

PRIME Case Study Report

Uganda Coffee and Agriculture

Figure 1: woman plucking coffee



Authors

Job Harms, Karen Maas, Carly Relou

Erasmus University Rotterdam

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1 --PART A ---- THE INTERVENTION

1.1 Country dynamics

1.1.1 National economic dynamics

Uganda is a landlocked country in central Africa. The country has witnessed high economic growth in the 1990's and 2000's (7%/year average), with a slowdown to $\pm 5\%$ /year since 2006. Despite this 35% of its population still lives on less than \$1,25/day. The fraction of people living in poverty has been decreasing in recent years, but due to population growth the absolute numbers have not.

Figure 2: Map Uganda



The majority of people ($\pm 80\%$) work in the agricultural sector, which only generates 25% of GDP (additional 50% services and 25% industry). Agricultural productivity is constrained by limited use of improved inputs, lack of irrigation systems and low levels of mechanization. Other economic issues include: (i) reduced aid inflows, (ii) management of large infrastructure development programs, (iii) government spending pressures¹. Uganda's main agricultural exports are agricultural products (see table 1 below), Its main exporting destinations are neighboring countries (Sudan, Kenya, Rwanda, DRC), Europe (Netherlands, Germany, Italy) and the United Arab Emirates.

¹World Bank: <http://www.worldbank.org/en/country/uganda/overview>

Table 1: Uganda key economic indicators²

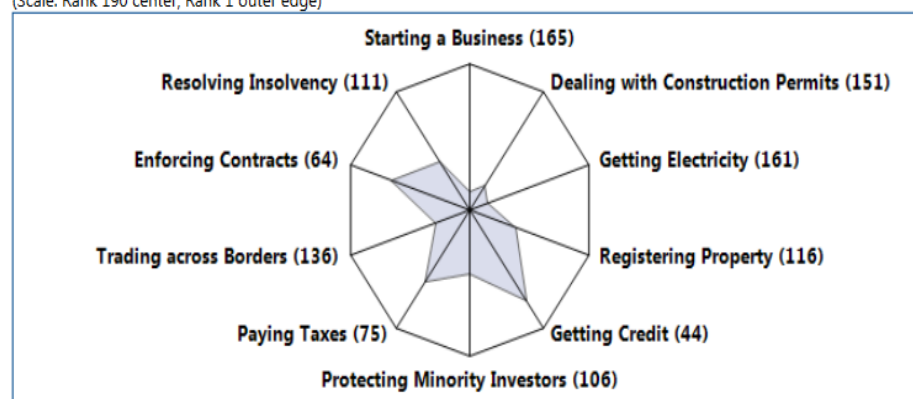
	1990	2000	2005	2010	2013	2016
Population, total (million)	17,5	24,3	28,7	34,0	37,6	41,5
Poverty HR at \$1,90/day (PPP) (% of pop.)	77,3	63,7	51,7	40,5	34,6	n/a
GNI per capita, PPP (current int, \$*1000)	0,5	0,8	1,1	1,5	1,6	1,7
Life expectancy at birth, total (years)	47,5	48,1	52,8	57,3	59,2	59,5
Fertility rate, total (births per woman)	7,1	6,9	6,6	6,2	5,9	5,8
School enrollment, secondary (% gross)	11,4	16,4	19,1	26,4	26,9	23,2
Agriculture, value added (% of GDP)	56,6	29,4	26,7	26,2	25,3	25,8
Industry, value added (% of GDP)	11,1	22,9	25,0	18,1	20,8	22,5
Services, etc., value added (% of GDP)	32,4	47,7	48,3	55,7	54,0	57,1
Exports of goods and services (% of GDP)	7,2	10,7	14,2	17,5	20,2	18,6
Imports of goods and services (% of GDP)	19,4	22,1	24,8	28,5	30,5	28,6
FDI, net inflows (BoP, current US\$*1M)	-5,9	160,7	379,8	543,9	1194,4	552,6

1.1.2 Business environment

According to the World Bank, Uganda ranks 115th out of 190 countries in terms the “ease of doing business” – a set of indicators reflecting how easy it is for firms to operate³. An area where the country scores relatively well is access to credit (44th) whereas the Ugandan business environment is lagging behind in terms of the following indicators: (i) “starting a business” (165th), (ii) “access to electricity” (161st) and (iii) cross-border trade (136th). The figure below reflects the performance of the Ugandan economy in terms of the various indicators of the Doing Business Index:

Figure 3: Uganda Business Environment Rankings (source: World Bank)

(Scale: Rank 190 center, Rank 1 outer edge)



1.1.3 Business support organizations

There are several institutions in Uganda that aim to provide support to SMEs across the various sectors of the economy. First, there is the Ministry of Trade, Industry and Cooperatives (MTIC) which aims to “...develop and promote a competitive and export-driven private sector through the acceleration of industrial development”⁴. Under this Ministry there are several sub-departments and projects that aim to serve the private sector, including the Ugandan Export Promotion Board which provides trade promotion services and policy advocacy. Furthermore, there is the Ugandan Management Training and Advisory

³ World Bank: <http://www.doingbusiness.org/data/exploreeconomies/uganda>

⁴ MTIC (31 March 2016), “Ministry of Trade, Industry and Cooperatives (Uganda) (MTIC)”, Kampala, Retrieved Oct, 2017

Centre (MTAC) which provides various training and consulting services to local firms. Next, the Uganda Chamber of Commerce also provides various services to Ugandan SMEs, including business advisory services, issuing of certificates of origin and lobbying and advocacy with the government.

There are also various international organizations that provide funding and implement activities for the benefit of the Ugandan SME sector. For example, the World Bank launched a matching grant program for micro, small and medium-sized enterprises in Uganda in 2016, which has so far provided financing to over 300 firms⁵. Similarly, the British department for international development (DFID) has allocated for the period 2017-18 over £100M to projects in Uganda, of which over 25% is focused on economic development, including support for the SME sector⁶. The Dutch government too provides various forms of support—in addition to CBI and PUM – for example through the Dutch Good Growth Fund and the Africa Enterprise Challenge Fund, as well as a range of programs through the Embassy, such as assisting dairy farmers in accessing finance with local banks⁷.

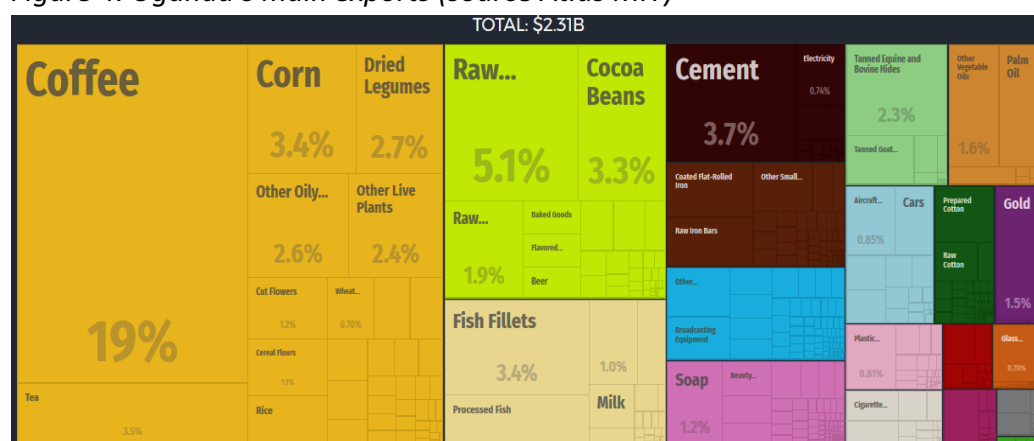
1.2 Context of the sector

The CBI program was targeted to companies operating in the coffee market. PUM has a wider scope, supporting firms in many different sectors. In this study we focused on PUM supported firms in the agricultural sector.

1.2.1 Market dynamics in the coffee sector

Coffee is Uganda's main export product: it contributes around 2,5% to global coffee production. Only 5-10% of production is consumed locally. Annual exports are worth around 425M\$ and the main export destinations are the EU (Germany, Italy, Spain, Belgium), Sudan, Singapore and the US, The Netherlands represents only 2,5% of the Ugandan coffee export market. Uganda's coffee export market is controlled by 29 national and multi-national companies, 10 of which control about 85% of the export market. The leading company (Ugacof (U) Ltd) controlled 15% of the coffee export in 2011 (UCDA, 2011).

Figure 4: Uganda's main exports (source Atlas MIT)



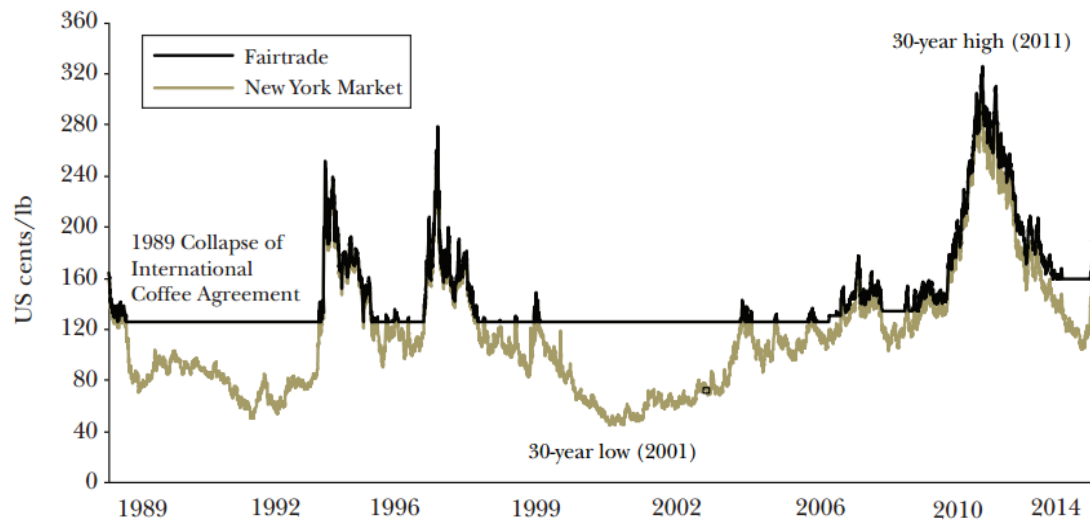
⁵ World Bank (2017) source: <http://www.worldbank.org/en/news/feature/2017/02/23/matching-grants-help-ugandan-businesses-grow-and-expand>

⁶ DFID (2017): source: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/630930/Uganda.pdf

⁷ Dutch Government (2016) [Strategic Plan Uganda](#), accessed Oct, 2017

Most of Uganda's coffee is produced by approximately 500,000 smallholder farmers. These smallholder farmers tend to have relatively low productivity due to limited use of inputs and technology. The main coffee types are Arabica and Robusta (grown in ratio of 1:4). Most smallholders also grow other non-cash crops such as bananas and beans for consumption. Recent years have seen a rise in the production and export of so-called fair-trade, organic and 'specialty coffees' to western markets. These coffees are typically more expensive to the customer in the West and offer a (small) premium to the producer, see figure below:

Figure 5: Coffee prices, market vs, fair-trade, 1989-2014⁸



It was estimated in a 2014 CBI report that 2-3% of the European market currently consists of specialty coffees⁹. Other research suggests that the share of specialty coffee in Western markets is higher. Differences between these estimates are partly due to the fact that the product class of 'specialty coffee' is not strictly demarcated. However, despite its growing popularity in the West, recent studies suggest that organic, fair-trade & specialty coffee production is not unequivocally beneficial for smallholder producers in developing countries¹⁰. Proposed downsides of the fair-trade model include (i) a focus on low-intensity production methods which typically are less productive, (ii) entry barriers to joining the scheme for poor smallholder producers and (iii) the fact that only a very small part of the price premium ends up in the hands of smallholder producers (Claar & Haight, 2015¹¹). Most farm work is done by family members. Production has decreased due to draughts in recent years: it is thought that climate change plays a role in this process (FAO, 2012¹²). A 2008 study by Fafchamps and Vargas Hill suggest that smallholder farmers in Uganda are usually not well informed about market prices, allowing middle-men traders to benefit from high

⁸ Dragusanu, Raluca E., Daniele Giovannucci, and Nathan Nunn, *The economics of fair trade*, No. w20357, NBER, 2014,

⁹ CBI: <http://www.cbi.eu/sites/default/files/study/tailored-study-uganda-europe-trends-segments-coffee-2014.pdf>

¹⁰ Fair Trade organic coffee production in Nicaragua — Sustainable development or a poverty trap? *Ecological Economics* (2009)

¹¹ *Journal of Economic Perspectives*—Volume 29, Number 1—Winter 2015—Pages 215–216

¹² Food and Agriculture Organization: <http://www.fao.org/3/a-at590e.pdf>

prices in the international coffee market¹³. Follow-up research by Vargas Hill (2010) suggests that programs that provide market information and train farmers to better understand price formation would be desirable.

1.2.2 Sector policies and support programs

To promote the development of the Ugandan coffee sector, various organizations are active. First, there is the Uganda Coffee Development Authority The Uganda Coffee Development Authority (UCDA) which is the key public agency involved in the sector and its objectives include the promotion and provision of: (i) international marketing of coffee, (ii) quality control, (iii) research and technical extension services and (iv): domestic consumption of coffee¹⁴. The UCDA provides a range of training activities to farmers, processors, exporters, roasters and retail enterprises in the coffee sector.

1.2.3 Sectoral business support organizations

In addition, there are various other international development agencies involved in the coffee sector in Uganda, including:

- (i) USAID with its “Uganda Feed the Future Program” that provides technical, financial, business and export-marketing support to coffee producing firms¹⁵;
- (ii) DANIDA with its “Business Partnerships Program” that links Ugandan producers to European/Danish importers¹⁶; and
- (iii) UNDP and the Swedish government with a program that provides advice to farmers on how to deal with the effects of climate changes on their production, for example: improving storage facilities, using stress-resistant crop varieties and improving irrigation schemes¹⁷.

In addition, the Consultative Group for International Agricultural Research (CGIAR) is funded by the World Bank to implement research to improve coffee and other agricultural crops to be more resistant to weather conditions and give higher and more stable yields.

1.2.4 Agricultural Sector

While PUM has several focus sectors this report includes the agricultural sector in specific. Agricultural products form 25.8 % of its GDP and 46% of Uganda’s exports (of which 19% is coffee)¹⁸. Most farmers produce commodities such as bananas, coffee, fish and beans. Especially coffee and species are produced for the export market. The Uganda Bureau of Statistics estimates that around 70% of Ugandans are employed in the agricultural sector. It

¹³ Fafchamps, Marcel, and Ruth Vargas Hill, "Price transmission and trader entry in domestic commodity markets," *Economic Development and Cultural Change* 56,4 (2008): 729-766,

¹⁴ UCDA: <http://www.ugandacoffee.org/index.php?page&i=45>

¹⁵ USAID: <http://www.feedthefuture.gov/country/uganda>

¹⁶ DANIDA: <http://uganda.um.dk/en/~media/Uganda/Documents/English%20site/Uganda%20Business%20Development%20Profile%202011.pdf>

¹⁷ UNDP: <http://www.africa.undp.org/content/rba/en/home/ourwork/environmentandenergy/successstories/saving-ugandan-coffee-from-the-effects-of-climate-change.html>

¹⁸ <https://www.export.gov/article?id=Uganda-Agriculture>

is for these reasons that the Government of Uganda has given the sector priority in the national development plan¹⁹.

Just like coffee, the rest of the agricultural market is controlled by smallholder farmers. They typically combine subsistence farming with cash crop production. Only about 1% of Uganda's 8.5 million acres of agricultural land is in the hands of large-scale farms²⁰. Only these larger-scale farms would be in the scope of PUM. The Government of Uganda is actively looking to expand the agriculture sector, especially through inviting investments into larger scale farms.

1.3 Characteristics of CBI and PUM support

1.3.1 Support program activities

CBI

In its program in Uganda, CBI support focuses on promoting the exports of sustainable and specialty coffee from various regions of the country to the EU market. This in turn is expected to stimulate sustainable economic growth in the sector and the country, CBI aims to achieve these objectives through two-pronged strategy. Firstly, CBI works with various business services organizations (BSOs) to enhance the quality of BSO support to SMEs through training and coaching activities. CBI works together with the following BSO's ACA, UCF, UCFA and Nucafe. Second, CBI aims to raise export quality and quantity among the support SMEs using the ECP modules and trainings. In doing so, CBI gives significant attention to sustainability both regarding CSR and regarding market demand. According to a CBI report about the program activities from 2012-2016, some of the key results are as follows: (i) 13-15 SMEs developed business plans, participated in trade fairs and gained over 200 business contacts in the EU and the region, (ii) 4 SMEs have obtained certification, (iii) exports of specialty coffee to the EU have increased by 106 containers by the end of 2015. Furthermore, the supported BSO's have implemented several training and coaching activities for firms in the sector, and local consultants are conducting assignments for other firms outside of the CBI program.

PUM

Whereas CBI has a strong focus on the coffee sector, the activities of PUM in Uganda cover a broader range of sectors and sub-sectors. In the period 2014-16, a total of N=178 missions were implemented by PUM in Uganda, with a considerable concentration in the following sectors: (i) agri- and horticulture, (ii) food and beverages, (iii) stockbreeding and fishery²¹. This reflects Uganda's economic structure in which food is a key part of both domestic production and exports. Within these sectors, PUM's support ranges from helping SMEs with

¹⁹ <http://www.gou.go.ug/content/agriculture>

²⁰ <http://www.monitor.co.ug/Magazines/Farming/Smallholder-farmers-are-key-to-Uganda-s-future/689860-2417160-ud51lfz/index.html>

²¹ These sector statistics are taken from the most recent PUM administrative dataset

technical challenges such as improving the production efficiency of certain crops, to management question, to marketing and sales topics. During this case study, the focus for the PUM component was on supported SMEs in the agri- and horticulture sector.

1.3.2 Intervention logic

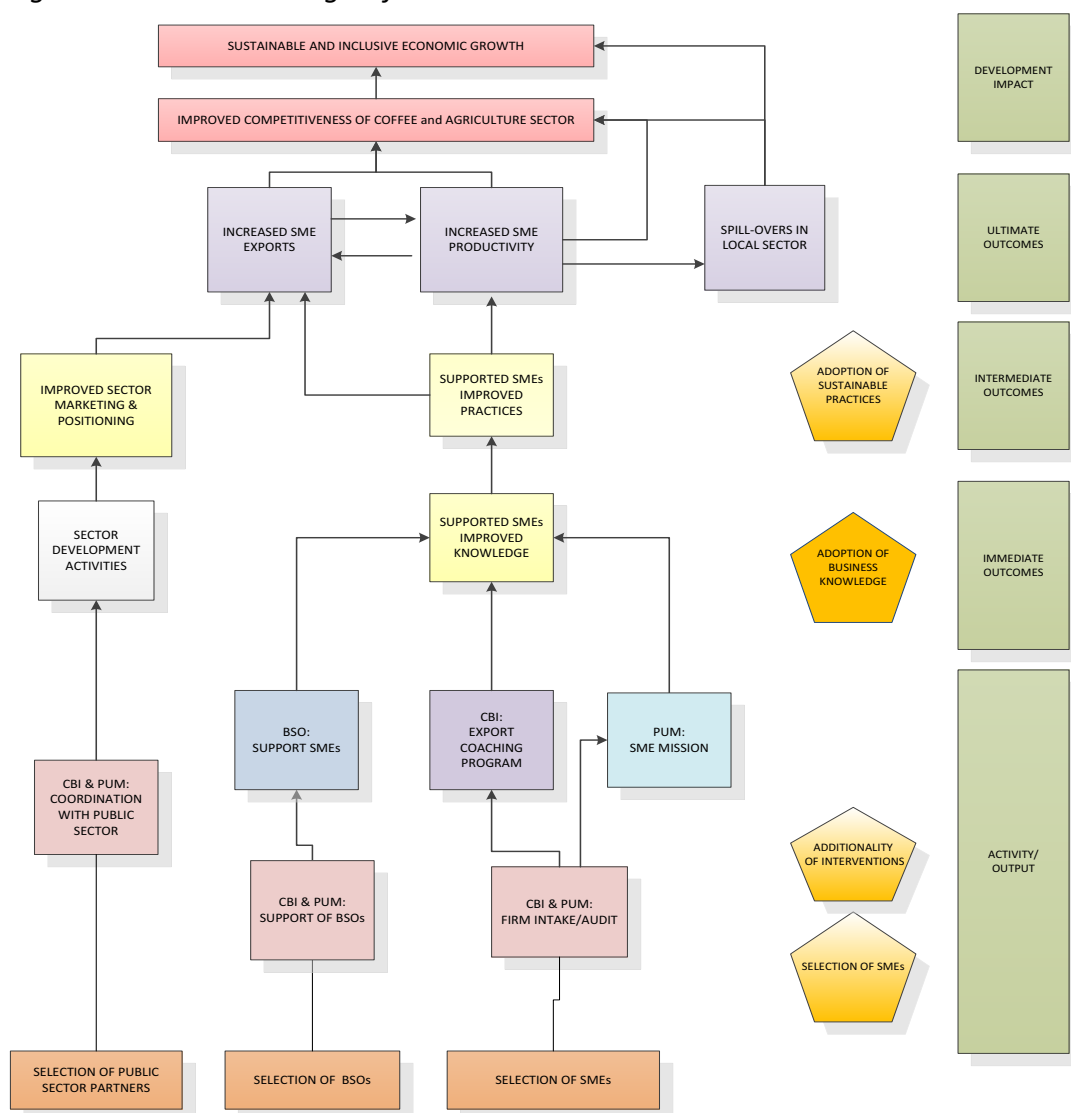
To analyze the effects of CBI and PUM support in the Ugandan coffee sector, we refined the general intervention logic (changes in knowledge – changes in business practices – change in business performance – development impact) in more concrete outcomes (see Figure 4).

In the intervention logic, the CBI and PUM support is summarized in two main pathways that ultimately result in sector-improvements: (i) direct support to firms in the form of advisory services and trainings and (ii) indirect support via public agencies at the sector-level and private sector organizations, so-called “business support organizations” (BSOs).

- i) First of all, the CBI modules are expected to help firms in the development and implementation of a firm specific Export-Marketing Plan (EMP), which in turn should promote the firms capacity to export. For the PUM support, the expert missions are expected to build capacity within the supported firms, through a diverse set of topics that can be addressed, such as technical issues, marketing and management.
- ii) Secondly, the various types of support to BSO of CBI - such as to the stakeholder platforms - eventually results in an increased amount, diversity and quality of end-products. This should directly result in an increased awareness of Uganda as a producer of coffee products. Combined with the increased competitiveness of competent exporters this should ultimately result increased export competitiveness of the Ugandan coffee sector ultimately sustainable an inclusive growth.

In the intervention logic the PUM support is mainly concentrated in the pathway on the right side: advice from the exports is expected to result in improved knowledge and practices at the SME level, which in turn can promote firm productivity. Once a firm is linked to PUM, a firm defines the needs or problems to be solved. The firm is then matched to an expert with the specific skills and knowledge required to tackle this challenge. At the immediate outcome level this should result in the support of the right person in the firm at the right time, and by the right expert. At the intermediate outcome level the CBI intervention is expected to result in an increase in the number of competent exporters in the coffee sector. Combined with other ultimate outcomes this should result in increased (export) competitiveness of the coffee sector in Uganda and ultimately sustainable and inclusive growth. For the PUM context, the expected intermediate effect is improved business practices, such as the adoption of new marketing strategies or a more efficient production process. It is important to note that such knowledge gains can also spill-over to non-supported firms. This is true for PUM as well as CBI support.

Figure 6: Intervention Logic of CBI and PUM interventions



1.3.2 Key assumptions

The intervention logic of CBI's and PUM's activities in the coffee and agriculture sector in Uganda provided several focus areas for this case study. Firstly, a key assumption in the intervention logic is that the interventions contribute to improved business knowledge and practices at the level of SMEs. For the coffee sector, the role of business knowledge and practices with respect to middlemen was a specific focus point. Furthermore, firms' understanding of the market structure, prizes and trends in the international market was a closely related area of particular interest for this case study.

Secondly, the intervention logic also implies that the direct SME support components of the CBI and PUM programs contribute to business knowledge and practices in various other manners, for example by transfer of technical expertise which can be crucial in the production of coffee and agricultural goods. Therefore, this case study aims to shed light on *whether and how* the CBI and PUM support exactly achieved this objective.

Figure 7: coffee plant



Furthermore, the intervention logic is also implying that the programs are implemented within a broader context of national and sectoral economic conditions, policy environment and market conditions. In this light, the case study focuses on how these contextual factors, such as the access to finance and complementarity to the broader policy environment, shape the effectiveness of the interventions.

Next, the intervention logic also suggests that the activities ultimately are to contribute to sustainable economic growth. Since operations in the coffee and aquaculture are intricately linked to issues regarding environmental sustainability, a next focus point is to better understand to what extent, and how, the CBI and PUM activities contributed to growing awareness of- and adherence to standards of sustainable production, as well as exports to markets in which high sustainability standards apply, such as the European market. Furthermore, we investigate how knowledge obtained through technical assistance – in the case of PUM support – can be disseminated to non-supporting firms, thus contributing to positive spillovers of the program.

2 ---PART B ---- THE EFFECTS

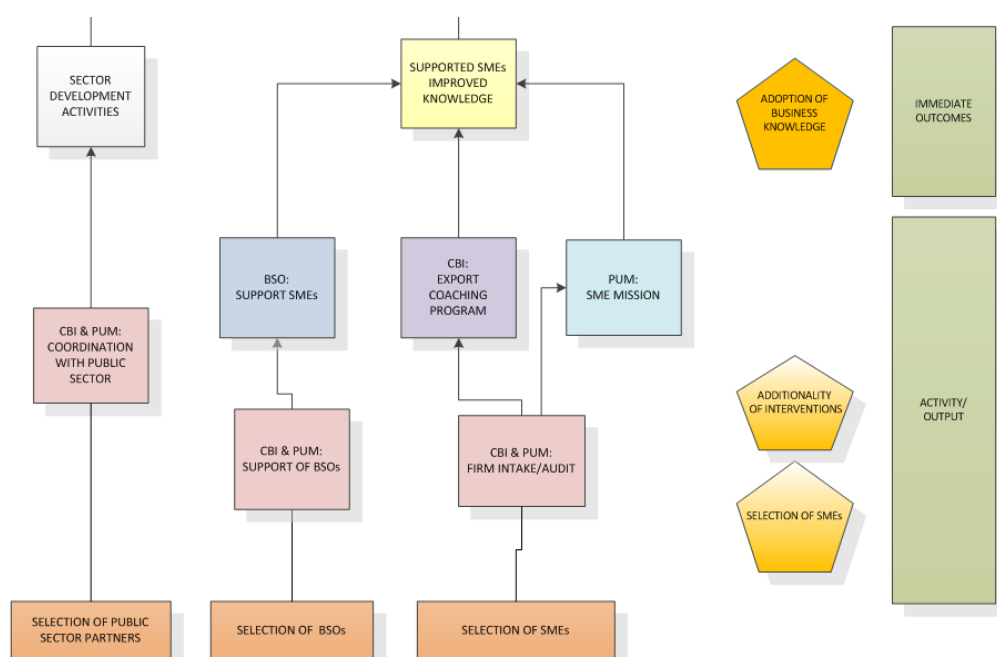
This chapter will discuss the effects of the CBI and the PUM programs on their participants. The discussion will follow the logic of the Theory of Change. Therefore, the effects of the program on knowledge will be discussed first, as the ToC posits that knowledge precedes skills and performance. As knowledge is directly transferred in the program, it can be considered a direct outcome. Next, skills participants develop when they apply the knowledge they have gained through the programs will be addressed. Lastly, the changes in performance of the participants, as reported by the participants will be discussed. The ToC hypothesizes that improvement in performance is the final outcome of the interventions.

This case study is a qualitative study based on interviews 10 interviews with CBI participants (out of 18 participants) and 4 PUM participants (of the 178). In a previous mission 7 CBI participants and 6 PUM supported firms. Some large-N monitoring and evaluation data of CBI and PUM is used to illustrate the quantitative findings. The case study provides a context to aid the interpretation of the quantitative findings. This report provides an overview of remarks participants made about the programs. This report clearly indicates when a remarks is make by one or more firms.

2.1 *Intended effects*

2.1.1 Immediate outcomes (knowledge)

The immediate outcomes are the outcomes associated with the increase of knowledge of the participating companies. It is the first step towards improved performance. This section will report what interviewed companies the immediate outcomes that the companies mentioned.



Several organizations indicated that the CBI program helped them become more aware of the things they did not yet know. They emphasized that they were relatively new to export, so they still had to develop an understanding of the dynamics of this market. Participating in the program

“When we joined we did not have a lot of experience in the export business. We did not really think about what we did not know. Through the trainings and workshops we got the expertise. We learned how to bargain with buyers.”

Another firm reported a similar development:

“After realizing what we needed, we set objectives and formulated questions about what we would have to know about the market”

One concrete example of what CBI companies learned about export was that positioning and branding through “storytelling” about products was valued by their importers. While previously companies would focus on communication the technical details of their coffee:

“They [the importers] buy a product and the story around it. We tell them more about the area where the coffee is grown and the origins of the coffee. We now share the stories more, as buyers really like to have some background on the coffee that they purchase. A roaster in Belgium suggested to also brand it as grown by women. Don’t stress the quality but the background. Tell a story.”

Another example was learning more about the market for specialty coffee in Europe, and how this market has large potential for growth was eye-opening to most participants:

“They taught us to reach the specialty coffee and the sustainable coffee market. It is still growing and developing; we can drive the growth of this market if we deliver quality.”

In addition, learnings about more technical aspects related to the coffee production and marketing were also appreciated by companies in the CBI program. They started paying more attention to providing details about their beans that are relevant to importers:

“Soil, cupping details, biochemical analysis, and geotagging all receive more attention now [...] They (CBI) took us around to roasters. We walked from the exhibition grounds. We learned how they roast, package, what they expect.”

The CBI program also taught firms valuable things about how to organize their production process and value chain, to achieve more consistent quality of coffee beans. More consistent quality is important for the value of the beans:

“We now buy freshly harvested coffee cherries from the farmers immediately so we can process them all in the same way, as CBI told us that consistency in quality is very important.”

As for the PUM-supported firms, it was indicated by several organizations that they specifically benefited from learning very concrete things about production technicalities. The

concrete advice meant that they could easily translate the learnings into practice, and noticed results fast:

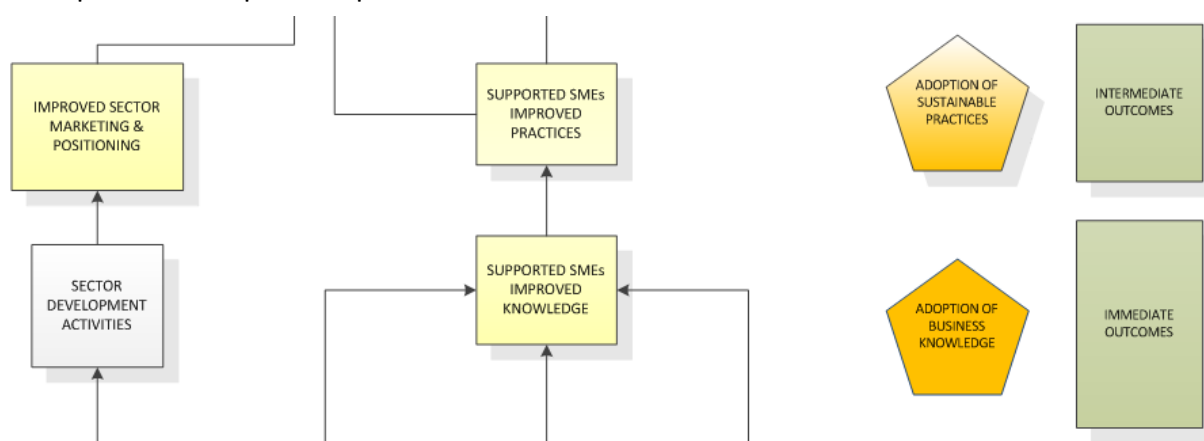
“He (the expert) told us, for example, to cover the soil between the plants with leaves to keep it moist. It was a simple advice. but we had no clue how important something simple like that would be. It has really worked for us to maintain soil moisture and moisture of the fruit. Also he gave us some recipes for fertilizers that we can mix to try out. He gave us a list of how to compose the fertilizer for the plants we need. Now we have a mixer where we make the fertilizers, and an assistant who is in charge of making those fertilizers.”

Another PUM-supported firm indicated that the expert connected them to organizations that could perhaps help them in achieving their business objectives, for example the Dutch embassy to help in organizing a conference. It would not have been easy for them to know that these contacts were relevant, or that they would not have been able to get in touch with easily:

“We try to get sponsorship from big industry players. I want to talk to the Dutch embassy about it as they seem enthusiastic. The PUM consultant put us in touch with them. That should happen soon. The embassy can help with regional coordination and partnerships.”

2.1.2 Intermediate outcomes (business practices)

The knowledge that experts transfer in both the CBI and PUM programs is expected to help participants develop better practices.



Several companies in the CBI program indicated that learning by doing was very valuable to them. Doing so, made them aware that their practices could be improved further. Therefore, they felt that without the program they would never have learned about the topics they learned about, because they simply would not have been in a situation where they were confronted with the fact that they could improve their practices. For example, one organization indicated the following:

“We never looked up information on coffee brands or going to trade fairs before. We thought we got it and thus did not search for it. Sometimes you need to be challenged in your beliefs and only then you start thinking about it.”

Most companies indicated they were confident about going to coffee trade fairs before the program, if they had done so before. However, going to trade fairs with the CBI experts helped them to understand how they should prepare for the trade fairs, and what to do when there. The companies felt like they could prepare themselves better for trade fairs:

“...We should not sit back and wait. We should expose ourselves. We learned that at workshops and fairs. We were in the CBI booth. We also went to Sweden: we saw how to expose ourselves. Then buyers get to trust you”

Companies indicated it was insightful to not only understand the coffee buyers’ perspective, but also to learn that the market from which the buyer operates looks very different from the coffee market as they see it in Uganda. This helped them in communicating with customers, as they could tailor the communication to what they learned was relevant to the market, and maintaining relationships:

“I wanted to learn how to maintain our customers, how to get one big fish that would take our products. We learned how to establish good relations, how to negotiate for a better deal. I still can’t always follow the market, but internet is crucial to understand the market. Influences in the market are different in Uganda and Europe, I did not know this before. CBI gave me insight into prices and showed me websites where I could follow the prices.

More CBI companies reported they were satisfied with their new understanding of how to maintain relationships with customers. Especially the importance of timely delivery and fast communications was highlighted:

“Importance of prompt delivery, also of the pre-shipment sample turned out to be important. Moving fast is important, so they work with you and not with your competitor. Fast correspondence to maintain relationship with the buyer is crucial, I respond to my e-mail every day now.”

Figure 8: dried coffee beans



A PUM-supported company mentioned that the visit of the expert to the firm had just been the starting point for their expansion. The expert’s focus on identifying future opportunities for the company helped them develop more business opportunities immediately. The company felt inspired and enabled to request funding, because they drafted a clear business plan and ambitions together with the expert:

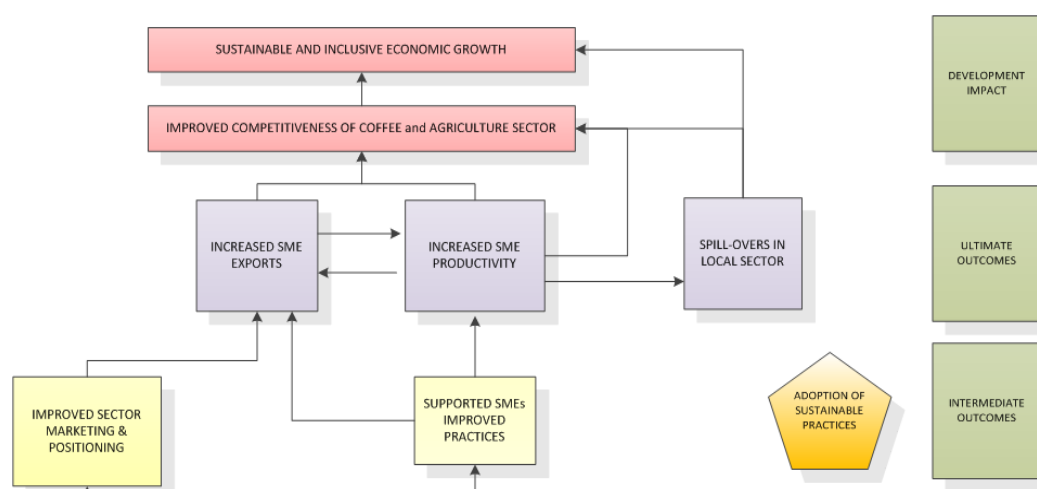
“He [the expert] gave us a financial model for the entire business. He drafted a business plan with a budget which we could use that to access funding. He helped us see potential in the plans, and helped us find organizations from which we could request funding. I ended up using the business plan to get funding from a large donor organization. Because of that funding we are now seriously expanding one of our products.”

Another PUM-supported firm said they were now breaking even on their business faster than they expected. The unique experience of the expert, that they could not find in another way, helped them achieve this. It especially helped them to look more experienced, and present more thought-through plans to the

“It always takes a while to learn the ins and outs of a new business. How to reach acceptable quality for the market, how to access the required resources; [these are key questions]. We’re moving from making a loss to breaking even this year. We wish our expert could be here every day, so that we could grow the business even faster because investors would trust us more. The expert really helps us reveal our potential

2.1.3 Ultimate outcomes and development impact

Eventually more knowledge and better business practices should lead to increased productivity and export by the supported companies. This will help the companies grow, to, if they can continue their development, sustainable growth of their business.

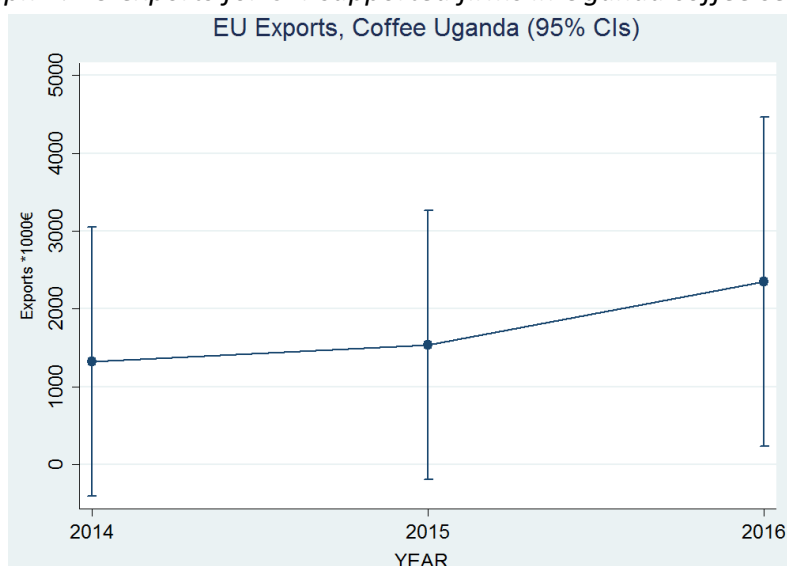


As reflected by the administrative data from CBI as displayed in Table 2 – the so-called certified results – the export volumes of supported firms in the Ugandan coffee sector increased substantially. It went up from an average of approximately €1,3M per firm in 2014 to over €2,2M in 2016. This is considerably higher than the annual economic growth rates in Uganda during this period, which was approximately 5% (source: World Bank).

Table 2: EU exports for CBI-supported firms in Uganda coffee sector

Firm ID	EU Exports (*1000€)		
	year=2014	year=2015	year=2016
1	4772,41	5165,53	5641,14
2	532,91	734,26	828,08
3	215,07	106,55	110
4	8125	9520	9600
5	0	0	n/a ²²
6	0	n/a	n/a
7	0	41,29	0
8	367	51,8	837,35
9	90,69	119,31	n/a
10	1663,09	1980,30	1495,73
11	0	598,24	0
12	0	0	n/a
13	82,52	39,07	271

Graph 2: EU exports for CBI-supported firms in Uganda coffee sector



In the interviews, supported firms were asked about if and how they felt the support had helped them to boost their exports. Various firms indicated that the CBI program had raised their exports by helping them to make linkages to foreign buyers directly and start sales relationships with them. Not having a trader in between them and their buyer gave these companies a sense of pride and confidence: *“We don’t work with traders anymore; we directly work with roasters. We are developing coffee brands now. We promote our coffee to different segments of the market.”* Another firm also mentioned that having direct business linkages to buyers helps them to sell their beans at better prices: *“We participated in one of the exhibitions. We met a new buyer there; we could sell him our own containers without a*

²² Data not available

trader. He is a repeat customer now. We like to work directly with customers too so we can compare prices and we have more options to make sales."

However, some firms also indicated that the CBI program could be more useful if it helped them more in making linkages with foreign buyers, e.g. through recommending them to partners. These firms had found it hard to make business linkages on their own, and hoped CBI's approval would help them: *"They could suggest us partners. They have a good website about this. They could suggest us to buyers because they know our reputation. Also they could recommend us companies to handle our logistics so we know how to send it [the coffee beans]. Knowing how to do this is very, very important and it requires trust."* These suggestions point to a need of some beneficiaries for more assistance in making business linkages. However, CBI does not recommend participants to potential business partners directly, as this is not within the scope of the program. CBI programs prepare the firms to do business on their own, and in their program they suggest possible business partners the firms could work with. It is their own responsibility to approach those firms.

One company emphasized that although CBI could not directly help with funding, they could make the participants understand how they could get funding in the future. When the companies do not get funding for investments that they want to make as a result of their learnings in the program this might mean they can't fully benefit from their participation in the program:

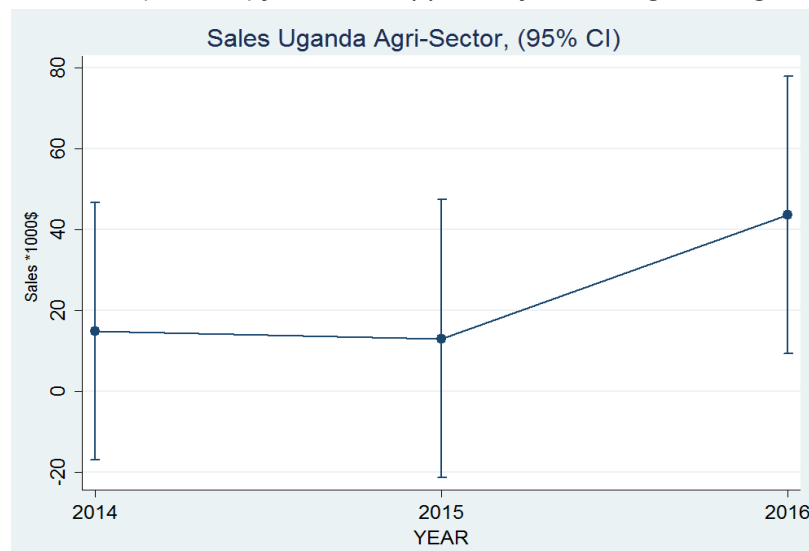
"We also face financial constraints, but we're trying to move on our own more. CBI inspired us to change the way we handled things. We are able to look for funding now based on the questions about our market potential CBI helped us answer and the new insights we took from the program. CBI gave us ideas about where to go to look for funding."

Cooperatives were concerned about the economic sustainability of the coffee sector. Coffee farmers should make enough to live a comfortable life so they will continue farming, and youth will also continue to farm. This illustrates that economic sustainability, and growth of the technical knowledge and skills of the farmers to increase their coffee yield are also paramount to the success of the program: *"Sustainability is not only based on environment and social responsibility; we need economic sustainability for farmers. If they have a better income they will not destroy nature. Certification is about a check list, but you forget the other aspects. If farmers have been certified for long but their yield does not grow, it is not worth it in the long run. He should improve his income and provide for his family."*

As for the PUM-supported firms in the agricultural sector in Uganda, administrative data suggest that the overall sales also increased substantially, in particular between 2015 and 2016 (see graph below). As not all participants reported sales data in each year though. These figures reflect the average of firms that reported sales in a certain year. They, thus, do not necessarily reflect developments in sales *within* firms, but different overall sales levels

between firms that were supported in these different years. Year-to-year differences can mean simply that different firms (with different sales volumes) have reported. Therefore, these figures should not be taken to suggest as evidence that the PUM activities had a positive causal effect on firm sales, although the interviews did suggest that for most of the firms the PUM support had indeed helped them to become more effective in their operations, which in several cases had resulted in increased sales.

Graph 3: Sales (*1000\$) for PUM-supported firms in Uganda agri-sector



PUM-supported firms were asked about the impact the program has had on their sales and business growth. One interesting notion that emerged from these discussions was that firms that had been visited by an experts several times found the repeated visits are very valuable. After the first visit the expert gets more familiar with the firm and the context in which it operates. In repeated visits the experts can then further tailor the advice and suggestions to the company more, as they have a better grasp of the opportunities and limitations that the participating firms experience. Also, on a return visit the expert may help implement earlier suggestions that the beneficiary firm was still struggling to implement. One firm explained the role of the expert across several visits as follows:

“The expert would categorize his suggestions: immediate and ones that take effort and time. Hence we could make a longer term plan after his visit. Sometimes we would not keep pace with the suggestions. However, in his return visits he would implement improvements. For example, he helped us raise our revenues by more than 50%. He helped us to convince out board to approve changes to our policies to do so; he really understands our stakeholders”

Another PUM-supported firm gave further indication of how the expert advice had been useful to them:

“We even paid our expert ourselves once because our request for our expert was processed slowly at PUM, and we needed the expert there and then. [...] He [the expert] has transferred

so much knowledge to us, and we have made money off of it. He knows everything about the sector, and that's why his advice is great. He has knowledge you can't find anywhere else."

2.1.4 Economic spill-over effects in the sector

The programs by CBI and PUM are focused on transferring knowledge and skills from the expert to the beneficiary firms. However, the knowledge and skills are expected to spread further to other firms in the sector. The transfers could for example happen through employee rotation, relationships with providers, buyers and members and cooperation within the sector. Many firms that were interviewed spoke about the ways in which they had already shared knowledge with others and they were considering their knowledge.

One BSO from the CBI program indicated that they had learned various things during the program that they were considering to share within the sector. They thought about how they could make a training program available for the sector, as a result of the knowledge about capacity building they gained through the project:

"In terms of capacity building we learned a lot as well: we are ready to pass that knowledge on in the sector now. We continued to participate in trade fairs since the program to get more business just like we have learned during the program. We might start training companies on how to prepare for trade fairs as well".

Similarly, another organization indicated that the CBI trainings provided a useful platform for participating firms to share knowledge and ideas. Through workshops and gatherings they were able to exchange ideas that also covered topics that were relevant to them but outside the scope of the program:

"Added value of being in trainings is building up relationships with the team (of participants). You can share experiences with one another. You get direct notes; also other questions you can ask (HR, strategy, operations etc.). How do conduct yourself with the buyer. If you see that it works for others, you are extra motivated to do it for yourself as well."

Another CBI-supported firm indicated that they shared the gain knowledge from the program with farmers in their supply chain. They designated people with the specific task to think about how they could spread technical knowledge to their members:

"We had committed persons (field assistants) who were made responsible to share the knowledge once a month we reminded them of the action points so the farmers would learn our learnings as well."

One of the PUM-firms said the expert stimulated them to visit similar companies to exchange know-how and help each other grow. Although they were skeptical of exchanging knowledge with other companies in the sector at first, they now regularly exchange knowledge with other firms, as they realized they can both learn from each other. Also, they

realized how having cooperative relationships within the sector might actually help the sector grow and develop:

“For the next visit of our expert we are organizing two study trips together. We are operating in a small sector so we are now keen on sharing and learning all knowledge there is. We will go to one company to see how they are producing, and another company will come to us so we can show them around.”

Another PUM-supported firm reported that the PUM expert made him aware that it would benefit him and his suppliers if he would advise them on the supply process. Their production methods were not very efficient and the products they supplied to him still required a lot of work to process. The expert made him aware that he could inform them how to harvest their product more efficiently and deliver easier to process products. Also, the experts shared ideas with him how the suppliers could make their production more efficient, bringing down their costs as well as his.

“The expert helped us to explore business opportunities. Some were more obvious – such as finding more buyers. He also told me it is in my interest to educate my suppliers. Often they are independent workers. He showed my examples of production techniques so that I can tell my suppliers what they should do to make production cheaper. Now they can make more money, and I save money!”

2.2 Unintended effects

The CBI and PUM programs have many intended effects that were addressed in the paragraphs above. Nevertheless, there are also effects of the programs that were not intended by the programs. These effects can be positive or negative.

A positive outcome of the CBI program is that the participants have a better understanding of the complexity of coffee processing, and its consequences for their organizations. They got a better understanding of the effects of processing on the consistency of the quality of the coffee beans. This makes communications about the quality of the coffee beans with buyers more transparent and reliable.

“We originally let our farmers process the coffee cherries themselves. However, we came to understand that it is important to deliver consistent quality. We can only give testing results of our beans if all beans are the same quality. We now buy freshly harvested coffee cherries from the farmers immediately, and process them all together.”

A PUM firm said that his staff had to work long shifts, because it is hard for the firm to find qualified staff. The expert’s visit had nothing to do with employment conditions, but with investments. However, because of the way in which the consultant approached the question of investment, with not only looking what new machinery would have to be bought, but also how existing machinery could be used more, the working conditions for the employees also improved.

“It takes a while to educate our staff; we’re unique in this sector so not so many who apply have any relevant skills. We have 35 employees, if we have a bulk order we work 24hrs to complete it. Our employees are very tired then. [...] The expert showed us how to use our machines to capacity, so I wouldn’t have to invest in new ones. I’m combining that knowledge with other production improvements. My staff won’t have to work such long hours anymore.”

3 ---PART C ---- THE EVALUATION

3.1 Implementation efficiency

3.1.1 Selection of beneficiaries

The potential to impact sustainable economic development depends partly on the selection process of the supported SMEs. The more suitable the beneficiaries are for the objectives of the program, the more likely they will be to implement the learnings. CBI beneficiaries interact with each other in the course of the program. An appropriate selection of beneficiaries might aid the learning. In case of PUM, the beneficiaries should have the capacities and motivation to implement the learnings from the program.

The CBI beneficiaries had mixed views about how much knowledge exchange was possible between the participants. This went hand in hand with how much the firms thought they had in common. One organization in the CBI program indicated that, since the selected companies were quite different, it was difficult for organizations to learn from each other:

“We couldn’t really learn from the others because they were all very different”

However, another firm held an opposite view, and believed they could learn a lot from the other participants:

“We valued the other participants. Most other participants are bigger than us, we ask them questions, so we still learn from them.”

“Precompetitive to be with other BSOs, there is a large demand for quality coffee so even together we can’t answer that demand. We looked at ourselves and the others in the program as creating impact for the farmers.”

Another CBI participant said that they could notice the program was well-prepared and that they could hence tailor it to the local market

“Before CBI came in they worked a lot with the coffee people to understand the market. At first they worked with the embassy and the investment authority.”

PUM participants indicated they were happy with the way in which the selection/application phase had taken place. They were especially positive about their experience from when they met their expert. The following testimony illustrates this nicely:

“Preparation was ok: I had an application form. The representative gives you a visit to confirm your application. The country representative helped me with the process. I reviewed the expert’s CV, and looked how my weaknesses and his knowledge overlapped. When he got here I got managers from different levels to see how he could best assist us. Then we decided together how he would help us”

While most firms evaluated the entire application process positively, one PUM-supported firm said that to them it was not clear what to expect exactly or how to prepare for the mission until they met their expert. While they were satisfied about the planning once the expert visited them, they believed they could have made better use of the visit if they, with the help of the country representative or standard templates for visits that PUM could provide, could have prepared more for the visit.

"With me there was no "check-in moment" with PUM. The expert should have been well-prepared and the company is informed in advance if they should make preparations. The country representative has never been here with us. I think it would have been good for this person to come by. In that case, we could have made a clear program for the visit together, and formulate questions and ambitions. We did this in the end, but it would have been easier with a template. "

3.1.2 Matching the SME with experts

The match between the expert and SME is vital, especially in case of PUM because there is a wide variety of companies, sectors and problems. The local representative together with the country or sector expert determines this match. As for the PUM-supported firms, most interviewees indicated that they were satisfied with the expert that was assigned to their company. However, one firm also indicated that the expert that supported them did not fully appreciate the "low-resource" context in which the firm had to operate, for example with respect to limited financial resources available to implement certain recommendations. The firm was very satisfied with the advice the expert gave them eventually, but they felt like the visit would have been more effective if the expert would have understood their limitations better. This remark seems to add up nicely to the observation next observation by another supported firm, that the expert actually need several missions to fully understand the specific context in which the firm operated before they could provide tailored advice:

"I think we will only benefit after the third expert visit. After visit 1, the expert understands how things are going on in the company and what the possibilities are. After visit 2, the expert understands why some things failed or could not be changed. Therefore, from visit 3 onwards they really know what is going on and what they can do. Then their suggestions can really help and get used. After a while you really get it. Advice may also fluctuate depending on when the expert arrives in the year. Also, the circumstances of course change, such as the weather or the market conditions. "

This does not mean that the company did not appreciate earlier advice that was given but they did notice the advice got more useful after several visits. Also simply because some questions take longer than a week to solve.

3.1.3 Follow-up of the initial support provided to the firms

Beneficiaries of both the CBI and PUM programs frequently cannot immediately implement all learnings. Some can be immediately implemented, but others require capacities or resources that the beneficiaries need to obtain first. Follow-up can help smooth out issues that arise when implementing learnings.

Some participants indicated that they still worked with the CBI consultant, but that they are also interested in working with other consultants. Understanding their role in the market and how they can reposition themselves is challenging and they still feel the need to have an external consultant do this work for them.

“We are working with Jim on the UCF strategy plan which we did not finish. We wanted a consultant to make the planning for us and set priorities, Once we did that we did not get the consultant, I am still working on that.”

A PUM-supported firm indicated they were happy with the fact that the expert could be reached after the mission, so they could still discuss questions and issues that emerged when the expert was not there:

“(The expert) communicates with 5 managers who trickle his knowledge down in the firm, giving the relevant people the knowledge and associated tasks. He sends us articles about our crops, and he is very, very responsive to our e-mails”

A PUM-supported firm also mentioned his appreciation of the types of long and short term advice the consultant gave them. For this company it increased the value of the consultant’s visit a lot, as they felt they could take more strategic decisions now.

“He gave us longer term suggestions and some immediately implementable things. He told me enough about issues I should work on to improve my business for a few months to a year, when he will visit again. He gave us a push to do what we already wanted to do.”

3.1.4 Specific SME characteristics

There are several characteristics that stood out to the researchers as forming a constraint to implanting lessons learned, and that the programs can take, and already take, into account during the implementation phase.

As observed in other case studies, both PUM and CBI participants indicate that they face considerable constraints in accessing finance, which curtails their possibilities to implement learnings from the program, as exemplified by this statement from one organization:

“Finance is the largest hurdle to do the processing ourselves. It is a huge investment. We need to have finance to realize what we want. Processing facilities are very expensive. Funding is very expensive. Lenders trust us but the equity of members is low.”

Similarly, a firm supported by PUM also indicated being restrained in implementing learnings from the intervention because of limited access to finance:

“It’s ok to advise how to do laundry, but if you don’t have soap and water you still can’t use it. There should be funds available to use the tools that the expert suggests OR they should think of suggestions that fit the business means/resources so that you can use it.”

The CBI program requires participants are able to implement lessons themselves and to actively spread the knowledge in their organization. The program is centered around the building up of knowledge, and it is the participants own responsibility to find the resources and willpower to implement the lessons, something that is challenging to some of the participants.

“You must be ready to move, so you can implement the lessons immediately. It is primarily a knowledge enhancing program. It does not address the hard issues, such as financing. We should do more coaching on the job to help us implement lessons and find creative solutions.”

Another cooperative from the CBI program also indicates that they did not actively manage knowledge dissemination within their organization. Therefore, they are not sure how much their farmers have learned through them from the program.

“We only had a small group of participants from our organization: I’m not sure how the info trickled down. We think they should have monitored the situation of the farmers more. We don’t know how much they have learned.”

...“The person that was in the CBI program before I joined it learned a lot there and left without sharing the info to our organization. We’re only passing on the knowledge about organic farming to the farmers and not more.”

3.1.5 Specific support modalities

Beneficiaries of the programs made remarks about some support modalities that either were beneficial to them, or that they felt could be improved. Not all participants were able to participate in all trade fairs as they were expensive. The trade fairs formed an important part of the learning so this was a big impediment to their learning. One participant mentioned that despite they were able to go to the fairs, that knowledge had limited use to them because they could not afford to go to trade fairs anymore, and could not apply the knowledge.

“Now it’s very expensive to go to trade fairs for us. We can only use the information in the program if we can visit trade fairs.”

Several participants indicated they had not participated in the full CBI program because the knowledge was not necessarily useful for them – because they were not active in the topic of the module or because they would be too small to follow-up on the learnings. They saw

this as an advantage to the program, as they would not have to spend time on activities that were not relevant to them.

“At the beginning of the program we discussed with Jim that we would not participate in all modules. Some modules we could not implement: they were not all very applicable to us. Jim showed us the modules beforehand.”

CBI and PUM participants were very positive about the fact that the experts were also available outside of the trainings/visits.

“We are constantly in touch with our expert. We take pictures when we run into practical production issues and e-mail them to the expert so he can give us direct feedback. We’re not experienced in this field yet so we really need his help and advice on practical matters. That’s how our cooperation works. It’s constant”

Some PUM-supported firms indicated they would like to have more interaction with other supported firms to share ideas, network and help each other on general business matters.

“I would like meeting these other entrepreneurs that PUM is supporting. After all, we’re all ambitious and trying to learn more. We could share ideas and sources of financing – so we can all in advance.”

3.2 Barriers and enablers

3.2.1 Private sector collaboration

Cooperation between beneficiaries and other firms in the sector can help the sector grow by spreading and providing knowledge. One BSO from the CBI program indicated that the coffee industry in Uganda is hard to operate in. It represents a large part of national exports, and at the same time so many companies and traders are active in the market.

“The volume of coffee is still low: it is hard to compete with a little commodity, everyone wants a slice of the cake. It gets very difficult because the cake is not as big as everybody thinks. A self-regulated industry is the end-goal.”

The BSO also talked about the Specialty Coffee Association of Uganda that participants tried to create together to promote specialty coffee abroad. They highlighted that it was difficult to work together with a longer-term vision that would require financial investments before it would yield results.

“We started creating the Specialty Coffee Association of Uganda with the other participants during the program. Members are not forthcoming. This should be driven by the exporters, who are exporting to the specialty market. They only spoke about the profit they could make; what premiums are they looking at. They can only understand money. What I was looking at was getting more markets for these guys. The larger the market the more they can negotiate.”

One BSO said the only way they see forward is by creating strong market demand for specialty coffee from Uganda to boost sales and negotiation power for all their members.

“We need government support and we need to increase the entire volume of our coffee production to improve our position.”

Some exporters were very aware of changes in the market, and they were strategically using information from the CBI program to position themselves in the market.

“There is a growing demand for traceability: conventional markets started caring about the origin of their coffee to understand the practices of the farmer. Traders cannot ignore this. This is a big opportunity for us as we already have traceability.”

3.2.2 Public sector support

The coffee sector is very close-knit, and most BSOs and exporter organizations are physically located in the same building, therefore there is much interaction between them anyway.

“We first deal with CBI indirectly: coffee sector is a family. Everyone interacts with each other.”

BSOs describe their roles in the market very differently from one another. Some say they are mostly focused on enabling their members to make higher profits, by doing more value addition in Uganda, while others stress that they want to produce and export more.

“We want farmers to do everything: value retention through service delivery: we train them in processing coffee, to export themselves, pricing management.”

Several CBI participants noted that the government was not very motivated to continue the learnings of the program, or help the exporters/BSOs to structurally incorporate the knowledge and practices into their organizations. Some said this is one of the reasons why it was hard for the Specialty Coffee Club that the participants

“Staff time and commitment was hard. CBI showed how to do it, and we need the buy in of the government. The government doesn’t always support us: they see things as a project that will come and go and they don’t incorporate it. They also only look at UCDA and do not recognize us as relevant actors. The government sees the CBI program as a purely private sector project, and they don’t have the resources to support. We should be proactive to get things done.”

3.2 Additionality of the support

3.3.1 Additionality to the market of business training providers

One of the crucial questions of any support program is if it is additional to the local market. Some CBI participants stressed that they valued foreign support highly, as it is structured, has a clear goal and thereby more useful for them than locally provided trainings:

“We try to learn in several ways. One way was to participate in trainings. There you don’t get information that helps you become more independent, you might not even know the program before the training starts. The industry organizes some random trainings that are not structured well. Not announced well.”

Only one CBI supported company openly talked about having paid for a consultant before, but also said it was usually easy to get free consultancy through international donors:

“We have paid for consultancy once. The consultant helped us develop a business case for a new way of processing our coffee. Consultants and international consultants are always paid for by other organizations. We can also ask our partners to send consultants. We never had to pay for consultancy”

Three of the four PUM firms said that they never had a business strategy consultant before. They would be willing to pay for a consultant, although they doubted that a local consultant would have the right knowledge for their sector. Hiring an international consultant was still too expensive for them, and they emphasized they needed someone with very sector-specific knowledge. Because these companies were one of the few active in their industry in Uganda, they did not think they would find these consultants locally.

“I want our expert to come again to help evaluate if we implemented his suggestions well. I never had a consultant advise me on business matters but I did hire one for health & safety, and accounting, but it’s hard because I don’t have enough financial muscle. Also, I need someone with global sector expertise.”

3.3.2 Complementarity to other supports provided to the SMEs

Various programs, as mentioned in paragraph 1.2.3, are active in the coffee sector in specific or the agricultural sector in general in Uganda. Ideally, the services provided by these programs are complimentary, as participants can benefit most from the various programs in that case. One CBI-supported organization indicated they had also received support from various other organizations which was comparable yet complementary to the CBI support:

“In 2014 we started working with BTC. This was a coaching program on how to access markets. It was similar to CBI. [...] It complemented what CBI had done. How to use market intelligence and play with the dynamics of the market.”

... “It is important to get a mix of programs. It is nice to learn from a number of organizations. Reinforcement of one another is good. It’s good that they all choose a specific focus in these programs: otherwise the risk of overlap is too much.”

Other participants indicated to have received more practical support in how to run their organization from other donor organizations. They said this prepared their organization to absorb the learnings of CBI effectively.

“We received support from USDF: we were trained about finance management and agricultural practices; directly one-on-one. We got demonstration plots to demonstrate uses to farmers. They also helped us with good governance training “

A CBI supported firm also talked about how the ITC program had similar components which made the exchange between participants interesting.

“ITC had some similar things in their program. They complemented nicely. We brainstormed with the other participants and exchanged learnings from other programs to find solutions with CBI during the trainings, very participatory. “

When talking about the support the firms received from other programs, some firms noted that CBI provided a larger framework for growth, while other support they received was more practical and taught them smaller, implementable improvements.

“BTC was very practical training, who got us a consultant who came to us. To prepare us, to teach us the practical things and it was tailored to us. CBI gave us a larger framework to work in, it was less specific for our challenges.”

3.3.3 Synergy between PUM and CBI

We did not find clear synergy between PUM and CBI in this case study. This does not mean there are no synergies. The companies included in the sample of this case study were active in different sectors and geographically located in different locations.

4 ---PART D ---- CONCLUSION

4.1 Reflections on intervention logic

Overall, the activities of both CBI in the coffee and PUM in the agriculture sector in Uganda were perceived to contribute to improvement of business knowledge and practices, which were in turn linked to growth of productivity, sales and – for several CBI supported firms - increased exports. In the intervention logic, we proposed several key assumptions by which the activities of CBI and PUM are expected to achieve such effects. We now reflect upon the results and impressions with respect to these various assumptions.

- *Assumption 1: The support helps firms obtain a stronger position within the value chain*

This point is particularly relevant with respect to the CBI program. Several firms indicated that as a result of the trainings and participation in the international trade fairs, they had developed more confidence in negotiating with buyers. Furthermore, it was reflected by several firms that through the program they learned to deal directly with buyers, and not through intermediary stakeholders. In addition, by gaining multiple business contacts during the international trade fairs, firms also strengthened their bargaining position.

- *Assumption 2: The support contributes to business knowledge and skills*

Next to helping firms in achieving a stronger position within the value chain, both the CBI and PUM activities also contributed to a number of concrete learnings. For example, participants in the CBI program reported to have learned several things about the importance of soil, cupping, biochemical analysis, and geotagging. In addition, several firms indicated that the CBI program and their interaction with potential buyers helped them developed a better appreciation of the various preferences of these clients, for example in terms of quick responding to emails about orders. Similarly, PUM beneficiaries indicated knowledge development in various areas, for example with respect to the importance of maintenance of proper soil moisture conditions for the growing of fruits, and the benefits and application methods of different types of fertilizers. Another firm indicated valuable learnings in terms of developing a business planning, and using this to apply for donor funds.

Figure 9: Coffee bags ready for export



- *Assumption 3: The support is complementary to existing advisory services in the sector*

Another key point is whether the support provided by CBI and PUM is complementary to other business support services. As for the CBI-supported firms, only 1 interviewee indicated having previously hired private sector consultants, although several respondents mentioned that it was quite easy for them to obtain support from other donor organizations. As for PUM-supported firms, several interviewees indicated that hiring an international consultant against commercial prizes was too expensive for them, and that they were not too confident about the quality of local consultants. Interestingly however, one PUM-supported firm also indicated that they paid for one of the repeat missions from their own budget, as they had learned from previous missions that the support provided benefits to their business.

- *Assumption 4: The support contributes to sustainable economic growth*

Next, the underlying assumption for both the CBI and PUM programs is that it leads to sustainable economic growth. Administrative data and interviews suggest that indeed the CBI and PUM activities are associated with increased exports and sales respectively. With respect to the broader sector-level effects, it can be noticed that several CBI-supported firms indicated that the knowledge they acquired during the program was being shared with other firms in the supply chain, both with other processors and exporters, and with other

coffee farmers. As such, the program seems to have benefits that are not only restricted to the selected sample of firms but more broadly across the sector, although it remains challenging to map the precise scope of these spillover effects. Furthermore, a PUM respondent indicated that the intervention had motivated them to seek advice and information not only from consultants but also from other firms, providing further support to the notion that the program can cause knowledge spillovers that in turn could contribute to more broad economic development across the sector.

4.2 Recommendations

Recommendation 1: outreach

To raise its impact across the coffee and agricultural sector, we recommend that both PUM and CBI focus more on sensitization campaigns among firms that are not included in the program. By conveying to these firms the potential benefits of business advisory services, and perhaps linking these firms to supported companies that have experienced its benefits, a broader usage of commercially prized and locally available advisory services may be adopted by these firms. This recommendation builds on the finding that several firms indicated that exposure to the programs had raised their appreciation of advisory services, and raised their willingness to pay for such services.

Recommendation 2: expert country training

Several PUM-supported firms indicated that the experts did not fully understand certain specifics to the Ugandan context, for example the limited availability of financial services in the country. In turn, this lack of understanding about the local context sometimes resulted in advice that was not fully tailored. To address this challenge, we recommend that PUM focuses more on providing pre-missions briefings and trainings to the experts about such matters, for example in collaboration with the country manager.

Recommendation 3: help firms prepare for visit

A number of PUM-supported firms indicated that they could not fully prepare for the expert mission, which consequently was less effective than it may have been otherwise. To address this challenge we recommend that – based on pre-mission interactions with the firm – the PUM experts draft up a mission planning document which is shared with the supported firms several weeks before the actual field visits, so firms can plan and prepare for this accordingly.

Recommendation 4: knowledge sharing throughout value chain

Several CBI-supported coffee processors indicated that several of the things they learned in the trainings were potentially useful for firms downstream in their value chain, for example coffee producers. However, it appeared the CBI-program was not fully geared towards helping the beneficiaries share their learnings, for example about business planning, with

these other organizations. To this purpose, we recommend that CBI focuses more on the issue of knowledge dissemination in their trainings, for example by including a module where firms can learn what are good ways to share their insights across the sector.

Recommendation 5: CBI-PUM synergy

Finally, it was noted that CBI and PUM so far have not cooperated extensively in the coffee and agriculture sector in Uganda. However, there may be considerable benefits from doing so; for example CBI could refer supported firms to PUM in case there are specific technical challenges that may be addressed by a qualified expert. Similarly, PUM experts may refer firms that have developed towards “export-readiness” to future CBI programs, and the organizations may also work together in broader outreach campaigns across the sector.

Annex A: PUM Activities

Overview of key PUM activities (from mission reports and interviews):

Firm ID	Summary of mission
101	Firm was looking for expert with specific knowledge about avocado production. Expert provides advice to firm to sell part of land to raise capital for investing in remaining plots. Furthermore, advice provided technical advice on avocado production techniques and stayed in touch with firm after mission, and was invited for a second mission two years later. In this second mission the focus was more on business strategy and marketing, and linking the firm to investors and funding sources
102	Firm was interested in developing bee-keeping facilities for its cooperative members. The expert was invited to provide specific technical advice on this topic. Using classroom teaching and field visits with the various sites where the cooperative members were already engaged in bee-keeping the expert provided a number of recommendations for improvement of the facilities and production techniques. The beneficiary was reportedly very satisfied with the support and appeared to be willing to invest in future advisory services.
103	Firm was interested in developing agro-tourism and organic farming practices. Expert was invited to provide advice on these matters, as well as more general business related support. During the two-week mission, the expert implemented various field visits together with the firm owner to teach various organic farming techniques, and advised firm on how to implement marketing for the agro-tourism sector, and linked firm to regional business plan competition to obtain funding to implement these business changes.
104	Organization (BSO) was interested in developing its capacities in supporting producers in the dried fruits sub-sector and requested PUM advice on this matter. The expert and organizations made a planning with activities before the mission. During the actual mission, various field sites were visited and advice was giving on how existing equipment such as drying facilities could be used in a more productive manner, and where new improved machinery could be purchased. The organization perceived the advice to be very useful, and noted its members took the information at heart. In addition, a second mission was organized to follow-up on the implementation of the advice and provide additional support.
105	Firm was interested in improving its business practices in terms of financing, production and handling large orders. Expert provide firm with advice on how to obtain cheaper credit and link up with investors that provide better financing conditions. Furthermore, the firm was advised on how to re-use waste from one production process into another process. In addition, the expert provided concrete suggestions to the firm regarding expansion, for example to acquire a storage facility. Finally, the expert and firm owner jointly reviewed the firm's business planning and made plans to do a joint business trip in the Netherlands to explore sourcing opportunities. Overall, the firm was reportedly very satisfied with the mission.
106	Firm wanted to streamline its HR, sales and financial practices. The requested someone with expertise in financial modelling and market segmentation. The expert had limited knowledge about the context of the sector, but was highly skilled in the domain of financial planning. Very concretely, the expert advised the firm to focus on a few specific products that appeared to most successful and profitable. In addition, the firm was helped with developing its business plan in order to obtain donor funding from other international organizations, in a project aimed at selling its products in slums and low-income areas in Uganda.
107	Firm is interested in improving its plant and vegetable growing technologies. In particular, the vegetable market is seen as a growth market, so firm wants specialized advice on how to penetrate into this market. Expert has extensive knowledge in this domain and provided firm with technical advice, e.g. regarding water management for young plants, how to move plants from the nursery to the field and best practices for reaching optimal plant growth. Reportedly, this advice has helped the firm with increasing its vegetable production considerably, and the expert has returned to the firm for a second mission to follow-up on the advice provided in the first mission.
108	Firm wanted to expand its membership and improve the quality of its work in the domain of biodiversity and agricultural advice. Furthermore, the firm indicated having financial challenges and finding it hard to be self-sustainable. The expert provided support with making a 5-year strategic plan, including an approach for levying membership fees and charging additional fees for the various services. Reportedly, these process innovations have helped the firm boost its revenues considerably, and the firm was later visited by the expert for two more major visits to implement the various aspects of the business plan. The firm is reportedly very satisfied with the tailored advice.

Annex B: CBI Activities

Overview of key CBI outputs in coffee sector (from CBI 2016 progress report):

Project Title: Export Capacity Building & Development, Specialty Coffee Uganda	
Realised Outputs end 2016	<p>SMEs</p> <ul style="list-style-type: none"> • Producers and Exporters have acquired experience and capability with marketing high quality sustainable coffees. • 13 Exporters have relevant 205 business contacts in the EU and regional. • 13 Exporters have relevant 50 business contacts in the region. • 15 SMEs have implemented bankable business plans; • 4 SMEs (selection) have further obtained and completed relevant certification; • 14 ECP companies completed their action plan documents. • 13 EMP's and company market propositions completed. • 13 ECP companies gained experience in regional and international trade fairs. • 3 ECP companies pursued investments to increase processing and offer of high quality coffees. • Increased exports of Specialty Coffee to EU with 106 containers at the end of 2015; • Expected similar increased value in 2016. <p>BSOs</p> <ul style="list-style-type: none"> • Sector export strategy on specialty coffee from Uganda finalised and adopted by UCF who will implement it with the Specialty Coffee producers • BSOs have developed and implemented services portfolio resulting in support to SMEs • Local consultants (5) are conducting assignments for other organisations • AFCA masterclass developed and implemented

Export Coaching Program

Based on the audited and selected SMEs, 18 companies initially joined the program and developed their organization according the improvement plan made as a result of the export audit conducted. Mr. R. Valcarce, the project coffee expert, coached these companies. Of all of the companies (15) that are currently in the project, 14 SMEs have been participating in the trade fairs of the market entry phase.

Export Audits and Action Plans

18 Export Audits and Action Plans were performed for each of the selected companies, containing over 150 aspects in crucial clusters that were registered and inserted in the HBAT system. A complete follow up on action plan were tested during Technical Assistance missions and meetings with each participant in every visit. A detailed follow up and tracing of the bottleneck's evolution and requirements of each company accompanied the coaching.

EXPRO & Trade Fair Participations

After a successful participation of 15 companies in EXPRO Seminar in The Netherland and Belgium, 3 Trade Fair Participation and visit have been organized for 14 ECP participants: AFCA 2015 Nairobi, SCAE 2015, Gothenburg and AFCA 2016 Dar es Salaam.

Visits to other European trade fairs (Coteca, ANUGA and SCAE) provided more information and tune up the preparation for Ugandan market entry guidance and coaching.

During the international events, ECP participants gained experience and exposure; more than 100 new business contacts in each event were registered.

Detailed follow up on the leads and business contacts were systematically carried on each participant, leading to gain new export contracts directly with importers and traders in Europe.

Market Intelligence Research

A complete tailored Intelligence Research was carried out for specialty coffee from Uganda analysing compliance with buyers requirements for Uganda coffee; trade structures and channels; price and price development and promising export markets, information that provided to the ECP participant an important tool to elaborate their Market Intelligence plans and their Export Marketing Plans strategies

Increase in knowledge, quality and value exported

ECP participants reported drastic improvement in their knowledge on the European requirements, the structures and channels to export directly higher quality coffees to the EU and regional markets, resulting in a total net increase of 6.5 million Euros in 2015 compared with 2014.

Increased knowledge and experience lead to the participants to be much more familiarized with the business practices and better equipped to continue increasing the value of their exports to target markets.

Sub-program value target achieved in 2015

Being the target for the specialty Coffee sub-program an increase of 3 million Euros by 2016, a reported net increase of 5.7 million euros in 2014/2015 represent and achievement of 190% in relation with the value target assigned. Using the average price of 3, 00 euros /kg (56 containers), the specialty coffee subprogram reached a net increase of 106 containers in 2015.

For 2016 it is expected an increase of at least 20% in the export value related to 2015, representing a sustainable increase in the value and volume exported by the Ugandan participants.

Certification

6 companies applied to obtain FLOcert, Utz, RFA , and Organic certification.

Training local consultants

A group of local consultants has been selected in the previous phase of the project. The group has been trained on various topics within the area of export development and export promotion. The group also did some assignments within the program, e.g. on business development (delivery of bankable business plans per selected company) and related to other donor organisations like ITC. Within the final stage of the project they have formed a consortium together. An MOU has been developed in order to agree about the way they work together. The group has developed a flyer to be able to share their expertise and services with interested (potential) new clients. They have made an activity plan with regard to sales development.

Business Support Organisations

With the business support organisations we have worked on several items the past year. With the ACA we primarily focussed on their market development activities during the trade fairs. They have been trained on trade fair participation and have been practicing this in trade fairs. This has resulted into business from the EU regarding e.g. pre-shipment testing of Coffee.

With UCF we have been looking at the implementation of their strategic plan. Furthermore, we have worked on improving their efforts of dissemination up-to-date market information to their members. They have incorporated an affiliate with the CBI website in UCF's website. Furthermore, they have

taken on their role in organising the SCAU (The Specialty Coffee Association of Uganda). During the last mission in Uganda it was agreed by all members of the SCAU that this initiative should be taken seriously and is a useful consortium to further develop their market entry efforts. UCF will host them.

With NUCAFE we primarily focussed on the development of their ISO 9000 quality management system as a basis for process control and quality management in specific relation to their newly built factory. That system is now completed and ready to implement. Next month the new factory will be operational and the system can be operationalised. The quality management system will be implemented and can be operational for a few months. In May 2017, a last training will be conducted together with the NUCAFE staff about internal auditing. NUCAFE also played a role in the training on bankable business plans with the local experts: NUCAFE's format for this plan was used.

Business Change Network

The BCN was cancelled by UCDA during the mission in May 2015. After that time it has not been possible to be in touch with UCDA again. Therefore, we have not been able to meet in 2016.

AFCA master class

The master class training is conducted in August 2016 in Kenya. The master class on export development and –promotion has been a great success and is seen by AFCA as an important asset in their services portfolio. In 2017 AFCA is planning to conduct a second master class training in Addis Ababa in Ethiopia.

Annex C: Case Study Research Methodology

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Giel Ton, LEI Wageningen UR
 Karen Maas, Erasmus University Rotterdam
 Job Harms, Erasmus University Rotterdam
 Fédes van Rijn, LEI Wageningen UR

Case study design

This document outlines the methodology that will be used for the qualitative PRIME case studies. These case studies are complementary to the quantitative analysis of the PUM and CBI monitoring and evaluation data. Case studies examine processes in specific contexts in order to answer an overarching research question, analyzing dynamics within each case and comparing across several cases. Our research question for the case studies is *‘Why and how do CBI and PUM interventions work, for whom and under what conditions?’*, in order to provide guidance to CBI and PUM on the ways that they might use to improve the effectiveness of their support. This implies the need – *within case analysis* - to study different types of beneficiaries and non-beneficiaries (e.g. larger and smaller SMEs) of the support in a specific country and sector, and the need to study similar support under different conditions – *across case analysis*. Table illustrates the combination of a within and across case analysis.

Table A1. Case study analyses to answer the research question

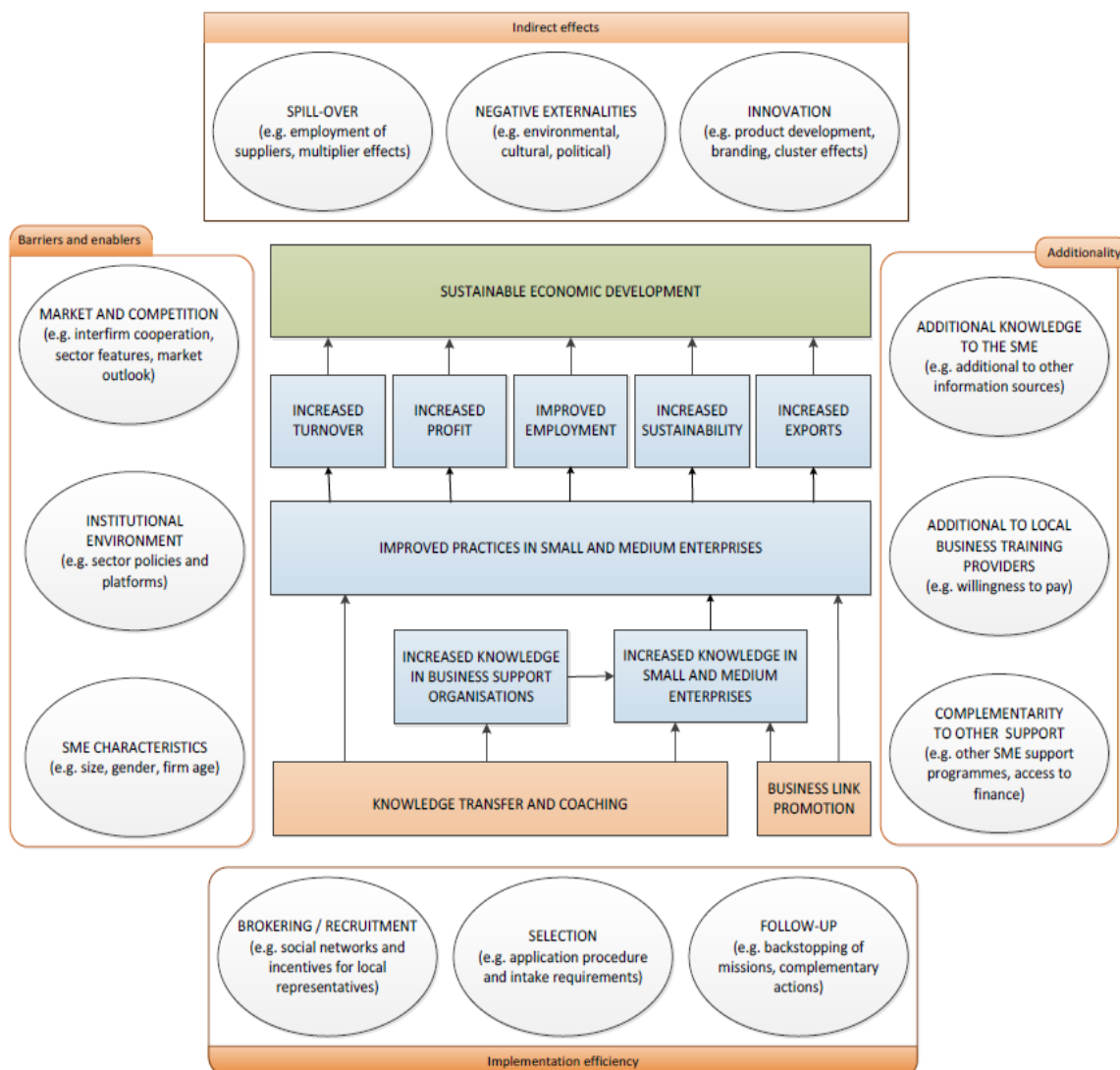
Research question	Research objects	Within-case analysis of enablers/barriers	Across-case analysis of enablers/barriers
What works?	Support modalities	Identify different support modalities used in sector	Compare similar support modalities across cases
For whom?	Beneficiaries	Differentiate effects between larger/smaller, younger/older firms etc	Differentiate effects between more/less developed countries
Under what conditions?	Sector & country	Identify effect of economic and political conditions	Cases cover various sectors, with different economics & political conditions
	Enablers & barriers	Identify plausible enablers and barriers of effectiveness	Compare enablers and barriers across cases
Policy recommendations: <i>How can CBI and PUM improve the effectiveness of their support?</i>			

Case studies are conducted in six beneficiary countries, in the sector where CBI and PUM are both supporting SMEs. The case studies consist of in-depth and semi-structured interviews with client enterprises, non-client enterprises, BSO representatives, and (sector) experts in order to get a deeper understanding of the mechanisms that affect the effectiveness of CBI and PUM support.

Qualitative research methods

To gain insights into the effectiveness of CBI and PUM activities, we use qualitative research methods to identify the processes and dynamics that take place during and after the support trajectory and which influence the effectiveness of the support activities. Across the cases a similar framework is used to facilitate the research synthesis and help us understand why the program works differently for the various sub-groups, with different characteristics or under different conditions (see Figure 1).

Figure A1. Conceptual framework for the research synthesis



Based on the desk research and first mission insights, the researchers sketched visually the intervention logic that is pursued in each sector/country, indicating the key assumptions of impact that seem to influence the effectiveness of the support. This framework (Figure 1) is used and refined in the second mission, which focused on main knowledge gaps about these key assumptions and plausible enablers and barriers. The main elements on which more in-depth information was needed related to the additionality of CBI and PUM compared with other public and private support modalities available in the sector and the implementation efficiency of CBI and PUM. Therefore, compared with the first missions, these second missions comprised more in-depth interviews with sector organisations and less attention to interviews with the supported firms. Another important area is to explore whether and how the support provided to certain SMEs might affect other SMEs, both negatively and positively. An example of a negative externality could be that a support obstructs or upholds other development initiatives in the sector. An example of a positive spillover would be that supported SMEs share the knowledge gained from the CBI and PUM support with non-participating SMEs in the region. The case studies provide an opportunity to identify these types of indirect effects by interviewing not only the supported firms but by also reflecting on the dynamics in the sector with unsupported firms or sector experts.

Selection of cases

To select the cases, CBI and PUM support portfolio was reviewed through the analysis of program documents, the data on the supported firms in the last years, business case documents and personal interviews with CBI and PUM staff. This resulted in an overview of all countries involved in the support programs and the number of firms enrolled or supported. The selection of the key sector in each country subject to PRIME research will be based on an assessment of the diversity in the support portfolio, the synergy between CBI and PUM activities, and logistical considerations. This helped especially to select sectors with CBI support that had also received some PUM experts in order to use PUM representatives and sector organisations to reflect on CBI support and CBI experts and supported sector organisations to reflect on PUM support.

To select the countries for the case study a random element was added to reduce an eventual bias in the selection of cases towards 'better' experiences of support, which would threaten the validity of the research findings. Therefore, the research team has used the randomized list of countries and selected cases with the explicit objective to maximize diversity. The following criteria have been used:

- Case-studies cover all continents.
- Case studies cover both the least developed, lower income, lower-middle income

and upper-middle income countries.

- Case-studies cover different sectors, preferably where synergy of PUM and CBI can be expected, favouring the sectors in which CBI will concentrate resources in the future and considering the overlap in sector focus in past PUM support.

Based on these criteria, a proposal was made to the Program Board in January 2014. Two countries were normatively selected because they received relatively high levels of support. Other countries were added by reviewing a ordered list based on the random number generated. One case, the Philippines, was replaced, after consultation with the Advisory Board, with Myanmar in order to increase the number of least developed countries.

In the following table we present the list of countries according to their random number and with an explanation of why the country is rejected or included in the list of six case-studies (selected cases are marked in dark green).

Table A2: Countries/sectors selected for case studies

Random number	Country	Region	Income category	Rationale
0.024	Indonesia	Asia	Lower middle	normative: high incidence of PUM and CBI
0.274	Bolivia	Latin-America	Lower middle	normative: high incidence of PUM and CBI.
0.976	Peru	Latin-America	Upper middle	no reason to reject
0.914	Colombia	Latin-America	Upper middle	rejection: LA with 2 cases already
0.856	Nepal	Asia	Least developed	rejection: few activities of CBI
0.839	Afghanistan	Asia	Least developed	rejected: no activities of PUM
0.839	Bangladesh	Asia	Least developed	no reason to reject. Selected under PRIME-ITC for additional quantitative research
0.810	Macedonia	EU	Upper middle	second stage rejection: Europe not preferred
0.805	Uganda	Africa	Least developed	no reason to reject
0.800	Bhutan	Asia	Least developed	rejected: few activities CBI and PUM
0.774	Philippines	Asia	Lower middle	rejected: preference for LDC
0.772	Myanmar	Asia	Least developed	rejection: no activities PUM
0.760	Kenya	Africa	Other low	likely to be selected under PRIME-ITC
0.748	Nicaragua	Latin-America	Least developed	likely replacement LA: least developed
0.711	Zambia	Africa	Least developed	no replacement: few activities CBI
0.693	Madagascar	Africa	Least developed	no replacement: few activities PUM
0.672	Ghana	Africa	Lower middle	likely replacement Africa: least developed
0.607	Tanzania	Africa	Least developed	no replacement: few activities CBI
0.600	Sri Lanka	Asia	Lower middle	possible replacement Asia: limited choice of sectors (tourism, IT)
0.577	Armenia	EU	Lower middle	likely replacement Europe
0.570	Vietnam	Asia	Lower middle	possible replacement in Asia: sector diversity

Research methods

For the first mission, we selected the SMEs for the qualitative interviews based on the potential to get additional insights about the processes, conditions and mechanisms that influence the effectiveness of CBI and PUM support. This implied a purposively selected sample of CBI and PUM supported firms, complemented with some firms supported through

similar programs, and some unsupported firms. The selection will be made based on a list with an overview of CBI and PUM participants in the last five years and the applicants to the new programs starting in the selected countries. Next, to that, some non-participating companies were selected based on the available information provided before or during the mission by the business support organisations, and other experts working in the sector. In the first field mission, in 2015, the researchers interviewed between 16 organizations, including several BSO's and sector level organizations. In 2017, some of these were revisited as well as several new organizations that had not been previously interviewed.

After selection by the PRIME researchers, CBI and PUM experts, representatives, and country coordinators assist the researchers with making contact and planning meetings. In most cases, the interviews were held with the SME contact person who was involved in CBI and PUM activities, and in most cases, this was the managers or the director of the company. Regarding logistical considerations, and given the limited time available for each mission (5-10 days), it was important that supported firms, unsupported firms, and third parties in the respective sector, are somewhat clustered geographically.

Preparation for interviews in the first mission was done by reviewing the available information about the company using M&E data, intake form, exit form, the company website, Google searches, and interviews with CBI and PUM experts, etc. A semi-structured questionnaire (see Appendix 2) was used to indicate the themes of the interviews with the various stakeholders (CBI/PUM experts, SMEs, BSOs and experts). However, especially in interviews with the sector informants, the process and dynamics related to specific support activities were explored in more detail. Depth of information about specific enablers and barriers to effectiveness was preferred above breath of the interview. Each interview took about 1 hour.

It was made clear to respondents that the information was strictly used for research purposes and not shared with any third party without their explicit permission. Furthermore to avoid firms from feeling pressured to provide “desirable answers” or otherwise provide biased information, it was explicitly made clear that the PRIME researchers were *independent researchers*. For the same reason, when researchers or translators were needed for the interviews, the PRIME researchers worked with external parties that are not identified with CBI /PUM support activities.

Furthermore, interviews with the *non-supported* SMEs were included to gain a better understanding of the differences and similarities between the two groups, as well as provide a better understanding of why firms make the decision to participate or not participate in the programs. By repeated visits to the firms (e.g. a first mission in 2014 and a second mission in 2015) we were able to identify firms that became more or less active in the program during this period.

The interviews with the BSOs and other relevant stakeholders in the sectors were used to discuss how CBI and PUM support helped these organisations to improve their support to the SME sector. During the interviews with the BSOs we also discussed possibilities to get access to the data of BSOs on non-supported SMEs, explore with them the diversity/heterogeneity of SMEs in the sector, reflect on dynamics in the sector, and the additionality of CBI and PUM support in the sector.

For the second mission, the interviews focused on areas on which information was lacking according to the conceptual framework and corresponding case study report format. To prepare for the second mission, we reviewed the progress reports of activities of CBI and PUM, to identify the success/failures. CBI provided all the adjusted audits performed on the directly supported firm, and the ECP/BC progress report.

As discussed before, the first missions had yielded important insights but did not yet provide sufficient information about the enabling environment, synergy with other support, additionality to support, indirect effects on employment, to write the full report. Therefore the focus of the second mission will be more to these aspects. Based on a reflection on the intervention logic, we defined some key assumptions around which to organise the second mission the mission for the qualitative research, in view to collect information that answers for each assumption the question 'Why does it work (or not work) for whom under what conditions?

Analysis

All interviews were recorded and an interview report was written with a level of detail that made it possible to extract quotes of information. A report of one to three pages was made for each stakeholder interview. This report, especially in the second missions, followed the actual flow of the conversation and not necessarily the semi-structured interview format. The interviews and project documents were processed (coded) in the qualitative software application Atlas.ti with a coding scheme that corresponds with the headings of the conceptual framework and case study report.

After the first mission, all information concerning the case study was added to portfolio document with the rough information used for analysis and synthesis, and a short mission report of four to eight pages was written, discussed with CBI and PUM, and put on the website. This mission report provided information on basic sector level statistics and dynamics, and contained an analysis of the key observations. The first mission captured data around the general intervention logic of the support provided by CBI and PUM in each case-study. After the mission these initial intervention logics were refined, disaggregating it into specific impact pathways for specific groups and under different conditions. After the follow-up mission, all data collected was synthesised in a case study report.

Semi-structured interview guideline

General information and introduction

- Can you please briefly introduce yourself and your organization?
- Can you please explain your interaction with CBI, if any?
 - How did you become involved with CBI? How did you find about their activities?
 - Before you started working with CBI, was your business facing any specific challenge(s), and if so which one(s)?

Which specific things did you learn from CBI? (How) have you implemented these learnings?

- Which activities do you remember most from the program? (participation in training, visit to trade show, host consultant etc)
 - What concretely did you learn from this?
 - About business strategy
 - About production & operations
 - About management & HR
 - About marketing/sales
 - About exporting
 - What concretely did you change in your business as a result?
 - Where there any things you learned, but could not apply in your business? If so, why not?
 - Did the CBI activities give you insights into specific challenges/problems in your company that you were not previously aware of? If so, which challenges/problems?

Business information

- What other sources do you use to inform yourself about business matters? (e.g. internet, talking with colleagues/friends etc)
- Did you share any of the things you learned with others (e.g. employees within the company, other companies etc), or did others share it with you?
- Which other support programs are you in? How do these compare?
- How can the CBI program be improved according to you?
- What is CBI doing that makes it work?

Sector/country-specific

- Has the program changed your understanding of the market for coffee?
- How do you see the ideal role of your company in this market?
- Which enablers would you need to realize this?
- Has this influenced your business strategy? Can you describe how it influenced your business strategy?
- Which markets would you wish to export to and how much? Why is this your ideal situation? How would you realize this?
- How do you see the future of your company?

