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Independent Thematic Evaluation

UNIDO Cluster and Networking Development Initiatives

**Promotion of Export Consortia
(Peru component)**

UNIDO project number: UE/GLO/04/158



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO EVALUATION GROUP

Independent Thematic Evaluation

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The views and opinions of the team do not necessarily reflect the views of the Government of Peru and of UNIDO.

This document has not been formally edited.

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Executive summary

Evaluation background

The evaluated project UE/GLO/04/148 included activities in two countries: Jordan and Peru. This evaluation is limited to the Peru component of the project and its purpose is twofold: a) First, it is designed to produce findings that will be used as an input to the upcoming “Thematic Evaluation of UNIDO’s Cluster and Networking Development (CND) Initiatives” and b) it aims at enabling the respective Governments, counterparts, donors, UNIDO and other stakeholders to learn from the project experience, draw lessons and assess project performance so far.

The evaluation was carried out by a staff member of UNIDO Evaluation Group and a national evaluator from PRODUCE. The evaluation team reviewed a number of documents, including the original planning documents, progress reports, case studies, training materials, etc. and carried out interviews with the main project counterparts, direct beneficiaries in Lima and Cuzco and project staff. Overall, the availability and quality of information was good and sufficient to evaluate the project.

Summative assessment

The UNIDO approach for promotion of Export Consortia (EC) has been introduced successfully in Peru. Despite some shortcomings in the original design and the rather small budget the project has created capacity and a number of pilot experiences with enterprises benefiting from the creation of ECs. This and the high relevance of the EC approach in the Peruvian context call for continued efforts to replicate and upscale the experience thereby creating impact. While the EC project in Peru shows some differences to other CND interventions, the overall approach, consisting in a catalytic intervention (no direct subsidies to enterprises, no-protagonism of project advisors) leading to sustainable self-management of ECs and leveraging of resources, can be considered compatible with UNIDO’s CND approach.

Project design

The identification of the countries the project was implemented in was done after project approval. It followed a rather supply/solution instead of a demand/needs oriented approach. Given the generic nature of the project document, a detailed inception report could have been prepared. Such a document could then also

make the choice of countries more transparent and inform about the contributions of local stakeholders and the different outcomes to be expected from the work in the different countries (countries with no or limited experience in EC promotion).

While the design of the EC project includes references to the UNIDO CND approach, major differences between the EC project design and the typical intervention logic of UNIDO CND initiatives can be observed. Most importantly, very different approaches are applied at the outcome and impact levels with the EC project showing a need for better definition in both categories.

Apart from setting a general guideline for project implementation (pilot EC, capacity building and policy advice) the project document has not been used as a tool for overall project management (monitoring and evaluation on basis of logframe, indicators, counterpart contributions, exit strategy). Hence the shortcomings mentioned above did not affect project implementation to a significant extent. However, the limited usefulness of the project document represents a lost opportunity to ensure results orientation and organizational learning since lessons learned from former projects should be fed into the design of the successors.

The shortcomings in project design have not affected the effectiveness of the project, but they represent a limitation for more efficient project management and stakeholder coordination.

Relevance

The project is relevant in the Peruvian context and for the entrepreneurial target groups. Relevance was not affected by the supply driven project design since the implementation followed a participatory approach, involving Government and private sector stakeholders and entrepreneurs.

Overall, the project is also relevant to UNIDO as a promoter of sustainable industrial development. However, the effects of EC on poverty reduction and their role within local production systems of Clusters need to be better demonstrated.

Efficiency

Overall the project can be considered efficient, having supported a large number of EC and having produced most of the outputs originally planned and some additional outputs in an efficient manner.

Efficiency was highest in the catalytic support provided to EC and lower in the production of policy related outputs (reporting and consultations on national incentive systems).

With regard to the EC support, the tutors' work has been affected due to the double responsibility they have to assume as tutors and coordinators. The original planning foresaw that each EC would be co-ordinated by its own co-ordinator. The co-ordinator was supposed to be provided by counterpart organizations or nominated by the EC itself. In practice many co-ordinators stopped working after some months and the UNIDO paid tutors had to take over their responsibilities. The future approach to EC support thus needs to address this issue. In particular, the role of the counterpart institutions in providing co-ordinators needs to be clarified. The role of the tutors should be mainly the training and coaching of co-ordinators and only to a limited extent direct involvement in the co-ordination of ECs.

The project has been very active in establishing a global forum for professionals in the field of EC. Two expert group meetings, several international trainings and the development of methodologies and tools for EC promotion illustrate this.

The monitoring and evaluation system of the project was not well designed in the first place, but has made good progress in the recent past of the project (detailed case studies of EC).

Project management and the quality of inputs used are considered efficient. The project is based on the use of local expertise, supported by international consultants and UNIDO staff in a complementary manner. Systematic reporting should be improved.

The project's budget has been spent to trigger institutional and organizational changes and does not provide any type of direct subsidy for EC formation. This has been scored as a good practice, especially, in the starting phase of EC. Furthermore, the project is efficient in leveraging additional resources (financial and others) towards EC and their necessities.

Effectiveness and Impact

Overall the project approach, combining capacity building with demonstration of real-life cases and involvement of local institutions created a good potential for effectiveness. However, the project has had only a short duration (actual project start was delayed and only 2.5 years can be regarded effective implementation period). As a result, the good potential created throughout the current phase of the project, has not yet been fully exploited. In particular the case studies and

practical experiences need to be disseminated more widely to lead to replication and up-scaling.

The effectiveness of training was high and the training methodology applied by the project can be considered a best practice also for other UNIDO projects. Also the EC support activities have been effective, creating sustainable and locally owned efforts to increase export performance.

Impact at the firm level has been produced by the project, including impact in terms of poverty reduction in some cases (in particular where links exist between exporting firms and associations of local producers and farmers). But more needs to be done to better understand the relations between export performance and other desirable impacts, e.g. poverty reduction and spill over effects for other enterprises in the same sector.

Given the relatively small size and limited duration of the project not too much can be expected in terms of impact and effectiveness regarding aggregate categories such as the Peruvian export potential. But the basis built up by the project is solid and recent activities (e.g. construction of a sound and results-oriented M&E system, policy proposals such as the revolving fund) point into the right direction. Continued work is required to ensure the created potential can be fully exploited.

Sustainability

There is a high likelihood of sustainability with regard to the effects of training and support to ECs. Overall and at the national level sustainability of the EC approach in Peru is yet limited, which is not surprising given the limited size and duration of the project. But it seems to be better at the level of the regions covered by the project.

Main Recommendations

- Overall, it is recommended to continue developing and implementing the EC approach in Peru.
- It is recommended to organize a workshop together with the UNIDO CND project in Nicaragua in order to facilitate experience exchange and to discuss the role of EC in the context of Clusters and local productive systems.
- It is recommended to develop specific criteria to identify and support EC with high potential for employment generation and poverty reduction effects. In this context it is important to take into account direct and indirect employment effects.

- It is recommended that in future projects the role of coordinators of EC and of tutors should be planned in a more realistic way in order to avoid a double function of tutors (as is the case at present). In particular, the role of the counterpart institutions in providing co-ordinators needs to be clarified. The role of the (project paid) tutors should be mainly the training and coaching of co-ordinators and only to a limited extent direct involvement in the co-ordination of ECs.
- Where possible, preference should be given to an internal coordinator of an EC (a member of a consortium) or an external coordinator who is paid by the consortium. It should be avoided that the project staff plays the role of coordinator.
- Activities to disseminate successful case studies and the project's methodology (including public institutions and technical cooperation organisms with complementary initiatives) should be strengthened in the future.
- A dissemination campaign with leading entrepreneurs of successful EC should be designed in order to spread EC experiences not only to potential new beneficiaries, but also to those EC that are part of the project and are still starting.
- On top of the ongoing negotiations to establish a revolving fund for the support of existing EC, a revolving fund for the creation and consolidation of new EC should be established. Such a fund could take over the role of the project in the future.
- Specific training courses should be designed to address the different needs of EC in different stages of development, such as design and market search for more advanced EC.
- If a second phase of the project is implemented, the roles of the different Steering Committee members should be defined more clearly. This should ensure that EC could benefit from the different support initiatives that the members provide. For instance: Italian market information (ICE).
- It is recommended to have a stronger participation of PRODUCE (national counterpart) in the different Peruvian regions.

Lessons Learned

- EC are more successful as they are formed by enterprises with three characteristics: (i) similar size, (ii) share a common vision, (iii) offer complementary products and services.
- EC must hire coordinators once they are mature or have started operations, not earlier. Recruiting a coordinator with external funding (e.g. through a EC project) who's task it is to identify and establish a new EC is likely to produce poor results.

- EC can be an effective tool to promote pro-poor productive activities in rural areas. An example in Peru of an EC formed by four operators in the Cuzco area showed that employment effects could be generated outside the enterprises involved in the EC by establishing cooperation between EC enterprises and with local communities.

1

Introduction and Evaluation Background

The project US/GLO/04/158 "Promotion of SME Export Consortia" is part of UNIDO's activities in the field of "Cluster and Networking Development (CND)". CND initiatives have been part of UNIDO's technical cooperation for over a decade, while the focus on the promotion of export consortia is relatively new. It was part of the UNIDO medium term planning framework 2004-2007. While the first experiences in promotion of export consortia were made in India within the CND activities in that country (the project was completed in 2002), the first project with an explicit focus on export consortia has been developed and implemented in Tunisia from 2003 onwards. The present project was designed to develop the export consortia approach further, implementing pilot schemes in three different countries. Later it was decided to limit the project's activities to two countries: Jordan and Peru.

Budget and status of expenditures in EURO as of June 2008

Budget Line	Original Budget	Total Allotment	Expenditures	%
19-99 Personnel	460,000	606,010	529,361	87%
29-99 Contracts	140,000	9,000	9,000	100%
39-99 Training	170,000	165,524	123,784	75%
49-99 Equipment	0	1,822	1,822	100%
59-99 Miscellaneous	30,000	17,646	10,482	59%
Total	800,000	800,002	674,449	84%

Source: UNIDO Infobase

The project started implementation early 2005 with a planned implementation period of four years. The full budget was provided as planned by the Government of Italy. Of the total expenditures stated in the table above, approximately EURO 282,000 were spent for the Peru component of the project. The rest was spent in Jordan, for global activities and/or for backstopping at UNIDO headquarters (monitoring missions, consultants, etc.).

Purpose and scope of the evaluation

As mentioned above, the evaluated project UE/GLO/04/148 includes activities in two countries: Jordan and Peru. This evaluation is limited to the Peru component of the project and its purpose is twofold:

a) First, it is designed to produce findings that will be used as an input to the upcoming “Thematic Evaluation of UNIDO’s Cluster and Networking Development Initiatives”.

This thematic evaluation aims at answering a number of key questions, which will shed light on the relevance, effectiveness, efficiency and sustainability of these activities. It will furthermore provide inputs for the discussion of UNIDO’s future CND strategy by formulating recommendations to enhance UNIDO contributions to private sector development in general and CND initiatives in particular.

The key evaluation questions of the thematic evaluation are:

Regarding the design, intervention logic and the underlying theory of change:

- Are UNIDO CND initiatives based on- and consistent with state-of-the-art knowledge about institutional change, SME development and Clusters?
- Is the design of the overall programme and of individual projects consistent with the underlying theory of change?
- Does UNIDO, through its CND initiatives, contribute to the international body of knowledge and does it influence the way similar initiatives are planned and implemented by international agencies and donors?
- How does the CND concept fit into the overall technical cooperation framework of UNIDO?

Regarding the implementation and the results of CND interventions

- Are individual CND interventions implemented in line with the underlying theory of change?
- What are the main factors that influence effectiveness of CND interventions (e.g. institutional anchorage, operational anchorage, access to finance, access to non-financial services, exit strategy and local contributions)?
- Are individual CND interventions producing the expected results?
- Are individual CND interventions producing non-intended results?
- How do implementation modalities affect efficiency and results?
- Is the implementation of CND interventions in UNIDO organized in an efficient manner?
- Is the information on CND interventions and their results sufficient and relevant (M&E)?

Regarding context of CND interventions

- Are UNIDO CND interventions relevant and effective in the different socio-economic contexts found in different countries? Is the model flexible enough to address different cultural sensitivities?
- What are the main context factors that influence relevance of CND interventions?
- How do UNIDO CND interventions relate to other SME support interventions with similar objectives within and outside of UNIDO?

b) Besides providing an important part of the evidence base of the thematic evaluation, the review of the Peru component of project US/GLO/04/158 will produce a stand alone report to the stakeholders of the project in order to enable

the respective Governments, counterparts, donors and UNIDO and other stakeholders to:

- Verify prospects for development impact and sustainability, providing an analysis of the attainment of development objectives and project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design:
 - Implementation approach
 - Country ownership/Driveness
 - Stakeholder participation
 - Sustainability
 - Replication approach
 - Financial planning
 - Cost-effectiveness
 - Monitoring and evaluation
- Enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities.
- Draw lessons of wider applicability for the replication of the experience gained in this project in other projects/countries.

Methodology, evaluation team and availability of information

A field mission to Peru was undertaken by a staff member of UNIDO evaluation group (Mr. Johannes Dobinger) who was joined by Ms. Maria del Pilar Pinto de la Sota from PRODUCE. The evaluation team carried out all interviews together in the period of June 2008 and the report reflects the common view of the evaluation team.

The evaluation team reviewed a number of documents, including the original planning documents, progress reports, case studies, training materials, etc. and carried out interviews with the main project counterparts, direct beneficiaries in Lima and Cuzco and project staff. Overall, the availability and quality of information was good and sufficient to evaluate the project.

2

Country and project context

Peru is located in the central and western part of South America, and has a population of 28 million inhabitants. One of the most remarkable characteristics of the Peruvian economy is the growth that reflects a positive trend during the last years, going from 0.2% in 2001 to 9.0% in 2007. So far this year (2008), this rate has reached a figure as high as 9.6%, and it is expected that this trend will continue. In terms of GDP growth, Peru is considered as the second most prosperous Latin American economy, just behind Panama. In addition to overall economic expansion, industrial activity has registered an accumulated growth of 35.5% from 2003 to 2007, representing 15.10% of the total GDP.

In 1992, an economic liberalization process started with a number of reforms in different sectors, such as trade, telecommunications and labour. In particular, those reforms related to foreign trade, such as reduction of tariffs and improvement of customs efficiency have contributed to the current economic growth. Since 2003 to 2007, exports have increased in 147.4% and, in 2007, the total amount of exports (US\$ 27,588 million) represented around 48% of the total GDP. In terms of exported value, small and medium enterprises (SME) contributed with only 3% of the total amount.

As part of the Peruvian economic policy related to foreign trade, free trade agreements have contributed to the positive trend of exports. However, despite this positive economic performance, there are many factors that still need attention, especially those related to the micro level that guarantees a sustained and sustainable growth. Thus, the increase of SMEs' competitiveness and their expansion to foreign markets becomes relevant.

In July 2002, the National Accord (NA) was signed and constitutes an agreement between public, private, political, academic and civil society sectors. The NA serves as the basis of the democracy consolidation process and has contributed to the design of a country's shared vision. As a result, 31 state policies were established and 7 of them are designed to increase country's competitiveness.

At the National level, there are two governmental institutions in charge of the promotion of foreign trade. One of those institutions is the Ministry of Foreign Trade and Tourism (MINCETUR), which has the responsibility of defining and implementing policies related to the promotion of exports and foreign trade. In this framework, the National Export Strategic Plan – PENX (2003 – 2013) was designed and establishes the strategic guidelines for export promotion. The objective of this Plan is to develop the exportable offer with an economic sector-based perspective in order to take advantage of commercial agreements that

Peru has subscribed and will be subscribing with its main commercial partners. In conclusion, this document presents a number of strategies addressed to improve the exportable offer, develop exporter culture, facilitate commerce and search foreign markets.

In 1996, the Commission for Export Promotion (PROMPEX) was created as the institution in charge of national export promotion. PROMPEX has carried out activities that improve the competitiveness of exporter SMEs such as training, consultancy and advise on improved access to finance. Since the last decade, PROMPEX has implemented a series of activities related to export consortia (EC) formation, mainly in the agro-business sector. Some of these EC are still working and successful, such as Corporación Peruana de Frutas (CPF) and Instituto Peruano del Espárrago y Hortalizas (IPEH). Likewise, PROMPEX has provided training courses for EC consolidation like product design and market search.

In 2007, PROMPEX was merged with the Commission for the Promotion of Peru (PROMPERU) into a new institution called Commission for the Export and Tourism Promotion of Peru (a new PROMPERU).

At the beginning of this decade, the Commission for the Promotion of Micro and Small Enterprises (PROMPYME) carried out a project for the promotion of networking at the SME level, which was funded by the Inter-American Development Bank (IADB). The purpose of this project was to strengthen productive and commercial relationships among enterprises through networking. This project implemented consortia development activities like fair participation, samples delivery, road shows, etc. However, in 2006, PROMPYME was absorbed by the Ministry of Labour and Social Promotion (MINTRA) and the project was stopped.

Stakeholders in Peru recon that at the level of the different Peruvian regions, the industrial sector has a good potential to stimulate decentralised economic growth if regional production is addressed to international markets. For that reason, Regional Directions of Foreign Trade and Tourism (DIRCETUR) play a very important role in the articulation of actions for the promotion of assorted, high quality and value added products. It is important to highlight that some DIRCETUR has incorporated the concept of EC in their actions plans in order to facilitate the consolidation of the regional exportable offer. In particular, DIRCETUR Cuzco co-finances with up to US\$ 5,000 the participation of enterprises in international trade fairs.

Additionally to DIRCETUR activities, every Region has formulated Regional Export Strategic Plans (PERX). Each one contains a number of regional products with export potential. The purpose of PERX is to define a strategy that decentralizes the exportable offer that is concentrated in Lima through public-private alliances. For that purpose, a Regional Executive Committee for Export (CERX) has been established in every Region. Its mandate is to articulate different regional actors from the public, private, academic and civil society sectors in order to carry out activities contained in PERX and to secure the sustainability of PENX. For example, CERX Cuzco has formulated its annual plan

2008 including actions that contribute to the formation and consolidation of EC. Also, it is important to say that some EC project tutors participate in CERX.

Moreover, PROMPERU has offices in some regions called Export Promotion Offices (OPE) that work very closely with DIRCETUR in export promotion at the regional level. OPE recognize the importance of EC not only because the extended exportable offer, but also because they consider it more effective to provide services to a group of enterprises than to individual firms. In some cases, OPE and the EC project have coordinated activities in order to create synergies in the EC already formed.

In terms of financing, it should be noted that public institutions in Peru, be it at the national, regional or local levels, provide limited funding (e.g. in the form of public biddings for capacity building, technical assistance, product development, fair participation, among others) in the specific field of export consortia (EC). At the national level, there are 2 new funds that would finance activities related to some existing EC, but not the creation and consolidation of new EC. They are the Science and Technology Fund (FONCYT) and Innovation and Competitiveness Fund (FIDECOM). At the regional level, as was mentioned before, DIRCETUR co-finance fair participations to EC. Moreover, it is important to mention that there are some small funds provided by local foundations and international institutions, such as INCAGRO that may contribute to EC development, but these funds are not created for that purpose. In conclusion, financial support can be considered an important limiting factor to wider application of the EC approach.

Finally it should be noted that the benefits of EC and the importance of EC as a mechanism for export promotion are widely recognized by private and public sectors in Peru. Given the strong involvement of regional institutions in export promotion, it seems that EC promotion efforts are likely to be more relevant at the regional level than at the national level.

3

Planning, Design and Strategy of the Project

3.1 Project identification

Regarding the origins of the project, the original project document refers to three main issues:

- a. the fact that export consortia represent a priority service area of UNIDO;
- b. the uneven distribution of the benefits of globalisation, calling for assistance to countries that need to improve access of their companies to foreign markets;
- c. a number of constraints faced by SMEs in their attempts to increase exports.

The project document does not identify the countries it would be implemented in. Instead, it refers to two types of countries: countries with no experience in EC and countries with limited experience in EC. The project would then be implemented in two countries of the former and one of the latter category. No detailed criteria are specified to distinguish between “no” and “limited” experience.

The selection of countries was then made based on discussion between the donor and UNIDO, taking into account requests for assistance received from several countries. The finally selected countries were Jordan, Peru and Lebanon. Lebanon was then de-selected due to the unfavorable security situation in the country.

3.2 Project design

The original project was designed to be implemented in two phases with the following objectives and outputs:

Development Objective		Increase export potential of 3 developing countries by facilitating their access to markets through the promotion of EC	
Immediate Objectives		1) Build capacity in 2 countries with no experience	2) Increase capacity in 1 country with limited experience

Outputs	Phase I	Beneficiary countries and counterparts identified	Beneficiary country identified and recommendations for a more effective EC programme formulated
		National action plans prepared and potential firms identified	
	Phase II	Pilot SME EC created and available incentives identified	Support institutions and existing EC strengthened
		Recommendations for future action & case studies prepared	Recommendations for future action & case studies prepared

In March 2005 the document was revised and a third immediate objective was introduced: "Increase awareness at the global level on the export consortia approach as a possible strategy to increase SME exports." The corresponding outputs included two international training courses with participants from at least ten countries and the dissemination of UNIDO experience in global fora events.

The overall design of the project and the fact that the project was developed prior to the selection of implementation countries suggests that an implicit aim was to test the EC promotion concept under different conditions. This aim could have been made more explicit and a number of concrete outputs/activities could have been planned in order to adapt or amend the UNIDO approach for EC promotion in accordance with the project experience.

The project document does not contain a logical framework and no indicators are defined at impact, outcome and output levels. This limits the usefulness of the project document as a management tool for all stakeholders involved and makes reporting less result-oriented.

The expected counterpart contributions are not specified in the project document, except from a coordinating role of the Ministries of Industry in the selected countries.

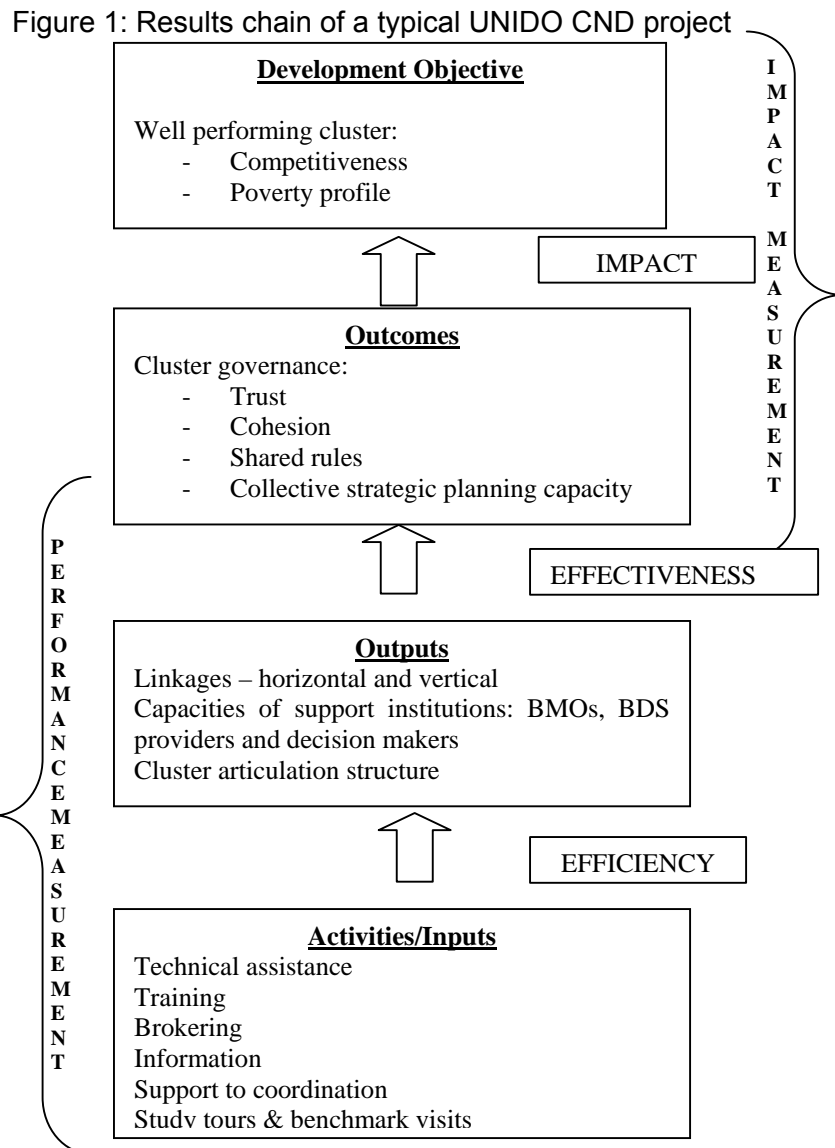
Taking into account the experiences in Peru regarding EC promotion prior to the project (see chapter 3), the Peru component evaluated here can be seen as part of immediate objective/outcome 2.

The project document does not define an exit strategy of the project. Furthermore, while dissemination of results is foreseen as one of the activities, no strategy has been developed how to do this. As a result, the overall intervention logic (e.g. Capacity building + successful case studies → dissemination → up scaling & replication → impact at national level) of the project remains vague.

3.3 Export Consortia, Clusters and Networks

The evaluation of the Peru EC project will also serve as an input into the upcoming thematic evaluation of UNIDO CND Initiatives. Within the framework of CND, EC are considered a special case of networking among enterprises. Hence the comparison of the current UNIDO CND approach and the one applied in the evaluated project is of interest.

UNIDO CND initiatives typically apply the following results chain¹:



Source: Draft Training Kit, UNIDO Cluster and Business Linkages Unit, 2008

¹ The results chain displayed in figure 1 is taken from a recent draft document of the UNIDO CBL Unit. It reflects the overall approach of the CBL Unit, but it did not exist at the time the present project was designed.

Comparing the results described in the project document of the evaluated EC project with the current UNIDO CND approach as outlined in Figure 1, some similarities and some differences can be observed:

- The activities and inputs used in the EC project are similar to those in the CND approach: study tours, support to coordination, training, and technical assistance to consortia.
- The outputs of the EC project are quite different from the CND approach. While both include the strengthened capacities of support institutions, the EC approach emphasises more the national action plans while the CND approach focuses on the linkages and structures created in networks and clusters.
- The differences are even more significant at the outcome level: while the CND approach specifies the changed behaviour at the Cluster level, the EC project refers to a very generic capacity effect.
- At impact level the CND approach includes the poverty and the competitiveness dimensions, while the EC project limits itself to one aspect of the competitiveness dimension, namely the increased export potential.

3.4 Conclusions on project design

The identification of the countries the project was implemented in followed a rather supply/solution- instead of a demand/needs oriented approach. To some extent this approach can be justified by the fact that the export consortia model is relatively new and the project can be regarded a pilot initiative, designed to produce case studies and methodologies that can be upscaled later on. But this has not been made explicit in the project document and no dedicated activities and outputs have been built into the project to ensure learning and up-scaling beyond the two countries covered by the project.

Given the generic nature of the project document, a detailed inception report could have been prepared to specify the contributions of local stakeholders and to translate the generic description of objectives, outputs and activities into country-specific documents to be used as management tools (including logframes and indicators) for the implementation and for monitoring progress together with the counterparts and donor based on an agreed set of goals. Such a document could then also make the choice of countries more transparent and inform about the different outcomes to be expected from the work in the different countries (countries with no or limited experience in EC promotion).

While the design of the EC project includes references to the UNIDO CND approach, major differences between the EC project design and the typical intervention logic of UNIDO CND initiatives can be observed. Most importantly, very different approaches are applied at the outcome and impact levels with the EC project showing a need for better definition in both categories.

Apart from setting a general guideline for project implementation (pilot Ecs, capacity building and policy advice) the project document has not been used as a

tool for monitoring, evaluation and overall project management (logframe, indicators, counterpart contributions, exit strategy). Hence the shortcomings mentioned above did not affect project implementation to a significant extent. However, the limited usefulness of the project document represents a lost opportunity to ensure results orientation and organizational learning since lessons learned from former projects should be fed into the design of the successors.

4

Assessment

4.1 Relevance and ownership

Relevance in the socio-economic context of the country

As highlighted in chapter 3, Peru has an open foreign trade regime with traditional exports continuously increasing over the last years. However, SMEs benefit only to a very small extent from this trend. The support to EC development can be regarded a very relevant attempt to make the internationalisation processes in Peru more inclusive, reaching smaller companies and less developed regions within Peru.

Ownership of the project by the main counterpart – PRODUCE – is strong and project results are used in the Ministry's own SME support schemes. Other counterparts involved in the steering committee are also committed to the project concept. However, currently no mechanism is available to fully assume the duties and responsibilities currently executed by project staff if the project was terminated.

Relevance with regard to target groups

The selection of EC and the participating enterprises followed clear criteria. The enterprises need to have sufficient management capacities to handle exports and the products or services need to be exportable in principle. This clear selection has helped to ensure the relevance of the EC approach to target groups, since the project did not have the means nor the resources to upgrade enterprises that are not yet ready to start exporting. On the other hand, by not providing subsidies to the enterprises it was ensured that they contributed with their own resources to the common projects, which clearly demonstrates the relevance of the EC to them. All beneficiaries interviewed made it clear that increased exports is their number one priority.

Relevance to UNIDO

The relevance of pure export promotion to UNIDO as a promoter of sustainable industrial development is not necessarily given. Exports do not automatically produce development results that are inclusive in nature and that generate benefits for the poor. Moreover, export operations can produce adverse effects, such as environmental degradation and socially undesirable dependence on certain sectors vulnerable to external shocks.

Taking this into account the evaluation finds that the EC project in Peru clearly is relevant to UNIDO, since it promotes inclusiveness by developing and

demonstrating an approach to exports promotion that is applicable for a large number of not-yet-exporting enterprises in Peru. Furthermore the project does not limit its geographical reach to the more developed regions in Peru. Evidence was found that EC in Peru do produce tangible effects in terms of poverty alleviation, in particular through linking exporting enterprises to local producers and farmers.

However, the effects of the project in terms of poverty reduction are not yet monitored and demonstrated. UNIDO commits to “poverty reduction through productive activities”. Hence, the poverty dimension of EC, such as direct effects on workers, job generation, community development, etc. need to be taken into consideration in project design and implementation in order to ensure full relevance for UNIDO.

The EC approach as applied in Peru can be considered relevant also in the wider context of UNIDO CND initiatives. However, so far the perspective of Clusters or local productive systems has not played a role in the project. By analyzing the potential of EC to act as catalysts for technological change and innovative ways of enterprise cooperation, the relevance of this project could be further increased.

Conclusions on the relevance of the project

The project is relevant in the Peruvian context and for the entrepreneurial target groups. Relevance was not affected by the supply driven project design since the implementation followed a participatory approach, involving Government and private sector stakeholders and entrepreneurs.

Overall, the project is also relevant to UNIDO as a promoter of sustainable industrial development. However, the effects of EC on poverty reduction and their role within local production systems of Clusters need to be better demonstrated.

4.2 Efficiency

Efficiency refers to how the project’s resources (financial, human, technical, etc.) were used to carry out activities and to produce the planned results at output level (capacity building, technical assistance and policy advice).

Activities and results per output

As outlined in chapter 4.2. for the attainment of the immediate objective 2 (increase the capacity to EC in a developing country with some experience in this field) three products were foreseen in two stages. The efficiency of the activities carried out in order to produce the outputs is analysed below:

Output 2.1: Recommendations for a more effective programme in order to develop EC ²		
Activities	Efficiency	
	Rating	Justification
1. Identification of relevant counterparts for the EC component	High	<ul style="list-style-type: none"> · The national counterpart is PRODUCE and MINCETUR, PROMPERU, CCL and ICE are the main allies in EC promotion. All these institutions are part of the Steering Committee of the project. However, support institutions that are part of the Steering Committee are not very clear about their role in the EC promotion. · A number of counterparts have been identified and have become partners for EC promotion, such as Chamber of Commerce of Huancayo, GTZ (BIOCOMERCIO Programme).
2. Revision of existing EC initiatives, role of support institutions and legislative organs/ available incentives for export promotion in general and EC in particular.	Medium	<ul style="list-style-type: none"> · A brief country paper on EC policy in Peru was prepared in 2005. · No comprehensive report on incentives and institutions was produced under the project. · The lack of funding for EC promotion was identified. · International cooperation initiatives for EC promotion have been identified (PROMPEX, SNV).
3. Present the review findings at a national workshop	-	<ul style="list-style-type: none"> · No evidence of such a workshop has been presented
4. Formulation of recommendations for increasing the efficiency of EC promotion in the country (including EC incentive revision and the role and services of support institutions).	Medium	<ul style="list-style-type: none"> · There is a generic country paper describing the EC policy in Peru which includes some generic recommendations. · However, recommendations have been developed on the basis of the experiences in the EC supported by the project: · It is important that before exporting enterprises have sufficient experience and are consolidated in the domestic market. Likewise, enterprises must have exportable offer, sufficient management capacities and a strong commitment to participating in an EC. · At early stages of EC, it is important

² The identification of the beneficiary country, which was part of this output in the original project document, has been commented on in chapter 4 (identification).

		not to provide any kind of subsidy. Financial support must be given once EC are already consolidated and need to upgrade. For that purpose, a fund for EC promotion has been designed.
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Output 2.2: The capacity of SME support institutions in the promotion and establishment of EC has been strengthened

Activities	Efficiency	
	Rating	Justification
1. Organization of training courses and study tours for directors of existing EC and for representatives of support institutions.	High	<ul style="list-style-type: none"> · Five training workshops in Lima, Lambayeque, Cusco, Arequipa and Huancayo were carried out and approximately 250 professionals (support institutions representatives, consultants, entrepreneurs) were trained in the UNIDO methodology. · The methodology, content and quality of the material of the workshop were considered as good (in average) by all the trainees interviewed. However, most of them recognized that workshops should last longer. · A study tour was organised in 2005 to Italy with 4 participants from public and private sector support institutions.
2. Improve the performance of existing export consortia through technical assistance services (i.e. revision of business plans; identification of new services to be provided, etc.)	High	<ul style="list-style-type: none"> · The project has contributed to the formation and/or consolidation of 30 EC. · The tutors' performance was affected because they had to assume the role of EC coordinators due to the lack of monetary incentives of the latter. · EC members expressed that they had received only limited assistance in market identification and product development/design. · Tutors have supported EC in mobilizing resources (financial and others)
3. Strengthen or promote the creation of a national federation of EC	-	No evidence of efforts to create such a federation was presented

Output 2.3: Recommendations for future actions related to the EC promotion and case studies formulation for lessons learned dissemination.		
Activities	Efficiency	
	Rating	Justification
1. Revision of the implementation of recommendations formulated in output 2.1 and presentation of findings to the national counterpart.	Medium	<ul style="list-style-type: none"> · The project has contributed to the introduction of the EC promotion concept in regional policies (CERX, DIRECTUR). · The project produced a concrete proposal for the creation of a fund to support EC. The proposal has been presented to donors. · A periodic bulletin on project's progress is elaborated and disseminated.
2. Case studies preparation and dissemination of results at the end of the project through participant institutions.	Medium	<ul style="list-style-type: none"> · A number of case studies have been elaborated, but not disseminated extensively yet. · A regional symposium on successful EC experiences was carried out for southern region EC.

The immediate objective 3 was to “increase awareness at the global level on the export consortia approach as a possible strategy to increase SME exports.” The corresponding activities were of global nature and not related to the Peru component alone. Hence no full assessment of these activities was possible within the terms of reference of this evaluation. However, the following is a brief summary of outputs and activities:

Output 3.1: Two global training courses on SME export consortia organized. It is expected that representatives from approximately 10 developing countries will attend the training courses.		
Activities	Efficiency	
	Rating	Justification
Prepare course materials and advertise course. Deliver training courses and evaluate them.	High	<ul style="list-style-type: none"> · A global training programme on EC was implemented three times (2006, 2007 and 2008) in the ILO Training Centre in Turin with the participation of 56 private and public sector participants from 33 countries. In 2008 UNIDO project management carried out a survey among the participants of the 2006 and 2007 training courses. The survey showed that at least 35% of participants in 7 countries are actively involved in the promotion of EC.

Output 3.2.: UNIDO experience on export consortia development disseminated through presentations at global/regional fora events, preparation of a dedicated web page and discussion paper.		
Activities	Efficiency	
	Rating	Justification
Present UNIDO experience in at least one global/regional fora event Prepare a dedicated web page on UNIDO export consortia programme Prepare a discussion paper on UNIDO project experience	Not known	<ul style="list-style-type: none"> · Two <u>expert group meetings</u> (EGM); one in Italy in 2005 and one in Morocco in 2007 with approximately 150 participants all together. In the Italy EGM a country presentation on the Peru experience was included, while the Morocco EGM included a presentation on the Jordan experience. · A webpage on the project was established at PRODUCE. The webpage provides information on most of the EC supported by the project. This webpage could provide more informative materials and background documents. · The UNIDO website www.unido.org/exportconsortia has been set up partially using funds from the evaluated project. Many of the materials to be found on the website are products of the project. Currently the website is not fully available, since it has been integrated into the main UNIDO webpage and some technical difficulties remain to make the contents available again in all languages.

The project produced some outputs that were not originally foreseen in the project document.

Additional outputs:

Support to the identification of potential SME for the creation of EC.	High	<ul style="list-style-type: none"> · A number of criteria were used in order to select potential EC: management capacity, basic international trade knowledge, direct or indirect export experience, commitment in time/money and similar-size enterprises. Potential on industrial transformation was not explicitly considered, but it has been implicitly applied. · The theoretical and practical approach of workshops has contributed to
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		<p>identify potential EC.</p> <ul style="list-style-type: none"> · Identification of potential EC was part of the workshop.
Development of a methodology for EC promotion	High	<ul style="list-style-type: none"> · The UNIDO EC guideline is a document that provides general information on EC formation. Adapting the generic model to the Peruvian reality, the project developed a five-stage methodology: identification, trust, capabilities development, strategic plan development and organizational structure development. · The methodology was considered effective and relevant by all stakeholders interviewed.

Assessment of Monitoring and Evaluation Systems

The project document does not include a monitoring system or logical framework that allows using indicators to evaluate EC performance. Despite the UNIDO EC guideline document providing a general overview of different evaluation methods and indicators, it is important to mention that the collection of baseline information at the enterprise level was included among the activities of the project.

Despite the lack of a formal monitoring method, a number of activities have been carried out in order to measure project results. There is one narrative report on UNIDO EC development results elaborated by the international expert³ that shows a brief description of the main project results (such as number of consortia supported, number of trainings carried out, etc.) and presents some quantitative data of the consortia, such as the number of enterprises affiliated and the number of employees. However this report focuses on the project outputs and does not provide information on outcomes and impact. For example the results achieved at enterprise level (export performance, employment generation, etc.) or at the level of institutional capacity building.

The team of national consultants prepared more results oriented reports at the level of consortia, using a standardised tool that is based on five step methodology of EC promotion (“cuadros de evaluación flash”). This tool uses a number of indicators to measure the progress of the EC on its way towards consolidation and sustainability. The indicators cover the following categories:

- Coordination (self-coordination, meeting resolutions, linkages to support institutions, etc.)
- Quality and regularity of meetings (punctuality, regularity of assistance, etc.)
- Development of a trust base (internal procedures, exchange of experiences between firms, common objectives, etc.)

³ Consorcios de exportacion en el Peru, Resultados, Mayo 2006 – Mayo 2008, UNIDO

- Pilot joint activities (selection of projects, design of projects, formal commitment to projects, common fund for projects, etc.)
- Long-term strategy of the EC (business plan of the EC, plan to improve participating firms, etc.)
- EC constitution and management (formal constitution of the EC, recruitment/nomination of Director, infrastructure and export capacity, etc.).

This tool is designed to support self-evaluation of progress of EC and is very similar to the tools developed in the long term UNIDO CND project in Nicaragua to measure progress of the networks assisted by that project. In the case of Nicaragua, the last stage (EC constitution and management) puts more emphasis on monitoring and evaluation of progress at the firm level.

Recently, a number of well-structured case studies have been elaborated. These case studies do not only present a narrative section (consortium structure, functioning, activities and results), but also show some quantitative indicators of each enterprise and the consortium. Additional to the number of enterprises and workers, such indicators include sales, exports, distribution channels, distribution of exports per market destiny, among others. This information establishes a baseline and provides a good basis of a systematic and results-oriented monitoring system.

As has been described in chapter 4.3., the EC project shows some important differences with regard to the typical intervention logic found in UNIDO CND initiatives. This is especially relevant for the issue of monitoring and evaluation of project outcomes and impact. In particular the dimension of poverty reduction (impact) and the institutional capacity building (outcome) are not sufficiently reflected in the current M&E system of the project.

Evaluation of trainings by trainees after the training course completion – a regular practice in many training programmes - has not been carried out and no monitoring of the effect of training on trainees professional performance has been done. Such course evaluations and post course monitoring was not included in the project design. However, according to the interviews carried out by the evaluation team, on average, the interviewees declared that the courses were of good quality and that the methodology learned has been applied to some extent in their professional activities.

Project management

The project was implemented in agency execution mode, i.e. the project manager was based at UNIDO headquarters and a team of national experts reported back to him. A long-term consultant was recruited at UNIDO headquarters to assist the project manager.

In Peru a Steering Committee was established gathering the key institutions (PRODUCE, MINCETUR, PROMPERU, CCL and ICE) in EC promotion.

However, despite of being the main actors in the subject, these institutions are not clear on the role they play.

Support to EC was provided indirectly by a local team of national experts who acted as “tutors” for local stakeholders directly involved in the promotion of EC (coordinators). At the beginning, two experts were recruited and at the time of the evaluation mission five experts were working for the project, with one of them acting as project coordinator.

International expertise in terms of EC methodology, training of local experts and quality control of the assistance to EC was provided mainly by one international consultant from Mexico. This consultant maintained close relations with the project team throughout implementation.

UNIDO networking initiatives usually use “brokers” or “cluster/network development agents” to provide coaching and technical assistance to the supported networks. These agents can be either recruited by the project (as UNIDO consultants or through a subcontract to a local NGO) or they can be provided by local partner institutions who have an own interest in training their staff on the job.

In the case of Peru, an attempt was made to support the work of the EC through the staff of local partners, i.e. without using project funds. As a result, these “coordinators” did not receive any additional payment for their work and some of them dropped out after an initial phase. The UNIDO consultants then had to take over their responsibilities to ensure continuation of the EC (the average permanence period of an unpaid coordinator is three months). It appeared that due to this problem the UNIDO consultants were spending more time as EC coordinators than as tutors.

With regard to other UNIDO activities and the project’s relation to them the following could be observed. The UNIDO Regional Office in Colombia did not play a particular role in this project. Peru does not have a UNIDO Integrated Programme yet, but is currently working on a final proposal, which is expected to be finalized in 2008.

Reports on project progress are available and summarize activities and outputs achieved so far. However, the reporting on project progress and results achieved is not based on the use of a logical framework and reports do not compare the project progress with the original planning documents.

Financial management

The summary of expenditure of the global project (Table 1) and of the Peru component (Table 2) shows that most of the project funds have been utilized and that some 35% of the overall budget had been utilized for the Peru component by March 2008.

The bulk of funds has been used to recruit national experts, but also a significant amount has been used for several missions of one international expert.

Subcontracts, foreseen in the original project budget, were not used in Peru. Also training was used to a lesser extent than originally planned.

No direct subsidies are given to EC or their member enterprises.

It should also be noted here that the project has leveraged the use of local resources for the support of EC, including the coordination of activities with public and private institutions (DIRCETUR, CERX, GTZ) producing synergies and contributing to the efficiency of the project.

Overall, the financial management of the project seems to have been efficient and no evidence of major delays or problems was presented to the evaluation team.

Table 1: Budget vs. Expenditures as of October 2008 (Including Jordan, Peru and general expenses)

Budget Line	Description	Original Budget in €	Total Allotment in €	% of original budget	Total Expenditure in €	% of allotment spent
11-00	International Experts	230,000	353,277	154%	330,934	94%
15-00	Local travel of experts	50,000	36,717	73%	30,317	83%
16-00	Staff missions	30,000	35,275	118%	30,240	86%
17-00	National consultants	150,000	204,071	136%	204,280	100%
21-00	Subcontracts	140,000	9,000	6%	9,000	100%
32-00	Study tours	140,000	65,782	47%	48,968	74%
33-00	In-service training in countries	30,000	21,128	70%	20,006	95%
35-00	Non-UNDP meetings	0	56,946	not planned	56,946	100%
45-00	Equipment	0	1,822	not planned	1,822	100%
51-00	Miscellaneous	30,000	15,986	53%	12,487	78%
		800,000	800,004	100%	745,000	93%

Source: UNIDO Infobase

Table 2: Expenditures for the Peru Component of the project as of March 2008

Budget Line	Description	Total Expenditure in €	% of total
11-00	International Experts	107,025	40%
15-00	Local travel of experts	7,760	3%
17-00	National consultants	141,254	53%
33-00	In-service training in the beneficiary countries	10,390	4%
Total		266,429	100%

Source: data supplied by project manager

Quality of Inputs

The main inputs used for the project in Peru were national and international experts. No subcontracts and no equipment was used. The national team is highly qualified and dedicated to attain results. Likewise, according to the interviews, international consultants have made relevant contributions appreciated by Peruvian stakeholders and counterparts.

Conclusions on the efficiency of the Project

Overall the project can be considered efficient, having supported a large number of EC and having produced most of the outputs originally planned in an efficient manner.

Efficiency was highest in the catalytic support provided to EC and lower in the production of policy related outputs (reporting and consultations on national incentive systems). With regard to the EC support, the tutors' work has been affected due to the double responsibility they have to assume as tutors and coordinators. The future approach to EC support thus needs to address this issue.

Considering the small size of the project, a considerable number of "global forum" activities has been carried out (international trainings, expert group meetings).

Additional outputs have been produced that were not originally foreseen in the project document. This added favorably to the overall efficiency of the project.

The project has been very active in establishing a global forum for professionals in the field of EC. Two expert group meetings, several international trainings and the development of methodologies and tools for EC promotion illustrate this.

The monitoring and evaluation system of the project was not well designed in the first place, but has made good progress in the recent past of the project (detailed case studies of EC).

Project management and the quality of inputs used are considered efficient. The project is based on the use of local expertise, supported by international consultants and UNIDO staff in a complementary manner. Reporting could be improved.

The project's budget has been spent to trigger institutional and organizational changes and does not provide any type of direct subsidy for EC formation. This has been scored as a good practice, especially, in the starting phase of EC. Furthermore, the project is efficient in leveraging additional resources (financial and others) towards EC and their necessities.

4.3 Effectiveness and Impact

4.3.1 Immediate objectives and outcomes

The main expected outcome of the project in Peru was an increased national capacity to promote EC. To achieve this goal, trainings were carried out, a number of practical cases of EC support were created to demonstrate the potential of the EC approach and a national steering mechanism for EC promotion was put in place and some policy recommendations were formulated.

Outcomes of Training

The project was particularly effective with regard to the local training activities. The evaluation team verified training effectiveness through a survey of training participants. 23 participants replied to the survey. The summary of the results are shown below.

Survey: Capacity Building for Export Consortia promotion in Peru

Diagram 1: prior EC experience of trainees

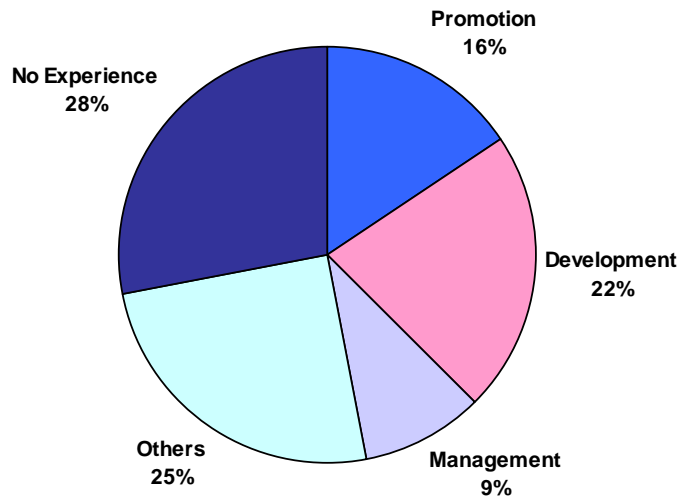


Diagram 2: Quality of training courses

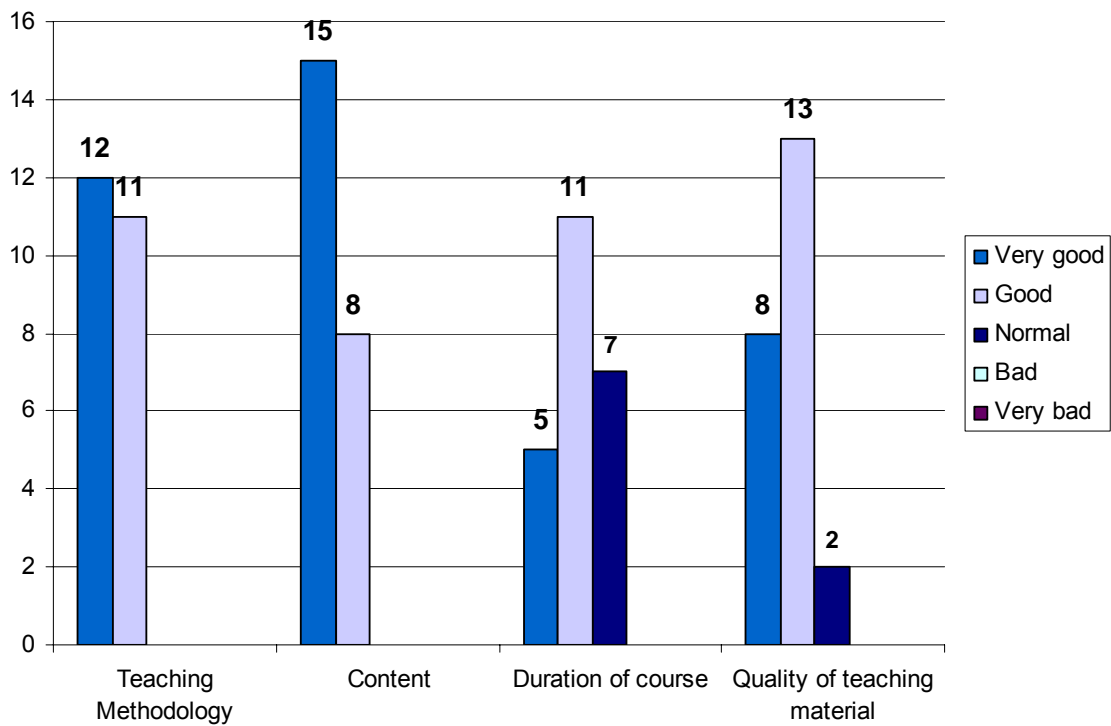
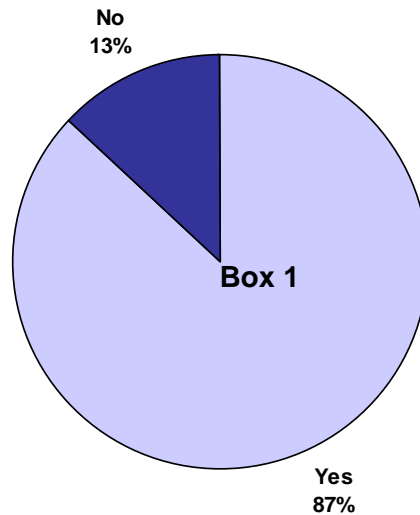


Diagram 3: Have you applied the concepts that you learned in the course?



Some suggestions of course participants:

- specify concrete details regarding tax-accounting and legal aspect of an export consortium.
- include more real-life successful examples of consortia in the training (this recommendation was made several times).
- perform similar trainings in other regions of the country
- give greater emphasis on the internal organization of consortiums: accounts - tax profits of associates or direct benefits packages, social responsibility, business plans
- Methodology could be included as an item or within curricula of university or technical school
- Continue communications and coordination with the participants to share their experiences
- have consortia managers that could better articulate a vision of market and make efforts for concrete results
- people that passed the course should be certified as specialists
- a course workshop on agro export could complement the first event
- course should last longer
- make a careful selection of course participants in successive courses
- respect strictly the UNIDO methodology as it is applicable and gives good results
- adjust the course to the reality of Peruvian businesses

The evaluation team found the training methodology applied by the project particularly effective: trainees were selected based on their practical and proven interest in EC promotion. Trainees then brought concrete proposals for EC development to the training and these proposals were developed further with the support of instructors. After the training the proposed, EC were visited by project staff and where sufficient potential was found, the project supported the EC creation.

Outcomes of EC support

On the basis of the sample of EC visited by the evaluation team, it can be said that the support to 30 EC has been effective.

This support consisted mainly in two lines of activities: a) applying the UNIDO methodology, i.e. building trust among members and the structure of the consortium and b) support the consortium to the extent possible in the implementation of common projects, e.g. trade fair participation, development of promotional materials, training to improve enterprise performance (including language training in some cases), etc. It is important to stress here that the project itself did not finance the second strain of activities; instead, it assisted the EC members to gain access to available services and funds.

The support can be regarded effective due to the high level of commitment of the EC member firms that was observed during the evaluation mission. Furthermore, most of the consortia visited had established the core elements of the EC structure: internal procedures, regular meetings, sometimes even a legal entity, common promotional materials, etc.

An overview table of the EC supported by the project is given in Annex III.

Outcomes of policy work

The project has not been very active in the development of new and/or more effective policies or policy instruments to promote EC at a broader scale. However, the good results achieved through training and the wide set of practical cases of EC promotion provides a good basis for future effectiveness at the policy level. Here it will be important to continue strengthening the monitoring and evaluation system in order to produce reliable and detailed information that demonstrates the effects of EC on export performance and local development.

One dedicated activity at the policy level was the development of a project to establish a revolving fund for technical assistance to EC. This project has been presented to the Interamerican Development Bank (IDB). At the time of the evaluation, it was not clear whether the project would be approved or not, but it had received positive comments from donors and counterparts.

4.3.2 Overall objectives and impact

The overall objective of the project is to increase the export potential of the country, including an increased market access. The intention of the project was to

demonstrate through a number of practical cases the viability of EC promotion and to prove the impact that such promotion produces on the export performance of participating enterprises.

With regard to the impact at the enterprise level the example of the Muyu EC can be stated. From the below table it can be seen that the export performance of this EC improved dramatically over the project period. This analysis of data coincides with the EC members' own perception that being associated within the EC has had an important influence on their firms' performance.

Annual sales of EC MUYU PERÚ				
Firm :	Sales 2005 US\$	% Export	Sales 2008 US\$	% Export
CARYLUIS ALPACA	25,000	0%	70,000	93%
CUSCO HANDS	17,000	70%	40,000	70%
COLECCION SIMONI	20,000	0%	50,000	10%
TEXTIL TAQRUY	50,000	35%	10,000	2%
Total US\$	112,000	26%	170,000	58%

Source: case study Muyu prepared by project staff

However, it is interesting to note that in the same time, the total number of workers employed by the EC remained stable. A similar effect can be observed in the "Ande Natura" EC, while the other two EC for which data is available ("Bio Consortia" and "ACMC") showed both, improvements in export performance and some increase in the numbers of operators.

An important aspect not covered by the project's monitoring system is the impact EC may have on the local production system they are located in. Within the UNIDO CND approach, the EC concept plays an important role. Exporting firms are usually more advanced than those catering exclusively to domestic markets. Thus, EC can become catalysts for improved competitiveness. The underlying mechanism being technology spill over effects and others. This dimension of project impact has not yet been taken into consideration by the project.

Similarly, the possible impact of EC promotion on poverty reduction should be included in the project monitoring and maybe also in the strategy.

This is not a dedicated impact evaluation. However, from the sample visited by the evaluation team and the data produced by the project, it can be safely assumed that the EC approach has produced positive impact at the firm level, including impact in terms of poverty reduction in some cases (in particular where links exist between exporting firms and associations of local producers and farmers).

With regard to the impact at the national level, it is yet too early to observe any impact on Peru's export potential. But most of the institutions involved in export promotion and SME support are aware of the EC model. Through the project steering committee, an institutional framework has been set up that can as a

facilitator to achieve more results at the policy level, which, in turn, might lead to wider impact.

4.3.3 Conclusions on effectiveness of the project

Overall the project approach, combining capacity building with demonstration of real-life cases and involvement of local institutions created a good potential for effectiveness. However, the project has had only a short duration (actual project start was delayed and only 2.5 years can be regarded effective implementation period). As a result, the good potential created throughout the current phase of the project, has not yet been fully exploited. In particular, the case studies and practical experiences need to be disseminated more widely to lead to replication and up-scaling.

The effectiveness of training was high and the training methodology applied by the project can be considered a best practice also for other UNIDO projects. Also the EC support activities have been effective, creating sustainable and locally owned efforts to increase export performance.

Impact at the firm level has been produced by the project. But more needs to be done to better understand the relations between export performance and other desirable impacts, e.g. poverty reduction and spill over effects for other enterprises in the same sector.

Given the relatively small size and limited duration of the project not too much can be expected in terms of impact and effectiveness regarding aggregate categories such as the Peruvian export potential. But the basis built up by the project is solid and recent activities (e.g. construction of a sound and results-oriented M&E system, policy proposals such as the revolving fund) point into the right direction. Continued work is required to ensure the created potential can be fully exploited.

The shortcomings in project design (refer to chapter 4) have not affected the effectiveness of the project, but they represent a limitation for more efficient project management and stakeholder coordination.

4.4 Sustainability

The sustainability of the project is analyzed in order to determine if the benefits achieved from the EC project will continue into the future.

Sustainability of EC supported by the project

In terms of financial resources, as the project has only delivered advisory and training services, the outcomes of the project at the level of EC are independent of the project's financial support. For example, enterprises must assume the cost of hiring a coordinator with their own financial resources. At the same time,

the project has contributed to identify and channel funds from national and international technical cooperation organizations to the EC.

Discussions and interviews with members of EC showed that there is a strong local ownership and the likelihood of the EC continuing after project completion is high. However, the replication of the experience to new EC will depend on national policies and incentives yet to be put in place.

Sustainability of capacity building

The project has contributed to the sustainability of the EC promotion model in Peru, due to the capacity building activities (training, study tours, methodology development) that have been performed.

Furthermore, the scheme of a fund for EC promotion has been designed and has been discussed with different actors and potential donors. If such a scheme is established sustainability would increase further.

According to the institutional framework and governance, the project has contributed to introduce the concept of EC as a mechanism of implementation of export promotion policies, in private and public institutions, especially at the regional level. At the national level this contribution has been more limited so far.

4.5 Summary: strength and weaknesses of the project

	Strengths	Weaknesses
Design	<ul style="list-style-type: none"> • Overall relevant project model • Reference made to the UNIDO CND approach 	<ul style="list-style-type: none"> • Supply/solution driven • Some differences to overall CND approach • No M&E system • No indicators
Implementation	<ul style="list-style-type: none"> • Design weaknesses overcome through implementation • Emphasis on national experts • Steering Committee established • Good backstopping by UNIDO HQ • Good, complementary international expertise • Recent progress in systematic, results oriented monitoring 	<ul style="list-style-type: none"> • No systematic monitoring at the initial phase, no baseline information collected • Role of Steering Committee members not well defined
Relevance	<ul style="list-style-type: none"> • High relevance in the Peruvian open trade regime • High relevance to target groups (enterprises) • Overall relevant to UNIDO and within the CND context 	<ul style="list-style-type: none"> • role of EC for poverty reduction and local economic development need to be demonstrated better • relevance could be increased through stressing more role of EC to create spillover effects
Results	<ul style="list-style-type: none"> • Very good results at output level (30 ECs supported) • Good results regarding capacity building • Good outcomes of training and EC support • Additional outputs produced at the global forum level 	<ul style="list-style-type: none"> • So far limited (but promising) results at policy level • No clear strategy for replication and up-scaling
Sustainability	<ul style="list-style-type: none"> • No subsidies to enterprises • Good sustainability of the EC supported by the project • Good sustainability of institutional capacity building at regional level 	<ul style="list-style-type: none"> • So far no funding models have been established to ensure sustainable application of EC initiatives in Peru (but the project has developed a proposal)
Others	<ul style="list-style-type: none"> • Overall, the sustainable introduction of the EC approach in Peru will require continued external support 	

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Recommendations

- Overall, it is recommended to continue developing and implementing the EC approach in Peru.
- It is recommended to organize a workshop together with the UNIDO CND project in Nicaragua in order to facilitate experience exchange and to discuss the role of EC in the context of Clusters and local productive systems.
- It is recommended to develop specific criteria to identify and support EC with high potential for employment generation and poverty reduction effects. In this context, it is important to take into account direct and indirect employment effects.
- It is recommended to dedicate more resources (especially time of coordinators and tutors of ECs) to establish long lasting linkages with support institutions.
- It is recommended that in future projects the role of coordinators of EC and of tutors should be planned in a more realistic way in order to avoid a double function of tutors (as is the case at present). In particular, the role of the counterpart institutions in providing co-ordinators needs to be clarified. The role of the (project paid) tutors should be mainly the training and coaching of co-ordinators and only to a limited extent direct involvement in the co-ordination of ECs.
- Where possible, preference should be given to an internal coordinator of an EC (a member of a consortium) or an external coordinator who is paid by the consortium. It should be avoided that the project staff plays the role of coordinator.
- Activities to disseminate successful case studies and the project's methodology (including public institutions and technical cooperation organisms with complementary initiatives) should be strengthened in the future.
- A dissemination campaign with leading entrepreneurs of successful EC should be designed in order to spread EC experiences not only to potential new beneficiaries, but also to those EC that are part of the project and are still starting.
- On top of the ongoing negotiations to establish a revolving fund for the support of existing EC, a revolving fund for the creation and consolidation of new EC should be established. Such a fund could take over the role of the project in the future.
- Specific training courses should be designed to address the different needs of EC in different stages of development, such as design and market search for more advanced EC.

- If a second phase of the project is implemented, the roles of the different Steering Committee members should be defined more clearly. This should ensure that EC could benefit from the different support initiatives that the members provide. For instance: Italian market information (ICE).
- It is recommended to have a stronger participation of PRODUCE (national counterpart) in the different Peruvian regions.

6

Lessons learned

- EC are more successful as they are formed by enterprises with three characteristics: (i) similar size, (ii) share a common vision, (iii) offer complementary products and services.
- EC must hire coordinators once they are mature or have started operations, not earlier. Recruiting a coordinator with external funding (e.g. through a EC project) whose task it is to identify and establish a new EC is likely to produce poor results.
- EC can be an effective tool to promote pro-poor productive activities in rural areas. An example in Peru of a EC formed by four operators in the Cuzco area showed that employment effects can be generated outside the enterprises involved in the EC by establishing cooperation between EC enterprises and with local communities.

Annex1
Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Terms of Reference

**Independent Thematic Evaluation of
the UNIDO Cluster and Networking Development Initiatives**

Evaluation of the UNIDO Project:

PROMOTION OF EXPORT CONSORTIA (Perú component)

Project Number: UE/GLO/04/158

MAY 2008

I. Project Background and overview

Project origin and objectives

The promotion of SME export consortia is one of the priority services included in the UNIDO Medium Term Programme Framework, 2004-2007 and it capitalizes on UNIDO's long-lasting experience in SME cluster and network development. Through this project, UNIDO with the support of the Italian Federation of Export Consortia (Federexport) planned to build the capacities of selected developing countries to promote SME export consortia. Export consortia are voluntary alliances of firms with the objective of promoting the goods and services of its members abroad and facilitating the export of these products through joint actions.

During the four year project duration three countries were planned to be assisted. Main project activities would include the organization of training courses for consortia directors and for promoters of export consortia from public and private sector support institutions; assistance to the creation of pilot export consortia; advice to government authorities on the development of an enabling regulatory framework for the promotion of export consortia; benchmarking of international best practices; preparation of case studies.

Moreover UNIDO would forge a strategic knowledge partnership with Federexport, which has relevant experience for developing export consortia and for promoting the relevant regulatory framework.

Implementation arrangements and Status

The project implementing agency is UNIDO. The project main counterpart in Perú is the Ministerio de la Producción (PRODUCE). A steering committee (comité directriz) is overlooking the project's operations and progress.

Locally the project is managed and implemented by a national coordinator and local project staff. Support has been provided by international experts.

The project reports 30 active export consortia as per may 2008. A number of training and awareness raising activities have been carried out.

Budget Information

The donor of this project is the Government of Italy.

Budget Line	Original Budget	Total Allotment	Expenditures	%
19-99 Personnel	460,000	606,010	529,361	87%
29-99 Contracts	140,000	9,000	9,000	100%
39-99 Training	170,000	165,524	123,784	75%
49-99 Equipment	0	1,822	1,822	100%
59-99 Miscellaneous	30,000	17,646	10,482	59%
Total	800,000	800,002	674,449	84%

Source and date of information: original project document, UNIDO Infobase, May 2008

II. Objectives and scope of the evaluation

The evaluation will look at project activities in Peru only and will be carried out for two different purposes:

- 1) The evaluation will feed into the Independent Thematic Evaluation of the UNIDO Cluster and Networking Development (CND) Initiatives. This evaluation aims at answering a number of key questions, which will shed light on the relevance, effectiveness, efficiency and sustainability of these activities. It will furthermore provide inputs for the discussion of UNIDO's future CND strategy by formulating recommendations to enhance UNIDO contributions to private sector development in general and CND initiatives in particular. The key evaluation questions are:

Regarding the design, intervention logic and the underlying theory of change:

- Are UNIDO CND initiatives based on and consistent with state-of-the-art knowledge about institutional change, SME development and Clusters?
- Is the design of the overall programme and of individual projects consistent with the underlying theory of change?
- Does UNIDO, through its CND initiatives, contribute to the international body of knowledge and does it influence the way similar initiatives are planned and implemented by international agencies and donors?
- How does the CND concept fit into the overall technical cooperation framework of UNIDO?

Regarding the implementation and the results of CND interventions

- Are individual CND interventions implemented in line with the underlying theory of change?
- What are the main factors that influence effectiveness of CND interventions (e.g. institutional anchorage, operational anchorage, access to finance, access to non-financial services, exit strategy and local contributions)?
- Are individual CND interventions producing the expected results?
- Are individual CND interventions producing non-intended results?
- How do implementation modalities affect efficiency and results?
- Is the implementation of CND interventions in UNIDO organized in an efficient manner?
- Is the information on CND interventions and their results sufficient and relevant (M&E)?

Regarding context of CND interventions

- Are UNIDO CND interventions relevant and effective in the different socio-economic contexts found in different countries?
- What are the main context factors that influence relevance of CND interventions?
- How do UNIDO CND interventions relate to other SME support interventions with similar objectives within and outside of UNIDO?

- 2) With regard to the part of the project that is carried out in Peru the purpose of the evaluation is to enable the Government, counterparts, donors and UNIDO and other stakeholders to:

- (a) verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to GEF Project Review Criteria (annex 3)⁴:
- Implementation approach
 - Country ownership/Drivenness
 - Stakeholder participation

⁴ see "Guidelines for Implementing Agencies to Conduct Terminal Evaluations, May 2003)

- Sustainability
 - Replication approach
 - Financial planning
 - Cost-effectiveness
 - Monitoring and evaluation
- (b) Enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities.
- (c) Draw lessons of wider applicability for the replication of the experience gained in this project in other projects/countries.

III. METHODOLOGY

The evaluation will follow UNIDO evaluation guidelines and policies. It will be carried out as an independent in-depth evaluation using a participatory approach whereby the UNIDO staff associated with the project are kept informed and regularly consulted throughout the evaluation. The draft report will be delivered to UNIDO OSL/EVA and circulated to UNIDO staff associated with the project, including project staff in Perú. Any comments or responses to the draft report will be sent to UNIDO OSL/EVA for collation and onward transmission to the evaluation team leader; he/she will be advised of any necessary revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO), output reports (policy studies, manuals and guidelines, sectoral studies, etc.) and, if required, relevant correspondence.
 - (b) Other project-related material produced by the project staff or partners.
2. Interviews with project management and technical support including Mr. Fabio Russo, UNIDO Project Manager and project staff in Peru and administrative staff associated with the project's financial administration if necessary.
3. Interviews with project partners, in particular PRODUCE and other members of the "comité directriz", local counterparts and partners supporting the export consortia (provincial governments, chambers, etc.) and the Government of Italy.
4. Interviews and a web-based or email survey of users of the project outputs (trainees, entrepreneurs) and other stakeholders involved with this project. The team leader shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organizations.
5. Other interviews, surveys or document reviews as deemed necessary by the evaluator and/or UNIDO EVA.

Project Evaluation Parameters

A. Project Relevance

Country socio-economic context. Is the project relevant under the given socio-economic conditions in Peru and the different regions of Peru? Is there a need to intervene at all?

Country ownership/drivenness. This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. Examples of possible evaluative questions

include: Was the project design in-line with the national sectoral and development priorities and plans and free trade agreements? Are project outcomes contributing to national and regional development priorities and plans? Were the relevant country representatives, from government, private sector and civil society, involved in the project? Did the recipient government maintain its financial commitment to the project?

Relevance to target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).

Relevance to UNIDO: In retrospect, were the project's outcomes consistent with the UNIDO mandate, corporate strategy and core competencies?

B. Effectiveness: attainment of objectives and planned results (progress to date):

The assessment of project results seeks to determine the extent to which the project objectives were achieved, or are expected to be achieved, and assess if the project has led to any other positive or negative consequences. While assessing the project's outcomes the evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objectives as stated in the project document and also indicate if there were any changes and whether those changes were approved. If the project did not establish a baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established (or state simplifying assumptions used). Assessment of project outcomes should be a priority. Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. Examples of outcomes could include but are not restricted to improved business competitiveness, employment generation, stronger institutional capacities, higher public awareness (when leading to changes of behaviour), and transformed policy frameworks or markets. The evaluation should assess the extent to which the project's objectives were effectively and efficiently achieved or are expected to be achieved.

Identify the potential longer-term impacts and describe any catalytic or replication effect of the project, both within the project (such as the replication of demonstrations) and outside of the project. Are there lessons and experiences coming emanating from the project that are replicated or scaled up in the design and implementation of other projects, or replication within the projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Does the project have a strategy for replication?

C. Assessment of sustainability of project outcomes:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends.

Four aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, and environmental (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources.* To what extent are the outcomes of the project dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project outcomes/benefits once the UNIDO assistance ends (resources can be from multiple sources, such as the

public and private sectors, income generating activities, and market trends that support the project's objectives)? Was the project was successful in identifying and leveraging co-financing?

- *Socio-political*: To what extent are the outcomes of the project dependent on socio-political factors? What is the likelihood that the level of stakeholder ownership will allow for the project outcomes/benefits to be sustained? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance*. To what extent are the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project outcomes/benefits to be sustained?
- *Environmental and social*. Are there any environmental or social risks that can undermine the future flow of project benefits?

D. Efficiency

Assesses the achievement of the project's objectives and outcomes as well as the project's outputs in relation to the inputs, costs, and implementing time based on the following questions: Was the project cost-effective? Was the project the least cost option? Was the project implementation delayed and if it was then did that affect cost-effectiveness? The evaluation should assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources.

E. Assessment of Monitoring and Evaluation Systems:

- **M&E design**. Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Is the project document and the logical framework useful as a management and M&E tool?
- **M&E implementation**. The evaluation shall include an assessment of the quality of project monitoring and (self-) evaluation, including an assessment of risk management based on the assumptions and risks identified in the project document. Are annual project reports complete, accurate and with well justified ratings? Has the information provided by the M&E system been used during the project to improve project performance and to adapt to changing needs?
- **Budgeting and Funding for M&E activities**. Have adequate budget provisions been made for M&E made and have such resources made available in a timely fashion during implementation?

F. Assessment of processes that affected attainment of project results.

The evaluation will consider, but need not be limited to, consideration of the following issues that may have affected project implementation and attainment of project results:

- **Quality at entry and implementation approach**. Were the project's objectives and components clear, practicable and feasible within its timeframe? The evaluation should also assess whether outcomes specified in the project document and/or logical framework are actually outcomes and not outputs or activities.

Were capacities of the executing institutions and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to implementation? Was availability of counterpart resources (funding, staff, and

facilities), passage of enabling legislation, and adequate project management arrangements in place at project entry?

Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed. In particular, assess the role of the “comité directriz” and how well the management was able to adapt effectively to changes of framework conditions during the life of the project.

Assess the quality and adaptability of project management and the supervision of project activities / project execution arrangements. Did UNIDO staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNIDO staff provide quality support and advice to the project, approved modifications in time and restructure the project when needed? Did UNIDO provide the right staffing levels, continuity, skill mix, frequency of field visits?

- **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in project’s design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation and evaluation of project activities? Specifically the evaluation will:
 - Assess the mechanisms put in place by the project for identification and engagement of stakeholders and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
 - Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
 - Assess the degree and effectiveness of various public awareness activities.
- **Financial planning.** Did the project have the appropriate financial controls, including reporting and planning and including information on additional resources mobilised, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds.

Evaluation report format and review procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 1.

IV. Evaluation Team and Timing

The evaluation team will be composed of a one staff member of UNIDO Evaluation Group acting as team leader and one national evaluation consultant.

UNIDO evaluation group will be responsible for the quality control of the evaluation process and report. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, ensuring that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and its compliance with UNIDO evaluation policy and these terms of reference.

The national consultant will be contracted by UNIDO. The tasks are specified in the job description attached to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the programme/projects.

The project office in Peru will support the evaluation team. However, all evaluation interviews will be carried out independently, i.e. in absence of project staff. Donor representatives from the bilateral donor representations will be briefed and debriefed.

Timing

The evaluation is scheduled to take place in the period May to August 2008. The field mission for the evaluation is scheduled for the first half of June 2008.

After the field mission, the evaluation team leader will present preliminary findings to UNIDO project management. The draft version of the evaluation report will be submitted 6-8 weeks after the debriefing at the latest.

V. REPORTING

The evaluation report shall follow the structure given in annex 1. The reporting language will be English.

Review of the Draft Report: Draft reports submitted to UNIDO Evaluation Group are shared with the corresponding Programme or Project Officer for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

Quality Assessment of the Evaluation Report: All UNIDO evaluations are subject to quality assessments by UNIDO Evaluation Group. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 2).

Annex 2

List of persons/institutions interviewed

CRONOGRAMA DE ENTREVISTAS - JOHANNES DOBINGER

	Horas	Reunión	Contacto	Dirección	Teléfono	
Martes 03	09:00 - 10:00					
	10:00 - 11:00	Equipo Consorcios PRODUCE	Alejandro Siles / Carlos Yamashita	Calle Uno Oeste N° 50, Urb. Córpac, San Isidro PISO 9	616-2205 / 9978-82460 / 221-3765	
	11:00 - 12:00					
	12:00 - 13:00	PRODUCE	Carlos Ferraro / Johann Spitzer	Calle Uno Oeste N° 50, Urb. Córpac, San Isidro PISO 11	616-2205	
	13:00 - 14:00	<i>Almuerzo</i>				
	14:00 - 15:00	MINCETUR	Carla Paredes / Luis Torres	Calle Uno Oeste N° 50, Urb. Córpac, San Isidro PISO 16	513-6100	
	15:00 - 16:00					
	16:00 - 17:00	PROMPERU	José Quiñones / Ricardo Limo	Av. Rfepública de Panamá N° 3245, San Isidro, PISO 13	222-1222	
17:00 - 18:00						
Miércoles 04	09:00 - 10:00	Cámara de Comercio de Lima	José Rosas / Silvia Seperack / Mónica Watson	Av. Giuseppe Garibaldi 396, Jesús María	463-3434	
	10:00 - 11:00					
	11:00 - 12:00	Embajada de Italia / ICE	Tizziana Marini / Rosella Evangelisti / Miriam Guimarey	Av. Giuseppe Garibaldi 298, Jesús María	463-2727	
	12:00 - 13:00	<i>Almuerzo</i>				
	13:00 - 14:00					
	14:00 - 15:00	MYPE Competitiva	Juan Carlos Matthews	Av. San Borja Norte 731, San Borja	226-8022 / 226-8027 / 226-8043	
	15:00 - 16:00					
	16:00 - 17:00					
17:00 - 18:00	ADEX	Hugo Yallico (pdte PYMEADEx), Roberto Molero (Gte Gral PYMEADEx)	Av. Javier Prado Este 2875, San Borja	618-3333		
18:00 - 19:00						

CRONOGRAMA DE ENTREVISTAS - JOHANNES DOBINGER

	Horas	Reunión	Contacto	Dirección	Teléfono
Jueves 05	09:00 - 10:00	Peruvian Bio Consortia (promoción complementaria)	Roberto Culotti (coord.) FITOFARMA	Av. Nicolás Arriola 2844, San Luis	326-1097/326-1403/99791-2894
	10:00 - 11:00		Damián Silva - Peruvian Nature	Calle Las Gardenias Mzl Lt-12. Urb. Las Praderas de Lurín. Lurín / Correo a Las Acacias 857. Miraflores	430-2954 / 430-0278
	11:00 - 12:00				
	12:00 - 13:00	<i>Almuerzo</i>			
	13:00 - 14:00				
	14:00 - 15:00	Viaje a CUSCO			
	15:00 - 16:00				
	16:00 - 17:00				
17:00 - 18:00	Reunión con tutores	Fernando Paredes/Salomón Chávez	Calle Manco Inca 206 Wanchaq	(084) 240-090	
Viernes 06	09:00 - 10:00	DIRCETUR / Gobierno Regional / CERX	Jean Paul Benavente/Lourdes Villena/Dunia	Av. De La Cultura 734, PISO 3, Wanchaq	(084) 223701-123
	10:00 - 11:00		Marmanillo/Ernesto Velarde		
	11:00 - 12:00	PROMPERU-OPE CUSCO	Ana María Enciso	Calle Manco Inca 206 Wanchaq	(084) 223-592 / 223-611
	12:00 - 13:00				
	13:00 - 14:00	<i>Almuerzo</i>			
	14:00 - 15:00	Consortio MUYU Perú (promoción complementaria)	Luis Gonzáles / Deycy Llerena	Plaza San Sebastian N° 120 Cusco	(084) 274-115 / 984-671073 / 984- 748567
	15:00 - 16:00				
	16:00 - 17:00	ONG Imagen	Estela Vignati / Rosa Castello	Mariscal Gamarra 12-C 1ª Etapa Cusco	(084) 246233
Sábado 07	09:00 - 10:00	ANDES NATURA (promoción complementaria)			
	10:00 - 11:00				
	11:00 - 12:00	Descubriendo Perú (promoción competidores)	Miluska Torres (Wasi Tours)	Av. Sol 948 CC Cusco Sol Plaza Of. 216	(084) 222815 - 9306469 - 9904868
	12:00 - 13:00		Edwin Jibaja (Peruvian Gold Travel)	Av. Tullumayo 546 Cusco	(084) 263231 - 984-9635548 /
	13:00 - 14:00	<i>Almuerzo</i>			
	14:00 - 15:00	Viaje a Lima /MAPI			
15:00 - 16:00					

CRONOGRAMA DE ENTREVISTAS - JOHANNES DOBINGER

	Horas	Reunión	Contacto	Dirección	Teléfono
Domingo 08	09:00 - 10:00				
	10:00 - 11:00				
	11:00 - 12:00				
	12:00 - 13:00	Viaje a Lima / JOHANNES			
	13:00 - 14:00				
	14:00 - 15:00	Trabajo en el Informe			
	15:00 - 16:00				
Lunes 09	09:00 - 10:00	ACMC Industrial Group (ventas)	Aron Prado (Presidente del Consorcio)	Calle Los Metalúrgicos Mz.G-3 Lt.4 Parcela II Villa El Salvador	995742120 / 287-3511
	10:00 - 11:00		Aron Prado	Av. Separador Industrial Parcela II Mz.H1, Lt7F Parque Industrial VES	995742120 / 287-1092
	11:00 - 12:00		Mauro Puma	Parcela 2 Mz.H1 Lt.7B Parque Industrial Villa El Salvador	998234540 / 287-8694
	12:00 - 13:00				
	13:00 - 14:00	Almuerzo			
	14:00 - 15:00	Silver Raymi (promoción competidores)	Mercedes Martínez de Benavides (coord.)	Pasaje Júpiter 162 2do. Piso, altura Cdra. 6 Avenida El Sol Rimac	483-2995 / 99661-9814
	15:00 - 16:00		Madeleine Laban (Fermin Vilcapoma)	Asoc. San Marcos Mz A Lote 61 - San Juan de Lurigancho	375-1130
	16:00 - 17:00		Dionisio Asencio	Jr. Ica 121 - 601, Lima	427-9714
Martes 10	09:00 - 10:00	BID	Jaime Giesecke	Paseo de la República 3245, San Isidro, PISO 13	215-7800
	10:00 - 11:00	<i>causativa protección</i>			
	11:00 - 12:00	Trabajo en el Informe			
	12:00 - 13:00	PRODUCE (Reunión de cierre)	Alejandro Siles	Calle Uno Oeste N° 50, Urb. Córpac, San Isidro, PISO 9	616-2205
	13:00 - 14:00	Almuerzo			
	14:00 - 15:00	Viaje Johannes			
	15:00 - 16:00				

Annex 3: Overview Table of EC supported by the project

LIMA

Consorcios de Exportacion Registrados y en Operación Abril 2008										
	Nombre	Numero de Empresas	Region	Sector	Total empleo	Año de Inicio	Modelo de Negocio	Mercados Objetivos	Oferta Exportable	Canal de Distribucion
1	Consorcio Peru Software-Colombia	8	Lima	Tecnología de la Informacion	92	2006	Promocion	Colombia, Mexico	Soluciones de Transaccion Bancaria, Telecomunicaciones y Sector de Servicios Sistemas Contables Planeamiento de Recursos Empresariales Sistemas de Codigos de Barras Soluciones en Web Marketing Interactivo y Soluciones Multimedia Sistemas para Industria Farmaceutica Sistemas para Compañías Aereas	Bancos, Compañías de Telecomunicaciones, Compañías Aereas y Agencias de Viaje, Compañías Farmaceuticas Distribuidores de Software Empaquetado
2	Consorcio Electrico ATEM	4	Lima	Equipos de Transmision Electrica	112	2006	Promocion	Argentina, Bolivia, Ecuador, USA	Ferreteria de Transmision Electrica Aisladores Electricos de Silicona Transformadores de Potencia Elementos de Medicion Electrica para Lineas de Transmision de Potencia	Compañías de Generacion, Transmision y Distribucion Electrica, Compañías Mineras, Compañías Petroleras Mayoristas, Minoristas, Contratistas especializados en la linea Electrica,
3	Consorcio Silver Raymi	7	Lima	Joyeria	54	2006	Promocion	Venezuela, Panama, USA	Joyeria de Plata hecha a mano con conchas naturales y piedras semi preciosas	Fabricantes, Mayoristas, Minoristas y Cadenas de Joyerías
4	Peruvian Bio Consortia	3	Lima	Productos Nutraceuticos	75	2006	Promocion	European Union, USA, Asian Countries	Ingredientes Naturales: Materiales Crudos (Yacon, Kiwicha, Maca, Uña de Gato, etc.) & Extractos (Uña de Gato, Maca, Sangre de Grado, etc.) Cosmeticos: Baba de Caracol, Sacha Inchi, Aloe Vera, Cremas de Camu, Jabones y Shampus Naturales, etc. Suplementos Nutricionales: Cartilago de Tiburos, Maca, Yacon, Maiz Morado, etc.	Fabricantes de Productos Alimenticios Fabricantes, Mayoristas, Minoristas y cadenas de Tiendas de Productos Naturales
5	Consorcio Peru Mueble	5	Lima	Muebles de Madera	85	2006	Promocion	Chile, USA	Muebles Finos Tallados en Caoba Puertas Personalizadas Puertas de Seguridad Carpinteria de Viviendas	Fabricantes, Mayoristas, Minoristas, Cadenas de Tiendas, Constructores y Contratistas de Muebles y Puertas Finas
6	Consorcio Kallpa	4	Lima	Textil y Confecciones	84	2007	Promocion	USA, Venezuela	Confecciones de Moda en Tejido de Punto en Algodon	Fabricantes, Mayoristas, Minoristas, Cadenas de Tiendas y Tiendas por Departamentos
7	Compives	4	Lima	Maquinaria para Restaurantes y exhibicion de Alimentos	70	2007	Promocion	Ecuador, Bolivia	Equipos para Restaurantes Exhibidores Refrigerados de Alimentos Congeladoras de Alimentos Maquinas freidoras de Papas Hornos para Pollos a la Brasa (Gas y Carbon) Moto Taxis	Fabricantes, Mayoristas y Minoristas de Equipos para Gastronomía y Bodegas, Tiendas especializadas en Motocicletas
8	Perú Arte y Joya	6	Lima	Joyeria	24	2007	Promocion	USA	Joyeria de Diseño en Alta Moda Necha a Mano	Fabricantes, Mayoristas, Minoristas y Cadenas de Joyerías
9	Matiz Consortium	4	Lima	Textil y Confecciones	46	2007	Promocion	Colombia	Kids & Teens Confeccion Casual en Algodon Confeccion en Algodón para Jovenes Confeccion fina para Bebés	Fabricantes, Mayoristas, Minoristas, Cadenas de Tiendas y Tiendas por Departamentos
10	ACMC Industrial Group Perú	4	Lima	Metal Mecanica	63	2007	Ventas	Ecuador, Bolivia	Casilleros de Metal (Lockers) Exhibidores de Productos para Tiendas Muebles de Metal Accesorios para Cortinas	Universidades, Colegios, Instituciones, clubs, Tiendas por Departamentos, Super Mercados, Fabricantes, Mayoristas, Minoristas de Muebles de Metal
11	LENDEX CORPORATION	3	Lima	Ropa Interior en Algodón	60	2007	Ventas	Venezuela	Ropa Interior en Algodón para Caballeros y Damas	Tiendas por Departamentos y Distribuidores de Prendas de Marca

MACROSUR

Consortios de Exportacion Registrados y en Operación a Abril 2008										
	Nombre	Numero de Empresas	Region	Sector	Total Empleo	Año de Inicio	Modelo de Negocio	Mercados Objetivo	Oferta Exportable	Canal de Distribucion
1	Joyereros de San Blas	6	Cuzco	Joyeria	20	2007	Promocion & Ventas	USA, Europa y Mercados Regionales	Joyeria de Plata hecha a Mano con Conchas Naturales y Piedras Semipreciosas	Fabricantes, Mayoristas, Minoristas y Cadenas de Joyerías
2	Consortio Muyu	5	Cuzco	Multisector	50	2007	Promocion & Ventas	USA y la Union Europea	Confeccion de Abrigos y Vestidos en Apaca, Alfombras hechas a Mano, Joyas y Esculturas en Plata, Productos de Cuero en Alpaca, Vasijas en Ceramica	Fabricantes, Mayoristas, Minoristas, Cadenas de Boutiques y Tiendas por Departamentos
3	Turismo Vivencial Inka's Experience	9	Cuzco	Turismo	30	2007	Promocion	Union Europea y USA	Turismo Vivencial	Mayoristas y Minoristas del Exterior
4	Productos del Valle Sagrado	9(*)	Cuzco	Agroindustria	900	2007	Promocion	España, Union Europea, USA, Japon y Brasil	Productos en Maiz Gigante, Hierbas Nutraceuticas Procesadas, Papas Nativas	Productores en Industrias Alimentarias, Mayoristas, Minoristas y Cadenas de Tiendas de Alimentos
5	Consortio de Productos Organicos	6(*)	Cuzco	Agroindustria	800	2007	Promocion	USA, Europa y Mercados Regionales	Te Verde, Hojuelas de Papas Nativas, Aceite de Sacha Inchi, Aceites Esenciales y Concentrados de Hierbas Aromaticas Nutraceuticas, Filtrantes de Hierbas Aromaticas	Productores en Industrias Alimentarias, Mayoristas, Minoristas y Cadenas de Tiendas de Productos Naturales
6	Consortio Textil Inca Fine	5	Arequipa	Textil y Confecciones	200	2007	Promocion	USA, Europa, Chile y Colombia	Prendas en Alpaca y Algodón Ecologico	Fabricantes, Mayoristas, Minoristas, Cadenas de Boutiques y Tiendas por Departamentos
7	Consortio Pisco Majes	6	Arequipa	Pisco	60	2007	Promocion	Europa, USA y China	Pisco	Mayoristas de Licores, Minoristas, Cadenas de Tiendas Especializadas, Tiendas por Departamentos y Cadenas
8	Consortio Textil Arequipa	5	Arequipa	Textil	50	2008	Promocion	Union Europea y USA	Confeccion de Prendas de Moda en Alpaca y Algodón	Mayoristas, Minoristas, Cadenas de Boutiques y Tiendas por Departamentos
9	Ingenieria e Informatica del Sur	4	Arequipa	Tecnologia de la Informacion	40	2008	Promocion	USA y Mercado Latino Americano	Sistemas de Logistica y Contabilidad, Soluciones de TI	Compañías de Software
10	Consortio Lago Sagrado de los Incas	9 (*)	Puno	Textil	200	2008	Promocion	Union Europea y USA	Prendas en Alpaca tejidas a Mano y en Telar, Chompas, Accesorios, Titeres, Tapices, Alfombras...etc	Mayoristas, Minoristas, Cadenas de Boutiques y Tiendas por Departamentos

CENTRO

Consortios de Exportacion Registrados y en Operación a Abril 2008										
	Nombre	Numero de Empresas	Region	Sector	Total Empleo	Año de Inicio	Modelo de Negocio	Mercados Objetivo	Oferta Exportable	Canales de Distribucion
1	Consortio de Turismo Integrado de la Macro Region Centro	4	Junin	Turismo	20	2008	Promocion	USA y Union Europea	Turismo de Aventura, Ecologico y Vivencial	Mayoristas y Minoristas del Exterior
2	Consortio de Exportacion de Textiles	14	Junin	Textil	250	2008	Promocion	USA y Union Europea	Prendas de Moda en Alpaca y Algodón	Mayoristas, Minoristas y boutiques
3	Consortio de Exportacion de Tejidos de Punto	7	Huancavelica	Textil	50	2008	Promocion	USA y Union Europea	Chompas de Alpaca Hechas a Mano, Guantes y Accesorios	Mayoristas, Minoristas y boutiques
4	Consortio Agro Industrial de la Region Junin	6	Junin	Agroindustria	50	2008	Promocion	USA y Union Europea	Productos de Maca: Maca Gelatinizada, Harina Pre Cocida, Jugos, Licores y Mermeladas	Productores de Alimentos Organicos, Mayoristas, Minoristas y Cademas de Tiendas Especializadas
5	Consortio Arte de Junin	9	Junin	Multisectorial	80	2008	Promocion	USA y Union Europea	Joyeria de Plata Hecha a Mano, Adornos de Ceramias y Frutos Secos Naturales, Productos de Papel Ecologico , Tapetes y Alfombras de Alpaca	Mayoristas, Minoristas y Cadenas de Tiendas de Decoracion y Regalos