71.43%)
BOOST	0 (0%)	2 (13.33%)	2 (13.33%)	11 (73.33%)
IVA	3 (3.9%)	10 (12.99%)	11 (14.29%)	53 (68.83%)
SMEVC	15 (9.38%)	10 (6.25%)	29 (18.12%)	106 (66.25%)

I think that my company will expand in the next 12 months.

	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	0 (0%)	7 (100%)
BOOST	1 (8.33%)	0 (0%)	0 (0%)	11 (91.67%)
IVA	4 (5.63%)	7 (9.86%)	9 (12.68%)	51 (71.83%)
SMEVC	15 (8.38%)	15 (8.38%)	36 (20.11%)	113 (63.13%)

I think that my company will see an increase in sales in the next 12 months.

	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	0 (0%)	7 (100%)
BOOST	0 (0%)	0 (0%)	0 (0%)	3 (100%)
IVA	6 (8.33%)	7 (9.72%)	9 (12.5%)	50 (69.44%)
SMEVC	14 (7.73%)	14 (7.73%)	36 (19.89%)	117 (64.64%)

Should my project/company face substantial challenges in the next 12 months, I feel I have the capacities to adjust.

	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	0 (0%)	7 (100%)
BOOST	1 (10%)	2 (20%)	1 (10%)	6 (60%)
IVA	8 (7.92%)	7 (6.93%)	16 (15.84%)	70 (69.31%)
SMEVC	9 (6.08%)	15 (10.14%)	28 (18.92%)	96 (64.86%)

I think that my company will have a positive impact on society in the next 12 months.

	Disagree completely	Somewhat disagree	Somewhat agree	Agree completely
BCTA	0 (0%)	0 (0%)	0 (0%)	4 (100%)
BOOST	0 (0%)	2 (40%)	0 (0%)	3 (60%)
IVA	4 (5.71%)	6 (8.57%)	10 (14.29%)	50 (71.43%)
SMEVC	16 (8.51%)	15 (7.98%)	35 (18.62%)	122 (64.89%)

COM-B evaluation

When it comes to how UNDP programmes contributed to participants' COM-B (Capability, Opportunity, Motivation, and Behaviour), we asked participants to declare their agreement with a number of statements on a 1-10 scale. Table 25 displays the scores in relation to capacities, revealing significant divergence across programmes.

Across programmes, BCTA participants seem to have perceived the smallest impact on their capacities. The lowest-ranked items for them relate to the programme's impact on their capacity to run their business, including understanding what it takes to run a successful business and their capacity to lead/contribute to the business. Conversely, BCTA participants saw the greatest impact in areas related to the social impact of their business, such as understanding how they can contribute to SDGs and the social implications of their business.

BOOST participants perceived the greatest impacts on their capacities related to the social impact of their business. This includes understanding how they can contribute to the SDGs, how they can measure and monitor their impact on the SDGs, a greater understanding of the social implications of their business, and its environmental risks. The area where BOOST participants saw the lowest impact was in relation to their business's capacity to grow, such as attracting new investments and expanding to new markets, as well as their capacity to grow and be more resilient.

IVA beneficiaries' opinions on the impact of the programme on their capacities are similar to those of BOOST beneficiaries. They perceived the largest impact in areas related to the social impact of their business. The lowest impact for them was ranked in items related to their capacity to expand their business, including reaching other markets and attracting more investments.

The top-ranked items among SMEVC beneficiaries are related to their capacity to run their business, such as improved understanding of what it takes to run a successful business, the capacity to

lead/contribute to the business, and the company's capacity to grow and be more resilient, all receiving mean scores above 8. The lowest-ranked items among SMEVC participants relate to their capacity to connect with investors, including the impact of the programme on their capacity to attract investments and showcase the business impact to investors.

Table 25: UNDP's impact on participants' capacities

	BCTA	BOOST	IVA	SMEVC
The programme enhanced my understanding of the environmental risks of our business	5.67	7.04	6.90	6.99
The programme enhanced my understanding of the social implications of our business	6.68	7.07	7.73	7.33
The programme enhanced my understanding of how our business can contribute to the SDGs	7.05	7.96	8.17	6.93
The programme enhanced my understanding of what it takes to run a successful business	4.94	6.86	6.94	8.26
The programme enhanced my capacity to measure and monitor our impact on the SDGs	6.37	7.34	7.98	6.94
The programme enhanced my capacities to lead/contribute to the business	5.16	6.82	7.06	8.05
The programme enhanced my capacity to showcase the impact of my business to investors	5.47	6.10	7.54	6.81
The programme enhanced my company's capacities to grow and be more resilient	5.22	5.82	7.19	8.00
The programme enhanced my company's capacities to expand to new markets/new countries	4.61	5.48	6.82	6.88
The programme enhanced my company's capacities to attract investments	4.68	5.44	6.82	6.20

In relation to beneficiaries' perception of the UNDP programme's impact on their opportunities, overall, as reported in Table 26, they perceive this area as the weakest among the three COM-B components. BCTA participants value the most the opportunity provided by the programme to learn and adjust their business practices to national or international regulations. Nonetheless, they give a failing grade to the programme's impact on opportunities related to the economic performance of their business, including connecting with possible partners and/or companies, as well as investors. They also give a failing grade to the programme's impact on enhancing the visibility of their business. BOOST participants most appreciate the impact of the programme on their opportunity to learn, redefine their vision, and adjust their business practices to make them more environmentally sustainable. The opportunities where they saw the lowest impact were related to connecting with partners and/or companies, presenting their business to investors, and brainstorming about new products. IVA beneficiaries again have a similar perception to BOOST beneficiaries: they most appreciated the impact of the programme on their opportunity to learn, redefine their vision, and adjust their business practices to make them more environmentally sustainable, as well as to adjust to national or international regulations. The areas where they saw the lowest impact were related to presenting their business to investors and brainstorming about new products. SMEVC beneficiaries most appreciated the opportunity to learn, redefine their business vision, and adjust to national or international regulations. The area where they saw the lowest impact was on their opportunity to

connect with possible partners and/or companies. Overall, it is clear that across programmes, participants most appreciated the opportunity to learn.

Table 26: UNDP's impact on participants' opportunities

	BCTA	BOOST	IVA	SMEVC
Learn	6.75	7.03	8.08	8.61
(Re-)define our business' vision	5.86	6.72	7.26	7.81
Enhance the visibility of our business	4.75	5.86	6.98	6.55
Connect with possible partners and/or companies from which we could learn	4.30	5.32	6.29	5.41
Present our business to investors	4.39	5.43	6.55	6.72
Brainstorm about a new product	5.67	5.43	6.57	6.91
Adjust the business practices to national or international regulations	6.45	6.57	7.35	7.82
Adjust the business practices to make them more environmentally sustainable	5.58	6.97	7.40	6.89

Focusing on UNDP's impact on participants' motivation, according to the data presented in Table 27, the IVA and SMEVC programmes had the greatest impact on the motivation of beneficiaries. BCTA is clearly the programme with the lowest influence on participants' motivation. Within each programme, it seems that perceptions of impact on beneficiaries' motivation are quite similar across items.

Table 27: UNDP's impact on participants' motivation

	BCTA	BOOST	IVA	SMEVC
The programme helped me stay committed and focused on the goals we wanted to achieve	6.10	6.93	7.98	8.36
The programme enhanced my confidence and motivation to continue investing in the business	5.55	7.07	7.84	8.41
The programme enhanced my motivation to transform my business towards more inclusive practices	6.45	6.89	8.25	8.00
The programme enhanced my motivation to transform my business towards greener practices	5.68	7.12	7.98	7.65

COM-B indexes and correlations with demographic and company variables

Following this overview of the different variables for each element of the COM-B model, we created an index for each component. Indexes ranging from 1 to 10 were created as an average of the variables associated with each COM-B model and are internally consistent (Cronbach's alpha coefficients of 0.94 for the capabilities index, 0.89 for opportunities, and 0.93 for motivation).⁴⁸ The high correlations among the variables of each index, identified through the Cronbach's alpha scores, indicate that there is a general pattern of perception in relation to capacities, opportunities and motivations among project participants, across all projects. Hence, indexes provide a more comprehensive overview of each factor, avoiding the confusion that several variables per indicator may provide. Therefore, we decided that an overarching index would provide the same information in a more succinct manner than presenting each variable included in the indicators separately.

Table 28 displays the COM-B index scores by programme. We can see that, for all programmes, the highest score lies in the motivation index. We can also observe that, within each programme, there are no substantial differences between the scores for capacities and opportunities. Focusing on how programmes rank, BCTA clearly underperforms in all indexes, compared to the rest of the programmes. IVA and SMEVC programmes score similarly across categories and are those who receive the highest grades.

Table 28: COM-B index measurements by programme

	Capacities	Opportunities	Motivation
BCTA	5.56	5.63	6.00
BOOST	6.70	6.26	7.15
IVA	7.39	7.12	8.18
SMEVC	7.29	7.18	8.15

Looking into overall perceptions by demographics, Table 29 shows the correlations between the scores for each index and being a woman. For the BCTA programme, being a woman is correlated with providing a more negative assessment in all three categories, while the opposite is true for the IVA programme. For the BOOST programme, being a woman is associated with giving higher grades to the capacity and motivation indexes, while the correlation is negligible for the opportunities index. For the SMEVC programme, the only notable correlation is the positive relationship between motivation and being a woman. This may indicate that, while the IVA programme, and to a lesser extent the BOOST programme, managed to provide additional encouragement, measured as perception of capacities, opportunities and motivation, to women, the BCTA programme replicated existing gender inequalities in relation to perceptions of the capacity, opportunities and motivation of women to run their own businesses. The SMEVC programme appears to have been rather neutral in providing capacities and opportunities to participants but managed to better motivate women in continuing with their projects.

Table 29: Correlations between COM-B index score and being a woman, by programme

	BCTA	BOOST	IVA	SMEVC
Capacity	-0.12	0.12	0.29	0.01

⁴⁸ An internally consistent index is a scale in which its components are coherent and measure the same overarching concept. Commonly, Cronbach's Alpha ratios over 0.7 are considered to reflect acceptable consistency, over 0.8 are assessed as good consistency, and over 0.9 are deemed as excellent consistency.

Opportunities	-0.08	-0.01	0.29	-0.03
Motivation	-0.20	0.13	0.33	0.10

Exploring the index averages by programme and gender as presented in Table 30, we confirm the insights provided by the correlations. We observe a clear pattern in relation to motivation, where women score higher than men across programmes. The same trend is observed for capacities, except in the BCTA programme, where men score higher. In terms of opportunities, men give higher scores across programmes, with the exception of the IVA programme, where women, on average, assign higher grades.

Table 30: COM-B index measurements, by programme and gender

Programme	Gender	Capacities	Opportunities	Motivation
BCTA	Men	5.74	5.75	6.29
BCTA	Women	5.12	5.35	5.20
BOOST	Men	6.51	6.27	6.88
BOOST	Women	6.93	6.24	7.52
IVA	Men	6.78	6.54	7.54
IVA	Women	7.91	7.63	8.76
SMEVC	Men	7.27	7.24	7.91
SMEVC	Women	7.31	7.14	8.31

In relation to formal education, Table 31 shows the correlations between COM-B index scores and formal education, by programme. It's important to note that, as indicated in Table 10, respondents from the BCTA, BOOST, and IVA programmes were predominantly individuals with university education, while respondents from the SMEVC programme had a greater distribution according to this variable. Both the BCTA and SMEVC programmes exhibit a negative relationship between the level of formal education and assessment of each of the COM-B indicators, with the correlations for the BCTA programme being considerably large. This implies that the more educated a person is, the lower the scores they provide, on average. The opposite is true for the IVA programme, where education and the COM-B scores are positively related. The BOOST programme shows a negative association of education with the capacity and opportunities measurements, while the relationship with motivation is not significant enough to be considered noteworthy.

Table 31: Correlations between COM-B index score and formal education, by programme

	BCTA	BOOST	IVA	SMEVC
Capacity	-0.33	-0.08	0.23	-0.03
Opportunities	-0.35	-0.19	0.12	-0.08
Motivation	-0.35	0.01	0.09	-0.08

When looking into the distributions as displayed in Table 32, we can further refine the assessment provided in the correlations. For the BCTA programme, we only obtained data from individuals with university education, while the rest of the respondents did not provide answers to these questions. For the BOOST programme, we only obtained information from people with either no formal education or university education. Hence, the previous results that indicated a negative relation between COM-B assessments and formal education should be considered under this context, which means that the programme provided better results for people with Bachelor's than for those with Master's education, but we cannot infer anything in relation to other educational groups. For the IVA

programme, as we only have one observation for people with no formal education, post-secondary education, as well as holding a PhD (see Table 10). The results are not informative of wider patterns. Excluding those observations, we can see a clear pattern of association between formal education and all COM-B indexes. As for the SMEVC programme, we also have limited observations for individuals with no or primary education, as well as with a PhD. Focusing on the rest of the groups, we can observe that those who completed upper secondary education rank particularly low across categories, compared with the rest of the groups. From these figures, we can reach several conclusions. First, the BCTA programme did not manage to target lower-educated populations. Second, the BOOST programme managed to target populations with a variety of educational backgrounds and was more effective at providing capacities and opportunities to lower-educated individuals, while it equally motivated all educational backgrounds. Third, the IVA programme seems to be more effective in raising the capacities, opportunities and motivation of higher-educated individuals. Fourth, the SMEVC programme managed to target and provide rather similar capacities, opportunities and motivation to all types of educational backgrounds.

Table 32: COM-B index measurements by level formal education, by programme

Program	Education	Capacities	Opportunities	Motivation
BCTA	Bachelors	6.86	6.87	7.4
BCTA	Masters	5.12	5.13	5.5
BOOST	No formal education	7.8	7.87	6.25
BOOST	Bachelors	6.75	6.19	7.84
BOOST	Masters	6.70	6.41	7.05
BOOST	PhD	7.35	6.00	6.88
IVA	No formal education	5.5	NA	9
IVA	Primary education	5.5	5.87	6
IVA	Post-secondary vocational education	9.1	9.00	9.25
IVA	Bachelors	6.83	6.65	8.11
IVA	Masters	8.01	7.55	8.44
IVA	PhD	4.90	4.87	8.5
SMEVC	No formal education	7.90	9.00	10
SMEVC	Primary education	5.65	6.06	8.13
SMEVC	Lower secondary education	7.82	8.42	8.81
SMEVC	Upper secondary education	6.81	6.75	7.64
SMEVC	Post-secondary vocational education	7.56	7.37	8.3
SMEVC	Bachelors	7.03	7.10	7.9
SMEVC	Masters	7.07	7.04	8.03
SMEVC	PhD	NA	6.50	6.88

Table 33 reports the correlations between our COM-B indicators and age. Across programmes, younger individuals tend to report higher scores for all three indexes. The exception is motivation, which is positively associated with age for BCTA, BOOST and IVA programme participants. The capacity index is also positively related to age for BCTA programme participants, but the correlation is relatively small. Hence, all programmes seem to be more effective with younger populations, except for BCTA, which appears to be equally effective across ages. This latter conclusion may also be related to the fact that all BCTA programme participants had university education.

Table 33: Correlations between COM-B index score and age, by programme

	BCTA	BOOST	IVA	SMEVC
Capacity	0.03	-0.21	-0.21	-0.05
Opportunities	-0.04	-0.11	-0.18	-0.15
Motivation	0.09	0.02	0.08	-0.06

Moving to the relationship between COM-B indexes and company characteristics, Table 34 shows the correlations between each COM-B index and the number of years companies have been in operation. As indicated in Table 6, 80 percent of respondents from the BCTA programme are from businesses that have been in operation for 5 years or more, while 90 percent of BOOST respondents have been in business for less than 5 years. IVA and SMEVC respondents show a greater distribution in relation to this variable. It is notable that, for the BCTA and BOOST programmes, the correlations are negative with large coefficients. This suggests an association between fewer years of operation and higher COM-B indicators. In other words, it is likely that the programmes were more effective in increasing the capacities, opportunities, and motivation of younger companies than more established ones. For the IVA and SMEVC programmes, the correlation coefficients are not large enough to draw any strong conclusions about their association, suggesting that these programmes had a similar effect on both younger and more established companies.

Table 34: Correlations between COM-B index scores and company's years of operation, by programme

	BCTA	BOOST	IVA	SMEVC
Capacity	-0.53	-0.21	-0.05	0.10
Opportunity	-0.44	-0.11	-0.07	0.03
Motivation	-0.44	-0.40	-0.09	0.04

Looking into the COM-B averages by years of operation category and programme, presented in Table 35, provides additional information. We can observe that we have no data about companies of less than 3 years of operation that participated in the BCTA programme and no data about the capacities and opportunities for companies with between 5 and 10 years of operation. Therefore, the correlations previously mentioned should be read as a comparison between companies of 3-5 years of operation with those of more than 10 years. Nonetheless, for the BOOST programme we have data about a greater variety of companies and can see that, for capacities and motivation, COM-B averages are the greatest for companies with less than one year in business and that the more years of operation a company has, the lower the capacities and motivation scores are. With regard to opportunities, we can see that there is an inverse relation between companies' years of operation and the opportunities indicator until companies reach a maturity of 5-10 years, at which point the effect of the programme on opportunities is the greatest. As for the IVA programme, we see that for the capacities and opportunities indexes, there is an inverse relation between companies' years of operation and these two indicators, until companies reach a maturity of 5-10 years, in which cases the effect of the programme on capacities and opportunities increases as compared to younger companies. As for the motivation index, there is no evident pattern. What is noticeable is that, across indexes, the effect of the IVA programme seems to be the greatest in companies of 1-3 years of age. There does not seem to be a discernible pattern among SMEVC participants in the relationship between the capacities and opportunities indexes and companies' years of operation. Nonetheless, it seems that the more years a company has been in business, the more likely it is to report greater motivation scores, among SMEVC participants.

Table 35: COM-B averages by years of operation category, by programme

Programme	Years of operation	Capacities	Opportunities	Motivation
BCTA				
	3-5 years	7.88	7.41	8.31
	5-10 years	NA	NA	5.17
	More than 10 years	4.93	5.10	5.44
BOOST				
	Less than a year	7.83	7.22	9.44
	1-3 years	6.72	6.14	7.42
	3-5 years	6.51	5.80	6.44
	5-10 years	6.60	7.44	6.33
IVA				
	1-3 years	8.03	7.57	8.97
	3-5 years	7.18	7.10	7.95
	5-10 years	6.90	6.64	8.38
	More than 10 years	7.70	7.22	8.20
SMEVC				
	Less than a year	6.43	8.06	7.38
	1-3 years	7.09	7.08	7.94
	3-5 years	7.16	7.19	8.14
	5-10 years	6.86	6.85	8.29
	More than 10 years	7.62	7.44	8.07

Table 36 presents the averages of our COM-B indicators by type of company and programme. While looking at these numbers, it should be noted that, as displayed in Table 5, most respondents are either SMEs or self-employed. Hence, the figures from the rest of company types should be interpreted with caution. Comparing programmes, we can observe that the SMEVC programme has been more effective with large corporations (either national or multinational), while this has not been the case for the BCTA and IVA programmes. All COM-B indicators present an average equal to or above 8 for multinational and large national corporations in the SMEVC programme, while these figures range from 4.88 to 6.50 for the BCTA and IVA programmes, with the exception of the motivation score of multinational corporations participating in the IVA programme, which is 8.50. When it comes to SMEs, the BCTA programme seems to underperform in comparison with the rest of the programmes, while the IVA programme seems the most effective with this type of companies. When it comes to self-employed individuals, the SMEVC programme seems to be the most effective, and so is the BOOST programme. As for the 'Other' category, respondents tend to define their business as a micro-company in the open text answer option. In this case, the IVA programme performs better than any other. BCTA and SMEVC programme participants who selected the 'Other' category perform similarly on the motivation score, while BCTA programme participants report better averages for the capacities and opportunities indexes.

Table 36: COM-B averages by type of company, by programme

Programme	Type of company	Capacities	Opportunities	Motivation
BCTA				
	Multinational corporation	5.90	5.42	6.50
	Large national corporation	5.10	4.88	5.08
	SME	5.60	6.03	5.98
	Other	7.30	6.63	7.50
BOOST				
	SME	7.05	6.56	7.56
	Self-Employed	7.05	6.58	7.63
IVA				
	Multinational corporation	4.90	4.88	8.50
	SME	7.46	7.22	8.26
	Self-Employed	5.50	5.88	6.00
	Other	7.90	7.13	9.50
SMEVC				
	Multinational corporation	9.23	9.09	9.06
	Large national corporation	8.30	7.97	9.06
	SME	6.95	7.11	7.82
	Self-Employed	7.63	6.96	8.55
	Other	6.71	6.43	8.03

Table 37 shows the averages of our COM-B indicators by sector and programme. Given the relatively high number of non-responses as well as the great number of available categories in this question, the low number of observations per subcategory (see Table 7) discourages a meaningful comparison, with the exception of companies associated with some sectors (agriculture, manufacturing and waste management) who participated in the SMEVC programme. Among these three sectors, the great performance of companies working in the waste management sector is worth highlighting. Agricultural businesses are at the bottom of this comparison, with manufacturing businesses staying in the middle.

Table 37: COM-B averages by sector, by programme

Programme	Sector	Capacities	Opportunities	Motivation
BCTA				
	Agriculture, food and beverage	5.16	5.27	5.64
	Education	2.60	3.38	3.50
	Energy and utilities	8.10	8.50	9.00
	Health	5.80	6.50	5.50
	Manufacturing	7.90	7.63	7.25
	Textile	7.45	6.00	8.25

BOOST

Agriculture, food and beverage	6.93	6.38	8.50
Education	7.10	5.25	6.63
Energy and utilities	6.70	6.63	7.25
Information, Communication and Technology	7.90	7.13	6.92
Media and communication	5.30	4.38	NA
Waste management	6.80	8.31	6.92

IVA

Agriculture, food and beverage	8.26	7.90	8.98
Consumer goods	7.18	7.13	8.75
Education	5.30	5.06	7.38
Energy and utilities	7.33	7.67	7.33
Health	7.70	7.88	6.75
Information, Communication and Technology	7.35	5.44	7.69
Manufacturing	7.70	7.53	8.81
Media and communication	10.00	10.00	10.00
Textile	8.23	8.92	8.58
Waste management	5.74	5.34	6.56

SMEVC

Agriculture, food and beverage	6.37	6.45	7.45
Construction and housing	7.05	6.60	7.83
Consumer goods	7.57	7.69	8.48
Education	6.90	7.38	9.00
Energy and utilities	8.43	8.58	8.13
Financial services	7.30	7.06	9.13
Health	7.28	6.94	7.13

Information, Communication and Technology	8.48	9.09	8.83
Manufacturing	7.08	7.33	8.15
Media and communication	7.70	8.00	7.50
Textile	7.30	7.13	8.33
Transport and logistics	9.00	7.08	8.75
Waste management	9.40	9.38	9.63

Comparing performance by region, as displayed in Table 38, the high number of non-responses (see Table 3) complicates the analysis of the data, with the exception of the SMEVC programme. Among the two regions in which the SMEVC programme was active, European participants seem to have greater averages across all COM-B indicators.

Table 38: COM-B averages by region, by programme

Programme	Region	Capacities	Opportunities	Motivation
BCTA				
	Central and Southern Asia	5.07	5.42	5.13
	Eastern and South-Eastern Asia	6.30	4.63	7.50
	Latin America and the Caribbean	3.95	3.25	5.25
	Sub-Saharan Africa	8.95	9.19	6.88
BOOST				
	Europe and Central Asia	6.92	6.45	7.04
IVA				
	Central and Southern Asia	8.47	8.13	9.25
	Eastern and South-Eastern Asia	9.40	9.25	9.25
	Europe and Central Asia	6.74	6.63	7.69
	Latin America and the Caribbean	6.55	7.42	8.06
	Sub-Saharan Africa	6.98	6.35	7.20
SMEVC				
	Europe and Central Asia	8.15	7.31	9.38
	Latin America and the Caribbean	7.18	7.15	8.06

Correlations with COM-B indexes

Table 39 presents the correlations between our COM-B indexes and the impact variables, per programme. Two overall patterns can be detected. First, there is an overall positive association between COM-B indicators and impact, with considerable correlations. Second, correlations among BCTA and BOOST programme participants are larger than those among IVA and SMEVC participants. This may indicate that these two programmes have been able to establish a more direct connection of capacities, opportunities and motivation with impact, while the other two programmes have achieved impact through other means. Additionally, the correlation between motivation and access to bank finances is consistently among the lowest. Hence, for programmes focusing on increasing the motivation of their participants, focusing on access to finances does not seem to be the most effective strategy. For the BCTA programme, correlations across impact variables appear to be greater for the capacity and opportunity indexes than for the motivation index. Nonetheless, the same impact variables show greater correlations across indexes: better reputation in the community, higher engagement of employees, and better exposure to other UNDP initiatives are the factors with the greatest associations with our COM-B indexes. The impact variables with the lowest correlations, although still large, are related to access to funding, either from national or international investors or from financing opportunities from banks. As for the BOOST programme, the correlations between greater credibility and all COM-B indexes stand out as the greatest. Beyond this, capacities seem to be most related to exposure (to investments, financing opportunities, governments, and UNDP programmes), while opportunities show the greatest associations with exposure to investments. The greatest associations with motivation are related to the companies' image, either in relation to credibility or reputation among customers. In the case of the IVA programme, correlations are more similar to each other. The greatest relationships are with variables related to reputation (among customers and the community) and employee engagement. It is noticeable that the correlation between opportunity and credibility among customers, as well as between motivation and financing opportunities from banks, is comparatively small. For the SMEVC programme, correlations with the capacity index are quite similar across impact variables, with none standing out particularly. The same is the case for the opportunity index, even though the correlations with employee engagement and exposure to national investors are slightly higher, and those with better reputation among customers and exposure to other UNDP initiatives and financing opportunities from banks are slightly lower. As for the motivation index, correlations with reputation variables and employee engagement are relatively higher, while those with exposure to financing opportunities from banks and greater credibility are comparatively lower.

Table 39: Correlations between COM-B and impact variables, per programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
Greater credibility	0.65	0.64	0.35	0.81	0.85	0.56	0.50	0.14	0.37	0.42	0.41	0.29
Better reputation among consumers	0.70	0.76	0.45	0.43	0.47	0.56	0.57	0.60	0.65	0.44	0.35	0.51
Better reputation in the community	0.82	0.89	0.52	0.32	0.39	0.15	0.59	0.57	0.62	0.43	0.39	0.54
Higher engagement of employees	0.75	0.85	0.55	0.55	0.37	0.49	0.55	0.55	0.65	0.49	0.44	0.51
Better exposure to national investors	0.51	0.55	0.24	0.52	0.60	0.46	0.44	0.45	0.50	0.45	0.47	0.48
Better exposure to international investors	0.57	0.60	0.26	0.67	0.77	0.32	0.48	0.50	0.33	0.50	0.40	0.41
Better exposure to financing opportunities from banks	0.55	0.57	0.25	0.37	0.47	-0.01	0.40	0.39	0.28	0.42	0.34	0.27
Better exposures to national government	0.75	0.82	0.36	0.57	0.45	0.39	0.49	0.54	0.43	0.48	0.42	0.36
Better exposure to other UNDP initiatives	0.81	0.82	0.59	0.60	0.44	0.43	0.37	0.45	0.42	0.41	0.35	0.35
Better exposure to initiatives by other UN agencies or international institutions	0.68	0.72	0.40	0.25	0.05	0.27	0.49	0.51	0.31	0.42	0.40	0.42

The correlations between the COM-B indexes and our impact variables show some interesting patterns, as displayed in Table 40. While correlations do not provide information about the direction of causality, given that the motivation to join the programme occurred first in time, and the evaluations of capacities, opportunities and motivation were conducted later, if there is any causal link, it is likely to be from the reason for joining the programme to COM-B perceptions. However, more diverse data would be necessary to have full confidence in the direction of causality. This means that, for those who wish to speculate about a causal relationship, the correlations could be interpreted as indicating that those who joined a programme with a particular objective are more or less likely to have the impression that their capacities/opportunities/motivation have increased/decreased. Overall, we can observe that some reasons for joining the programme are inversely correlated with our COM-B indexes. The most notable example is the case of those who applied with the intention of growing their business. For the BCTA and IVA programmes, this reason is inversely correlated with all COM-B indicators, whereas for the BOOST and SMVCE programmes, it is inversely correlated with capacities and opportunities and positively correlated with motivation. It should be noted, however, that the coefficients of the correlations are not particularly large, with the exception of those in the BCTA programme. Other inverse relationships worth noting are those for all COM-B indexes and the motivation to expand to new markets in the case of the BOOST programme, and those between wanting to adopt greener practices and the capacities and opportunities indexes. In the case of the BCTA programme, there is an inverse correlation between reasons related to motivation (boost in motivation and showing the business is worthwhile) and all COM-B indexes. Also, BCTA participants seeking to connect with investors are less likely to have the impression that their capacities have increased. On the positive correlation side, seeking to enhance a product is positively related to all COM-B indicators among BCTA, BOOST, and IVA participants, while the size of the correlation is rather small for SMEVC participants. When looking into specific programmes, it appears that the strongest association among BCTA participants is between seeking more social objectives and COM-B indexes. BCTA participants who were willing to include low-income populations and adopt greener practices saw, on average, an increase in all COM-B indicators. The capacities and opportunities index is also positively related to the reason to incorporate SDGs. This is also the case for those who joined the programme with the objectives of enhancing their skills or a product, overcoming challenges, presenting their project to investors, and expanding to new markets. For BOOST participants, the strongest correlations are associated with cultivating relations with investors. For instance, the strongest association is between all COM-B indicators and the willingness to present the project to investors. Other significant correlations are between the capacities and motivation indexes and the reasons to connect with investors and incorporate SDGs. All COM-B indicators are also positively related to seeking a boost in motivation. Among the negative correlations, it is notable that there are negative correlations between all COM-B indicators and the intention to expand to new markets, as well as between capacities and opportunities and the willingness to adopt greener practices. In the case of the IVA programme, the size of the correlations is generally low. Some exceptions, beyond those related to the willingness to enhance new products already discussed, are between all COM-B indexes and the intention to enhance skills, overcome challenges, incorporate SDGs, and show the business is worthwhile. The capacities and opportunities indexes are positively associated with the intention to enhance skills, adopt greener practices, and incorporate SDGs. The motivation index is positively associated with the willingness to overcome new challenges and present the project to investors. Correlations in the SMEVC programme are also quite small. Some exceptions are an inverse correlation between all COM-B indicators and the intention to enhance skills and a positive association between all COM-B indicators, the willingness to present the project to investors, and incorporating SDGs.

Table 40: Correlations between COM-B indexes and MOTIVATION variables, by programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
Enhance Skills	0.18	0.13	0.02	0.12	0.21	0.10	0.22	0.17	0.09	-0.15	-0.17	-0.13
Enhance product	0.45	0.47	0.32	0.22	0.24	0.12	0.44	0.47	0.17	0.07	0.01	0.03
Grow business	-0.26	-0.17	-0.42	-0.08	-0.10	0.18	-0.04	-0.07	-0.05	-0.01	0.00	0.14
Overcome challenges	0.18	0.13	0.15	0.01	-0.07	-0.06	0.09	0.11	0.27	0.06	-0.01	0.02
Present project to investors	0.21	0.30	0.09	0.55	0.55	0.49	0.11	0.08	0.16	0.15	0.17	0.16
Expand to new markets	0.38	0.29	0.45	-0.25	-0.38	-0.33	-0.12	-0.11	0.07	0.00	-0.02	0.00
Include low-income populations	0.50	0.48	0.33	-0.05	0.08	-0.07	0.09	0.07	0.03	0.05	0.09	0.09
Adopt greener practices	0.41	0.38	0.44	-0.21	-0.27	0.11	0.18	0.28	0.07	0.11	0.04	0.09
Incorporate SDGs	0.15	0.24	-0.02	0.41	0.16	0.41	0.20	0.17	0.29	0.22	0.11	0.25
Connect with other entrepreneurs	-0.12	0.10	-0.05	0.09	0.08	0.06	-0.04	0.01	0.06	0.03	0.15	0.09
Connect with investors	-0.15	0.00	0.02	0.27	0.07	0.23	0.00	0.07	-0.06	-0.03	-0.04	0.04
Boost in motivation	-0.29	-0.10	-0.27	0.36	0.32	0.34	-0.04	0.10	-0.07	0.01	-0.02	0.13
Show business is worthwhile	-0.19	-0.40	-0.06	-0.10	-0.10	-0.01	0.19	0.16	0.15	-0.04	0.01	0.01

Table 41 displays the averages of COM-B indexes by the type of programme and the support received during that time. For BCTA participants, receiving training is the type of support with the lowest averages across all COM-B indicators. More hands-on support, such as personalized mentorship and receiving practical help, seems to be more effective in relation to COM-B parameters. Those who connected with business partners show the highest average scores for the capacities and opportunities indexes, while connecting with investors seems to be more related to opportunities. As for the BOOST programme, scores appear to be the lowest among all programmes. While scores are quite similar within the programme, the COM-B averages for those who received training and financial support are the lowest, as well as the opportunity score for those who connected with business partners. Among IVA participants, averages are also quite similar, with the highest COM-B scores among those who received personalized mentorship, practical help and financial support. Those who connected with investors show the lowest scores across COM-B indicators. Among SMEVC participants, connections with investors are associated with the highest average scores for all COM-B indicators. The rest of the scores do not appear to be substantially different from each other to highlight any other trends.

Table 41: COM-B indexes averages, by programme and support received

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
Training	7.01	6.83	7.64	6.90	6.26	7.24	7.32	7.02	7.93	7.20	7.06	8.11
Personalized mentorship	8.77	7.78	8.50	7.78	6.70	8.25	7.88	7.66	8.58	7.18	6.99	8.07
Practical help	8.60	8.34	8.63	NA	NA	NA	7.73	7.51	8.21	7.73	7.34	8.46
Financial support	NA	NA	NA	6.64	6.36	7.23	8.61	8.10	9.06	7.19	6.96	8.19
Connection with business partners	9.80	9.88	7.75	7.00	6.30	6.75	7.11	6.93	8.00	8.18	8.04	8.81
Connection with investors	7.80	8.19	7.08	7.80	6.88	7.63	6.77	6.64	7.40	7.43	7.79	8.33

Table 42 displays the correlations between participants' assessments of the programme and COM-B indicators, by programme. It is noticeable that among BCTA participants, there is a negative correlation between knowing what to do after the programme and all COM-B indicators. More knowledge would be needed to find an explanation to these counterintuitive figures. These results are particularly surprising taking into account that positive correlations between programme assessments and COM-B indicators in the BCTA programme are the largest across programmes and, within the program figures, quite similar to each other. The relation between capacities and motivation with the assessment that the language used during the programme was easy to understand is also comparatively lower. As for the BOOST programme, all COM-B scores are particularly related to thinking that one has received enough attention, as well as having opportunities to connect with other entrepreneurs, knowing what to do after the programme, and believing that the programme was well structured. The lowest associations with capacities are those of believing the programme was relevant to one's needs and having received enough personalized advice. Believing that the programme was relevant to one's needs does not show any correlation with opportunities. Comparing these figures with the relatively high correlations of receiving enough attention provides some surprising and, *a priori*, unexplainable results. Assessing the language as easy to

understand is positively associated to capacities and motivation but not to opportunities. These results may be understandable if we take into account that capacities and motivation are more intrinsic factors and opportunities depend more on the environment one encounters oneself. Among IVA participants, correlations are quite similar to each other. The high association between believing the programme was relevant to one’s needs and that it was well structured with all COM-B indicators is noticeable. It is also worth noting that the correlations with believing the language was easy to understand are the lowest across COM-B indicators. For the SMEVC programme, opportunities have, in general, the lowest correlations across programme assessments. The correlations between receiving personalized advice and knowing what to do after the programme with all COM-B indicators are comparatively low. A general view to these complex results does not shed much light on conclusions beyond noting that receiving enough attention is consistently related to all COM-B indicators but that such attention does not seem to be necessarily personalized.

Table 42: Correlations between program assessments and COM-B indicators, by programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
The programme was relevant to my needs	0.71	0.68	0.77	0.25	0.03	0.37	0.46	0.43	0.46	0.41	0.27	0.30
Received enough attention	0.62	0.77	0.60	0.67	0.60	0.61	0.36	0.31	0.49	0.37	0.22	0.29
Received personalized advice	0.67	0.70	0.70	0.28	0.37	0.14	0.34	0.32	0.42	0.30	0.20	0.26
Had opportunities to connect with other entrepreneurs	0.67	0.73	0.64	0.42	0.34	0.30	0.39	0.36	0.45	0.48	0.38	0.34
Language was easy to understand	0.47	0.72	0.50	0.43	0.07	0.42	0.22	0.29	0.32	0.46	0.37	0.35
After the programme I knew what I had to do	-0.28	-0.05	-0.15	0.48	0.37	0.54	0.44	0.39	0.55	0.32	0.16	0.21
The programme was well structured	0.65	0.70	0.72	0.41	0.32	0.55	0.58	0.55	0.40	0.45	0.38	0.44

Looking into other programme assessments, presented in Table 43, we can see some interesting figures. Programme length is positively associated with all COM-B indicators in the BCTA and BOOST programmes but negatively associated with all COM-B indicators for IVA and SMEVC. This indicates a difference in the capacity to dedicate substantial amounts of time to the programme. In the case of the intensity of the programme, it is positively associated with all COM-B indicators across programmes, but the only sizeable correlations are in relation to the BCTA programme. Seeing that the largest correlations with programme length and intensity are within the BCTA programme, we can assess that those participants are more willing or able to take more extended and intense curricula. Longer periods between the notification of acceptance and the beginning of the programme are also generally positively associated with COM-B indicators across programmes but correlations are only of noticeable size for BCTA and BOOST participants. For future programmes, it seems that initiatives with the characteristics of BCTA in particular, but also BOOST, may benefit from longer and more intense programmes.

Table 43: Correlations between other programme assessments and COM-B indicators, by programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
Programme length	0.41	0.47	0.44	0.14	0.10	0.32	-0.15	-0.12	-0.33	-0.06	-0.06	-0.11
Programme intensity	0.49	0.44	0.50	0.03	0.00	0.04	0.09	0.10	0.04	0.04	0.03	0.00
Period between notification and start of the programme	0.35	0.47	0.47	0.31	0.38	0.42	0.20	0.23	0.01	0.12	0.05	0.08

Table 44 presents the correlations between COM-B indexes and key performance indicators. Looking at the BCTA programme, we can note that the greatest correlations with capacities are related to the companies' capacity to sell their products, including scaling up existing products, knowing customers' needs better, increasing the number of customers, and increasing sales and revenues. In term of opportunities, the greatest correlations are also related to production (scaling up existing products, developing better relationships with suppliers, and knowing customers' needs better). Knowing customers' needs better is also the factor with the greatest correlation with motivation. Conversely, increasing the number of women in management teams is the factor with the lowest relation with capacities and opportunities, and is also among the greatest negative correlations with motivation. For the BOOST programme, having greater positive impact on the wellbeing of low-income communities is among the factors with the greatest correlations with all COM-B indicators, and so is setting new business goals more aligned with SDGs. Differently from BCTA participants, having more women in management is also consistently related to all COM-B indicators. Among the factors with the lowest relation with the capacity index there are many related to running their businesses, including entering or trading more with international markets, developing new products, scaling up existing products, and increasing sales and revenues. As for the opportunities index, it seems that increased visibility, both in the media and online, is inversely related to perceptions of opportunity. As for motivation, there are three factors with negative correlations, albeit small ones: entering or trading more with international markets, increasing the number of women employed, and scaling up existing products. For IVA participants, adopting greener practices is the factor with the greatest correlation with all COM-B indicators. Other variables generally correlated with COM-B indexes are diversifying production into new markets and scaling up existing products. As for the variables with the lowest relation to COM-B indexes, increasing the number of women in management and obtaining greater visibility both in the media and online consistently fall at the bottom. For SMEVC participants, adopting greener practices is the variable the most correlated with capacities and opportunities and the second with the greatest correlation with motivation. Increasing the application of Impact Measurement and Management tools is also consistently related to all COM-B indicators. Conversely, increasing the number of employed women is consistently among the lowest correlations with all COM-B indicators. Having more employees is also consistently at the bottom. Overall, it seems that UNDP programmes should strive to improve the ways in which they emphasize the positive contributions that women have in businesses, as participants across programmes seem to be unconvinced by this.

Table 44: Correlations between performance indicators and COM-B indexes, by programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
Run the business in a more efficient manner	-0.04	0.14	-0.20	0.28	0.46	0.14	0.28	0.25	0.17	0.36	0.25	0.44
Develop new products	-0.03	0.19	-0.12	0.04	0.06	0.05	0.18	0.27	0.14	0.27	0.27	0.33
Scale up existing products	0.32	0.45	0.08	0.10	0.20	-0.02	0.38	0.28	0.34	0.34	0.27	0.37
Diversify production into new local markets	0.18	0.30	-0.03	0.49	0.63	0.38	0.35	0.33	0.18	0.26	0.17	0.25
Enter or trade more with international markets	0.03	0.05	-0.17	-0.06	-0.01	-0.04	0.24	0.15	0.13	0.24	0.07	0.20
Increase the number of customers	0.22	0.33	-0.06	0.51	0.44	0.34	0.25	0.13	0.14	0.33	0.27	0.41
Have more diverse customers	0.11	0.33	0.01	0.46	0.32	0.30	0.25	0.11	0.26	0.36	0.33	0.41
Increase sales and revenues	0.22	0.33	0.00	0.24	0.21	0.05	0.32	0.20	0.29	0.26	0.22	0.31
Have more employees	0.22	0.29	0.02	0.31	0.27	0.12	0.05	0.06	0.17	0.19	0.13	0.19
Increase the number of women we employ	0.15	0.29	0.04	0.32	0.22	-0.04	0.21	0.23	0.23	0.09	0.08	0.05
Increase the number of women in our Management Team	-0.14	0.01	-0.14	0.50	0.53	0.19	0.07	0.06	0.06	0.23	0.26	0.23
Increase online presence	0.00	0.22	-0.22	0.27	-0.02	0.27	0.11	0.02	0.07	0.40	0.27	0.34
Get increased visibility or media exposure	0.24	0.30	0.06	0.27	-0.17	0.08	0.10	0.03	0.12	0.36	0.25	0.29
Know customers' needs better	0.26	0.36	0.33	0.33	0.51	0.19	0.19	0.12	0.19	0.39	0.20	0.41
Develop better relationships with suppliers	0.18	0.45	0.08	0.31	0.65	0.28	0.34	0.34	0.33	0.25	0.19	0.26
Develop better relationships with the local or central Government	0.10	0.05	-0.13	0.37	0.30	0.15	0.29	0.25	0.37	0.35	0.30	0.29

Set new business goals more aligned with the Sustainable Development Goals	0.08	0.12	0.18	0.58	0.64	0.33	0.31	0.24	0.26	0.38	0.27	0.36
Increase the application of Impact Measurement and Management tools	0.14	0.25	0.12	0.38	0.40	0.31	0.40	0.26	0.18	0.37	0.31	0.35
Have greater positive impact on the wellbeing of low-income communities	0.16	0.35	-0.17	0.38	0.65	0.38	0.23	0.25	0.16	0.33	0.26	0.30
Adopt greener practices with a reduced environmental impact of our business	-0.06	0.12	-0.12	0.32	0.33	0.22	0.42	0.50	0.48	0.43	0.37	0.42

Table 45 presents participants' expectations of the future (the next 12 months) and their correlations to COM-B indicators. For BCTA participants, the expectation of an increase in sales has the highest associations with the capacities and opportunities index, while having a positive impact on society has the greatest association with motivation. Interestingly, having the impression that one is able to overcome substantial challenges is negatively correlated with all three COM-B indicators. For BOOST participants, both the prospect of expanding and having a positive impact on society have the highest correlation with capacities. In relation to opportunities and motivation, the expectation of an increase in sales stands out from the rest of variables for its low association. The size of the correlations for the IVA programme is generally quite small, with the exception of the positive association between having a positive impact on society with capacities and motivation, as well as the negative relation between one's perceived capacity to overcome challenges and opportunities. All correlations are quite similar for the SMEVC programme, with the only substantially smaller correlation being the one between the prospects of having a positive impact and the opportunities index.

Table 45: Correlations between expectations about the future and COM-B indicators, by programme

	BCTA			BOOST			IVA			SMEVC		
	C	O	M	C	O	M	C	O	M	C	O	M
I think that my company will expand	0.19	0.43	0.02	0.37	0.52	0.19	0.05	-0.01	0.08	0.31	0.28	0.34
I think that my company will see an increase in sales	0.30	0.51	0.12	0.23	0.08	0.09	0.04	0.00	0.05	0.29	0.23	0.38
Should my project/company face substantial challenges, I feel I have the capacities to adjust	-0.28	-0.34	-0.36	0.20	0.61	0.24	-0.08	-0.14	0.00	0.30	0.20	0.24

I think that my company will have a positive impact on society	0.28	0.36	0.26	0.39	0.52	0.23	0.28	0.07	0.27	0.30	0.19	0.30
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Table 46 displays the correlations between a country's Human Development Index (HDI) and our COM-B indicators. We can observe that, overall, the impact of the BCTA, BOOST, and IVA programmes increases as the level of development of the country in which they were implemented decreases. These figures indicate that these programmes are more effective in less developed countries. For the BCTA and IVA programmes, this is particularly the case for the capacity and opportunity indicators, whereas for the BOOST programme, this relation is more evident for the capacity and motivation indicators. In the case of the SMEVC programme, the relationship between COM-B indicators and a country's level of human development is more complex. While we see no association between the programme impact on capacities and the country's HDI, we observe a negative relation between HDI and opportunity and a positive relation between HDI and motivation.

Table 46: Correlations between COM-B indicators and country's level of development, by programme

	BCTA	BOOST	IVA	SMEVC
Capacity	-0.42	-0.34	-0.20	0.00
Opportunity	-0.53	-0.07	-0.18	-0.11
Motivation	-0.11	-0.49	-0.05	0.12

Looking into the average scores of our COM-B indicators by the different Human Development Index groups, as displayed in Table 47, we obtain more information. For the BCTA programme, we see that average COM-B scores in the low HDI category are substantially higher than in the rest. This may be because, as displayed in Table 4, there is only one observation from this group in our data. Nonetheless, for the capacities and opportunities indexes we see that there is a clear pattern in which participants from countries with lower levels of development report greater scores. In relation to motivation, participants from countries with medium and very high HDI report similar scores, while those from countries with high HDI report slightly greater scores. As 90 percent of BOOST participants come from countries with high HDI, comparisons with the rest of categories do not provide much value, as there is only one observation in each of them. Among IVA participants, we see that participants from countries with very high HDI report considerably lower averages in our capacities and opportunities indexes and participants from countries with low HDI report the greatest scores on these two indexes. In relation to motivation, participants from low HDI countries report the greatest scores, while those from countries with medium HDI report the lowest. For SMEVC participants, there is a clear positive relation between capacities and motivation averages and HDI, as the greater the HDI group, the greater the average capacity scores reported. In relation to opportunities, participants from countries with medium HDI report greater average scores. This being said, it should be noted that all programmes focused their efforts on countries with medium and high levels of HDI and, hence, comparisons should be made mostly between these two groups. Participants from BCTA from medium-level HDI countries report greater scores than those from high HDI countries, which is the opposite of motivation scores. Among BOOST participants, those from countries with medium HDI report greater scores across indexes. The opposite happens among IVA participants, in which those from countries with high HDI report greater average scores across indicators than those from medium HDI countries. Among SMEVC participants, those from high HDI countries report greater capacities and motivation scores than those from medium HDI countries and lower scores with regard to

opportunities. This analysis paints a more complex picture than the correlations presented above, and it seems that it is difficult to draw clear conclusions on whether there is any relation between countries' level of development and the impact of the programmes.

Table 47: COM-B indicators by HDI group, by programme

Program	HDI group	Capacities	Opportunities	Motivation
BCTA				
	Low	9.80	9.88	9.25
	Medium	5.50	5.86	5.56
	High	4.94	4.66	5.75
	Very high	4.55	4.44	5.58
BOOST				
	Medium	9.20	8.50	10.00
	High	6.79	6.30	7.06
	Very high	NA	NA	3.75
IVA				
	Low	8.45	7.59	8.69
	Medium	7.30	7.00	7.80
	High	7.41	7.25	8.38
	Very high	6.60	6.13	8.08
SMEVC				
	Medium	6.91	7.75	6.96
	High	7.20	7.13	8.07
	Very high	8.15	7.31	9.38

Extreme points analysis

Looking at the relation between COM-B indicators and the extreme (lowest and highest value) of different indicators, we see that there are clear differences between these groups. For instance, as reported on Table 48, those with greater perceptions of impact across categories also consistently show considerably greater COM-B scores than those with the lowest perceptions of impact. It should be noted that the lowest categories change across impact indicators, as there are instances in which no person selected the lowest or even the second lowest category. In other cases, the number of times when the lowest category was selected is rather low and this should be taken into account when drawing conclusions. Given both of these issues, it is not advisable to draw strong conclusions from these data.

Table 48: Extreme points COM-B and impact, by programme

<i>Greater credibility</i>		Capacities	Opportunities	Motivation
BCTA	Very little	4.20	4.50	7.00
BCTA	A lot	8.93	9.08	8.00
BOOST	A little	5.80	4.96	5.42
BOOST	A lot	7.66	7.14	8.80
IVA	Not at all	1.10	1.38	1.25
IVA	A lot	8.26	8.08	9.03
SMEVC	Not at all	4.60	4.50	5.75
SMEVC	A lot	7.96	7.65	8.88

<i>Better reputation among costumers</i>		Capacities	Opportunities	Motivation
BCTA	Not at all	4.60	5.25	7.00
BCTA	A lot	8.93	9.08	8.00
BOOST	A little	6.27	5.50	7.75
BOOST	A lot	7.53	7.18	8.11
IVA	Not at all	1.10	1.38	1.25
IVA	A lot	8.26	8.03	8.96
SMEVC	Not at all	4.60	4.50	5.75
SMEVC	A lot	7.97	7.75	8.98

<i>Better reputation in the community</i>		Capacities	Opportunities	Motivation
BCTA	Not at all	4.70	2.75	7.75
BCTA	A lot	8.93	9.08	8.00
BOOST	Very little	6.30	5.50	5.50
BOOST	A lot	7.79	6.90	8.52
IVA	Not at all	1.10	1.38	1.25
IVA	A lot	8.30	8.08	9.07

SMEVC	Not at all	4.05	4.13	6.00
SMEVC	A lot	8.28	7.91	8.95

Higher engagement of employees

		Capacities	Opportunities	Motivation
BCTA	Very little	4.17	3.73	5.13
BCTA	A lot	8.50	8.69	9.00
BOOST	Not at all	3.70	3.88	4.50
BOOST	A lot	7.24	7.13	7.81
IVA	Not at all	4.00	3.31	4.38
IVA	A lot	8.19	7.84	9.06
SMEVC	Not at all	5.13	5.09	5.89
SMEVC	A lot	8.12	8.01	9.08

Better exposure to national investors

		Capacities	Opportunities	Motivation
BCTA	Not at all	5.28	5.50	6.75
BCTA	A lot	9.35	9.38	9.13
BOOST	Not at all	3.70	3.88	4.50
BOOST	A lot	7.98	7.68	8.50
IVA	Not at all	3.90	4.88	7.50
IVA	A lot	8.12	7.92	8.75
SMEVC	Not at all	5.93	6.31	7.07
SMEVC	A lot	8.72	8.12	9.06

Better exposure to international investors

		Capacities	Opportunities	Motivation
BCTA	Not at all	5.30	5.06	7.13
BCTA	A lot	9.35	9.38	9.13
BOOST	Not at all	4.23	3.81	6.00
BOOST	A lot	6.70	6.63	5.50
IVA	Not at all	6.26	6.28	7.94
IVA	A lot	8.25	7.94	8.79
SMEVC	Not at all	6.46	6.56	7.65
SMEVC	A lot	8.88	7.96	8.93

Better exposure to financing opportunities from banks

		Capacities	Opportunities	Motivation
BCTA	Not at all	4.98	5.06	6.38
BCTA	A lot	9.80	9.88	9.25
BOOST	Not at all	5.18	5.42	5.50
BOOST	A lot	8.53	7.67	8.08
IVA	Not at all	5.05	5.10	6.10

IVA	A lot	8.64	8.50	9.00
SMEVC	Not at all	6.24	6.44	7.35
SMEVC	A lot	8.77	8.34	9.09

Better exposure to the national government

		Capacities	Opportunities	Motivation
BCTA	Not at all	4.20	3.92	6.13
BCTA	A lot	9.80	9.88	7.00
BOOST	Not at all	3.10	3.88	1.63
BOOST	A lot	7.80	7.38	6.92
IVA	Not at all	3.30	2.94	1.25
IVA	A lot	7.92	7.80	8.68
SMEVC	Not at all	6.29	6.42	7.21
SMEVC	A lot	8.59	8.01	9.06

Better exposure to other UNDP projects

		Capacities	Opportunities	Motivation
BCTA	Not at all	4.70	2.75	6.13
BCTA	A lot	8.67	8.46	8.58
BOOST	Very little	8.90	7.50	9.88
BOOST	A lot	7.81	7.27	8.54
IVA	Not at all	3.15	3.44	5.50
IVA	A lot	8.29	8.01	8.62
SMEVC	Not at all	5.43	5.91	6.53
SMEVC	A lot	8.49	8.09	9.18

Better exposure to other UN agencies and international organizations

		Capacities	Opportunities	Motivation
BCTA	Not at all	4.20	2.75	5.83
BCTA	A lot	8.53	8.47	8.69
BOOST	Very little	6.90	7.13	7.00
BOOST	A lot	7.81	7.21	7.66
IVA	Not at all	4.90	4.88	6.63
IVA	A lot	8.23	8.04	8.68
SMEVC	Not at all	5.71	6.00	6.92
SMEVC	A lot	8.50	7.95	9.06

Table 49 displays the extreme points analysis between COM-B and hope for the future indicators. In this case, the lack of availability of observations among people who selected some of the lowest option categories is even more prominent. Hence, sometimes the comparison is drawn between groups who 'somewhat agree' and 'completely agree' with the statements. Again, there are notable differences in

scores between those in the lowest categories and those who selected the highest. The COM-B scores are generally much greater for highest categories. Nonetheless, as with the previous table, the lack of availability of data in the lowest categories and sometimes limited observations in the lowest available category advise against drawing meaningful conclusions from these data.

Table 49: Extreme points COM-B and hope for the future, by programme

<i>I think that my company will provide for me and my family in the next 12 months</i>		Capacities	Opportunities	Motivation
BCTA	Somewhat agree	6.55	6.56	6.63
BCTA	Agree completely	4.58	4.60	5.25
BOOST	Somewhat disagree	6.40	4.94	6.00
BOOST	Agree completely	7.58	7.14	7.65
IVA	Disagree completely	6.10	6.38	8.38
IVA	Agree completely	7.50	7.10	8.50
SMEVC	Disagree completely	5.23	6.75	7.88
SMEVC	Agree completely	7.34	7.37	8.22

<i>I think that my company will expand in the next 12 months</i>		Capacities	Opportunities	Motivation
BCTA	Somewhat disagree	6.30	4.63	7.50
BCTA	Agree completely	5.85	6.31	5.98
BOOST	Somewhat agree	5.93	5.34	6.54
BOOST	Agree completely	7.34	7.11	7.58
IVA	Somewhat agree	7.27	7.17	8.03
IVA	Agree completely	7.52	7.12	8.35
SMEVC	Disagree completely	5.33	5.85	5.96
SMEVC	Agree completely	7.63	7.55	8.54

<i>I think that my company will see an increase in sales in the next 12 months.</i>		Capacities	Opportunities	Motivation
BCTA	Somewhat agree	4.32	3.80	5.31
BCTA	Agree completely	5.85	6.31	5.98
BOOST	Somewhat agree	6.25	6.41	6.92
BOOST	Agree completely	7.13	6.69	7.39
IVA	Somewhat agree	7.43	7.21	8.22
IVA	Agree completely	7.61	7.19	8.44
SMEVC	Disagree completely	5.33	5.85	5.96
SMEVC	Agree completely	7.54	7.42	8.50

Should my project/company face substantial challenges in the next 12 months, I feel I have the capacities to adjust

		Capacities	Opportunities	Motivation
BCTA	Somewhat disagree	8.10	8.50	9.00
BCTA	Agree completely	4.60	4.60	4.97
BOOST	Somewhat disagree	6.40	4.94	6.00
BOOST	Agree completely	7.13	7.24	7.62
IVA	Somewhat disagree	10.00	9.25	10.00
IVA	Agree completely	7.45	7.01	8.37
SMEVC	Disagree completely	5.25	7.50	7.15
SMEVC	Agree completely	7.64	7.54	8.40

I think that my company will have a positive impact on society in the next 12 months

		Capacities	Opportunities	Motivation
BCTA	Somewhat agree	4.23	4.06	4.50
BCTA	Agree completely	5.75	5.99	6.10
BOOST	Somewhat disagree	5.20	5.25	6.88
BOOST	Agree completely	7.21	7.09	7.57
IVA	Somewhat agree	6.50	6.89	7.36
IVA	Agree completely	7.77	7.21	8.53
SMEVC	Disagree completely	4.20	7.44	6.75
SMEVC	Agree completely	7.62	7.52	8.50