



External evaluation
Business Plan Exchange 2014 - 2016
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SAMENVATTING IN HET NEDERLANDS (SUMMARY IN DUTCH)

I Inleiding: achtergrond van de evaluatie en het evaluatieproces.

In december 2013 kende de Vlaamse overheid de vzw Exchange een werkingssubsidie toe voor de uitvoering van het Business Plan 2014-2016. Conform artikel 9.6 in de programmaovereenkomst tussen de Vlaamse Regering en Exchange vzw (kortweg Exchange), dient er anno 2016 een externe evaluatie te gebeuren van de uitvoering van dit Business Plan tot heden. De onderhavige studie behelst de evaluatie, uitgevoerd door een consortium bestaande uit Tom De Bruyn (HIVA, KU Leuven), Fons van der Velden (Context, international cooperation) en Munya Saruchera (Labyrinth Consulting). De evaluatie behandelt het ontwerp en de relevantie van de aanpak van het Business Plan; de doeltreffendheid van de implementatie van het Business Plan, de coherentie en synergie met andere beleidsdomeinen, en gaat daarnaast in op enkele organisatorische aspecten van Exchange. Conform de referentietermen van de Vlaamse overheid, besteedt de studie specifieke aandacht aan de verwezenlijkingen in Zuid-Afrika en Malawi, twee van de partnerlanden van de Vlaamse internationale samenwerking.

De evaluatiemethodologie wordt gekenmerkt door:

- De participatie en betrokkenheid van alle relevante actoren (o.m. betaalde staf en vrijwilligers van Exchange, de vertegenwoordiger in de partnerlanden, de begunstigden de Vlaamse overheid) in het evaluatieproces via workshops, meetings en feedback sessies.
- Het reconstrueren en beoordelen van de veranderingstheorie die ten grondslag ligt aan het Business Plan.
- Een mix van methoden om de resultaten van het Business Plan te beoordelen:
 - Diepte-interviews met 20 klanten van Exchange in Malawi (Lilongwe) en Zuid-Afrika (Gauteng en Mpumalanga) (uitgevoerd in de periode 4 - 18 april, 2016).
 - Schriftelijke bevraging (enquête) van andere klanten van Exchange in beide landen. De respons was echter zeer laag (slechts tien per cent beantwoordde de communicatie).
 - Online bevraging van de vrijwilligers-experten van Exchange die missies uitvoerden in beide landen in de periode 2014-2016. De respons was relatief hoog (meer dan vijftig procent).
 - Documentanalyse.

Als leidraad voor de gegevensinzameling werd onder meer het EFQM model gebruikt.

De veelheid aan ingezamelde gegevens en de diversificatie van informatiebronnen liet toe om via triangulatie de evaluatievragen te beantwoorden.

II Aanpak en ontwerp van het Exchange Business Plan

De huidige aanpak heeft nog veel kenmerken van het 'expert-counterpart model' dat een paar decennia geleden populair was. Belangrijke lessen en inzichten die de voorbije decennia zijn getrokken met betrekking tot technische assistentie en ondersteuning van capaciteits- of bedrijfsontwikkeling zijn bijgevolg niet duidelijk merkbaar in de aanpak. Exchange benadert

ondersteuning van bedrijfsontwikkeling veeleer als een eenmalige en alleenstaande gebeurtenis dan als een proces dat institutioneel verankerd is. Daarnaast is er geen echte sprake van een uitwisseling van expertise, maar eerder van éénrichtingsverkeer van Noord naar Zuid. Exchange levert bovendien een gestandaardiseerd product volgens een gestandaardiseerde route (van Noordelijke NGO naar het Zuidelijk begunstigde). Deze 'one size fits all' benadering is eerder aanbod-, dan vraag gestuurd. Er is daarenboven een gebrek aan een beleids- en strategische kaders die richtinggevend kunnen zijn voor staf en vrijwilligers op operationeel niveau en de synergie en cohesie met andere initiatieven en actoren kunnen bevorderen. Er bestaat verwarring over wie de belangrijkste klanten zouden moeten zijn (ondernemers, civiel maatschappelijke organisaties, of de werkende arme lagen van de bevolking). Kortom, de aanpak van Exchange wordt eerder bepaald door het product en de diensten die Exchange aanbiedt, dan door het (bedrijfs)probleem dat ter tafel ligt.

III Resultaten van Exchange

De gedurende het veldwerk verzamelde informatie wijst uit dat de meeste klanten de expertise die wordt aangebracht door Exchange als relevant beschouwen dat het model zelf voor de individuele organisatie kosten- en tijdsefficiënt is. Vanuit een ruimer strategisch en beleidsperspectief kan het model met relatief goedkope of gratis assistentie echter bijdragen tot een ongelijke concurrentie met andere, lokale aanbieders van expertise. Voor de meeste organisaties was er immers in principe expertise lokaal of regionaal aanwezig om aan de noden te voldoen (maar tegen voor de betreffende organisatie meer ongunstige of niet makkelijk haalbare (financiële) voorwaarden).

Daarnaast wordt in meer dan de helft van de organisaties de doeltreffendheid in vraag gesteld, en in de meeste gevallen – van de welke er gegevens beschikbaar zijn - kunnen er geen duurzame effecten worden vastgesteld. De belangrijkste factoren voor de beperkte doeltreffendheid verwijzen naar knelpunten in de identificatie en verwerking van de aanvragen; de verwachtingen en het begrip van de (potentiële) klanten over de dienst die Exchange aanbiedt; de beperkte betrokkenheid van de klanten in het gehele proces van dienstverlening; de weinig procesgerichte benadering van de transfer van expertise; en een beperkt begrip van de context waarin de missies plaatsvinden.

IV Synergie en coherentie

Het Vlaams beleidskader biedt voldoende mogelijkheden voor een dienst die expertise uitwisselt tussen het Noorden en het Zuiden, maar in de praktijk werden er slechts beperkte inspanningen ondernomen door zowel de Vlaamse overheid als Exchange om tot synergie op het terrein te komen (in de partnerlanden). Toch zijn er merkbare verschillen: terwijl in Malawi synergie werd gezocht was dit in Zuid-Afrika geheel afwezig. Daarnaast is er ook slechts beperkt overleg en coördinatie geweest binnen de Vlaamse overheid en tussen de Vlaamse overheid en Exchange om te bepalen op welke manier het specifieke Exchange model concreet kan passen binnen de activiteiten van de Vlaamse overheid.

V Organisatie

Uit de gegevensverzameling en –analyse komt een beeld naar voor van een organisatiecultuur die maar beperkte aandacht besteedt aan kritische zelfreflectie, systematisch en expliciet

lessen trekt uit wat wel en wat niet werkte en versterking van de vaardigheden van de staf en de vrijwilligers. De complexiteit van ondersteuning van capaciteits- en bedrijfsontwikkeling komt te weinig tot uiting in de organisatorische processen. De organisatie is eerder gericht op output dan op de kwaliteits- en procesbeheer.

Conclusie

De evaluatie toont aan dat ondanks de kwaliteiten van Exchange, de toewijding en enthousiasme van staf en vrijwilligers, de organisatie haar op zich bewonderenswaardige ambitie van de organisatie niet kan vervullen. Er bestaat dan ook een wezenlijk verschil tussen de retoriek en de praktijk. Het evaluatieteam is dan ook van mening dat de aanpak en organisatie van Exchange fundamenteel dient herbekeken te worden. 'Business as usual' is geen optie, daar het ontwerp waarop het Business Plan is gebaseerd, verouderd is, de efficiëntie, doeltreffendheid en duurzaamheid te beperkt is, synergie en coherentie met de huidige inzichten in internationale samenwerking of bedrijfsontwikkeling ondersteuning bijna afwezig is; er weinig coherentie is met het beleid van de Vlaamse overheid; en er belangrijke organisatorische uitdagingen zijn. Een verderzetting van het programma in haar huidige vorm is bijgevolg risicovol en niet wenselijk omdat het de legitimiteit en geloofwaardigheid van belanghebbenden (Exchange en DIV) kan aantasten.

Een herziening van de rol, aanpak en organisatie van Exchange is dan ook aangewezen.

Negen suggesties

1. Grondig herbekijken en –formuleren van het ontwerp van het Business Plan op basis van een *Business Model Canvas* methodologie.
2. Herzien van de wijze waarop projectaanvragen worden gescreend en opgevolgd.
3. Verbeteren van de institutionele inbedding van Exchange in België en de partnerlanden.
4. Meer aandacht besteden aan *co-creatie*: bewuste, systematische en structurele samenwerking met directe belanghebbenden en andere belanghebbenden.
5. Analyseren welke organisatorische functies het best kunnen worden uitgevoerd door wie, waar en wanneer. Het overwegen van sterke decentralisatie naar partnerlanden.
6. Verbeteren van leerlussen binnen de organisatie.
7. Stimuleren van een organisatiecultuur die in overeenstemming is met de complexiteit van het verstrekken van capaciteitsversterking en ondersteuning van bedrijfsontwikkeling.
8. Opdracht geven voor een onderzoek waarin aandacht wordt besteed aan de financiële levensvatbaarheid van de organisatie op lange termijn.
9. Organiseren van een overgangsproces van een tot anderhalf jaar met het oog op een volwaardige organisatie- en institutionele ontwikkeling van Exchange vzw.

ACKNOWLEDGEMENTS

A large number of people have contributed to great extents to this evaluation study with information, time, organisational support, and valuable and critical insights. In addition, the evaluation team appreciates the open and transparent manner in which information was shared by all participants and stakeholders during the evaluation process.

In particular, we would like to express our gratitude to the Board of Directors, the General Manager, the Project, Country and Sector Coordinators, the Local Representatives and the volunteer-experts of Exchange who participated in various discussions and meetings or in the surveys. The organisational support of the Exchange management and the Local Representatives during the field visits in Malawi and South Africa has been crucial in the effective execution of the evaluation.

Next, we would like to thank the Flemish Government, specifically the team of DIV in Belgium and in Malawi and South Africa for their participation in the various discussions.

Also the, what we have called in this study, external resource persons, deserve a special mention for their time and informative insights.

Lastly, but certainly not least we are grateful to all the customers and clients of Exchange, in Malawi and South Africa, who have been so kind to dedicate part of their valuable time to provide information and share their opinions with us.

It speaks for itself that despite this intensive collaboration the content of this final report is solely the responsibility of the evaluation team. Feedback is welcome.

Tom De Bruyn, Fons van der Velden and Munya Saruchera.

Leuven/Utrecht/Cape Town
May 2016

LIST OF ABBREVIATIONS

AHI	Afrikaans Handels Instituut
BDS	Business Development Support
CBO	Community Based Organisation
CD	Capacity Development
CDS	Capacity Development Support
CSO	Civil Society Organisation
DIV	Departement Internasionaal Vlaanderen (Department Foreign Affairs)
MOGA	Malawi Organic Growers' Association
NDA	National Development Agency (South Africa)
NG(D)O	Non-Governmental (Development) Organisation
ODA	Official Development Assistance
OD/ID	Organisational Development/Institutional Development
PSD	Private Sector Development
PS4D	Private Sector for Development
RETOSA	Regional Tourism Organisation of South Africa
SME	Small and Medium Enterprise
TA	Technical Assistance
ToC	Theory of Change

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I. INTRODUCTION: BACKGROUND OF THE EVALUATION AND PROCESS

1. Background and objectives of the evaluation

On December 13, 2013, the Government of Flanders awarded an operating grant to Exchange vzw (in this report referred to as Exchange) for the implementation of the Exchange Business Plan 2014-2016. As stipulated in Article 9.6 of the programme agreement, at the end of this period an external evaluation of the Business Plan has to be carried out. According to the Terms of Reference (ToR)¹ the objective of this evaluation is to evaluate the design, progress, results of the Exchange Business Plan for the period 2014-2016 and to provide input for the future of the programme.

The evaluation is carried out by a team of consultants consisting of Tom De Bruyn (Research Institute for Work and Society, HIVA, Katholieke Universiteit Leuven, Belgium), Fons van der Velden (Context, international cooperation, Utrecht, the Netherlands) and Munya Saruchera (Labyrinth Consult, South Africa).²

On the basis of the joint proposal³ of the evaluation consortium which was accepted by the Government of Flanders as the basis for the external evaluation of the Exchange Business Plan 2014-2016, and an inception meeting with representatives of the Department Internationaal Vlaanderen (DIV) on March, 14, 2016, Brussels, the evaluation consortium developed an Inception Report in English. This Inception Report presented the research questions, the evaluation approach, the planning and the evaluation team.⁴

In this introductory chapter the main points of the Inception Report are summarised and additional information about the research questions, the evaluation process, and the evaluation team is provided.

The following chapters present the assessment according to the different evaluation areas: design (chapter II), results (Chapter III) and synergy and coherence (Chapter IV). Chapter V addresses some organisational issues identified during the evaluation process. The concluding chapter summarises the main findings and presents nine suggestions. Excluding an overview of the evaluation questions and a matrix with the main findings from the field work (Annexes A and B), other Annexes (I to VIII) referred to in this document are available in separate documents.

2. Main evaluation questions: four main areas

As per the Terms of Reference for this assignment, the members of the evaluation team have been asked to assess (1) the *design* and the *relevance* of the approach and Business Plan of Exchange ('is Exchange doing the right thing?'; (2) *the efficiency, effectiveness and sustainability and impact* of the business Plan ('is Exchange doing the things right') in Malawi and South Africa; (3) the *coherence* and *synergy* with the broader international cooperation

¹ Ref Bestek nr CON EVA 2016 2448, not dated, only available in Dutch referred to as the 'Bestek' in Annex I.

² For further details see section 4 in this introductory chapter.

³ See Annex II.

⁴ Tom de Bruyn & Fons van der Velden, Inception Report External Evaluation Exchange, March 2016. ('Inception Report') (Annex III.)

policy and priorities of the Government of Flanders; and (4) to suggest *learnings*, recommendations for the next business plan. Annex A at the end of this report provides a detailed overview of evaluation questions and indicates in which section of the present report addresses the question.

In accordance with the ToR, the evaluation team dedicated particular attention to the activities (applications of local companies that have been approved by Exchange i.e. 'beneficiaries') of Exchange in Lilongwe, Malawi and Gauteng, South Africa for the period 2014 – 2016 (till date).

3. Evaluation methodology

The evaluation methodology encompassed the following three components.⁵

a. Participatory approach focused on organisation learning

In order to ensure the inclusion of the opinions of all relevant stakeholders, as well as the effectiveness of the adoption of the results of this external evaluation, the evaluation team used a participatory approach focused on organisational learning. This implied the proactive involvement of the 'end-users' or 'beneficiaries' (basically customers and clients⁶ of Exchange in Malawi and South Africa), the team of Exchange in Brussels (both volunteers and employees), Local Representatives of Exchange in Malawi and South-Africa, and of DIV during the evaluation process via the organisation of several meetings, interviews and workshops. In particular a kick-off workshop in Wilrijk, Belgium (on April, 1, 2016) and sense making workshop in Brussels (May 10, 2016) with the team of Exchange Belgium (incl. volunteer-experts) and representatives of DIV, and two joint learning and feedback workshops in Gauteng, Mpumalanga and Lilongwe between April 7 – 18, 2016). On May 17, 2016 a Skype interview was held with the chairperson of Exchange. During this meeting the emphasis was on a review of the major suggestions (see Chapter VI) that have emerged from this study. Moreover a final debriefing meeting with the management of Exchange and staff members of DIV has been held on May 18, 2016.

b. Reconstruction and assessment of the Theory of Change

To assess the design and relevance of the Business Plan, the evaluation team undertook a Time Line Exercise and reconstructed the underlying Theory of Change on the basis of interviews with staff of Exchange and DIV during the so-called 'Theory of Change workshop' with the staff of Exchange and of DIV (on April 1, 2016). The proceedings of this kick-off workshop are presented in Annex IV.⁷

⁵ The inception report in Annex III provides an evaluation matrix (Annex 2) summarising the methods that have been used by the members of the evaluation team

⁶ See Box III in chapter III for more information on the difference between customers and clients.

⁷ Caroline de Vogel, *Report of the 'Kick off' workshop external evaluation exchange, April 1, 2016*, Antwerp, April 2016

In addition secondary material was analysed and interviews with Exchange staff, policy makers and international and national experts were conducted to assess the synergy and coherence with other policies and validate findings.⁸ A list of interviewed people is provided in Annex V. Lastly, two surveys were conducted to incorporate the opinions and data from Exchange volunteers-experts and Exchange customers (which were not visited by the Evaluation team) in Malawi and South Africa for the period 2014 - 2016. These surveys were also used to assess the results of the Business Plan (see below).

c. Mix methods to assess the results of the Business Plan

During the entire evaluation process the following interrelated mixed methods were used:

- In depth interviews and data collection among the representatives of the companies that have received support from Exchange between 2014-2016 in Malawi and South-Africa, especially in and around Lilongwe (Malawi) and Gauteng and Mpumalanga Provinces (South Africa). The Inception Report lists the selection criteria for the customers/clients to be visited.⁹ However, during the process of selecting these customers/clients, the evaluation team concluded (as opposed to the information provided initially in the 'Bestek') that the number of customers/clients based in both regions was too small to carry out an additional selection process. For Lilongwe all customers were selected while for the primary data collection in South Africa, the evaluation team proposed to include Exchange customers and clients in Mpumalanga Province. The evaluation team undertook two field visits to gather information (Munya Saruchera and Fons van der Velden in South Africa, April, 4 – 11, 2016; and Munya Saruchera and Tom De Bruyn in Malawi April 11 – 18, 2016). In total 10 customers/clients were visited in Mpumalanga and Gauteng, and 10 customers/clients in Lilongwe. At the end of each regional visit – with the exception of Gauteng Province - a joint learning and feedback session was organised. In Mpumalanga, the Exchange Local Representative and staff members of the National Development Agency (the main customer of Exchange in the Province) participated; in Lilongwe 7 out of 10 customers participated together with the Local Exchange Representative and the Representative of the Government of Flanders. Annex V provides an overview of the customers/clients visited and the participants of the joint learning session.
- A survey (word document via mail) among the other customers of Exchange in South Africa and Malawi (thus excluding those that were visited during the field visits) that received an expert mission in 2014-2016. The final questionnaire (see Annex VII) was designed after feedback from the Exchange management. The management of Exchange also sent out an introductory mail to all of the selected customers introducing the survey. This was followed by a mail of the evaluation team which included the word document with the questionnaire. The survey was sent out to 30 customers (one mail address each). The response rate was very low: only one customer returned a completed questionnaire. Four email-addresses were not active anymore and in one additional case there was discussion whether the organisation actually had received support or not. This low response rate can most probably be explained by the limited access to internet of certain customers; the reluctance of certain customers

⁸ For an example of interview guide, see Annex VI.

⁹ See Annex III section 3c.

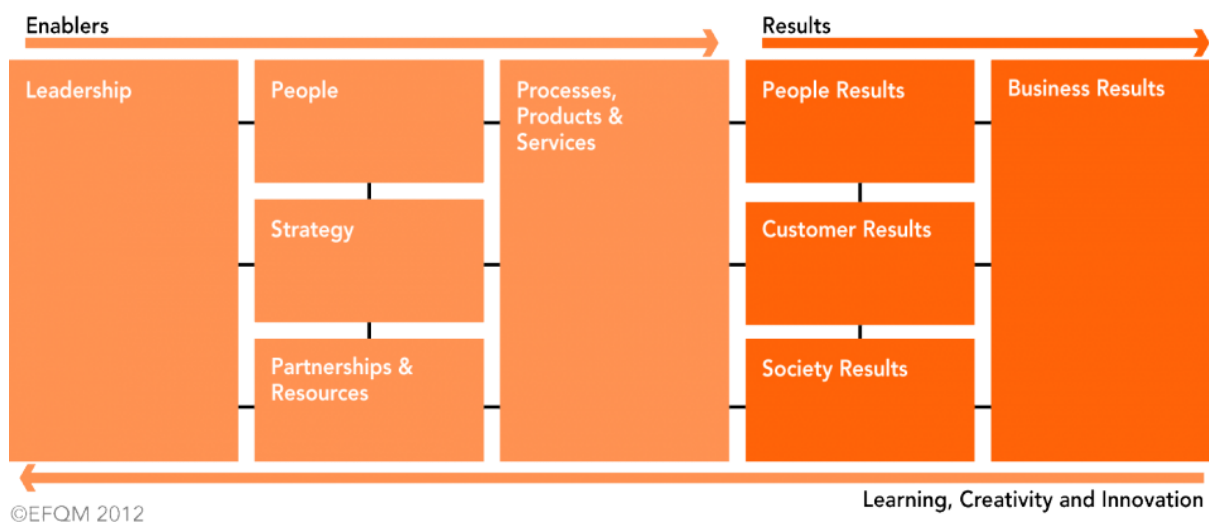
due to time investment needed to complete the questionnaire; and the limited added value for the customers to respond.

- A survey (via Survey Monkey) among the expert-volunteers that participated in the Exchange programme in Malawi or South Africa during the period 2014-2016. The final questionnaire was designed after feedback from the Exchange management and a trial with three experts. The management of Exchange also sent out an introductory mail to all of the selected customers introducing the survey. This was followed by a mail of the evaluation team which included the link to the survey. The response rate was relatively high. 20 out of 36 experts returned a completed questionnaire.¹⁰ Annex VIII presents the results to this questionnaire.

As was suggested in the Inception Report and further discussed during the Kick-off workshop (see Annex III and IV) as a methodological basis for the assessment of the results of the Business Plan the evaluation team proposed the EFQM model (see the diagram below). The major indicators for the outcomes as per the main categories of the EFQM model 'enablers' (leadership; people; strategy; partnership and resources; process, products and services) and 'results' (people, customers, society, business results) were developed during a participative workshop (see report Kick-off workshop, Annex IV). These issues were dealt with in the surveys for the expert-volunteers and customers/clients. The testing of this methodology during the primary data collection (i.e. in-depth interviews with customers/clients) elucidated that the customers/clients had only limited information to address these issues. For this reason, the in-depth interviews were organised as semi-structured interviews addressing the following issues:

- a. Overall introduction by the company about its value proposition, customers and clients, et cetera.
- b. Brief introduction of the evaluation of the Exchange Business Plan 2014 - 2016.
- c. Description of the customer client, and main current and previous challenges for the customer/client.
- d. Availability of (local) expertise to address these challenges.
- e. Overview of the collaboration with Exchange: 'why', 'what', 'how', 'when' and 'with whom'? (Descriptive, facts as facts.)
- f. Reflection about the main output and outcomes.
- g. Reflection about the main issues that can be learned from this particular case.
- h. Conclusions.

¹⁰ These included 12 out of 19 experts who served in Malawi and 8 out of 17 experts who served in South Africa. 9 respondents carried out missions in 2014, 12 in 2015 and 7 in 2016. 15 were male, 5 women; 11 respondents were older than 60, 4 between 50 and 59 years; 2 between 40 and 49, 3 younger than 40. At least six respondents were retired.



4. Evaluation team

a. Tom De Bruyn (HIVA, KU Leuven, Belgium)

Tom De Bruyn is senior research associate at the Research Institute for Work and Society (HIVA) of the KU Leuven, where he conducts since 2001 evaluation and studies on international cooperation issues, notably South-South Cooperation, Non-Governmental Organisations and small Civil society organisations, trade unions, private sector for development initiatives and development education in amongst other countries Malawi, Mozambique and the DR Congo.

b. Munyaradzi Saruchera (Labyrinth Consult, Cape Town, South Africa)

Munya Saruchera has been involved in the social change and community development sector, working with a range of national, regional and international organisations from Botswana, Malawi, South Africa and Zimbabwe. His work interests are in social accountability, organisational development, social innovations and learning circles for impact. To date, Munya has been involved in rural development, food security and smallholder farmer development, community-based natural resource management and youth and entrepreneurship. He is an Ashoka Fellow and founder of Labyrinth Consulting, a not-for-profit social enterprise engaged in project evaluations, facilitation and organisational development processes in Africa.

c. Fons van der Velden (Context, international cooperation, Utrecht, the Netherlands)

Fons van der Velden has a long track record with regard to coordination of multi-layered and multi-stakeholder evaluations in an international setting including South Africa. He is the founder and director of [Context, international cooperation](#) a social business that provides Business Development Support to development actors and (social) entrepreneurs in Africa, Asia and the Netherlands. During the past decade he has engaged extensively in studies about Small and Medium Size enterprises in Africa and in review of exchange programmes between parties of different parts of the globe. For further details, reference is made to his [LinkedIn profile](#).

5. Limitations of the study

During the evaluation process, the evaluation team identified a number of factors which enabled or limited the effectiveness of the evaluation of the Business Plan 2014-2016.

On the one hand, the cooperative attitude of the Exchange management and staff (including the Country Coordinators and Local Representatives) facilitated to a great extent the data collection and analysis.¹¹ In addition, the participation and constructive contributions and open dialogue attitude of the Exchange team (incl. expert-volunteers) and the representatives of DIV in the Kick-off workshop as well as the sense-making workshop and the joint learning sessions enabled a constructive learning and discussion environment.

In addition to the above, the willingness to participate and constructive dialogue of the customers/clients in data collection in Malawi and South Africa (Gauteng and Mpumalanga) during the field visits of the evaluation team as well as the relatively high response rate of the volunteer-experts in the online survey facilitated the study process.. Together with the available documents provided by Exchange and DIV, this allowed for a triangulation of findings, which in turn added to the robustness of the conclusions.

On the other hand, the limited availability of documents in other languages than Dutch (in particular the 'Bestek' and original proposal of HIVA and Context, and main reference documents, cf. annual reports, evaluation reports) led to a delay of the evaluation process and (initially) the exclusion of relevant stakeholders.

In addition, the fact that there are only country level policy documents available in a limited number of cases, made it difficult to assess the coherence and synergies with broader policy and institutional frameworks at the country level. Furthermore, the field work (see section 3c of this chapter) was hampered (initially) by the sample which was a priori decided in the 'Bestek', and which was based on an incorrect assumption of the number of approved expert missions in the Gauteng Province.¹² It was decided to include expert missions that had been implemented in Mpumalanga in the study, which led to an extra workload and last minute planning.

Next, there was a low response rate of the customers to the survey.¹³ Lastly, the time frame of the study (in particular between the approval of the proposal and the final reporting) was assessed by all stakeholders (i.e. Exchange team, DIV representatives, customers/clients and evaluation team) as very tight and was challenging for the organisation of the data collection and evaluation as a whole.

¹¹ Especially the often quick and adequate responsiveness to questions of the evaluation team (regarding for instance additional documents, availability for interviews, organisation of field visits, contacting customers/clients and volunteer experts) was an important enabler.

¹² Last minute changes had to be brought about in the data collection in South Africa (inclusions of Mpumalanga Province) with all related organisational and logistical complexities, which was as well time consuming.

¹³ Only one respondent responded to the survey.

In the concluding Chapter of this report it is argued that contested interests and power dynamics are intricately interwoven with Business Development support processes. In this context, it is important to note that in Malawi, and to a less extent in South Africa, respondents exhibited 'politeness bias' by not openly being critical of issues that arose in their relationship with Exchange, resulting in a degree of vagueness in their responses or inconsistent rating of their level of satisfaction. This is a cultural issue that was, up to a certain degree, dealt with through the use of an interviewing technique by asking the same questions in different ways and follow up questions to deepen the conversations.

The evaluation team is however of the opinion that despite these limitations, by and large justice has been done to the main evaluation questions of this study.

CHAPTER II: THE OVERALL APPROACH AND DESIGN OF THE EXCHANGE BUSINESS PLAN

1. Introduction

As per the 'Bestek' and the Inception Report¹⁴ for this external evaluation, the members of the external evaluation team have to study the overall design, effectiveness, coherence and synergy of the programme. In the present Chapter attention will be paid to the overall design, approach and strategy of Exchange, with as the guiding question: 'Up to what degree is Exchange doing the right things?'.

2. Succinct summary of the overall approach of Exchange

The main reference document for an analysis of the relevance of Exchange forms the 'Exchange Business Plan 2014 – 2016; Knowledge grows by sharing it'¹⁵ and the Theory of Change workshop which was held with the Exchange staff on April 1, 2016 at the Exchange Head Office in Wilrijk.¹⁶

The *ultimate aim* of Exchange is 'fostering entrepreneurship as a sustainable and powerful instrument for creating well-being in emerging economies'.¹⁷ This is being done by 'making expertise and global networks from entrepreneurs in the North (read Belgium) available for companies, businesses and training centres in the South'.

The *strategy* which is being followed entails the following main components:

- a. Making an external (in practice Belgian or European based) expert available for on the spot and job transfer of knowledge (for 7 – 14 days);
- b. A preparatory process: screening of the request of the applicant organisation; identification of the expert; preparation for the expert mission, et cetera;
- c. Online follow-up of the expert mission;
- d. Evaluation at the end of the expert mission and after 6 – 18 months.

The Exchange Business Plan 2014 - 2016 indicates the organisation has the ambition to be 'the centre of excellence for the direct exchange of knowledge and experience between the North and the focal countries of the Flemish development cooperation, with the aim to realise a sustainable and measureable growth for local businesses, with emphasis on respect for people, profit & planet. In this manner Exchange wants to contribute to the economic development in the region from where the demand has emerged'. The focus of Exchange is in Private Sector Development in the emerging economies, 'as the private sector is the generating force for economic growth'.¹⁸

¹⁴ In Annex III.

¹⁵ Exchange, not dated (most probably 2013). The document is in Dutch.

¹⁶ See Annex IV.

¹⁷ Exchange Business Plan, 2014 – 2016, p. 9.

¹⁸ Ibid.

Key words in the overall approach, strategy and methodologies that are used by Exchange are among others: 'direct' (Business2Business); 'result oriented'; 'efficient'; 'inclusive growth'; 'gender sensitive'.¹⁹

3. Main reflections about the overall design and approach of Exchange

a. The expert model

In the post Second World War development cooperation major changes in the character of Technical Assistance (TA) have taken place. Up to the end of the 1960s the emphasis was on personnel assistance: the deployment of expatriate experts to contribute to development in the 'Third World'. These experts normally worked with a local counterpart (hence the phrase 'expert – counterpart' model). At the end of the 1970s the attention shifted to more participatory approaches. With regard to TA the attention shifted from personnel assistance and direct implementation to supporting civil society organisations at local level and community development. The critique with regard to this type of international development cooperation (i.e. TA) continued however (too expensive, not efficient and effective and limited sustainability).²⁰ From the eighties the attention shifted to Capacity Development Support to civil society organisations and governments. Within this realm support to employment and income generating activities and Private Sector Development has become more important during the last 10 – 15 years.²¹

The present approach of Exchange has still many characteristics of the classical expert – counterpart model that was popular a few decades ago, and does not necessary reflect the major learnings that have emerged over the years, while there is actually a body of literature available about the limited relevance, efficiency, effectiveness and especially sustainability of such an approach. Business Development support is not a stand-alone product or an event for that matter. It is a process that needs to be embedded in an ongoing institutional engagement, especially for organisations that face problems with regard to business management.

b. Exchange and exchange

In the foreword of the Exchange Business Plan 2014 - 2016²² the chairperson of Exchange speaks about '*mutual* development and cooperation'. In the document it is reiterated at several places that 'or core business is to *exchange* expertise between North and South'.²³

¹⁹ Ibid, p. 10.

²⁰ Ref Paul Hoebink & Fons van der Velden, Van tropenarts en vrijwilliger tot institutieopbouw: Nederlandse technische assistentie in verleden en toekomst, in: Lau Schulp (red.), *Hulp in ontwikkeling; Bouwstenen voor de toekomst van internationale samenwerking*, Assen (Van Gorcum), 2001, p. 81 for more details.

²¹ For a historical overview of TA ref among others Fons van der Velden & Judith Zweers, *Personele samenwerking; Beleid, resultaten en perspectieven*, in: Kristoffel Lieten & Fons van der Velden (red.), *Grenzen aan de hulp; beleid en effecten van ontwikkelingssamenwerking*, Amsterdam (Uitgeverij Het Spinhuis), pp. 245-269, 1997; Paul Hoebink & Van der Velden, 1998; Paul Hoebink & Van der Velden, From volunteerism to professionalism: Technical Assistance of the Netherlands in a change; *Paper for the 10th EADI General Conference, 'EU Enlargement in a Changing World, Challenges for Development Co-operation in the 21st Century'*, Working Group 'Aid and Development', Ljubljana, 19-21 September 2002.

²² Page 2. Italics have been added.

²³ See among others page 3.

A common definition of the word 'exchange' is that it is: 'an act of giving one thing and receiving another (especially of the same kind) in return'.²⁴ Reciprocal giving and receiving are major characteristics of an exchange.

In the international debate about the pros and cons of TA it has been argued by many that professionals in the TA sector have to stop thinking that 'the North', development professionals and the aid industry at large have to *develop, build, transform, advise* the other (countries, regions, societies, sectors, institutions, organisations and/or individuals). Authors such as Robert Chambers reason that the issue is basically very simple: (poor and marginalised) people are knowledgeable. So-called poor countries, organisations and institutions have their own history, rationality, indigenous knowledge systems and traditions, which need to be respected and valued not only for their validity and usefulness but because they are part of the power of the poor. Human and social capital does exist and should not be 'created' but 'nurtured'. This history and rationality is generally strong on knowledge of local diversity and complexity, precisely where outsiders' knowledge is weak. Especially in view of the rapid changing contexts, the advantages over outsiders' knowledge are even greater. Moreover, empirical research makes (abundantly) clear that poor people are capable of self-reliant organisation.²⁵ Within the context of this evaluation this implies, among others, that it is important to make a thorough analysis of the situation before any expert knowledge and advice is offered²⁶ and that there is a need to foster and build on what is already there.

In the 'exchange' that is being facilitated by the organisation Exchange, the emphasis is however on a 'transfer of knowledge and expertise' from North (Belgium) to South. Thereby the implicit and often explicit assumption is that the 'other' (i.e. applicant in the Global South) has 'to be transformed', 'to be developed', 'empowered', 'capacities to be built' et cetera. This is reflected in the Business Plan and related documents of Exchange and on a number of occasions in the images that are being used for communication and publicity.²⁷

Such an approach negates the fact that countries in the Global South have a lot to offer; it is a missed opportunity of a discourse in which equality, reciprocity and mutuality between organisation and institutions plays an important role.²⁸ The present approach of Exchange is

²⁴ Merriam Webster online dictionary: <http://www.merriam-webster.com/dictionary/exchange>

²⁵ Robert Chambers: various publications. For an overview of the relevant literature ref Fons van der Velden, *Capacity for Development: A plea for a real paradigm shift, September 2004 (Contextual no 2)* Utrecht: Context, international cooperation.

²⁶ This issue is as well mentioned in the report of the evaluation of the Exchange Business Plan, 2011 – 2013 in which the need to carry out an adequate problem analysis/assessment prior to the beginning of an engagement is stressed (Karel Vanpraet, *Exchange vzw, Externe Evaluatie 2011 – 2013*, Maart- April 2013 (document in Dutch), p. 8). It may be noted that Exchange is not the only Belgium NGDO that has a weakness in this area. Huyse et al. state: 'Most remarkable in the evaluation is the general lack of a systematic analysis of the partner's capacity at the start of the partnership' (p.12). Huyse et al. ., *Evaluation of NGO Partnerships Aimed at Capacity Development, Brussels* (FPS Foreign Affairs, Foreign Trade and Development Cooperation), 2010.

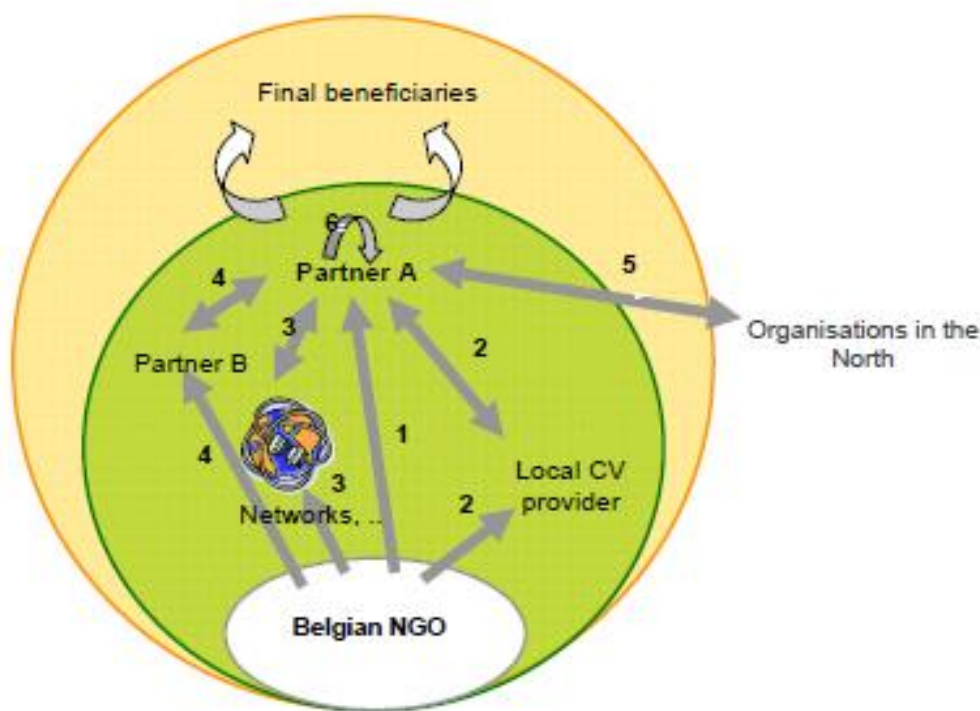
²⁷ See in analytical terms such as approach is a continuation of the post-second World War modernisation theory e.g. Rostow's *Stages of economic growth*.

²⁸ See among others publications of Edith Sizoo in the early nineties about this subject. (Edith Sizoo ed., *Beyond development cooperation: Towards a culture-conscious approach*, Soesterberg: Dutch Association for Culture and Development, 1993.

actually a manifestation of the traditional North South dichotomy instead of the realisation of Isaac's Singers 'One world' in which it is acknowledged that processes of globalisation are basically the same in 'North' and 'South' but get manifested differently. For example, South Africa has grappled and made reasonable success in integrating foreign nationals within its community, an area that Belgium and other European countries faced with migrant populations could learn from South Africa and other countries from the South. Other countries where Exchange is active have ample experience with counter terrorism programmes. Could this be a possible case of exchange from the South to the North?

c. *Different routes to provide business development support*

As indicated in the previous paragraph, the TA that is being provided by Exchange is from North towards South.²⁹ In a relatively recent (2010) publication for the (Belgian) Federal Ministry of Foreign Affairs, Foreign Trade and Development Cooperation about the evaluation of Belgian NGO partnerships and capacity development (CD) carried out by the HIVA/ACE Europe/IOB consortium at the request of the Special Evaluation Office (SEO) of the FPS Foreign Affairs, Foreign Trade and Development Cooperation, researchers have outlined that there are (in potential) basically six different routes to strengthen organisational capacities.



1. In the first option the Capacity Development Support is being provided by the *Belgium Non-Governmental Development Organisation*, i.e. Exchange.
2. In the second option by a *local Capacity Development Service provider*, this can be a Ministry, department or organisation that is part of the government, a corporate sector organisation, a social business or civil society organisation.

²⁹ The only South North exchanges that have taken place are cases where staff members of Exchange client organisations have travelled to the North for training. (Exchange Business Plan, 2014 – 2016: 27 – 28). It is not known whether in the history of Exchange any expertise, knowledge transfer, has taken place from South to North.

3. In the third option support is being provided in thematic or sectoral local *network*, alliances, platforms and conferences.
4. Option four implies *peer to peer support* among organisations.
5. Five is *collaboration with similar organisations in the North*.
6. Six is the *endogenous* route: the organisation organises its own Capacity Development process without external expertise.³⁰

The six different routes are all legitimate but quite different – the choice depends on the problem that needs to be resolved, the Capacity or Business Development Support that is needed, the institutional context of the recipient organisation, their business model, et cetera. In the interaction between recipient and potential service provider it is important to have systems and procedures in place to come to an appropriate choice and it is not helpful to select a priori one and the same route (i.e. providing a European/Belgium expert) as under such circumstances the ‘offering’ (supply) (i.e. an expert mission by a European/Belgian expert) and not the ‘demand’ becomes the leading force.

d. Standardised versus flexible product

The previous issue relates to the products and services that are being offered by Exchange. Exchange offers more or less a standardised product: an expert mission to be carried out by an expert from the North/Belgium within an x-number of days (which is in a number of cases an ‘event’ not a process³¹). The offering, product and services of Exchange seem to be leading; not the (business) problem that needs to be resolved.

Over the last two decades, organisations working in the area of Business Development Support and Capacity Development Support started working with a wide range of different modalities such as e.g. ‘local for local’ (support to be given by local Capacity Development Service providers to local organisations); South – South support; peer support within a country, region, sector; funding of involvement of local experts; ‘real’ exchange programmes between partners of different parts of the globe; (distant) coaching, mentoring; ‘twinning’ between organisations within the same professional discipline; long term missions; on the job accompaniment; strengthening institutional capacities of local Capacity Development Service/Business Development providers, et cetera.

e. Country level policy and what is core?

Interviews with various stakeholders and review of relevant documents indicate that the quality of the policy documents per country vary substantially but is not an exaggeration to state that there are hardly any full-fledged country policy document of Exchange in place.³² A

³⁰ Huyse et al. (2010), p. 29.

³¹ See Chapter III.

³² In response to question from members of the evaluation team the following documents have been provided by Exchange: (1) Daniel Appelmans, *South Africa Country Strategy document*, Exchange vzw, November 2015. This document contains some information about Exchange in South Africa, statistics about South Africa; a one page SWOT analysis of Exchange in South Africa (in Dutch) and a brief operational plan. (2) The team received furthermore a document which is partly in Dutch and partly in English with an overview of all the projects that have been support by Exchange in South Africa since 2007; (3) a document with priorities for Exchange in South Africa (‘small business development, agriculture/green economy and education) and an indication of

similar observation has been made by the evaluator of the Exchange programme over the period 2011 – 2013.³³ He stated that it is necessary to pay more attention to the strategy of Exchange at country level and that a policy document with clear strategic choices in terms of sectors, modalities, partnerships et cetera would lead to a more optimal result of the programme.³⁴ The emphasis should be on establishing a coherent and transparent programme at country level.

A coherent explicit country strategy is important for a number of interrelated reasons: accountability vis-à-vis back donors (i.e. the Government of Flanders and other funders); as a guideline for (internal) operational choices (among others for the Exchange Local Representatives); in order to facilitate transparency and avoid personalised policies; engagement and alignment with other stakeholders in order to foster coherence and synergy.

The absence of a policy may imply that relationships become personal and not institutional in nature and that the work gets affected once changes occur.³⁵

The absence of an explicit policy could also be at odds with the countries in which Exchange operates in e.g. in the case of South Africa, it is not clear which national policies does Exchange align with and contribute towards and what the South African government's position is with regards to the nature and content of expertise that is provided by Exchange's experts.

f. Who are the clientele of Exchange?

The absence of a comprehensive country policy leads to difficulties in a number of areas, one of them being: the question 'Who are the main clientele of Exchange?'. The evidence that has been collected during this present evaluation creates the impression that in a number of cases Belgian experts are supporting Civil Society Organisations (CSOs) and Community Based Organisations (CBOs) of the 'labouring poor' with regard to employment and income generating activities. Expertise from Belgium is being used for development of civil society actors including sometimes NGDOs. Examples include cooperatives that rear chickens, produce bricks and bake bread.

collaboration with other organisations (Flemish Government, Chambers of Commerce) and the structure of Exchange in South Africa (information about potential Local Representatives). The document is not dated; the status is not known. The Country Coordinator for South Africa shared furthermore (4) his latest scoping mission report (Project scoping South Africa – SZA0) (not dated and status unknown). In this document an overview is given of the organisations that have been visited by the Exchange South Africa Country Coordinator in the period October 25 – November 22, 2016. The document does not contain any overall conclusions with regard to the positioning of Exchange within South Africa. (5) In addition one of the Local Representatives shared a document about 'Creating shared value and rural development strategy, with information about expertise available within the cluster Agriculture & Horticulture. The document is classified as confidential and not dated. (6) Furthermore a one page strategy document has been shared by the same persons that indicated that the overall strategy is 'By building relationships with partners and like-minded stakeholders at all levels' (not dated and status is unclear). (7) Furthermore a Landendossier Zuid Afrika' from Flanders investment & Trade has been received. This document is not related to Exchange and in Dutch.

³³ Vanpraet, 2013: among other page 9. In this context it should be noted that the volunteer coordinators of Exchange, obviously with the support of the Exchange management, have challenged this recommendation and have questioned the value addition of country level documents. (Exchange Business Plan 2014 – 2016, p. 53).

³⁴ Ibid.

³⁵ E.g. when one of the Local Representatives of Exchange in South Africa changed domicile the programme in 'his' province almost collapsed.

In other cases Business Development Support is being provided to local (social) entrepreneurs. Examples include support to a waste management entrepreneur and assistance to a company marketing bee honey, tropical agriculture production techniques to a farm or value chain analysis to trade company.

Both the strategic lines are legitimate but are quite different in nature and have substantial implications for the way Exchange wants to position itself and operate.

g. Working with local partner organisations and institutional arrangement

One of the major learnings of the post-Second World War development cooperation is that long-term systematic and conscious engagement with local partner organisations is a prerequisite for relevant, effective, efficient and sustainable contribution to change processes.³⁶ This issue relates to subjects such as the need to contextualise (instead of a ‘one size fits all approach’); the necessity to have a deep and profound knowledge about the social, political, cultural and economic fabric organisations are operating in; to enhance ownership; and the acknowledgement that Capacity Development and Business Development Support are non-linear (most often complicated, complex or chaotic³⁷) processes that require quite a bit of ‘thinking on their feet’ by local actors. Moreover Capacity Development Support cannot be provided as a short-term input (‘expert mission’) but needs to be incorporated in an integrated long term process of engagement. This is preferable being done by a local partner organisation.³⁸

In South Africa and to a lesser degree in Malawi, Exchange works more or less on an ad-hoc basis through intermediary organisations (such as the National Development Agency (NDA) in South Africa, various Chambers of Commerce, the Belgium NGDO Trias vzw, et cetera) with clients. In these cases the customers (those who apply for expertise) or often not the ultimate beneficiaries or clients of the expertise.³⁹ At institutional level, and as a corporate policy, Exchange does however not work consciously and systematically together with local partner organisations. There is also no clear partner policy in place with regard to the institutional embedding in host countries and arrangements tends to be informal and ad hoc, which may affect the quality of implementation of the Exchange programme.

In this context, it may be noted that there is a bias in the institutional arrangement: the majority of the organisational functions are being performed at the Exchange Head Office in Belgium, while the ad hoc intermediary partner organisations and the Local Representative⁴⁰

³⁶ Ref among others: Stan van Wichelen, Mythevorming rondom het Nederlandse medefinancieringsprogramma, *Internationale Spectator*, september 1978, pp. 552 – 560.

³⁷ Ref Snowden’s Cynefin framework: <https://www.youtube.com/watch?v=N7oz366X0-8>

³⁸ This argument is acknowledged in the recent (2015) scoping document by the South Africa Country Coordinator: in the paragraph about ‘Aalst & Worcester Twinning arrangement’ (document without page numbers) it is stated that ‘sustainable development requires an integrated approach’ but it is added ‘SMEs should at the same time be empowered (sic!) individually as steps in the processes’. The crucial point is however that the two cannot be de-linked: Business Development Support to companies needs to be linked to an integrated approach that is being facilitated preferably by a local Business Development support provider.

³⁹ See also the Box in Chapter III, section 2 for a distinction between clients and customers.

⁴⁰ The unpaid Local Representatives that are operating in the absence of a policy and strategy framework are accountable to the unpaid Country Coordinator in Belgium.

perform only a limited number of organisational functions in the host countries. Major investment decisions are taken in Belgium. Such an arrangement has, apart from ideological consideration about genuine partnership and following the principle of ‘local for local’, far reaching (negative) repercussions for the strategic positioning of the organisation, its relevance, results, efficiency and relationships.

Box I: Institutional arrangement Exchange

Belgium:

1. General Manager
2. Project Coordinator
3. Country Coordinator
4. Sector Coordinator

Host country

1. Ad hoc partner organisations
2. Local Representative

This subject has as well been brought forward by the evaluator of the 2011 – 2013 Exchange Business Plan, who suggested to simplify the Exchange structure and to decentralise the organisation’s functions much more by working with what is called a ‘local resident coordinator’.⁴¹

h. Betting on the strong?

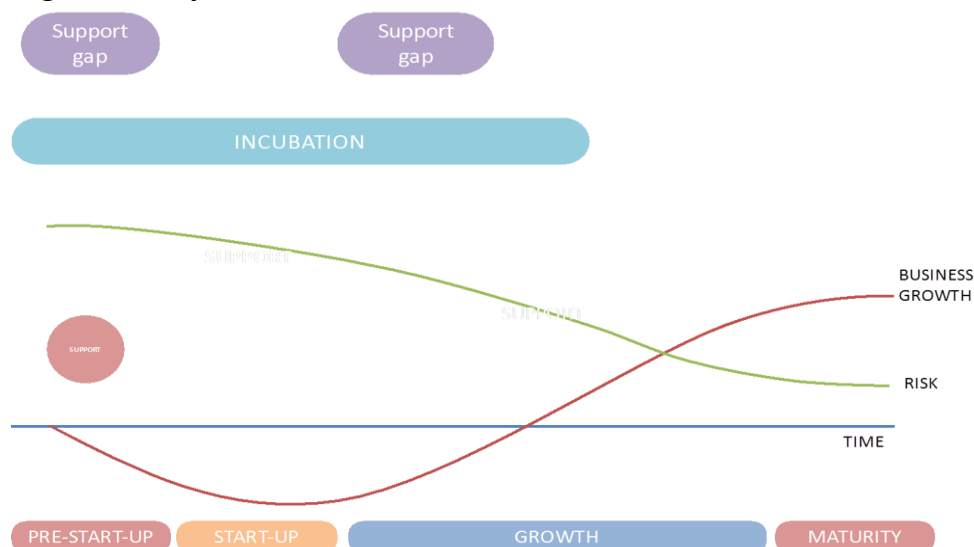
The selection criteria of Exchange are as such that the organisation focuses on Civil Society Organisations and companies that are beyond the so-called ‘valley of death’.⁴² It is however common knowledge that (social) entrepreneurs face major business development challenges during the incubation stage, ref to the diagram below.⁴³

⁴¹ Vanpraet, 2013, p. 8. This recommendation is as well contested by the ‘volunteer coordinators’ of Exchange who basically argue that the Local Representatives lack the motivation and competencies to carry such a responsibility, that there is no need for a solid hierarchy ‘that is a characteristic of development agencies and big NGO’s (sic)’ and that Exchange would like to continue with a ‘light structure’ (Exchange Business Plan 2014 – 2016, pp. 53 – 54).

⁴² Criteria include that the organisation should have in principle at least 10 employees; a turnover of € 25.000 - € 250.000,- is formally registered (ref the Exchange Business Plan, 2014 – 2016, pp. 55 – 56).

⁴³ Ref among others: Ronald Messelink & Titus van der Spek, *Supporting social enterprises from pre-start-up to scalability: Challenging the status quo*, SSBE 2015 (Kampala), Symposium Paper, September 2015.

Diagram: valley of death



Source: Messelink & Van der Spek, 2015.

Such an approach is in line with the classical post Second World War modernisation theory⁴⁴ and those who promote the 'trickle down'-theory: 'betting on the strong'. However, the 'betting on the strong' approach has already been, for a long time, characterised in the literature devoted to development economics, as 'the rich grow richer and the poor grow poorer'.⁴⁵ Especially in view of the fact that Exchange is funded with public funds that are earmarked for international development cooperation, the strategy of betting exclusively on 'the strong' may be considered as problematic. Moreover such a blank approach limits the possibility for profound contextualisation and development of a (diverse) programme portfolio which is in tune with local and regional priorities.

4. Conclusions with regards overall design and approach of Exchange

'Europeans display an exceptional inability to accept others as their equal, especially Africans. Once the principle of equality of both (value) systems is accepted, a dialogue can start. Currently there is no dialogue at all because Europe does not accept the idea of alliance that presupposes equality with other cultures.' (Nigerian writer Chinua Achebe)

In the preceding paragraphs information and reflections have been provided about the appropriateness and relevance of the overall design and approach of Exchange. In general terms, a picture has emerged of an approach that is not deeply embedded in – and aligned with – culture, economic realities and institutions in the host countries and that does not build on, in an optimal manner, capacities that are already in place (ref. the quote of Chinua Achebe). Moreover, the overall approach of Exchange is not optimally in tune with the contemporary practice-based and scientific insights about how to provide Business

⁴⁴ Such as approach was popular in the 1960's ref the writings Walt Rostov (*Stages of economic growth*) and others.

⁴⁵ Ref among others the work of W.F. Wertheim with regard to this subject, e.g. W.F. Wertheim, *Betting on the strong?*, in: W.F. Wertheim, *East-West parallels; Sociological approaches to modern Asia*, The Hague (W. van Hoeve), 1964, pp. 259 – 277. (Wertheim concludes in 1964 succinctly: 'Botting on the strong is bound to fail'... 'A betting on the backward appeared a more promising policy to make the backward strong' (Ibid: 273).

Development and/or Capacity Development Support to companies and Civil Society Organisations in low and medium income countries. In terms of dichotomies, the major differences, deviations may be summarised as follows.

Box II: Positioning Exchange within the contemporary Capacity Development discourse⁴⁶

No	Subject	Current practice Exchange	State of the art Business Development support
1	Overall approach	Expert – counterpart model- HRD focus (on individual competencies) Event based The ‘other’ has to be ‘developed’; capacities have to be ‘built’	Organisational and Institutional Development (OD and ID) Process oriented Joint, reciprocal development, exchange and learning
2	Direction	From North to South; Limited exchange; only at the level of the individual (the expert)	Exchange between different parts of the globe at organisational and institutional level
3	Organisational design	Majority of the organisational functions are being performed in the North (Belgium)	Decentralised operational structure
4.	Nature of products and services	Standardised products and services; ‘one size fits all’ Standardised Supply driven	Wide range of approaches and options as per the need of the client organisation Flexible Customisation/demand driven
5	Routes	‘One size fits all’: from Northern NGDO to clients and customers	At least six different options to provide Capacity- and Business Development Support
6	Strategic framework	Informal, ad hoc	Clear policies and strategic choices
7	Customers and clients	Medium size entrepreneurs and Civil Society Organisations (labouring poor) ‘Betting on the strong’	Pioneering (social) entrepreneurs (incubation stage) ‘Betting on the weak’
8	Relationships	Ad hoc partnerships	Longstanding, systematic and conscious reciprocal relationships with local organisations

⁴⁶ For a more elaborate overview of the expert model and contemporary approaches reference is made to the Fons van der Velden, Capacity for Development: A plea for a real paradigm shift, *Contextual No. 2*, September, 2004, Table 2; Expert model versus facilitation process (page 11).

CHAPTER III: THE RESULTS OF THE EXCHANGE 2014 – 2016 BUSINESS PLAN

1. Introduction

In this present Chapter attention will be paid to the results of Exchange, with as the guiding question: 'Up to what degree is Exchange doing the things right?'. As described in the methodology (and in accordance with the 'Bestek' and the Inception Report) the analysis focuses in first instance on Malawi and South Africa. The primary source of information to assess the results is provided by the in-depth interviews and data collection carried out with the customers/clients of Exchange in the Gauteng and Mpumalanga provinces of South Africa and Lilongwe capital region in Malawi. Additional documents (e.g. evaluation reports of Exchange) and the results of the surveys among volunteer experts provided additional data for triangulation of the findings⁴⁷.

The matrix in Annex B the end of this report provides an overview of the main findings with the customers/client visited. This assessment is based on the evaluators' analysis of the data gathered.

2. Diversity of challenges and organisations

a. Types of organisations

The range of organisations that receive expert missions from Exchange is very broad. First of all, in both countries a distinction can be made between customers and clients (see Box III).

Box III: Customers and clients

In this report a distinction is made between *customers* and *clients* of Exchange. As per the dictionary customers are the people who buy goods and services. The organisations that avail the services from Exchange such as NDA and AHI in South Africa, and in Malawi: the Malawi Hotel and Tourism Board and the Malawi Design and Tailors Association in Malawi are referred to as customers in this context. Clients are people receiving the primary benefit from the service, such as the various cooperatives that are being supported by the NDA in South Africa and the local chambers that are supported by the AHI.

In the case of the relationships of Exchange the customers act as vectors: they provide access to disadvantaged groups, communities and end-users (which cannot be reached by Exchange directly).

In this context it should be noted that most of the client groups do not qualify for support by Exchange (as per the current criteria): the customers do.

A second distinction should be made with regard to the types of organisations with whom Exchange is collaborating in Malawi and South Africa. There were five broad categories of organisations evaluated in both countries, namely:

- *Parastatals* such as the National Development Agency (NDA) in South Africa and the Malawi Hotel and Tourism Board;

⁴⁷ Due to the low response rate, the customers' survey only provided anecdotal additional information.

- *Civil society organisations* such as the four cooperatives visited in Mpumalanga, South Africa, Malawi Organic Growers' Association (MOGA), RETOSA and Malawi Design and Tailors Association, the Afrikaanse Handelsinstituut (AHI), and other organisations such as Natural Resource College and Likuni Boys and Girls Schools and Zodiak.
- *Individual entrepreneurs* that are mostly found in Malawi such as Sheila's Lodge, Storme Investments Tithokoze Farm and Bon Voyage Travel and Tours from Malawi and Johan's Waste Management Company and Ikhwezi farm enterprise in South Africa. These are individual proprietor-owned enterprises and often operated by the owner or family members, sometimes with a small compliment of seasonal staff or none.
- *Individual social entrepreneurs* like Tradeline Corporation,
- *Corporate sector companies* (Pvt Ltd's), African Honey Bee in South Africa.⁴⁸

While Exchange intends to reach out to SMEs, the data collection shows that a sizeable proportion of the customers/clients do not adhere to this definition – a realisation which the project and Country Coordinator for Malawi⁴⁹ also acknowledged (and which they hoped to change in the future).

A third key distinction between the organisations is that some of them identify themselves as still emerging into viable or full-fledged entities operating at an optimal and profitable level, whilst others are fairly established. The established entities have or had the requisite systems in place, once proved themselves as viable and profitable until the current economic climate or something drastic happened to them (theft) e.g. Bon Voyage Travel and Tours, Zodiak and Johan's Waste Management Company. The organisations are now barely surviving and hoping for a breakthrough opportunity or positive change of their economic environment.

The diversity in organisations is also reflected in the wide variety of sectors. In both Malawi and South Africa, Exchange is working with a range of clients and customers alike, that are engaged in diverse enterprises which straddle across a number of sectors that include: agriculture, education, waste management, media, brick making, travel and tourism, chambers of trade and commerce, design and tailoring, confectionary, forestry, bee farming, water, agricultural value chain and commodity broking. The common enterprise sectors found in the two countries are agriculture and tourism, with agriculture dominating the number of enterprises in both countries.

Lastly, there are a number of differences between the Malawian and South African organisations. In Malawi the enterprises evaluated are mostly owned and managed by younger people (on average in their 40s or below) whereas in South Africa it was a mix. Half of the enterprises visited in South Africa's Mpumalanga Province have an indirect relationship with Exchange, through an intermediary organisation or a direct customer of Exchange. There are multiple stakeholders involved in materially supporting the enterprises, most of which are cooperatives formed at the behest of provincial or national government departments and

⁴⁸ Whilst the typology and distinctions of the organisations is not always quite clear and consistent, the ownership/official registration status and nature of the business operations are some of the key guiding determinants factors used to categorise the entities. Some of the organisations, e.g. African Honey Bee from South Africa, have taken more than a single typology and identity as they continue to grow their commercial and community development divisions. The obtaining economic environment, leadership vision and taking advantage of emerging opportunities are drivers behind African Honey Bee's diversification of its business.

⁴⁹ Interview with Riet Dubois (Country Coordinator Malawi) and Stijn Van Bosstraeten (Project Coordinator).

development agencies like NDA and offered funding support. To this extent, these South African enterprises differ with those from Malawi in that they have alternative forms of financial support from government agencies and their targeted market is local whilst those in Malawi are focusing on export markets despite the constraints they face in accessing such markets. However, the dependency or expectations of support from government is common in both contexts.

b. Challenges faced by the organisations

Exchange is working with a fairly wide range of clients that include established and emerging enterprises that are all faced with a nexus of multiple challenges within and outside their control. The overall economic situation for small and medium-size enterprises currently obtaining in both countries is generally depressive and on a downward trend, compounding the viability and operative challenges faced by both established and emerging enterprises. This institutional and environmental factor is outside the enterprises' control, leading them to either go under or barely survive.

The next set of challenges comprises factors that are generally within a degree of control of the enterprises. The leading set of challenges identified by evaluation respondents in both countries include the following; lack of requisite business management competencies, lack of viable strategic or business plans, poor quality control system, poor product/service development, lack of the ability to obtain capital investment and social capital; poor marketing. There is, however, a close and causative linkage between the operative institutional environment and the set of business management competencies and requirements. The institutional context and obtaining economic environment makes it rather difficult and more costly, in the face of competing needs, for the enterprises to access capital and business management skills and support.

Against the above context, the institutional context and multiple business management challenges make Malawi and South Africa generally ideal for the small business development intervention and support offered by Exchange. However, the specific nature and needs of each enterprise, as informed by the contextual factors in each country, vary substantially from enterprise to enterprise; hence a blank approach is not very appropriate.

The organisations from both countries are all facing viability challenges as a result of constraints that are within and beyond their control. Whilst the economic environment is depressing and limiting the organisations in various ways, most of them are being affected by business management capacity challenges (in terms of the EFQM model 'enablers') to different extents. There is an intricate link and nexus between the set of factors from within their operations (the 'enablers') and those from the broader institutional business environment ('the market'). The more established enterprises are mainly affected by institutional and business environment factors that are primarily beyond their control but eventually this adversely affects the business management factors previously within their control. As the business challenges become more and more entrenched, factors that were once within their control subsequently transform to challenges less and less within their control due to business viability problems.

Most of the emerging organisations are struggling more with the immediate frontline of challenges, such as: lack of professional and viable business plans, lack of business management competencies, capital investments, professional product/service development, costing and diversification, requisite productivity and quality control systems, access to appropriate technology and (social) capital as well as marketing. These factors are mainly within a degree of the organisations' control so much that access to the relevant business advisory support could turn them around if implemented properly. A challenge in this regard pertains to accessing appropriate local business knowledge and understanding by the business owners in order to determine, identify and secure relevant intervention support.

Even though all the organisations are generally facing viability and marketing challenges, however, some of the organisations in South Africa are experiencing a rather unusual problem of failing to meet the local demand. Vusisizwe Nursery and Redibone Bakery cooperatives both have a local niche and a more or less guaranteed market for their products, but their business processes and lack of capacity and working capital are constraining them from meeting the demand. Both organisations lack the relevant production planning, quality control and management capacity as well as the necessary capital to produce at a level, timeline and quality that meets their clients' requirements.

c. *Absolute versus relative shortage of expertise*

A distinction needs to be made between situations where there is an *absolute* shortage of a particular competency, capability or capacity and where there is a *relative* shortage, i.e. the products and services that are being provided by the expatriate expert are in principle available but not against terms and conditions which are acceptable for the customer (in this particular case Exchange client organisations).

From the empirical evidence that has been collected in both Malawi and South Africa it becomes clear that Exchange caters almost exclusively to the needs of a *relative* shortage of expertise. In other words, the support which is being solicited from Exchange is in principle available locally; Exchange customers are not able or prepared ('ability or willingness to pay') for these services locally and revert to Exchange.⁵⁰ The main argument is that obtaining local expertise is more expensive and cumbersome. Additional arguments mentioned by some organisations were that expatriate involvement may provide prestige to an organisation, programme or project, or that there was a specific demand for international (i.e. European) expertise in order to cater for the western market (for instance in terms of tourist products or export of agricultural products).

Access to local expertise is for many of the organisations visited still a challenge – especially for the small and struggling organisations with constrained business management capacity, it takes an effort, resources and contacts to successful search for information about local expertise. A number of limiting factors could be identified during the field work. The main reason being that in both Malawi and South Africa there is no easily accessible database from

⁵⁰ In the expert survey, only one expert mentioned that expertise was not available locally. Most expert thought it might be difficult to obtain, while a minority thought it was available locally but not easy to obtain. According to the experts, the main bottleneck for employ locally available expertise was deemed to be inadequate financial resources.

where members of the public or emerging businesses can easily access information about experts and their areas of expertise, experience and charges and that no organisation supports them consciously and systematically to get access to local Business Development Support. As a result, many of the organisations are not able to determine or make an informed assessment, other than checking with their immediate networks (social, professional and otherwise), to find expertise. In the literature about the subject of the expertise is however pointed out that the absence of a 'fee for services' (it is actually almost 'free services') may lead to distortions in the local labour market as this leads to unfair competition with local Capacity- and Business Development Service providers. The expatriate expert involvement of Exchange in economies in Malawi and South Africa is (of course) very limited and too limited to have repercussion at meso- and macro-economic level, but may have repercussions for individual local Capacity Development Support providers. For them the implications are potentially anti-developmental (unfair competition with all its consequences).

3. Assessment of service delivered by Exchange

a. Relevance

Most customers/clients assessed the expertise that they were offered during the expert mission as relevant to address certain needs of their organisation - 16 out of 20. The same picture emerged with the expert-volunteers of which 17 out of 20 assessed the approach of Exchange as relevant. Most of the organisations also acknowledged that the experts provided were very knowledgeable and specialised in a specific area. However, further probing revealed that in many cases the expertise did not match entirely their specific demand or within the areas in which they required expertise. In practice the expert and the customer or client reformulated during the expert mission the project objectives in order to match the supply of expertise with a certain need that the organisations perceived to have.

From a policy, strategic perspective a slightly more critical picture emerges: although the services that is being provided by Exchange may be considered as 'relevant' by the individual customer, at meso and macro level it is undesirable that a subsidised foreign agency (i.e. Exchange) is providing subsidised or completely free services and hence engaging in unfair competition with local Business Development Service providers.

b. Efficiency

Closer scrutiny during the interviews revealed that eight out of twenty organisations were pleased with the efficiency of the expert missions, while the same number considered the missions as moderately efficient. The expert missions were assessed by the customers or clients as efficient in the sense that (1) in a relatively short period of time (sometimes even only in three to five days) experts were sharing their expertise and skills with the clients, and (2) the financial cost incurred for the client or customer were low. For instance, the range of costs incurred (accommodation, travel) was in the range of 1.200 US\$ to 100 US\$ in Malawi. As one client mentioned: 'We don't get at those terms and conditions support from elsewhere. If we would have to finance ourselves it would be a problem'. Similarly, 17 out of 20 respondents in the expert survey assessed the expert missions as efficient. Since a relatively high number of clients also asserted that their expectations were not fully met at the end of the expert mission (due to factors which will be described below), the positive assessment of

the efficiency of the expert mission should be interpreted for these organisations as followed: since the project did pose a large investment of time and resources, even a small benefit was considered to be a gain for the organisation.

Some clients though still needed to dedicate time after the expert mission to translate the provided expertise and deliverables in actions or activities which they could implement.⁵¹ In certain cases the time need to translate the advice into action was not foreseen and available. Consequently the expertise provided was not put to further use.

In cases where the issue of efficiency of the products and services that are being offered by Exchange is viewed from a broader strategic perspective, it needs to be observed that the offerings are not cost-effective as in most of the cases Exchange is catering to a situation of relative- and not absolute shortage of expertise, and the products and services provided may be locally available against more favourable price.⁵²

c. Effectiveness

For effectiveness, the data collected provide mixed results. The evaluators based the assessment of the effectiveness for the organisations visited (see matrix) on the comparison between the requested demand, represented by the expected deliverable, with the output delivered and the current need of the organisation. This assessment departs thus from the application form and additional information provided by the customer/client during the in-depth interview. This comparison shows that for slightly less than 50% of the organisations, the expert missions was assessed as effective. These organisations claimed that the expert missions had provided valuable insights in specific areas and assisted the applicants in addressing specific challenges within their organisation.⁵³

For the other 50% of the organisations, the expert mission did not achieve (entirely) the intended results. In about one 25% of the organisations the expert mission are partially effective, and in one fourth they were not effective at all.⁵⁴

The expert survey provides more optimistic results. Only two experts assert that the objectives of the expert mission had not been reached, while 12 out of 20 assessed the effectiveness as high and 4 as very high. However, as will be discussed below, most experts questioned the clarity of the expert missions at the project formulation phase. The experts were also asked to evaluate the progress the applicant organisations had made on the account of the expert

⁵¹ For instance one customer claimed: 'The report was good, but we need to translate it into an action plan (..) I need a weekend with my staff to go through the report and to see how we can translate this into actions'.

⁵² The cost price of an Exchange expert mission being on an average approximately € 5.000,- per unit.

⁵³ For instance, one company asserted that the expert mission 'helped us think strategically, (...) to identify who is who in the sector; whom you can advocate, who is you competitor, with whom you can collaborate. The study identified the gaps in the market. We also had a better idea of what resources were required'. For another client the expert mission allowed them to improve their service to potential customers.

⁵⁴ For instance, one client expected that the expert mission would enable the organisation to improve its production, marketing and management skills, but the expert only provided assistance for the first item. Another client mentioned that in two cases the intended development of a strategic plan was not achieved by the end of the expert mission, in another case the client did not gain deeper insight in developing and marketing tourist products and services.

mission with regards to the internal enablers and the results of the applicant organisations.⁵⁵ This was a difficult exercise, since one third to one fifth of the respondents did not provide an assessment. Those that provided an answer asserted that the results of the organisations had been improved in terms of meeting the needs of the customers, stakeholders in society and of the business as a whole, and to lesser extent regarding employees' job satisfaction. In terms of internal enablers positive assessments were made for the formulation of strategic plans, and value generating processes and products, while lower contributions were made to human resource management and the position of the company within the value chain.

d. Sustainability

It should as well be acknowledged that the recent nature of some of the expert mission makes it sometimes very difficult to identify any long term effects. In four cases it was therefore impossible to make any statements about sustainability. In terms of sustainability there was a strong divergence between the experts' assessments and that of the organisations. 14 out of 20 experts surveyed assess the long term effects of the experts mission as high to very high, while a comparison of the expected long term results with the already achieved output (i.e. deliverables) and the current need, led to the conclusion that in about half of the visited organisations there was no clear or robust evidence that effects on the longer term were due to expert missions. In only two cases there was substantial proof of sustainability of the expertise. This may not come as a surprise given the results on relevance and effectiveness of the expertise provided.⁵⁶

4. Factors explaining the assessment in terms of relevance, efficiency, effectiveness and sustainability

In this section, the factors explaining the above assessment are presented.

a. Clarity of the service delivered by Exchange

A first explanatory factor refers to the clarity of the service offered by Exchange, including the results that can be expected to be delivered. Most clients and customers had no clear understanding of the objectives, modalities, and responsibilities of the actors (i.e. Exchange team in Belgium, Local Representatives, experts, and clients and customers themselves) of the Exchange programme. This was especially apparent in the following issues.

Firstly, the involvement of the customer or client in the design phase of the expert mission was limited and not well defined. This also includes the selection of the experts, the matching of the supply of expertise with the demand and the time frame of the expert mission. Also the experts survey showed that only five experts asserted that the nature of the intervention and the expectations of the applicant organisation were very clear prior to the mission. Several indicated about the problems encountered in this stage of the mission.

⁵⁵ See section 3, chapter I.

⁵⁶ The sustainability of Exchange as an organisation and the business model that is being practised will be dealt with in Chapter V.

Secondly, in the applications the customers had to identify the areas in which they required expertise and the deliverables they expected to receive at the end of the project. The expectation of the organisations was that at the end of the project these deliverables would indeed be provided, but there was no clear procedure in place in which the Exchange could be held accountable in case the expected output was not met.

Thirdly, most customers and clients were unaware of the possibility that the expert would be able to provide additional advice after the actual expert mission was over. Although in practice this follow up occurred in many projects (in all but three of the projects visited, and 15 experts admitted to have provided up to several weeks of follow up), the clients and customers perceived that this was at the goodwill of the expert.⁵⁷

In those projects where the customers were different from the clients, the latter understanding of the Exchange programme was (even) more limited. This can be explained by the fact that the services were delivered through and at the demand of an intermediary organisation. Communication and information about the Exchange programme does not per definition involve the clients, which might lead to a lack of ownership of the expertise provided.

b. Participation of the client/customer in the design of the project

In most cases the clients or customers did not or very limitedly participate in the design and preparation of the expert mission. As mentioned earlier, the primary source of information to set up a project is the application form, which is completed by the customer and sent (either directly or through the Local Representative) to Exchange Head Office in Belgium. Once Exchange Head Office approved the application, the customers were offered the CV of an expert (in rare cases more than one) for approval. If the customer did not approve the expert, another CV was offered. In general the customers were not provided with a selection of experts to choose from, neither was there any profound procedure in place which allowed the customer to assess whether the expert and his/her expertise matched with their demand.

The analysis of the demand and the needs of the customer departed in the first instance from the application form, sometimes with additional information sought by the Exchange Head Office with Country and Sector Coordinators and Local Representatives and/or experts. The customers were not or limitedly involved in this process. This explains the mismatch in certain cases between client needs' and the expertise offered. In some cases this mismatch was addressed later on, when the expert requested for additional information from the customer to prepare for his or her mission, and by an inception meeting at the start of the expert mission in which the expectations of the customer were discussed and clarified. Whether and to what extent this occurred was dependent on the expert involved. Experts in the survey confirmed the importance of the exchange of information provided prior to the mission.

c. Supply rather than demand-driven approach

⁵⁷ As a representative of an organisation mentioned: "We now have a personal relationship (...) he has offered to assist us from Belgium, but we cannot bank on that, because there is no contractual agreement".

In terms of demand and supply-driven interest towards Exchange's service, empirical evidence indicates that during the period under review there was more supply than demand-driven service in both countries. This is because more than half of the enterprises did not actively seek out Exchange in a bid to grow or save their businesses, but they were approached and actively encouraged to apply for support from Exchange without fully understanding the objectives and nature of the service/support rendered.

d. Standardized service

Exchange offers – as has been highlighted in Chapter II - a standard service and operates a particular business model that is not necessarily informed by the specific context of the two countries or particular needs of each enterprise, resulting in potential challenges of the 'one size fits all' approach. However, despite facing generally similar operative and business management challenges, each enterprise has a particular set of needs depending on the sector, service or product, period of existence, capital investment and the capacity of the business owner/s.

e. Event versus process oriented service

The expert interventions turned out to be rather events instead of process-oriented, and this – as has been explained in Chapter II of the present report – part of the way Exchange offerings have been 'designed' and was largely because the period of visits was often too short (in some cases only 3-5 days) and details of the objective, process, ideal timeline and desired measurable outcomes not clear and agreed beforehand. One way to demonstrate that the allocated mission time was not adequate, is the fact that most experts made follow-ups after the visits in order to try and achieve the objectives. It is important to note that even though there were no contractual obligations, the volunteer-experts maintained 'after service' contact out of their own will, and this was welcomed by many organisations, despite a lack of a clear arrangement in this regard.

In this context, it is important to note once again (ref Chapter II) that Business Development Support should be an on-going process, and not a once-off event or one-size-fits-all solution to a myriad of organisations situated in different contexts. To this extent, in principle and notwithstanding the fact that Exchange's business model is premised on voluntary expertise, it follows that the services it provides to its clients are therefore necessarily not sustainable, effective and efficient much as they may be relevant.

f. Contextual knowledge

In as much as the identified experts are professionals in their own right, most of them did not have well informed contextual knowledge of the business environment in which the organisations are operating. In the absence of no interface or limited 'orientation' with the country and programme director as well as the organisation to be visited, some of the volunteer-experts relied on internet searches for international literature and country briefings produced by institutions like the World Bank and the CIA which is often a general national overview. It was, therefore, not surprising to find out that poorly oriented experts spent valuable time familiarising themselves with the specific sector and organisational contexts

during the field missions, resulting in less time on practical engagement and subsequently less or little impact or failure to meet client expectations.

It, therefore, follows that the degree of preparation and adequate contextual knowledge as well as business operations of the client organisation are inextricably linked to the success of an expert mission for both the volunteer-expert and the hosting client organisation. Many client organisations would welcome an opportunity to engage a volunteer-expert to gauge their knowledge of the country and contextual knowledge of the client organisation and respective sector, with a view to have a voice and choice in the ideal volunteer-expert they would like to have. To the extent this request is possible, investing time in the planning phase would be a win-win outcome for Exchange, the volunteer expert and hosting client organisation.

5. Other effects of the approach

The current approach being used by Exchange has its pros and cons. In as much as the approach may be working well and meeting the organisation's objectives in some cases, the same approach inevitably results in unintended outcomes in other cases. The use of volunteer-experts from the Global North (Belgium and Europe in general), at the expense of locally available experts, may reinforce the 1960s expert-counterpart model of development and a colonial dependency culture on foreign donors/the North and to an external national governments among the clients. This trend is observable in both Malawi and South Africa where expectations of donations, grant funding and assistance was openly expressed by respondents, even to the evaluation team where the white evaluators were repeatedly asked to help with funding of struggling projects in South Africa (and in Malawi the request was for access to foreign markets and donors in Europe).

The very practice of using foreign volunteer-experts inevitably leads to the distortion of the local labour market when local experts are crowded out by external experts and denied potential opportunities. While organisations' argument that local experts are comparatively more expensive, when the total cost of bringing out foreign volunteer-experts (and Country- and Programme Coordinators) to Malawi and South Africa are compared with the costs of hiring local experts, it would work out cheaper to use local experts who often have better contextual knowledge. Because the foreign volunteer-experts who came to both countries were mainly white males, with the exception of one black expert who came to Malawi from Belgium, this practice reinforces the stereotypes that 'white people are experts and foreign knowledge is more superior to local knowledge and black experts'. This is a difficult and sensitive issue to grapple with, but it is often the proverbial 'elephant in the room'. Acknowledging and learning to deconstruct these stereotypes in a respectful but sensitive way could help change mind sets and shift the paradigm.

The very name 'Exchange' conjures up connotations about reciprocity or the act of consciously giving and taking between equal parties. The question that inevitably arises is whether the organisation of Exchange wants to live out its name by deliberately engaging its partners/clients in a reciprocal relationship of consciously giving and taking or exchanging expertise et cetera? Is the programme a deliberate unidirectional flow of expertise from the North to the South? Does Belgium/ Europe/the Global North have anything to learn from

Malawi/South Africa/Africa or the Global South? Some of the experts could indeed provide examples of professional insights about expertise and know-how that they had acquired during the expert missions. The organisations on the other hand could hardly give any examples of expertise that they had been requested to share with the experts.

6. Conclusions about results

“Is Exchange doing things right?” is the central question of this chapter. A first important observation made on the basis of the analysis of this chapter is how Exchange (at various levels, the organisation, volunteer-experts and Local Representatives) define and attribute success in their work. On a superficial level, i.e. in terms of output (the number of missions executed, the number of applicants), the results seem to be rather positive. The main sources of information to assess the success are either accounts of volunteer –experts (whom sincerity and professionalism are not put in question – but that have per definition a stake in this self-assessment exercise), evaluations of the customers are clients directly after the event has taken place (when the shared expertise still needs to be put into practice and the politeness bias is not addressed – in addition, despite efforts response to longer term evaluations is very low). Furthermore the success of an intervention differs from stakeholder to stakeholder, for instance for the Local Representative when a mission is completed because that is when he or she receives a fee.

However, the data collection for this evaluation has demonstrated that uncovering the outcome and appreciation of the expert missions and activities of Exchange is mostly possible when having in depth and open discussions with the organisations.

The analysis of the data collection showed that a number of important questions can be raised about the relevance, efficiency and certainly effectiveness and sustainability of the executed activities of Exchange. In about half of the expert missions, the effectiveness is (seriously) questioned and for most no clear sustainable effects could be identified. While in general the service of Exchange is welcome, a number of anomalies in the design and implementation of the Exchange approach limit its overall efficiency, effectiveness and sustainability. These anomalies relate to the limited participation of the customer/clients, the clarity of the service, the one-size-fits-all approach, standardized service, the knowledge about the context in which the organisation operates. The most successful examples were those in which the applicant felt ownership of the process, by having participated intensive in the design phase and selection of expertise, the expectations were made clear and there was follow up (or even repeated missions). Furthermore where Exchange acted as a gap filler for short expertise missions of on-going or long-term activities of other intermediary organisations, better results were achieved.

CHAPTER IV: SYNERGY AND COHERENCE WITH THE CURRENT POLICY OF THE GOVERNMENT OF FLANDERS

While Chapter II addressed the alignment of the Exchange Business plan with the international development policies, this chapter focuses on the *coherence* and *synergy* with the policy and priorities of the Government of Flanders.

The Beleidsnota 2014-2019 provides the policy framework of the Government of Flanders regarding 'development cooperation'. In terms of synergy and coherence between the Flemish policy framework and the Exchange Business Plan 2014-2016 three areas can be identified: (a) focus on private sector development (b); choice of partner countries and sectoral focus; (c) awareness raising and development education.

1. Private Sector Development

The Beleidsnota⁵⁸ mentions explicitly the aim to contribute to the development of the private sector in developing countries – in particular those private actors who effectively contribute to social, economic and ecological sustainability. Specific policy measures to achieve this include:

- Support for private sector development as a strategy for poverty alleviation in the partner countries and the Southern African region. Specific reference is made to mutual exchange of knowledge between Flemish actors and actors in the South, in which the local needs should [of the South] should be the guiding principle.
- Stimulating technological and technical North-South Cooperation in the private sector.

The Exchange Business Plan's objectives (as described in Chapter II, section 2) correspond with the attention given by the 'Beleidsnota' to private sector development. The Business plan intends to foster private sector development and its approach is at least in discourse based on mutual exchange of knowledge and expertise, departing from the needs of Southern organisations.

The evaluation of the design and the results of the Exchange Business Plan (see Chapter II and III) however demonstrate that these intentions are not fully achieved and that consequently the coherence with the Flemish policy are limited. In particular the analysis raises questions about (1) the type of organisations supported; (2) the adequate identification of the needs of the Southern organisations; (3) the effectiveness and sustainability of the event-based approach to address these needs; (4) the mutual exchange of expertise, in particular the 'South' to 'North' transfer of knowledge and expertise.

⁵⁸ Beleidsnota, p. 44-45

2. Country and sectoral focus

The Flemish development cooperation focuses on three partner countries in Southern Africa, i.e. South Africa, Malawi and Mozambique and three sectors:⁵⁹

- Employment creation via the development of Small, micro and medium enterprises (SMMEs) in South Africa.
- Right the health, incl. sexual and reproductive health care in Mozambique (and phasing out in Malawi).
- Agriculture and food security in Malawi.
- Gender is identified as a transversal theme.

Malawi and South Africa are among the main countries in which Exchange has implemented projects in the period 2014-2016. Due to language issues (i.e. finding experts who are proficient in Portuguese), Exchange has opted not to concentrate to a lesser extent on Mozambique. Furthermore, the Exchange Business Plan focuses specifically on SMEs which is coherent with the Flemish sectoral focus in South Africa, and a sizeable proportion of the expert missions in Malawi have taken place in the agriculture sector.

When delving deeper into the coherence and synergies of the Exchange Business Plan and its implementation in both countries, a more nuanced picture emerges. First of all, the available country strategy paper for Malawi and South Africa do not or only vaguely refer to possible synergies with the Flemish country strategies for South Africa and Malawi, nor do they outline a profound analysis of the existing local (i.e. South African or Malawian) policy and institutional framework (including a mapping of existing actors (governmental, donors, or other organisations) and initiatives and policies). Commendable is that in the past three years, as the Project Coordinator and Country Coordinators mentioned in the interviews, efforts have been undertaken (via for instance scoping missions) to develop a better understanding of the institutional and policy context, but this has up until now not been translated in clear country strategies.

Secondly, the picture in terms of coherence and synergies between Exchange and the Flemish policies and activities between both countries differs to a great extent. In Malawi the Local Representative of Exchange and the Flemish representative have actively shared information and looked for synergies, albeit only in the agricultural sector. In Malawi the Flemish representative invites each organisation and expert active in agriculture for a meeting, which enables the Government of Flanders to enlarge its knowledge about the existing organisations and enterprises and their needs. Furthermore, in at least two instances (of our cases studies), the Flemish representative has referred organisations which have received support from the Government of Flanders to Exchange for additional expertise.

In South Africa on the other hand, there is very little interaction and information sharing between the Government of Flanders and Exchange. Furthermore, the approach of Flanders (according to the Flemish Representative in South Africa), regarding SME to catalyse socio-economic, change differs from that of Exchange. While both approaches believe in an

⁵⁹ Beleidsnota, p. 40-41

entrepreneurial approach to create economic, social and environmental values and the coaching and support of local entrepreneurs the approaches differ on the following issues:

- Rather than focusing on specific companies and a transfer of competencies from North to South, the Government of Flanders advocates a multi-level (individual, organisation, environment – micro, meso, macro meta) and multi-actor approach (public sector, private sector, academic and civil society) to strengthen the SME and social enterprise ‘eco-system’ and thus the development of synergies between the actors. Flanders also advocates strong focus on looking for complementarities and synergies among development partners and projects in South Africa.
- While Exchange’s approach focuses on human resource or organisational development, Flanders prioritises the support for the enhancement of relevant policy framework and develop policy and programme proposals to the national and provincial governments; support further research and training within South African academic and training institutions.

Moreover the Government of Flanders is, in South Africa, part of an innovative programme about social entrepreneurship both at entrepreneur in the level of institutional architecture. Programme objectives include⁶⁰:

- Raise awareness across the broader community about what the social economy is and the role of social enterprises;
- Explore further the social enterprise models and models for financing the social economy;
- Coaching and support for social entrepreneurs;
- Support an ambassador and support network for social entrepreneurs;
- (Impact investment) fund for social enterprises; early stage and growth capital;
- Upscale of social enterprises & replicate successful S&E business models;
- Improve the quality and availability of Business Development Support (BDS) services geared towards S&E enterprises;
- Support conventional enterprises in moving towards green and inclusive business models (GIBM) (mainstreaming S&E business models. S&E businesses are not a subsector but should be mainstream)

In the context of the launch of the post 2015 sustainable development agenda and the move forward in tackling climate change, the government of Flanders believes that ‘SME social and environmental enterprises can contribute to a green, inclusive and sustainable growth and mitigate the impacts of climate change. While economic growth is important, the nature of that growth is a key concern given the risks associated with climate change and the destruction of the environment driven by the exploitation of natural resources. It is recognised that a shift is required towards an economy that promotes ecological sustainability and contributes to social justice. The role of social enterprises in linking sustainable development and social justice is one of the key features of this sector. The social economy also responds to South Africa’s commitment to achieve an environmentally sustainable, climate-change resilient, low-carbon economy in a just and equitable manner’.⁶¹

⁶⁰ Interview with Katrien Dejongh, country representative DIV South Africa.

⁶¹ <https://www.seed.uno/about/work/seed.html>

3. Awareness raising and development education

Lastly, the Government of Flanders⁶² also intends to strengthen the public support for development cooperation and development education and recognises the role of private initiatives (known in Flanders as ‘Fourth Pillar initiatives’) in this regard.

As the name of the organisation implies, and is mentioned in the Business Plan (though not as an explicit result), the expert mission are considered as an instrument for an exchange of skills and know not only from North to South but also vice versa. Closer scrutiny of this ‘exchange’ (see Chapter II and III), demonstrated that the main exchange occurring from South to North is that of better understanding at the level of the experts of challenges and contexts of the ‘South’ and the some general ‘lessons for life’. The General Manager⁶³ describe it for instance as a “very valuable intercultural training”.

In that sense the Exchange programme might contribute to the policy priorities of the Government of Flanders regarding awareness raising and development education at the level of individuals (experts) that are involved in the programme. There is no conscious and systematic attempt to bring about organisational and/or institutional arrangements in this area.

4. Flemish International cooperation and foreign affairs

From 2012 to 2015 Exchange also received funding from other source of the Government of Flanders (about € 208,000) to execute expert missions in the MENA region (Middle East and North Africa). While this subsidy was first intended for activities in Libya from 2012-2014, due to political instability in this country, an extension was granted of one year and an expansion for the programme to the MENA region. Since this evaluation only focuses on the Business Plan 2014-2016, funded by DIV (and more specifically the unit of Global Challenges), no statements can be made about the effectivity of the programme funded by the Foreign Affairs unit. However, the observation should be made that – at least in the period 2012-2015) - there was very limited coherence of within the Government of Flanders between both subsidising mechanisms. Representatives of both units also admitted that there was limited exchange of information and coordination - and institutional instruments in place to allow for this to happen - in the follow up of the activities of Exchange.

5. Conclusion about synergy and coherence

In Chapter II it has been argued that the overall approach of Exchange is not entirely in line with contemporary insights about the provision of Capacity or Business Development Support to organisations in low and medium income countries.

In terms of alignment with policies of the Government of Flanders it can be observed that despite a clear opening within the Flemish Policy framework towards a service which intends to exchange expertise between the Global North and the Global South, (1) only limited efforts

⁶² Beleidsnota, pp. 47-48.

⁶³ Interview met Mr Tom Govaert & Mr Adrien Oreins, DIV Buitenlandse Zaken.

have been made by on the one hand the Government of Flanders and on the other hand Exchange to establish synergies *on the ground* (i.e. in the partner countries), (2) only limited structured and coordinated discussion has taken place within the Flemish policy and with Exchange to what extent the overall approach of Exchange can fit with the approach of the Government of Flanders and its specific units.

Findings of the data collection show that there is only limited structured coordination and synergy between the Flemish policy and the activities of Exchange. The expertise of Exchange might add value to the implementation of the Flemish policies vice versa when it is embedded within a clear policy framework

CHAPTER V: SOME ORGANISATIONAL ISSUES

Although an organisational analysis is not part of ToR for this evaluation of the Exchange Business Plan 2014-2016, during the course of the evaluation a number of organisational issues emerged which the evaluators consider to be important factors influencing the relevance, effectiveness, efficiency and sustainability as well as the coherence and synergy with other policies of the Exchange approach.

1. Tasks, responsibilities and coordination of Local Representatives

Within the Exchange organisational structure, Local Representatives are given the main responsibility to identify potential relevant projects. There is however no strategic or operational framework available to them to which they refer for alignment with the policy priorities of Exchange. This results among others in the following operational complexities:

- There is no clear delineation of sectors on which they have to concentrate.
- Since the only incentive given to the Local Representatives is a remuneration of €400 for each implemented project, there is no motivation to assess whether the expertise needed can be found elsewhere (relative versus absolute expertise). In addition, this agreement does not stimulate appropriate process oriented quality control of the applications. Instead it rather stimulates Local Representatives to mould applications in order that they will be accepted by the Head Office of Exchange.
- There is a fixed rate regardless of the country in which Local Representatives operate, while economic context differ to large extents between the countries in which Exchange is active.

There are as well a number of strategic issues that need to be mentioned. As has already been pointed out by the reviewer of the 2011 – 2013 Business Plan⁶⁴ there is hardly any institutional embedding of Exchange in the host countries and sub-optimal use is being made of the knowledge, expertise and social capital of the Local Representatives.

In addition, as has already been mentioned in Chapter II, the vast majority of the organisational functions that need to be performed by Exchange are being taken care of in the North (i.e. Exchange in Belgium) and for instance the participation of the Local Representatives in the decision making process is limited to non-existent (and hence also their power to influence in this process).

The Local Representatives are directly accountable to the Country Coordinators who visit them once a year – the rest of the communication, support and guidance is being given through Skype calls and e-mail correspondence. In view of the absence of country strategy documents there is no clear, agreed and internalised framework for accountability and transparency.

⁶⁴ Vanpraet, 2013, pp. 8 – 9.

2. Monitoring, evaluation and learning loops within Exchange

Box IV: Business Development Support: complexity

The support which is being provided by Exchange experts vis-à-vis clients may be characterised as a non-linear change process in which improbable, unpredictable and unexpected events may have a substantial impact. Hence in the monitoring and evaluation of such processes it is important to focus on 'what has emerged' (instead of immediately focussing on the assumed intervention logic) in the day-to-day reality in the collaboration between Exchange and the clients.

a. *M&E systems and procedures within Exchange*

The review of the expert missions of Exchange is organised through a number of interrelated activities:

- a. a questionnaire for the costumer (applicant organisations) which is being completed immediately after/at the end of the visit of the Exchange expert;
- b. a debriefing conversation with the expert immediately upon return to Belgium which has basically the character of a self-assessment;
- c. an assessment by the Project Coordinator or Country Coordinator mainly based on the above and a conversation between the respective Project Coordinator in Belgium with the Local Representative;
- d. a second questionnaire 6 – 18 months after the completion of the expert mission⁶⁵.

The quantitative data are aggregated and reporting takes place at the level of the Logical Framework of the Business Plan 2014 – 2016. In the Business Plan⁶⁶ it is indicated that the outcomes of the above described evaluations are 'discussed at all levels within the organisation'. The qualitative results are part of the project dossier and are at present 'not yet consolidated and analysed in a structural manner'. Within the overall objectives of Exchange a few result areas have been formulated:

- a. High quality applications of companies/organisations that are able to attain sustainable and inclusive growth;
- b. High quality experts that are proposed to customers;
- c. Adequate expert missions;
- d. Internal and external organisational sustainability.⁶⁷

In the Exchange evaluation formats, four answering categories are being used: (1) very positive; (2) rather positive; (3) neutral/no impact; (4) negative impact.⁶⁸

In the Exchange Annual Report for the year 2015 it is indicated that in total '91,22% of all the expert missions can be classified as positive or very positive'.⁶⁹

⁶⁵ Interview with Ms Ellen van Dessel, April 11, 2016 and Exchange Business Plan 2014 – 2016.

⁶⁶ Exchange Business Plan 2014 – 2016, p43.

⁶⁷ Exchange Business Plan 2014 – 2016, pp. 18 – 25.

⁶⁸ See e.g. Exchange Business Plan 2014 – 2016, pp. 57 – 58.

⁶⁹ Exchange Annual Report 2015, p. 25

b. Reflection about learning loops within exchange

As indicated in Chapter II and at the beginning of this Chapter, Capacity and Business Development Support is a 'risky, murky, messy business with unpredictable, unqualifiable outcomes'.⁷⁰ Such support is normally provided in a multi-stakeholder setting (in this particular case with among others clients, customers, intermediary organisations, Exchange volunteers and Exchange staff), is often multi-layered (i.e. with attention for competencies, collective capabilities and capacity) and multi-faceted (among others attention for 'enablers' and 'results'). In the literature about this subject therefore a distinction is being made between *attribution*⁷¹ and *contribution* and it is being acknowledged that that measurement of these types of programmes is rather difficult and as such it is not easy, but as well not impossible, to come to learning loops.⁷² Against this background, it is generally attempted to work with so-called mixed methods: quantitative and qualitative approaches, methodologies and tools in order to measure business performance.⁷³

In all fairness it needs to be stated that outcomes that are presented by Exchange in the recent (draft) Annual Report (2015) are based on the application of a limited number of methodologies; that is to say there is a bias in the questionnaires that are being used; that the results are unrealistically positive. Such a lightly 'triumphalist' approach and culture may hinder a deeper and more systematic and profound analysis of results through which feedback may be generated with regard to future policies, strategies, instruments and procedures and may in due course have negative implications for the credibility and legitimacy of not only Exchange as an organisation but as well the back-donors of the organisation. Learning organisations are self-critical and always seeking for objective feedback and an opportunity to grow and outdo themselves.

3. Capacity enhancement of volunteers

The operational model of Exchange depends to a large extent on volunteers, i.e. Sector Coordinators, Country Coordinators and experts. They invest considerable time in the organisation and/or implementation of the activities of Exchange (up to one day a week according to a Country Coordinator, and up to several weeks during and after the expert mission according to the experts surveyed). Despite the central role that these volunteers have in the Exchange programme, there is no clear policy in place to support the development of their competencies to implement and organise activities within the programme. For instance, there is no intercultural training programme (with attention for subject such as intercultural

⁷⁰ Peter Morgan, 1977

⁷¹ Described in the OECD/DAC glossary of terms as: 'The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention. Note: Attribution refers to that which is to be credited for the observed changes or results achieved. It represents the extent to which observed development effects can be attributed To a specific intervention or to the performance of one or more partner taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks'. In the case of contribution there are many actors and factors at play and it is not possible to distinguish a clear cut cause – effect relationship.

⁷² Ref among others the partnership of PUM with research institutes to come to an appropriate measurement of results: <https://www.pum.nl/about-us/prime>

⁷³ In this context it should be noted that the 'volunteers-coordinators' may be correct in their observation that the Logical Framework Approach is generally a too rigid instrument to analyse complex processes' (Exchange Business Plan, 2014 – 2016: 54).

communication, facilitation of organisational change processes) attached to the expert mission which prepares them and provides follow up.

4. Attention for gender

The Exchange Business plan 2014-2016 pays several times attention to gender.⁷⁴ In terms of the beneficiaries and the partner countries' needs, reference is made to the indicator that companies or organisations that benefit from the services of Exchange should support gender equality, and regarding the internal organisation of Exchange, reference is made to the objective the organisation's team should reflect a gender balance.

From the analysis of the design and the implementation of the Business Plan three conclusions can be drawn. First, there is no deeper analysis in the Business Plan of how to understand and approach gender issues by and within the organisation - gender is mainly narrowed down to a balance between men and women within the organisation, or to ameliorating the position of women in society, without specifying what this entails. Secondly, the Business Plan does not present a specific strategy to address gender issues or to mainstream gender within its activities, nor is it clear on what indicators are used to assess for instance potential beneficiaries' inclination towards supporting gender equality, nor on a broader level the progress made towards gender equality of Exchange's activities. Hence no conclusions can be drawn about the (positive or negative) contributions of Exchange towards addressing gender equality in or gender needs in the partner countries and organisations. Thirdly, from the analysis of the Theory of Change and Exchange organisational evolution⁷⁵ can be concluded that in the period 2014-2016 the organisation has attempted to open up its team and volunteers to include more women, thus making progress towards a more gender balanced (in terms of women vs men) organisation.

5. Conclusions about organisational issues

The issue that are mentioned in this Chapter are diverse in nature but may reflect a certain organisational culture in which critical self-reflection, explicit and systematic learning from what has gone well and what could or should have been done differently and capacity enhancement of staff and volunteers and attention for the gender dimension of the work are not high on the agenda. The earlier mentioned 'messy and murky character' of Capacity- and Business Development Support does not seem sufficiently be acknowledged and translated in organisational processes. The organisation seems to be rather output and target oriented with less attention for process and quality control.

⁷⁴ 'Groeit moet gendergevoelig zijn' (p. 10), 'Ook de zwakkeren uit de maatschappij moeten voldoende toegang krijgen tot de arbeidsmarkt: de laag- of ongeschoolden en zeker ook de vrouwen. De aandacht voor gender moet groeien, zodat taken en kansen meer in evenwicht komen' (p.15), 'Het bedrijf/organisatie staat open voor gendergelijkheid en voor sociale en ecologische thema's' (p. 19), 'Het aspect "gender" en de bijzonder uitdagingen en lasten waarmee vrouwen geconfronteerd worden, wordt hierbij in begrepen' (p. 38), 'Binnen de interne werking van Ex-Change wordt gendergelijkheid als een leidraad gebruikt. Er is oog voor het genderevenwicht van het uitgebreide team van de organisatie' (p 39).

⁷⁵ See Annex IV.

CHAPTER VI: REFLECTIONS, CONCLUSIONS AND RECOMMENDATIONS

‘First and foremost, support provision should be about the needs of the (social) enterprise, not the needs of the support providers’.⁷⁶

1. Introduction: the picture that has emerged

In the preceding chapters a description and rather critical reflection has been provided about the overall *design* of the Business Plan of Exchange for the period 2014 – 2016; the efficiency, effectiveness and sustainability of the Business Plan; coherence and synergy with regard to contemporary development policies in general and the policy of the Government of Flanders in particular and some operational issues. As per the ‘Bestek’ and Inception Report in the present, concluding Chapter, attention will be paid to a summary of the main findings, learnings and suggestions about how to proceed.

It has become a rather critical tale of an organisation that is in a transition process of a pioneering stage to the next stage of organisational evolution.⁷⁷ At the same time it needs to be acknowledged that on several occasion during the evaluation process the management of Exchange, staff members and volunteers have expressed a preparedness to learn from past experience. This may be considered as an asset, as well as the high committed of Exchange staff members and volunteers. The volunteer are experts in their own professional areas, and the programme has – in principle – the potential to act as a bridge between communities in a globalised world and – as part of long terms institutional Business Development Support programmes the potential to contribute the Private Sector Development in the host countries. Moreover such a programme has – in case reciprocity and exchanges are taken seriously - as well the potential to enhanced insights, competencies, capabilities and capacity of organisation in Belgium itself.

Box V: Business Development Support: ‘power over’ in relationships

Cooperation between organisations in general and Business and Capacity Development processes in particular are often characterised by imbalances in interest and power. Rajesh Tandon (PRIA, India) formulates the issue as follows: ‘... conflicting values and contested interest are intrinsically interwoven with the Capacity-Development process’. In their introduction to one of the recently published main reference books about Capacity Development the editors write: ‘And if capacity is relational, it is also political, It is also about power, politics and interest and about system’s ability to work with and through differences in view and power to achieve effective collaboration. It is about potential divergence and asymmetries between actors, and how these factors are dealt with’.

It is nowadays generally accepted that power issues are a fact of ‘international development cooperation life’ and that the issue should be ‘on the table’ in all stages of Business Development support practice, and that Business Development Support providers need to confront these issues thoroughly in their intervention approaches and practices.

Systematic and conscious attention for this particular dimension in the relationship between Exchange and its client organisations is absent in the Exchange policy and strategy documents and

⁷⁶ Messelink & Van der Spek, 2015, pp. 5.

⁷⁷ Ref as well the report of the kick-of workshop in Annex IV.

intervention strategies, approach and operational guidelines. Sensitivity and the mind-set to deal with such complex issue appears to be absent in the Exchange network of relationships.

a. Design of the programme of Exchange (Chapter II)

In Chapter II it has been argued that the present approach of Exchange has still many characteristics of the expert – counterpart model that was popular a few decades ago, and does not necessary reflect the major learnings that have emerged with regard to Technical Assistance and Capacity- Business Development Support over the few decades. Business Development Support is not a stand-alone product or an event for that matter. It is a process that needs to be embedded in an ongoing institutional engagement, especially for organisations that face problems with regard to business management. The direction of the ‘exchange’ that is being provided by Exchange is into one direction: from North to South, thereby neglecting the fact that organisations and companies from low- and medium income countries may have a lot to offer to the Northern hemisphere. In terms of service delivery, Exchange follows a standardised route (from a Northern NGDO to South) and products are standardised. The offering is supply not demand driven and ‘one-size-fits-all’. Transparent, accessible policy and strategy frameworks that may enable accountability, transparency, synergy and cohesion in the multi-stakeholder setting in which Exchange is functioning are virtually absent. There exist confusion about the primary clients (entrepreneurs or Civil Society Organisations of the labouring poor) and institutional relationships are ad hoc and lack strategic focus.

In short in the design of Exchange the offering, product and services of Exchange seem to be leading; not the (business) problem that needs to be resolved.

b. Effectiveness of the Business Plan 2014 – 2016 (Chapter III)

To the extent that the clients and customers of Exchange in South Africa and Malawi have indicated in this evaluation, the organisation’s Business Plan for the period 2014-2016 could have been more effective, from both the supply and demand side, than it has been. The effectiveness of half of the expert missions analysed in the Malawian and South African case studies, is seriously questioned.

There are a number of reasons for this state of affairs, and the primary ones are process issues in the application procedures, shared understanding and matching of felt needs and expectations in comparison to the deliverables, time actually spent by expert volunteers. The other issue had to do with relative versus absolute shortage of the expertise that was sought and provided. In many instances the clients and customers did not specifically know who to approach, where to seek needed expertise within their local contexts and how much that could comparatively cost them and hence the decision to opt for Exchange expertise and the cost-benefit analysis thereof were not really well-informed based on the best business principles. Consequently, this scenario may result in distortions of the local labour market. Having said the above, Exchange has, however, managed to deliver a much-needed service to its clients despite the challenges it faces.

c. *Synergy and coherence (Chapter IV)*

There are opportunities for synergy and coherence between the Government of Flanders development cooperation policy and strategy and a service that provides external expertise to address specific needs. However, this synergy and coherence has not or at best only limitedly (notably, in the agricultural sector in Malawi) been achieved in the partner countries of the Government of Flanders.

d. *Organisational issues (Chapter V)*

From the data collection and analysis emerged a picture of an organisational culture which pays limited attention to critical self-reflection, explicit and systematic learning from what has gone well and what could or should have been done differently and capacity enhancement of staff and volunteers and attention for the gender dimension of the work. The 'messy and murky character' of Capacity and Business Development Support does not seem sufficiently acknowledged and translated in organisational processes. The organisation seems to be rather output and target oriented with less attention for process and quality control.

2. **Overall conclusion and reflection: Exchange at cross roads**

In Chapter II it has been indicated that Exchange has the ambition to be 'the centre of excellence for the direct exchange of knowledge and experience between the North and the focal countries of the Flemish development cooperation, with the aim to realise a sustainable and measurable growth for local businesses, with emphasis on respect for people, profit & planet. In this manner Exchange wants to contribute to the economic development in the region from where the demand has emerged'.⁷⁸ On the basis of the findings and reflections of this study and with due respect for the history, identity and strengths of Exchange it may be concluded that this level of ambition is maybe a bit too high at present as there exist quite a substantial gap between the ambition and what is actually happening on the ground; between 'rhetoric and reality'.

The question where to go from here is not an easy one as the present state of affairs call for a more fundamental reflection than just 'What suggestions can be made to improve the Business Plan (results and SMART indicators), the reporting and valorisation of the own contribution'.⁷⁹

The members of the evaluation team are of the opinion that Exchange, and together with Exchange its most important back donor the Government of Flanders (DIV), are at cross roads. 'Business is usual' is not an option as the design on which the Business Plan of Exchange is based and that is actually followed is basically outdated; the efficiency, effectiveness and sustainability of the programme is too limited; synergy and coherence with the contemporary development discourse about Business Development Support almost absent; coherence with the policies of the Government of Flanders inadequate; there are a number of organisational challenges around issues of organisational learning, internal division of labour and quality assurance. Continuation of the programme in its present form is therefore – as per the opinion

⁷⁸ Ibid.

⁷⁹ Bestek page 5; Inception Report Annex I: Evaluation questions.

of the members of the evaluation team - a high risk and not desirable as it may affect the legitimacy and credibility of all stakeholders involved.

The main question that needs to be resolved by Exchange and its major back donors is: 'What is core?' e.g. the needs of Exchange as a service provider or the request for Business Development Support of customers and clients in low and medium income countries. Is the organisational form of Exchange (being an organisation that is largely managed by volunteers) the principal determinant or does Exchange adhere to the principle that 'organisational form follows organisational function'?

In the event that Exchange and DIV would like to continue the programme the organisations may wish to look among others⁸⁰ into the following ten issues (see the next section).

Box VI: Follow-up: nine succinct suggestions

The major recommendations in this Chapter can succinctly be summarised as follows.

1. Revisit *the design* of the Business Plan fundamentally with the support of the Business Model Canvas methodology.
2. Revise the manner in which *project applications* are being screened.
3. Improve the *institutional embedding* of Exchange in Belgium and the host countries.
4. Pay more attention to *co-creation*: conscious, systematic and structural collaboration with stakeholders.
5. Analyse which *organisational function* can be performed best by whom, where and when. Consider substantial decentralisation to host countries.
6. Improve *learning loops* with the organisation.
7. Foster an *organisational culture* that is in line with the complexities of providing Business Development Support.
8. Commission a study to look into the long term *financial viability* of the organisation.
9. Organise a *transition process* of one to one and a half year in order to organise a full-fledged *Organisational- and Institutional Development process* for Exchange.

In short, the evaluation team recommends a transition period of around 18 to 24 months in which a full-fledged Organisational and Institutional Development process of Exchange can be carried out.

3. More detailed suggestions: nine offerings

a. *The design of Exchange*

1. *The value proposition of Exchange*: from the empirical data and reflections that have been presented in this evaluation report it becomes obvious that the overall business proposition of Exchange needs to be re-visited fundamentally. It is suggested to do so on the basis of a Business Model Canvas exercise, so that attention is paid to the interrelated segments of: value proposition (what value addition is being provided by Exchange; what are its core products and services, up to what degree is it 'one size fits all of product diversification et cetera); customer segments (e.g. (social)

⁸⁰ The list is – in view of the complexities and the issues at stake – not comprehensive and may change in the course of time.

entrepreneurs, Civil Society Organisations, para-statal, public sector; in which countries; start-up or well established companies⁸¹?); customer relationships (e.g. what is the role and function of Project Coordinators, Country Representatives, Local Representatives), channels (e.g. local institutional embedding, role of local partner organisations) key activities (which organisational function is being performed by whom, where i.e. in Belgium or in the host country), key resources (finances, human resources, material), key partners (in Belgium and in the host countries), cost structure; revenue streams (grant based or a combination of revenue streams).

Exchange is advised to engage in such a repositioning process with the active involvement of major stakeholders (such as Local Representatives, back-donor(s), volunteer experts, selected customers and clients, potential partner organisation in host countries and Belgium), not only from Belgium, but as well for the Global South.⁸²

In order to prepare for such a Business Model Canvas exercise it may be considered to formulate a strategy paper/concept note that outlines the overall strategy positioning of Exchange.⁸³

b. Efficiency and effectiveness

2. *Processing of applications*: the identification of demands, screening of applications, monitoring and learning needs to be improved substantially as ‘rubbish in’ leads to ‘rubbish out’.⁸⁴ As ‘quality starts at entry’ hence special attention should be paid to the beginning of the pipe line: the analysis of the requests for expertise and the initial engagement with the customers and clients (the ‘entrée’). Thereby the questions should be raised, ‘up to what degree the required expertise is available locally and up to what degree it is feasible that Exchange and/or its partner organisations support the applicant to get access to such local products and services.’ Perverse incentives⁸⁵ in the present system should be stopped in a manner that the demand-driven dimension of the requests by applicants can become predominant.

c. Relationships: synergy and coherence

3. *Institutional embedding*: a more optimal result may furthermore be achieved in case Exchange improves (from ad hoc to lasting and formalised institutional relationships) its institutional embedding both in host countries and in Belgium. In such a manner the

⁸¹ Exchange is at present active in 22 number of countries (draft Annual report, 2015, pp. 5-6). In 10 countries less than 10 expert missions have been realised; in six countries only one. It may be considered to focus – during the suggested transition period see further on - on the three countries on which DIV is concentrating its international development cooperation, as it might be difficult to provide a high quality input in so many different contexts.

⁸² Which implies that the various documents need to be written in English. In view of the fact that ‘a problem may not be resolved from the source from which it has emerged’ (Einstein) it may be considered to seek external support in terms of process facilitation.

⁸³ Once the concept note and the Business Model Canvas have been completed Country Strategy Papers and Country Level Action plans may be formulated – all the documents need to be in English in order that optimal use can be made from local knowledge and experience, to foster ownership, inclusion, and participation.

⁸⁴ PUM, *Entrepreneurs for entrepreneurs, The Manual*, The Hague (PUM), 2012, p. 41.

⁸⁵ Such as the payment to Local Representatives for every expert mission achieved.

products and services of Exchange would no longer be a stand-alone product, but can be an added value in a long term process engagement of another (principal) Business Development Support provider. In this context it can, for instance, be considered to work with like-minded organisation in Belgium on a joint platform for Private Sector Development in low- and medium income countries.

4. *Quality of relationships, co-creation*: there is scope to improve relationships within the 'Exchange system' in such a manner that these are based on the principles of equality, reciprocity and mutuality. This is not only applicable to relationships between actors of different parts of the globe, but as well within Exchange and the partnerships within Belgium, so that the future work of Exchange will be characterised by co-creation. In such a process more synergy and coherence with the policy and operational decisions of the Government of Flanders may be achieved.

d. *Organisational issues*

5. *Organisational functions*: in general terms the principle may be followed that 'organisational form follows organisational function' this implies among others that a number of organisational functions will be decentralised to the host countries⁸⁶ and that the volunteer character of Exchange will be continued in areas where this is functional in view of the overall value proposition.
6. *Learning loops*: in order to learn from the actual practice at all levels in the organisation, evidence-based learning loops will need to be organised which acknowledge the complicated and complex character of Business Development Support provision and which have clear links with future policies, instruments and procedures. In this context, mixed approaches, methods and tools may be used while measuring results.⁸⁷
7. *Organisational culture*: it is suggested that within the organisational culture ('the way we do things here') of Exchange values such as co-creation (see further on), dialogue, equality, curiosity and reciprocity as well as the realisation that Business Development support is a non-linear process with often unpredictable outcomes are being fostered and promoted.⁸⁸ Especially the latter issue seems to require ample attention as both in the Exchange documentation and the perception of Exchange experts an impression is created that the implementation of the Exchange Business Plan 2014 – 2016 is running smoothly, while there are actually – as has been highlighted in the various chapters of this evaluation report – quite a number of interrelated challenges. In the present systems and procedures seem to be rather informal (a not documented) while the emphasis is on tasks to be performed and output to be reached – while it may be necessary to combine these with a process focus and make the 'invisible' (unofficial, informal) 'visible'.
8. *Revenue streams*: a continuation of the Exchange Business plan as a fully state funded proposition may not be possible in view of the overall development with regard to Official Development Assistance (ODA) and policies of Exchange's back-donors. It is therefore suggested that a viability study is carried out about future revenue streams.

⁸⁶ Vanpraet's (2013) idea of local resident representative.

⁸⁷ A very practical suggestion is that it may be considered to explore the option to join the PRIME programme of PUM and some of its institutional partners about business performance measurement.

⁸⁸ This requires among others – within the M&E and learning loop systems – that ample attention is being given to what has not been agreed and not been planned: 'surprises'.

9. *Organisational and Institutional Development process*: in order to bring the above mentioned strategic, organisational and operational changes together an Organisational- and institutional Development process may be organised in order to facilitate the transition of Exchange. In such a process special attention may need to be paid to competencies (individual level) and collective capabilities of Exchange staff members and volunteers in order to enhance their ability to operate in an international and intercultural setting (e.g. through trainings about intercultural communication, on the job coaching, coaching, peer support et cetera). It is in this context important to mention that such a process does imply a priori that Exchange requires more (financial) resources.⁸⁹ It is about revisiting the DNA of Exchange as an organisation ('value proposition'); strategic positioning ('are we doing the right thing'); how these issues get translated into organisational characteristics (such as leadership, staff competencies, systems, structure, procedures including decision making) so that the programme is being implemented in 'the right manner'.

In short: the members of the evaluation team recommend a transition period of around 18 to 24 months in which the strategic repositioning of Exchange; the formulation of a feasible and viable business proposition; a systematic translation of the strategic positioning and value proposition in organisational characteristics and sustainability of the work of the organisation is on the agenda. It is recommended that such a reorientation and reorganisation process is facilitated by an external party.

⁸⁹ On the contrary more financial resources may - at this stage of the organisational evolution of Exchange- lead to more complexities if not challenges.

Epilogue: Reflections on the North vs South relationships in the development work of Exchange

'Information does not belong to one ideology or another, knowledge is not the privilege of one creed or conviction. If information and knowledge are central to democracy, they are the conditions for development. It is that simple... It is our duty and our responsibility to see that gift bestowed on the entire world's people, so that all may live lives of knowledge and understanding',
Kofi Annan, UN Secretary General (United Nations, 1997).

The above words by the former UN Secretary General Mr Kofi Annan are a chilling reminder to those engaged in development practice and working with community groups and entrepreneurs in different socio-economic and political contexts. In an increasingly complex world, the privilege to serve in international development cooperation is now being outweighed by the accompanying need for social accountability. Because we deal with human beings, we inevitably shape and are in return shaped by our and other people's realities and perceptions. Development practitioners are in relationships that are constantly shifting across context, thereby requiring deep reflection and conscious learning from practice and co-creation of alternative paths for social change. In other words, development practitioners cannot facilitate genuine social change without subjecting and opening themselves to the very same change.

Inevitably, engaging in international development cooperation across cultures requires a certain level of curiosity, consciousness and awareness about business/development practice and the different realities and contexts in which it occurs. Deep listening, appreciation, humility, sensitivity, genuine acknowledgement and respect for difference are central factors. However, the challenge to balance these responsibilities and reading the context correctly is unfortunately not always easy, particularly given the cultural and ideological realities, differences in power, development contexts and knowledge economies that exist.

For Exchange, whose mainly male and white volunteer-experts from the global North assist the organisation's clients in the global South with Business Development support, the need to embrace multiculturalism, developmentally-sensitive and appropriate intervention strategies is quite high. This could go a long way to change some of the observed and perceived patronizing and disrespectful attitudes and language that adversely impact on the important work being undertaken by Exchange.

As the evaluation of Exchange's business plan for the period 2014 to 2016 in Malawi and South Africa indicates, the organisation's clients generally welcome the support received and they would like the working relationship to continue. However, like all relationships it is 'work in progress' and a number of issues could be done differently to co-create a relationship based on principles of mutual trust, reciprocity, respect and equality. A reproduction of old relationships defined by 'master versus native', 'student versus teacher' 'North versus South' and 'victor versus victim' narratives from the colonial past is self-defeating. According to evaluation respondents, some of the issues that may need to change are subtle assumptions, practices, perceptions and attitudes with connotations of power *over* the other instead of power *with* the other, and knowledge and expertise that

are unidirectional from the global North (Europe and Belgium in this case) to the global South.

The current narrative of unequal power and knowledge relationships that is manifested by give-and-receive engagements (as opposed to exchanging), often along racial lines, where 'whiteness' is synonymous with unquestionable expertise/knowledge, wealth and power that are imparted or 'freely' given to mainly non-whites (read 'black', although in the case of South Africa this means both black and white) in the global South. In this regard, the very act of 'giving' knowledge/expertise and material resources (as opposed to exchanging) is perceived with power and 'receiving' conjures up a sense of disempowerment, thus recreating and reinforcing the colonial pattern of victors and victims in the development game. The undertones of this problematic and disempowering narrative are perverse, subtle and border on racism that is often difficult to 'prove' or measure but they can be found in the language of some reports and attitude of both staff and volunteer-experts.

To identify, observe and be aware of this narrative and its subtle nuances takes tremendous effort and deep consciousness as well as shifting of the mind-set (individual level) and the paradigm (organisational and institutional level) on the part of those subjected to it or those who practice it, consciously or not. There is a felt sense for self-empowerment and freedom on the part of those receiving support to realise the narrative and speak to it powerfully.

There are often times when some Exchange partners and Local Representatives have felt and perceived an 'I-know-it-all', 'do-as-I-tell-you', 'I-am-the-expert' and 'you-need-me-more-than-I-need-you' attitude from some volunteer-experts and senior staff/volunteers in the organisation. However, it is important to highlight that it is not all volunteer-experts and staff that exhibit this narrative as some of them have been found to be very sensitive to cultural differences, respectful and expressed a willingness to learn from and be taught by Exchange vzw's clients. The narrative is, however, found on both sides. On the one hand, volunteer-experts are highly regarded by both the system and clients or they present themselves as experts which gives them influence and access to local corporate businesses.

Ordinarily, Exchange's clients generally lack the social capital to access such corporates businesses on their own, and so they believe and rely on the volunteer-experts to facilitate access, only to have doors slammed in their faces when they make follow ups with the same corporates. On the other hand, and because the system has taught them so and continues to reinforce the narrative, Exchange's clients in both Malawi and South Africa tend to regard themselves and their peers as non-experts. They struggle to imagine and believe that a white person cannot be an expert or without access to social capital or money to help them. This syndrome of an internalised mind-set of poverty and helplessness inevitably results in a dependency culture and expectations for assistance and donations from the global North (read whites), donors or the government.

What is the way out of this path? There are no simple answers. The Overseas Development Institute (ODI)'s Research and Policy in Development (RAPID) programme has undertaken research on the role of knowledge in policy processes. It has worked with local institutions and organisations in the global South (Africa, Asia and Latin America) in building their capacity to use knowledge to improve policies and practices. Harry Jones, Nicola Jones,

Louise Shaxson and David Walker (2013)⁹⁰ developed a guiding tool to understand how knowledge, policy and power interact to promote or prevent change. The tool offers a power analysis perspective on the knowledge-policy process, and provides ways to identify and address problems such as persistent asymmetric relationships between actors and misconceptions of the roles played by intermediary organisations. The ODI tool is one option to explore alternative ways to democratise knowledge production as a condition for development rather than make it a preserve for a privileged few as Mr Kofi Annan says.

⁹⁰ Harry Jones, Nicola Jones, Louise Shaxson and David Walker, *Knowledge, policy and power in international development cooperation: a practical framework for improving policy*, ODI Background Note, January 2013.

Annex A: Evaluation questions

This table lists the four main evaluation areas, and the questions as they are formulated in the ToR.

1. The design and the relevance of the approach and Business Plan of Exchange ('is Exchange doing the right thing?')		In which section of the present report the subject has been dealt with
A	Do the instruments used provide sufficient information to measure the impact of the interventions?	Chapter V, section 2.
B	Is the current organisational structure the most appropriate structure to achieve the objectives of the Business Plan?	Chapter V
C	Did Exchange take into account the suggestions and identified issues of previous evaluations?	Chapter II, Chapter V, section 2b
D	What is the role of Exchange regarding the involvement of the private sector in development cooperation? Cf 'Private sector development' or 'private sector for development'?	Chapter II, section 3f, Chapter IV, section 1
E	Does exchange dedicate sufficient attention to the quality of the interventions?	Chapter II, Chapter III, section 4
2. The efficiency, effectiveness and sustainability and impact of the business Plan ('is Exchange doing the things right') in Malawi and South Africa		
F	Describe the approach Exchange takes to achieve internal and external sustainability (cf. result 4 in the Business Plan).	Chapter II, Chapter III, section 3,
G	Did the methodology contribute sufficiently to the achievement of the objectives?	Chapter II, Chapter III
H	To what extent do the interventions of exchange address the needs of the beneficiaries in the partner countries?	Chapter III
I	Does Exchange operate in the most cost-efficient way?	Chapter III, section 2
J	Exchange is dependent on subsidies, how does this influence the functioning of the organisation?	Chapter VI, section 3
K	What is the impact of the expansion of the interventions to 14 countries?	Chapter VI, section 3
L	In which sectors does Exchange note the most added value?	Chapter III, section 2
M	Is Exchange achieving the results of the Business Plan 2014-2016 according to schedule?	Chapter III
N	What is the impact of the interventions on the involved enterprises in the partner countries?	Chapter III, section 2
3. The coherence and synergy with the broader international cooperation policy and priorities of the Government of Flanders		
O	What could be the role of Exchange in the framework of the Sustainable Development Goals?	Chapter IV

P	To what extent do the activities of Exchange duplicate similar initiatives? To what extent does Exchange cooperate with similar initiatives and local partners or networks to reach out to local companies efficiently?	Chapter IV and Chapter VI, section 3
Q	To what extent did Exchange look for synergies with existing programs regarding development cooperation in Malawi and South Africa of the Government of Flanders?	Chapter IV
R	To what extent does Exchange contribute to the achievement of the Flemish Policies, in casu the 'Kaderdecreet ' development cooperation and the Policy Note 2014-2019 International ontwikkelingssamenwerking en de beleidsnota 2014-2019, 'Buitenlands Beleid Buitenlands Beleid, Internationaal Ondernemen en Ontwikkelingssamenwerking'?	Chapter IV
4. To suggest learnings, recommendations for the next business plan		
S	What suggestions can be made to improve the Business Plan (results and SMART indicators), the reporting and the valorisation of the own contribution.	Chapter VI

Annex B: Matrix with findings for costumers/clients visited in Lilongwe (Malawi) and Gauteng/Mpumalanga (SA))

No.	Expert mission	Type of organisation	Applicant	sector	shortage expertise	Expected deliverables	Expected long term results	Current expertise needs	Relevance	Efficiency	Effectiveness	Sustainability	Follow up
1	Development of 5 year Strategic Plan	CSO	Client	Agriculture	R	Road map for the organisation	Options for advocacy	Strategic planning/marketing					Y
2	Value chain analysis strategic plan	Private	Client	Agriculture	R	Value chain study report; strategic plan	Market share growth in export; profit growth	Further expansion					Y
3	Development of Tourism products and packages	Private	Client	Tourism	R	Ability to develop and market products	Ameliorate attraction tour packages	Ability to develop and market products					Y
4	Strategic plan	Private	Client	Agriculture	R	Strategic plan	Improve growth and employment creation	Strategic planning					N
5	ICT training	Public	Client	Education	R	Use computer program in teaching and learning	Resourceful staff for teaching	Data base dev't (incl. resources)				?	Y
6	Business and Strategic plan	Public	Client	Education	R	Business and Strategic plan	Operational plans and Improvement of services						Y
7	Technical skills in production	Private	Client	Agriculture	R	Improved Production	Production & export	Export					N
8	Expertise on fashion and design	CSO	Customer	Fashion	?	Increase of customer base	Quality control, increased revenue, more customers	Quality control, export		?		?	Y
9	Production, marketing, management	Private	Client	Media	R	Improved production, marketing, management	Improved production, marketing, management	marketing, management				?	N

No.	Expert mission	Type of organisation	Applicant	sector	shortage expertise	Expected deliverables	Expected long term results	Current expertise needs	Relevance	Efficiency	Effectiveness	Sustainability	Follow up
10	Improvement of quality standards	Public/private	Customer	Tourism	R	Improvement of quality standards	Increase in customers and profits	Quality management				?	Y
11	Mentorship & expert advice on beekeeping (over a long term relationship)	Private/CSO	Client	Agriculture	A	A method for improving stock and making increase	Produce better quality colonies and mass for supply to beekeeper partners.	Expert beekeeping advice and mentorship					Y
12	Business development to improve product market share and production sales	CSO	Customer	SBD	R	A costed operational plan, Optimal use of current infrastructure, Basic financial management skills	Business profitability & employment of more staff from the local community	Business development, product market share & sales					Y
13	Improve financial systems and stock control, Business management in human resources, costing & production mentoring [Sept	CSO	Customer	SBD	R	Improved management system, controls and HR management	Skills in effective management of production input, financial mgt and controls	Improved financial systems & controls, Business mgt in HR & production					Y
14	Mentor the board and management staff, Develop production planning & management capacity for pine seedlings, mushrooms, vegetables, tomatoes,	CSO	Customer	SBD	R	Appreciation of Cooperative governance and management principles; Crop production, costing and marketing	Sustainability of the cooperative and profit making	Board & management capacity, Business planning & mgt skills for forestry & vegetable production					Y
15	Undertake business costing, & develop a business plan, management systems	CSO	Customer	SBD	R	A costed business plan	A profitable business for sustainable community livelihoods	Costing &, business plan expertise, management capacity support					Y

No.	Expert mission	Type of organisation	Applicant	sector	shortage expertise	Expected deliverables	Expected long term results	Current expertise needs	Relevance	Efficiency	Effectiveness	Sustainability	Follow up
16	Develop a business plan & advise cooperative to develop an abattoir	CSO	Customer	SBD/agri culture	R	A development plan for poultry business and mentoring of management staff	Increased income and profits for the business	Poultry production expertise, sound business plan, hands-on advice on abattoir dvpt.					Y
17	Develop a strategic business plan, impart technical skills for running a waste management plant	Private sector	Client	SBD	R	Business plan, Operational, marketing & HR support	A profitable & sustainable waste management business	Strategic business plan development Waste mgt plant technical know-how					Y
18	Organic farming skills	Private sector	Client	Agriculture	R	Acquiring skills in organic farming and improved understanding	Be the best organic farm & train other local women-owned farms & people with disabilities	Organic farming expertise and skills					Y
19	Business start-up support and entrepreneurship development	Private sector	Customer	Business development	R	Expert business knowledge & practices for start-ups and successful enterprises.	Retrained facilitators New practices to incorporate into AHI programs	Start-up expertise; entrepreneurship development					?
20	Support policy implementation, Sustainable Small Tourism Enterprises Capacity building and skills development in electronic, digital and social media marketing & communications	CSO/Public sector	Customer	Tourism	R	Tourism policy implementation matrix, skilled personnel & SADC member states officials, Enterprise development skills for small enterprises, Marketing & business development skills for small enterprises	Policy co-ordination, Sustainable small tourism enterprises Increased employment in local Communities, esp youth & women. Stakeholders using social media as a marketing tool for their businesses	Tourism policy implementation					Y

Key to the table

- *Expert mission*: this column refers to the item in the applicant document: “requested assistance” => “in which of the prioritized areas would the company/organization like Exchange to assist in?”
- *Type of organisation*: whether the applicant belonged to the private sector, public sector or civil society
- *Applicant*: refers to whether it was applicant was the vector (i.e. customer) or the end-user (i.e. client) of the expertise (see Box III)
- *Shortage expertise*: indicates whether the expertise requested was locally/regionally available but not against terms acceptable for the applicant (relative shortage) or not locally/regionally available (absolute shortage).
- *Expected deliverables*: this refers to the item in the application document “requested assistance”=> Which are the deliverables the company/organisation want at the end of the intervention by Exchange?
- *Expected long term results*: this refers to the item in the application document “requested assistance”=> “what are the long term result the company/organisation want to achieve through the Exchange assistance?”
- *Current expertise needs*: based on information provided by the customer/client during the in depth interview
- *Relevance* of the expertise provided: based on information provided by the customer/client during the in depth interview.
- *Efficiency* of the expertise provided: based on information provided by the customer/client during the in depth interview
- *Effectivity* of the expertise provided: based on comparison between expected deliverables and the current needs and on additional information provided by the customer/client during the in depth interview.
- *Sustainability* of the expertise provided: based on comparison between expected deliverables and the long term results and on additional information provided by the customer/client during the in depth interview.
- *Follow up* after the expert mission provided.

The colours refer to the following ratings:

- Absolute/relative expertise: black = absolute shortage; grey = relative shortage
- Relevance, efficiency, effectiveness, sustainability: green = high, yellow = moderate; red = low
- Follow up: black = follow up provided; white = no follow up provided.

No.	Name of organisation	Date of expert mission
1	Malawi Organic Growers Association	2014
2	Tradeline	2014
3	Bon Voyage	2016
4	Storme Investments	2014
5	Likuni Girls and Boys Secondary School	2015
6	National Resource College	2014-2015
7	Tithokoze Farm Enterprises	2015
8	Lilongwe Tailors Association	2016
9	Zodiak Broadcasting Corporation	2015
10	Hotel and Tourism Board	2016
11	African Honey Bee	2015
12	Redibone Bakery	2014
13	Tfutfukani Brick Making Coop	2014
14	Vusisizwe Nursery Primary Co-operative	2014
15	Donkerhoek Water Bottling primary coop	2014
16	Mangale Poultry Cooperative	2014
17	Save our world & recycle waste management	2014
18	Ikhwezi Development Project & Service Co-operative	2015
19	Afrikaans Handels Instituut	2015
20	Regional Tourism Organisation of South Africa	2015-2016

Vlaamse Gemeenschap
Beleidsdomein internationaal Vlaanderen
Departement internationaal Vlaanderen

Boudewijnlaan 30 bus 82
1000 Brussel

**Onderhandelingsprocedure zonder voorafgaande bekendmaking
van diensten**

Bestek nr. CON EVA 2016 2448

Evaluatie van het Business Plan 2014-2016 van Exchange

Uiterste tijdstip van ontvangst van de offertes:

5 februari 2016 om 9u

I. ALGEMENE BEPALINGEN

I.1. AANBESTEDENDE OVERHEID

Deze opdracht wordt uitgeschreven door de Vlaamse Gemeenschap vertegenwoordigd door de Vlaamse Regering, bij delegatie, in de persoon van Koen Verlaeckaert, secretaris-generaal van het departement Internationaal Vlaanderen.

Volgende administratieve entiteit is belast met de opvolging van deze opdracht:
Departement internationaal Vlaanderen.
Boudewijnlaan 30, bus 80
1000 Brussel

Alle briefwisseling m.b.t. deze opdracht moet naar die entiteit worden gestuurd.

Contactpersoon voor deze opdracht :

Flora Joossens
Tel : +32 2 553 48 16
e-mail : flora.joossens@iv.vlaanderen.be

Ieder deurwaardersexploot bestemd voor de aanbestedende overheid moet worden betekend aan de Kanselarij van de Voorzitter van de Vlaamse Regering, Koolstraat 35 in 1000 Brussel (aan te passen in geval van een agentschap met rechtspersoonlijkheid).

Het is daarbij onverschillig of het gaat om de betekening van een dagvaarding, gerechtelijke uitspraak, overdracht van schuldvordering of een ander exploot. Hetzelfde adres geldt ook voor de aangetekende brief waarbij een schuldvordering wordt overgedragen of in pandgegeven.

I.2. VOORWERP EN CLASSIFICATIE OPDRACHT

Het voorwerp van de opdracht is de evaluatie van het Business Plan 2014-2016 van Exchange.

I.2.1. Informatie over Exchange

Vlaanderen geeft al sinds 2002 subsidies aan de vzw Exchange voor het bevorderen van ondernemerschap in het Zuiden. Op vraag van kleine en middelgrote ondernemingen (KMO's) in het zuiden worden Vlaamse experts uitgestuurd om hun managementcapaciteit en technische vaardigheden te verbeteren.

De ontwikkeling van de private sector in landen in ontwikkeling wordt door velen gezien als een belangrijke pijler in de strijd tegen armoede. Vele begunstigen de traditionele vorm van ontwikkelingssamenwerking zijn armen die reeds deel uitmaken van diezelfde private sector, zij het als arbeider, boer of kleine ondernemer. Het versterken van die markten om betere inkomens te voorzien voor armen, kan een eerlijke en efficiënte manier van armoedebestrijding zijn.

Exchange vzw is een organisatie die op aanvraag ondernemerstalent en duurzame groei wil stimuleren bij bedrijven in het Zuiden die wel potentieel hebben maar onvoldoende financiële middelen. De visie van Exchange is het bevorderen van ondernemerschap als een duurzaam en krachtig instrument voor welvaartscreatie in ontwikkelingseconomieën. Dit kan door expertise en globale netwerken uit de ondernemerswereld in het Noorden ter beschikking te stellen aan bedrijven, organisaties en vormingscentra in het Zuiden.

Exchange wil inzetten op de private sector van landen in ontwikkeling: ondernemers meer kansen geven. De private sector is de stuwende kracht van economische groei: bron van waardig werk en inkomen, van productiviteitsgroei en meerwaarde, van technologieoverdracht en innovatie,... De private sector kan essentiële goederen en diensten leveren, ook voor armen.

Tot 2010 heeft Vlaanderen gewerkt met een beheersovereenkomst met Exchange. Sinds 2011 wordt er een werkingssubsidie voorzien voor de uitvoering van het Business Plan van de organisatie. Het Business Plan 2011-213 werd geëvalueerd. Op basis van de positieve evaluatie werd een nieuwe werkingssubsidie voorzien voor het Business Plan 2014-2016.

Algemene Doelstelling

Minder armoede, meer welvaart, meer welzijn: het Zuiden kent een duurzame en inclusieve economische groei, gedreven door de private sector.

Specifieke Doelstelling

Een toegenomen groei in de landen waar Exchange werkzaam is: expertise versterkt rechtstreeks, doelgericht, efficiënt en duurzaam de private sector, motor voor duurzame en inclusieve economische ontwikkeling.

Resultaten

- Er worden goede aanvragen vanuit het zuiden toegeleverd;
- Er worden goede experts voorgesteld aan de aanvrager;
- Er worden goede expertises uitgevoerd;
- Exchange werkt aan interne en externe duurzaamheid. Verschillende activiteiten geven input aan de uitwerking/ bewerking van de strategie en verhogen verder de kwaliteit en duurzaamheid van de projecten en van de organisatie.

1.2.2 Omschrijving van de opdracht

Op 13 december 2013 kende de Vlaamse regering een werkingssubsidie toe van 1,5 miljoen euro aan Exchange voor het Business Plan 2014-2016. In de programmaovereenkomst tussen de Vlaamse Regering en Exchange, artikel 9.6, is opgenomen dat er een externe evaluatie van het programma zal gebeuren. Zowel inhoudelijke als financiële aspecten zullen deel uitmaken van deze evaluatie.

De hoofddoelstelling van deze opdracht is het evalueren van Exchange vanaf de start van het Businessplan 2014-2016 tot het moment van de evaluatie. Om de impact van de interventies van Exchange te kunnen inschatten zal er ook gekeken worden naar de resultaten van het vorige Business Plan 2011-2013. Er wordt een inhoudelijke en een financiële evaluatie van het project verwacht

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met aanbevelingen voor de verbetering van de werking van de organisatie. Daarnaast moet de evaluatie aanbevelingen verschaffen voor de beleidsmakers in Vlaanderen met het oog op de eventuele verdere financiering van het project.

INHOUDELIJK

Relevantie

1. In welke mate draagt de werking van Exchange bij tot de doelstellingen van het Kaderdecreet ontwikkelingssamenwerking en de beleidsnota 2014-2019, Buitenlands Beleid Buitenlands Beleid, Internationaal Ondernemen en Ontwikkelingssamenwerking?
2. In hoeverre komen de interventies van Exchange tegemoet aan de noden van de begunstigden in het Zuiden?
3. Welke rol kan Exchange opnemen in het nieuwe kader van de Sustainable Development Goals?

Effectiviteit

4. Zijn de activiteiten van Exchange op schema om de verwachte resultaten zoals vooropgesteld in het Business Plan 2014-2016 te behalen?
5. In welke mate overlapt de werking van Exchange met gelijkaardige initiatieven? In welke mate werkt Exchange samen met dergelijke initiatieven, en lokale partners en/of netwerken om efficiënt lokale bedrijven te kunnen bereiken?

Efficiëntie

6. Heeft de gevolgde methodologie (korte termijn interventies, stijgend aantal interventies, gekozen landen en sectoren, systeem van lokale vertegenwoordigers, landen- en sectorcoördinatoren, scoping missies,...) voldoende bijgedragen tot de realisatie van de doelstellingen?
 - Is er naast het aantal interventies (kwantiteit) voldoende aandacht voor de kwaliteit van de interventies?
 - Wat is de impact van de uitbreiding van de interventies in 14 landen?
 - In welke sectoren heeft Exchange de grootste toegevoegde waarde?
7. Is de huidige organisatiestructuur van Exchange het meest geschikt voor de realisatie van de doelstellingen zoals opgesteld in het Businessplan?

Duurzaamheid

8. Hoe werkt Exchange aan de interne en externe duurzaamheid (cfr. resultaat 4 business plan)?

Impact

9. Wat is de impact van de interventies op de betrokken ondernemingen in het Zuiden?
10. Bieden de gebruikte instrumenten voldoende informatie om de impact van de interventies te meten?

FINANCIEEL

11. Werkt Exchange op de meest kosten efficiënte manier?
12. Exchange is subsidieafhankelijk, welke invloed heeft dat op de werking van de organisatie?

Specifieke vragen

13. In welke mate heeft Exchange synergie opgezocht met bestaande programma's van de Vlaamse overheid met betrekking tot ontwikkelingssamenwerking in Zuid-Afrika en Malawi ?
14. Welke rol speelt Exchange mbt tot het betrekken van de private sector in ontwikkelingssamenwerking? Zet Exchange enkel in op "private sector development" of wordt er werk gemaakt van "private sector for development"?
15. Is er rekening gehouden met de aanbevelingen en werkpunten van de vorige evaluaties?
16. Welke aanbevelingen kunnen er geformuleerd worden voor de verbetering van het Business Plan (resultaten en indicatoren SMART), de rapportage en het valorisatiesysteem van de eigen bijdrage?

Methodologie

De betrokkenheid van de belanghebbenden is een essentieel onderdeel van het evaluatiebeleid van de Vlaamse overheid. De belanghebbenden moeten betrokken worden bij de verschillende stappen van het evaluatieproces: de opmaak, planning, informatieverzameling en de verspreiding van de resultaten van de evaluatie.

De evaluatie moet volgende activiteiten voorzien:

- Documentenanalyse;
- Terreinbezoeken in Vlaanderen, Malawi en Zuid-Afrika;
- Interviews met de belanghebbenden

Het team zal inzicht krijgen op de werking van Exchange door de studie van relevante documenten voor de terreinbezoeken. Het team zal de achtergrondinformatie onderzoeken die beschikbaar is bij het Departement internationaal Vlaanderen en Exchange. Deze informatie bestaat onder meer uit: vorige evaluatieverslagen, zesmaandelijksse rapporten, verslagen van vergaderingen, etc.

De consultants zal de mening en de inzichten van de belanghebbenden bevragen. Deze belanghebbenden zijn onder meer: de Vlaamse experts, de lokale ondernemingen, de vaste vrijwilligers van Exchange (landencoördinatoren, sectorcoördinatoren, lokale vertegenwoordigers,...)

Er zal een opstartvergadering voorzien worden met het Departement internationaal Vlaanderen. Daarnaast worden er nog twee overlegmomenten verwacht: een overleg met het Departement internationaal Vlaanderen en

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Exchange om feedback te geven over het drafrapport en een overleg voor de finale voorstelling van de resultaten na afronding van de opdracht.

I.2.3 CLASSIFICATIE VAN DE OPDRACHT

Deze opdracht is een opdracht voor diensten in de zin van art. 3 van de Wet overheidsopdrachten en bepaalde opdrachten voor werken, leveringen en diensten van 15 juni 2006.

CPV Classificatie : CPV 79419000 - evaluatiediensten, categorie 11 'Advies inzake bedrijfsvoering en beheer en aanverwante diensten' van bijlage 2A van de wet van 15 juni 2006.

I.3. GUNNINGSWIJZE

De gunning van deze opdracht gebeurt via onderhandelingsprocedure zonder voorafgaande bekendmaking, op basis van artikel 26, § 1, 1^o,a van de Wet overheidsopdrachten en bepaalde opdrachten voor werken, leveringen en diensten van 15 juni 2006.

I.4. TOEPASSELIJKE WETTELIJKE BEPALINGEN

Op deze opdracht zijn onder meer toepasselijk:

- Wet overheidsopdrachten en bepaalde opdrachten voor werken, leveringen en diensten van 15 juni 2006 (hierna: Wet Overheidsopdrachten);
- Koninklijk besluit plaatsing overheidsopdrachten klassieke sectoren van 15 juli 2011 (hierna: KB Plaatsing);
- Koninklijk besluit tot bepaling van de algemene uitvoeringsregels van de overheidsopdrachten en van de concessies voor openbare werken van 14 januari 2013 (hierna: KB Uitvoering);
- Wet betreffende de motivering, de informatie en de rechtsmiddelen inzake overheidsopdrachten en bepaalde opdrachten voor werken, leveringen en diensten van 17 juni 2013.

U kunt deze regelgeving terugvinden op:

<http://www.bestuurszaken.be/regelgeving-overheidsopdrachten>

I.5. OVERIGE ALGEMEEN TOEPASSELIJKE BEPALINGEN

1. De inschrijver **gebruikt uitsluitend het Nederlands** in zijn mondelinge en schriftelijke relatie met de aanbestedende overheid.

Van documenten die enkel in een andere taal beschikbaar zijn, kan de overheid een, desgevallend beëdigde, vertaling eisen.

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2. De aanbestedende overheid ziet er op toe dat deze opdracht wordt uitgevoerd met inachtneming van de anti-discriminatiewetgeving.
Zie de bepalingen inzake non-discriminatie onder A.1. en B.6.1.

II. ADMINISTRATIEVE VOORSCHRIFTEN

A. PLAATSING VAN DE OPDRACHT

A.1. VERPLICHTE UITSLUITINGSGEVALLEN EN RSZ- EN FISCALE VERPLICHTINGEN (ART. 61, §§ 1, 2 (5° EN 6°), 3 EN 4, ARTS. 62 EN 63 KB PLAATSING)

Door in te schrijven op deze opdracht, verklaart de inschrijver zich niet in een toestand van uitsluiting te bevinden, zoals bedoeld in art. 61, §1 & §2, 5° en 6°.

Voor de Belgische inschrijver vraagt de aanbestedende overheid het RSZ-attest en het attest van fiscale schulden via elektronische weg op conform art. 60, §1.

Non-discriminatie:

Overeenkomstig de Belgische overheidsopdrachtenreglementering heeft de aanbestedende overheid, in elke fase van de gunningsprocedure, de mogelijkheid om de inschrijver uit te sluiten die, bij wijze van een in kracht van gewijsde gegane strafrechtelijke uitspraak veroordeeld werd voor een misdrijf dat zijn professionele integriteit aantast.

De niet-naleving van strafrechtelijk sanctioneerbare milieu- en sociale wetgeving kan worden geacht een misdrijf te zijn dat de professionele integriteit aantast. Van zodra deze wordt vastgelegd in een in kracht van gewijsde gegaan vonnis of arrest kan deze worden aangewend als uitsluitingsgrond, ongeacht de stand van de procedure. Onder sociale wetgeving wordt onder meer verstaan:

- het decreet van 10 juli 2008 houdende een kader voor het Vlaamse gelijkekansen- en gelijkebehandelingsbeleid; de wet van 10 mei 2007 ter bestrijding van bepaalde vormen van discriminatie, de wet van 10 mei 2007 tot wijziging van de wet van 30 juli 1981 tot bestraffing van bepaalde, door racisme of xenofobie ingegeven daden en de wet van 10 mei 2007 ter bestrijding van discriminatie tussen vrouwen en mannen;
- de wet van 4 augustus 1996 betreffende het welzijn van de werknemers bij de uitvoering van hun werk, meer bepaald hoofdstuk Vbis. Bijzondere bepalingen betreffende geweld, pesterijen en ongewenst seksueel gedrag op het werk.

A.2. OFFERTE – OPENING, INDIENING, VORM EN INHOUD

A.2.1. OPENING EN INDIENING VAN DE OFFERTES (ART. 51 KB PLAATSING)

Het uiterste tijdstip van ontvangst van de offertes is **5 februari om 9 uur.**

De offertes worden overgelegd via e-mail op volgend e-mailadres: flora.joossens@iv.vlaanderen.be, met als onderwerp : Offerte evaluatieopdracht Exchange.

A.2.2. VORM EN INHOUD OFFERTE

Vorm

De aandacht van de inschrijver wordt erop gevestigd dat hij zijn offerte moet invullen op het bij dit bestek behorende formulier.

Inhoud

1. **Beschrijvend voorstel van aanpak**
De offerte bevat een beschrijvend voorstel waarin de strategie en de methodologie voor het uitvoeren van de opdracht duidelijk naar voor komen en waarin de uitvoeringstermijn duidelijk vermeld wordt.
2. **Voorstelling van het team die de evaluatie zal uitvoeren:**
 - De vaardigheden en de relevante ervaring van de consultants met betrekking tot deze evaluatie worden aangetoond aan de hand van CV's. Binnen het team moet er aantoonbare expertise zijn op het vlak van (i) **ontwikkelingssamenwerking, bij voorkeur in zuidelijk Afrika en (ii) ondernemerschap, bij voorkeur mbt KMO-ontwikkeling in het Zuiden. Ervaring met evaluaties in die domeinen is een pluspunt.**
 - De verantwoordelijkheid van elke consultant binnen het team moet toegelicht worden.
 - De onafhankelijkheid van de consultants van het team ten opzichte van de te evalueren interventies en projecten moet bewezen worden door middel van een verklaring op eer die als bijlage toegevoegd wordt aan de offerte.
 - De beschikbaarheid van de voorgestelde consultants voor de evaluatieopdracht moet ook bewezen worden door een verklaring op eer. **Consultants kunnen enkel vervangen worden door personen met gelijkaardige kwalificaties. De vervanging van een consultant moet vooraf goedgekeurd worden door de leiding gevende bij het Departement Internationaal Vlaanderen.**
3. **Prijsopgave:** de prijzen moeten opgegeven worden zoals vermeld in het offerteformulier. De inschrijver geeft de dagprijs (een dag bestaat uit 8 uur) en het totaal aantal dagen dat de opdrachtnemer nodig acht voor de uitvoering van de opdracht.

[Geef tekst op]

A.2.3. VOORDRACHT VAN ONDERAANNEMERS (ART. 12 KB PLAATSING EN ART. 12 KB UITVOERING)

De inschrijver vermeldt welk gedeelte van de opdracht hij voornemens is in onderaanneming te geven en de identiteit van de onderaannemers die hij voorstelt.

De dienstverlener is verplicht deze voorgedragen onderaannemers in te zetten bij de uitvoering van de opdracht. Het gebruik van andere onderaannemers is onderworpen aan de toestemming van de aanbestedende overheid.

A.2.4 VERBINTENISTERMIJN (ART. 57 KB PLAATSING)

De inschrijvers blijven gebonden door hun offerte gedurende een termijn van honderd twintig kalenderdagen, ingaand de dag na de uiterste ontvangstdatum van de offertes.

A.3. PRIJS

A.3.1. PRIJSVASTSTELLING (ART. 13 KB PLAATSING)

Deze opdracht is een opdracht tegen globale prijs.

A.3.2. PRIJSOPGAVE (ART. 16 KB PLAATSING)

- a) Indien zulks voor de nauwkeurigheid van de eenheidsprijzen vereist is, mag de inschrijver die tot vier decimalen preciseren.
- b) De inschrijver vermeldt de belasting over de toegevoegde waarde (BTW) in een afzonderlijke post van de inventaris en voegt ze bij de prijs van de offerte.

A.3.3. PRIJSONDERZOEK (ART. 21 KB PLAATSING)

Op verzoek van de aanbestedende overheid verstrekt de inschrijver alle nodige inlichtingen om het prijsonderzoek van zijn offerte mogelijk te maken.

De aanbestedende overheid kan ofwel zelf overgaan tot, ofwel een persoon aanduiden voor het uitvoeren van alle verificaties van de boekhoudkundige stukken en alle onderzoeken ter plaatse, teneinde de juistheid na te gaan van de gegevens die de inschrijver in het raam van het prijsonderzoek heeft verstrekt.

A.4. GUNNINGSCRITERIA

A.4.1. ONDERHANDELINGSPROCEDURE – GUNNINGSCRITERIA (ART. 107 KB PLAATSING)

De gunningscriteria zijn in volgorde van afnemend belang:

- Kwaliteit en volledigheid van het plan van aanpak
- Kwaliteit van het team
- Prijs: de totaalprijs incl. BTW zoals opgegeven in het offerteformulier.

A.4.2 ONDERHANDELINGEN

De gunning van deze opdracht gebeurt via een onderhandelingsprocedure zonder bekendmaking. Het bestuur heeft hierbij de mogelijkheid om op basis van een eerste beoordeling van de offertes over te gaan tot onderhandelingen met één of meerdere inschrijvers, zonder evenwel daartoe verplicht te zijn. Na deze onderhandelingen **kunnen één of meerdere inschrijvers worden uitgenodigd om een aangepaste offerte in te dienen ("best and final offer")**

B. UITVOERING VAN DE OPDRACHT

B.1. ALGEMENE UITVOERINGSBEPALINGEN

B.1.1. UITVOERINGSTERMIJN (ART. 147 KB UITVOERING)

De opdracht gaat van start op de datum van kennisgeving van het sluiten van de overeenkomst. **Als uiterste indieningsdatum van het evaluatierapport met aanbevelingen geldt 30 april 2016.**

De sluiting van de opdracht is voorzien tussen **5 februari en 26 februari 2016. Als de sluiting later ligt dan 26 februari 2016,** wordt de deadline van 30 april 2016 respectievelijk verschoven.

B.1.2. DIENSTVERLENINGSPLAATS (ART. 149 KB UITVOERING)

De evaluatie wordt uitgevoerd zowel in Vlaanderen als in Malawi (Lilongwe) en Zuid-Afrika (Gauteng) (zie overzicht projecten in bijlage 2).

B.1.3. LEIDING EN TOEZICHT OP UITVOERING (ART. 11 KB UITVOERING)

De leidende ambtenaar is Anne Van Autreve of de door haar aangeduide vervanger.

B.1.4. BORGTOCHT (ART. 25 TOT EN MET 33 KB UITVOERING)

Niet van toepassing want de opdracht wordt geraamd **onder 50.000 EUR excl. BTW.**

B.2. BETALINGEN

B.2.1. WIJZE WAAROP DE PRIJS WORDT BETAALD (ART. 66 KB UITVOERING)

De diensten worden in globo betaald na de oplevering.

De betaaltermijn bedraagt maximaal 30 kalenderdagen na ontvangst van de regelmatig opgestelde en aanvaarde factuur.

B.2.2. PROCEDURE (ART. 150 EN 160 KB UITVOERING)

A) De opdrachtnemer kan op de volgende wijze factureren.

1. Elektronische facturatie (e-facturatie, e-invoicing)

Vanaf 1 januari 2015 mag u e-facturen zenden naar entiteiten van de Vlaamse Overheid.

- a) De elektronische factuur moet u indienen via het platform Mercurius. U kunt ofwel uw factuur gratis invoeren op het Mercuriusplatform, ofwel gebruik maken van een dienstverlener van uw keuze.
- b) Bijkomende informatie over de e-factuur, het Mercuriusplatform, de dienstverleners en de aangeboden ondersteuning vindt u op <http://www.bestuurszaken.be/e-invoicing>
- c) U kunt gratis deelnemen aan een informatiesessie naar keuze. <http://www.bestuurszaken.be/e-invoicing-voor-leveranciers>
- d) Alvorens u start met elektronisch factureren naar een entiteit van de Vlaamse overheid meldt u zich als leverancier eenmalig op e.procurement@vlaanderen.be
- e) U wordt als leverancier van de Vlaamse overheid ondersteund. Tijdens deze begeleiding ontvangt u alle informatie over de e-factuur en de wijze van verzending.
- f) De opdrachtnemer waakt erover dat de elektronische factuur vrij is van virussen, macro's of andere schadelijke instructies. Bestanden die aangetast zijn door virussen, macro's of andere schadelijke instructies kunnen als niet ontvangen worden beschouwd.

Mede door een intense samenwerking rond e-facturatie tussen het Europese, Belgische en Vlaamse bestuursniveau zal e-facturatie in de komende jaren de standaard worden. De Vlaamse overheid wil tegen 1 januari 2017 nog slechts overwegend e-facturen ontvangen. Het is sterk aanbevolen hiervoor de nodige voorbereidingen te treffen.

2. Een papieren factuur

De papieren factuur moet gestuurd worden naar :

Departement Internationaal Vlaanderen
Afdeling Mondiale Uitdagingen
t.a.v. Anne Van Autreve
Boudewijnlaan 30 bus 82
1000 Brussel

De factuur moet verder volgende gegevens bevatten:

- post- of bankrekeningnummer
- factuurnummer
- factuurdatum
- BTW-tarief

B) De factuur geldt als schuldvordering.

C) De betaling vindt plaats binnen een termijn van 30 dagen na de datum van ontvangst van de factuur, of 30 dagen na het beëindigen van de diensten indien de factuur voor het beëindigen wordt ontvangen of de datum van ontvangst van de factuur niet vaststaat.

B.2.3. OVERIGE BEPALINGEN

- a) Elk berekend totaalbedrag in euro wordt desgevallend afgerond naar de hogere of lagere tweede decimaal, al naargelang de derde decimaal minstens 5 of minder bedraagt.
- b) Dit bestek wijkt uitdrukkelijk af van de bepalingen van artikel 1254 van het Burgerlijk Wetboek inzake de toerekening van de betalingen. Elke betaling zal dan ook bij voorrang toegerekend worden op de hoofdsommen en pas daarna op de intresten.

B.3. INTELLECTUELE RECHTEN EN VERTROUWELIJKHEID

B.3.1. INTELLECTUELE RECHTEN EN KNOWHOW (ART. 19 EN 20 KB UITVOERING)

Alle rapporten en opgestelde documenten worden eigendom van de aanbestedende overheid.

B.3.2. BESTAANDE INTELLECTUELE EIGENDOMSRECHTEN (ART. 17 KB PLAATSING)

De inschrijver is verplicht in zijn offerte aan te geven welke intellectuele eigendomsrechten, waarvan hij titularis is of waarvoor hij van een derde een gebruikslicentie moet verkrijgen, nodig zijn voor het geheel of een deel van de uit te voeren prestaties.

De aankoopprijs en de verschuldigde vergoedingen voor de gebruikslicenties van deze intellectuele eigendomsrechten moeten inbegrepen zijn in de geboden prijzen.

B.3.3. VERTROUWELIJKHEID (ART. 18 KB UITVOERING)

De informatie die de aanbestedende overheid in het raam van de gunning van deze opdracht ter beschikking stelt, mag niet voor andere doeleinden worden aangewend, noch aan derden worden meegedeeld.

De dienstverlener dient alle maatregelen te treffen om het confidentiële karakter van de beschikbaar gestelde informatie, de gegevens en de onderzoeksresultaten te doen bewaren door hemzelf en door eenieder die er toegang toe heeft.

De dienstverlener dient in zijn contracten met de onderaannemers eveneens deze verplichtingen inzake vertrouwelijkheid over te nemen.

B.4. SANCTIES EN RECHTSVORDERINGEN

B.4.2. VERTRAGINGSBOETES (ART. 46 EN 154 KB UITVOERING)

De laattijdige uitvoering van de opdracht geeft aanleiding tot de toepassing van een verdragingsboete. Het bedrag van deze boete wordt berekend overeenkomstig art. 154, eerste alinea van het KB Uitvoering.

B.4.3. RECHTSVORDERINGEN (ART. 73 KB UITVOERING)

Elke rechtsvordering van de dienstverlener wordt ingesteld bij een Nederlandstalige Belgische rechtbank, behoudens ingeval van een vordering tot tussenkomst in een bestaand geding.

B.5. OPLEVERING

B.5.2. OPLEVERING (ART. 64 EN 156 KB UITVOERING)

Vanaf de datum van de volledige beëindiging van de diensten beschikt de aanbestedende overheid over een termijn van 30 dagen om de formaliteiten betreffende de oplevering te vervullen en aan de dienstverlener kennis te geven van het resultaat daarvan. Deze termijn gaat in voor zover de aanbestedende overheid tegelijk in het bezit van de lijst van gepresteerde diensten is gesteld.

Wanneer de diensten beëindigd worden vóór of na deze datum, stelt de dienstverlener de leidend ambtenaar hiervan per aangetekende zending in kennis en vraagt hem tot de oplevering over te gaan. In dat geval begint de termijn van dertig dagen te lopen vanaf de datum van ontvangst van het verzoek van de dienstverlener.

B.5.3. KOSTEN VAN DE OPLEVERING (ART. 18 KB PLAATSING)

De kosten van de prestaties die in verband met de opleveringen worden geleverd door derden, worden ten laste van de dienstverleners aangerekend tegen de door deze derden gefactureerde kostprijs.

De kosten van de prestaties die de dienstverlener in verband met de oplevering zelf uitvoert, blijven te zijn laste.

B.6. UITVOERINGSVOORWAARDEN

B.6.1. NON-DISCRIMINATIE

De dienstverlener verbindt zich er toe bij het uitvoeren van deze opdracht niemand te discrimineren op grond van geslacht, leeftijd, seksuele geaardheid, burgerlijke staat, geboorte, vermogen, geloof of levensbeschouwing, politieke overtuiging, taal, gezondheidstoestand, handicap, fysieke of genetische eigenschappen, sociale positie, nationaliteit, zogenaamd ras, huidskleur, afkomst, nationale of etnische afstamming of syndicale overtuiging. Hij waarborgt dit zowel ten aanzien van zijn personeelsleden onderling als ten aanzien van derden, zoals deelnemers, bezoekers, externe medewerkers,...

De dienstverlener verbindt zich er toe, voor zo ver redelijk, aanpassingen door te voeren, op vraag van personen met een handicap, die de beperkende invloed van een onaangepaste omgeving op de participatie van een persoon met een handicap neutraliseren (zie artikel 19 van het decreet van 10 juli 2008 houdende een kader voor het Vlaamse gelijkheids- en gelijkebehandelingsbeleid).

De dienstverlener verbindt zich ertoe de werknemers en derden zoals deelnemers, bezoekers, externe medewerkers,... mee te delen dat hij geen rekening zal houden met vragen of wensen van discriminerende aard.

Indien een personeelslid van de dienstverlener zich tijdens de uitvoering van de opdracht schuldig maakt aan discriminatie, pestgedrag, geweld of ongewenst seksueel gedrag, zal de dienstverlener de nodige maatregelen treffen om een eind te maken aan dit gedrag en waar nodig het slachtoffer in eer herstellen. De werknemers met hiërarchische verantwoordelijkheden zullen toezien op het naleven van dit engagement.

Bij elke mogelijke klacht in dit verband tegen de dienstverlener, zal deze zijn volledige medewerking verlenen aan eventueel onderzoek dat in dit verband verricht wordt door een meldpunt discriminatie of een andere organisatie, in dit verband aangesteld door de Vlaamse overheid.

De dienstverlener vraagt tevens al zijn personeelsleden alert te zijn voor discriminatie, pestgedrag, geweld of ongewenst seksueel gedrag, in die zin dat ze de gevallen waar ze getuige van zijn, onmiddellijk dienen te melden aan een werknemer met hiërarchische verantwoordelijkheid.

De dienstverlener verbindt zich ertoe om geen druk uit te oefenen op eigen personeelsleden, die slachtoffer worden van discriminatie, pestgedrag, geweld of ongewenst seksueel gedrag door een klant of een derde, om af te zien van eventuele indiening van een klacht of inleiding van een vordering voor de rechtbank in dit verband.

De dienstverlener ziet er op toe dat ook de onderaannemers, die hij eventueel inschakelt voor de opdracht, zich houden aan deze uitvoeringsvoorwaarden.

[Geef tekst op]

BIJLAGEN

Bijlage 1: Exchange Business Plan 2014-2016

Bijlage 2: overzicht projecten in Lilongwe (Malawi) en Gauteng (Zuid-Afrika)

Exchange: bestek voor de evaluatie

[Geef tekst op]

OFFERTEFORMULIER

**BESTEK CON EVA 2016 2448– Departement Internationaal Vlaanderen.
Evaluatie van het Business Plan van Exchange 2014-2016**

A. ALGEMENE VERBINTENIS

OFWEL ¹

De ondergetekende (naam en voornaam, hoedanigheid of beroep, nationaliteit, adres, e-mail):

OFWEL

De vennootschap (handelsnaam of benaming, rechtsvorm, nationaliteit, zetel):

vertegenwoordigd door de ondergetekende(n)

OFWEL

De ondergetekende(n) en/of de vennootschap(pen) die optreden als combinatie zonder rechtspersoonlijkheid (voor elke deelnemer dezelfde gegevens als hierboven):

combinatie die tegenover de overheid wordt vertegenwoordigd door één van hen, met name:

¹ Doorhalen wat niet van toepassing is.

[Geef tekst op]

verbindt zich op zijn, resp. verbinden zich hoofdelijk op hun, roerende en onroerende goederen tot de uitvoering, overeenkomstig de bepalingen en voorwaarden van bovenvermeld bestek, van de in dat bestek beschreven opdracht, tegen volgende opgegeven prijzen :

	Prijs per mandag	Aantal mandagen	TOTAAL
EXCL. BTW			
BTW			
INCL. BTW			

B. ALGEMENE INLICHTINGEN

(in geval van combinatie zonder rechtspersoonlijkheid afzonderlijk voor elke deelnemer:)

- Ondernemingsnummer:

- BTW-nummer:

- RSZ-nummer:

C. ONDERAANNEMERS

Er zullen onderaannemers worden aangewend: JA / NEE²

Gedeelte van de opdracht dat in onderaanneming wordt gegeven:

Volgende onderaannemers zullen hiervoor worden aangewend:

D. PERSONEEL

Er wordt personeel tewerkgesteld dat onderworpen is aan de sociale zekerheidswetgeving van een andere lidstaat van de Europese Unie:

JA / NEE³

² Doorhalen wat niet van toepassing is.

Het betreft volgende EU-lidstaat:

E. BETALINGEN

De betalingen zullen geldig gebeuren door overschrijving op rekeningnr.:

.....
van de financiële instelling
geopend op naam van

F. BIJLAGEN

Bij deze offerte zijn eveneens gevoegd:

- alle documenten in het kader van selectie, overeenkomstig het bestek;
- de gedateerde en ondertekende documenten, die het bestek verplicht over te leggen;
- de modellen, monsters en andere inlichtingen, die het bestek verplicht over te leggen.

Gedaan te op

De inschrijver(s),

De inschrijver wordt er op gewezen dat zijn offerte, overgelegd via e-tendering, **elektronisch ondertekend** moet worden met een geldige gekwalificeerde elektronische handtekening.

Deze elektronische handtekening moet uitgaan van een **bevoegd persoon**. De inschrijver voegt tevens de nodige documenten toe waaruit de bevoegdheid blijkt om de onderneming te binden (uittreksels van de statuten, volmacht,...).

Indien meerdere personen samen moeten optreden (gezamenlijke bevoegdheid, combinatie), moeten zij elk een geldige gekwalificeerde elektronische handtekening plaatsen ofwel moet uit de toegevoegde documenten de machtiging blijken om namens meerdere personen of ondernemingen de offerte elektronisch te ondertekenen.

Een gescande handtekening is onvoldoende.

³ Doorhalen wat niet van toepassing is

Exchange: offerte HIVA

EVALUATIE VAN HET BUSINESS PLAN 2014-2016 VAN EXCHANGE

Offerte HIVA – Context international cooperation

Tom De Bruyn (HIVA), Fons van der Velden & Munyaradzi Saruchera (Context)

4 februari 2016

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1 | Inleiding

Dit document bevat de offerte van het HIVA in samenwerking met Context, international cooperation (“Context”) voor de evaluatie van het business plan 2014-2016 van Exchange. De offerte bevat volgende onderdelen:

- De omschrijving en onze interpretatie van de opdracht
- De voorgestelde onderzoeksaanpak
- De output
- Het evaluatieteam
- Een voorstelling van planning en budget

2 | Omschrijving van de opdracht

2.1 De opdracht

Binnen de internationale samenwerking is de ontwikkeling van de private sector een belangrijk strategie in de strijd tegen armoede (“private sector development” (PSD) in het vakjargon). Daarnaast worden actoren uit de private sector (zowel uit het Noorden als uit het Zuiden) de laatste jaren alsmear meer aanzien als belangrijke spelers in internationale samenwerking (oftwel “private sector for development” – P4D)¹. Verschillende nationale agentschappen en internationale organisaties ontwikkelen dan ook strategieën om de private sector te betrekken in hun ontwikkelingsbeleid (P4D) of om private sector in het Zuiden te stimuleren (PSD). Aangezien de private sector een zeer uiteenlopende groep van bedrijven en organisaties herbergt, zetten veel PSD en P4D initiatieven in op een specifiek segment binnen deze sector. Zo zijn Kleine of Middelgrote Ondernemingen (KMO’s) een belangrijk onderwerp, omdat zij, zoals in het bestek wordt gesteld, een belangrijke drijvende kracht kunnen zijn voor economische groei, werk en inkomen.

Een recente HIVA studie toont aan dat de Vlaamse Regering de private sector, incl. de KMO’s, op verschillende wijzen betreft in haar internationale samenwerkingsbeleid². De vzw Exchange is één van de organisaties die Vlaanderen al sinds 2002 financieel ondersteunt voor het bevorderen van ondernemerschap in het Zuiden. Aangezien het aanwenden van de expertise en de globale netwerken uit de ondernemerswereld in het Noorden (via onder meer vrijwilligers-experts uit deze bedrijfswereld) een centraal element is in de strategie van Exchange, is dit initiatief niet alleen een voorbeeld van PSD, maar eventueel (dit dient de evaluatie uit te wijzen) ook van P4D. Tot 2010 werkte Vlaanderen en Exchange met een beheersovereenkomst. In 2011 werd deze vervangen door een werkingssubsidie voor de uitvoering van het Business Plan 2011-2013. Na een positieve evaluatie, volgde in december 2013 een nieuwe werkingssubsidie voor het Business Plan 2014-2016.

Zoals bepaald in de programmaovereenkomst tussen de Vlaamse Regering en Exchange, dient er anno 2016 een externe evaluatie te gebeuren van de implementatie van dit business plan tot heden. De evaluatie dient zowel de inhoudelijke en financiële aspecten te evalueren, alsook rekening te houden met de resultaten van het vorige business plan. Ten slotte dient de evaluatie aanbevelingen

¹ Voor een overzicht, zie Vaes, S. & Huyse, H. (2015), *Private Sector in Development Cooperation; Mapping International Debates, Donor Policies and Flemish Development Cooperation*, Research commissioned in the context of the Policy Research Centre on Foreign Affairs, International Entrepreneurship and Development Cooperation for the Flemish Government, HIVA-KULeuven, Leuven

² Ab ibid., appendix 2.

te formuleren voor de verbetering van de werking van de organisatie, alsook suggesties aan de beleidsmakers voor de eventuele verdere financiering van het project.

De evaluatie omvat zowel een inhoudelijk luik (geordend volgens de voornaamste DAC-criteria, i.e. relevantie, effectiviteit, efficiëntie, duurzaamheid en impact) als een financieel luik. Daarnaast dienen er vier specifieke vragen te worden beantwoord. Het bestek vertaalt deze luiken in 16 vragen en een aantal methodologische vereisten, zoals documentanalyse, betrokkenheid van en interviews met de belanghebbenden, terreinbezoeken in Zuid-Afrika en Malawi, overlegmomenten).

2.2 Onze interpretatie van de opdracht

Uit een analyse van de omschrijving van de opdracht en het logisch kader van Exchange, concluderen we dat de evaluatieopdracht dient in te gaan op **twee grote luiken**:

- (1) een beoordeling van de geschiktheid (volgens de DAC criteria) van het *business model* van Exchange om de doelstellingen van de Vlaamse en internationale samenwerking en verwachtingen en noden van ‘het Zuiden’ te behalen (‘werken we volgens een goede aanpak’);
- (2) een beoordeling van de mate waarin en de wijze waarop de uitvoering van het business model haar eigen *doelstelling en resultaten behaalt* (‘levert de gekozen aanpak voldoende resultaten op’).

Het eerste luik kan omschreven worden als een **globale beoordeling** van het business model van Exchange. Deze beoordeling gaat **ten eerste** in op de correlatie tussen Private Sector Development gericht op KMO’s en (eventueel) ingebed in een P4D strategie enerzijds, en het creëren van meervoudige waarde creatie (in het Engels aangeduid als ‘blended value’) anderzijds. Met dit laatste bedoelen we niet alleen werk en inkomen, maar ook aanpalende resultaten zoals waardig werk, gezondheidszorg, onderwijs en duurzame economische ontwikkeling, inclusieve economische ontwikkeling en de levering van essentiële goederen en diensten voor armen. Dit sluit aan bij de mate waarin het business model van Exchange kan en wordt verwacht bij te dragen tot het behalen van de verwachtingen op drie (inhoudelijke verbonden) niveaus (Vlaanderen, internationaal – ofte de Sustainable Development Goals (SDGs), en het Zuiden), ofwel op volgende vragen in het bestek (we behouden de nummering zoals aangegeven in het bestek).

Relevantie	
1	In welke mate draagt de werking van Exchange bij tot de doelstellingen van het Kaderdecreet ontwikkelingssamenwerking en de beleidsnota 2014-2019, Buitenlands Beleid Buitenlands Beleid, Internationaal Ondernemen en Ontwikkelingssamenwerking?
2	In hoeverre komen de interventies van Exchange tegemoet aan de noden van de begunstigen in het Zuiden?
3	Welke rol kan Exchange opnemen in het nieuwe kader van de Sustainable Development Goals?
Specifieke vragen	
14	Welke rol speelt Exchange m.b.t. tot het betrekken van de private sector in ontwikkelingssamenwerking? Zet Exchange enkel in op “private sector development” of wordt er werk gemaakt van “private sector for development”?

Belangrijk te vermelden is dat over de correlatie tussen PSD voor KMO’s en meervoudige waarde creatie nog maar weinig bekend is. Evenmin bestaat er grondig onderzoek naar de mogelijke interactie

tussen PSD en P4D³, en meer bepaald de relevantie, en uitkomsten van uitwisseling tussen private sector partijen uit hoge- en lage middeninkomenslanden. Dit is het **tweede aandachtspunt** van de globale beoordeling. In zowel empirische, beleidsmatig en mogelijk ook conceptueel opzicht kan deze evaluatie van het Business Plan van Exchange in Malawi en Zuid-Afrika een belangrijke bijdrage leveren aan het beantwoorden van deze lacune.

Ten derde gaat de globale beoordeling in op de vraagtekens die in beleidsmatig en operationeel opzicht regelmatig werden geplaatst bij (de duurzaamheid) van het financieren van Private Sector Development met publieke fondsen en kan ook op dit terrein de evaluatie eveneens een bijdrage leveren.

Duurzaamheid	
8	Hoe werkt Exchange aan de interne en externe duurzaamheid (cfr. resultaat 4 business plan)?
Financieel	
11	Werkt Exchange op de meest kosten efficiënte manier?
12	Exchange is subsidieafhankelijk, welke invloed heeft dat op de werking van de organisatie?

In het tweede luik verschuift de focus naar **de beoordeling van de interne interventielogica en de verwezenlijkingen van het business plan**.

Als eerste wordt hier de strategie en de organisatiestructuur in vraag gesteld om de eigen (specifieke) doelstellingen en resultaten (m.b.t. kwaliteit aanvragen, experten, expertise, en duurzaamheid – zie bestek, p. 3) te behalen, resultaten te meten en te leren uit de eigen evaluaties.

Efficiëntie	
6	Heeft de gevolgde methodologie (korte termijn interventies, stijgend aantal interventies, gekozen landen en sectoren, systeem van lokale vertegenwoordigers, landen- en sectorcoördinatoren, scoping missies,...) voldoende bijgedragen tot de realisatie van de doelstellingen?
7	Is de huidige organisatiestructuur van Exchange het meest geschikt voor de realisatie van de doelstellingen zoals opgesteld in het Businessplan?
Duurzaamheid	
8	Hoe werkt Exchange aan de interne en externe duurzaamheid (cfr. resultaat 4 business plan)?
Impact	
10	Bieden de gebruikte instrumenten voldoende informatie om de impact van de interventies te meten?
Specifieke vragen	
15	Is er rekening gehouden met de aanbevelingen en werkpunten van de vorige evaluaties?

Een **twee reeks vragen** gaat in op de eigenlijke verwezenlijkingen van het business plan.

³ Ab ibid.

Effectiviteit	
4	Zijn de activiteiten van Exchange op schema om de verwachte resultaten zoals vooropgesteld in het Business Plan 2014-2016 te behalen?
Efficiëntie	
6a	Is er naast het aantal interventies (kwantiteit) voldoende aandacht voor de kwaliteit van de interventies?
6b	Wat is de impact van de uitbreiding van de interventies in 14 landen?
6c	In welke sectoren heeft Exchange de grootste toegevoegde waarde?
Impact	
9	Wat is de impact van de interventies op de betrokken ondernemingen in het Zuiden?

In een **derde deel** vragen is de intentie om te kijken in welke mate het businessplan synergiën heeft gezocht met andere bestaande actoren en initiatieven.

Effectiviteit	
5	In welke mate overlapt de werking van Exchange met gelijkaardige initiatieven? In welke mate werkt Exchange samen met dergelijke initiatieven, en lokale partners en/of netwerken om efficiënt lokale bedrijven te kunnen bereiken?
Specifieke vragen	
13	In welke mate heeft Exchange synergie opgezocht met bestaande programma's van de Vlaamse overheid met betrekking tot ontwikkelingssamenwerking in Zuid-Afrika en Malawi ?

Naast deze twee evaluatieluiken behelst de evaluatie een belangrijke **lerende component**.

16	Welke aanbevelingen kunnen er geformuleerd worden voor de verbetering van het Business Plan (resultaten en indicatoren SMART), de rapportage en het valorisatiesysteem van de eigen bijdrage?
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Wat betreft de **methodologische vereisten** leggen we de nadruk op drie componenten:

- (1) Documentanalyse
- (2) Betrokkenheid van de belanghebbenden in het evaluatieproces
- (3) Terreinbezoeken Malawi en Zuid-Afrika

Als **beschikbare documenten** vermeldt het bestek vorige evaluatieverslagen, zesmaandelijks rapporten, verslagen van vergaderingen. Het business plan voegt hier aan toe (dit concluderen we onder meer uit het logisch kader): ingevulde evaluatieformulieren en enquêtes, bij ondersteunde ondernemingen of aanvragers, eventueel marktonderzoek, en databank van Exchange.

Als **belanghebbenden** worden volgende groepen vermeld:

- Vlaamse overheid (DiV)
- Exchange vzw:
 - 6 professionele medewerkers (incl. één manager)
 - 70 vaste vrijwilligers, waaronder 15 landencoördinatoren, 10 sectorcoördinatoren, 40 lokale vertegenwoordigers in het Zuiden, 1 adviseur en 4 Company club coördinatoren)
 - Meer dan 1000 vrijwilligers-experten
 - 25 personen in beheersorganen.
- Ondernemingen in het Zuiden (aanvragers)

De **geografische focus** van de analyse, ligt naast Vlaanderen op twee landen, of beter gezegd regio's in het Zuiden:

- Gauteng in Zuid-Afrika: 51 projecten bij 17 bedrijven/organisaties
- Lilongwe (Central) Region: 24 projecten bij 16 bedrijven/organisaties

3 | Evaluatieaanpak

Onze evaluatieaanpak is gebaseerd op een combinatie van zowel algemene methoden en methodologieën gebruikt in de project- en programmaevaluatie, als specifieke methodologieën gericht op de evaluatie van PSD programma's. Voor dit laatste vermelden we in het bijzonder de aanpak die recent werd ontwikkeld voor de evaluatie van het Deense (DANIDA) Business-to-Business programma. Dit programma is één van de meest bekende voorbeelden binnen internationale samenwerking waarin de kennis en expertise van ondernemingen uit het Noorden werd aangewend ter ondersteuning van hun tegenhangers in het Zuiden. Het programma werd in 2014 geëvalueerd⁴. Vanwege de gelijkenissen van dit programma met het Exchange model is deze evaluatie dan ook van bijzondere relevantie voor de onderhavige evaluatie.

De aanpak die we voorstellen om de evaluatievragen binnen te beantwoorden, rekening houdend met methodologische vereisten, bestaat uit drie gelieerde componenten:

- (1) een participatieve en leergerichte evaluatie;
- (2) een reconstructie en beoordeling van de achterliggende veranderingstheorie van het business plan;
- (3) een beoordeling van de effecten van het business plan.

3.1 Participatieve en leergerichte evaluatie

Een belangrijk onderdeel van de evaluatie is niet enkel het beoordelen van de verwezenlijkingen van het programma, maar ook het trekken van lessen voor de actoren die betrokken zijn bij het ontwikkelen en uitvoeren van het programma. Om dit te waarborgen dient de evaluatieaanpak er op toe te zien dat deze actoren intens worden betrokken bij de evaluatie en dat er voldoende aandacht wordt besteed aan het gebruiken van de resultaten voor de verbeteringen van toekomstige programma's en activiteiten. In vakjargon betekent dit dat de evaluatie een sterk 'formatieve' of lerende component moet hebben⁵. Concreet betekent dit dat er naast aanbevelingen in het eindrapport, voldoende overlegmomenten worden ingebouwd tijdens de evaluatie en dat er gebruik wordt gemaakt van technieken die het **leerproces binnen de organisatie waarborgen**.

- De eerste stap in de evaluatie bestaat dan ook uit een **opstartvergadering – of werkatelier** met de opdrachtgever (DIV). Het evaluatieteam stelt haar werkwijze voor, waarop de opdrachtgever commentaar geeft en eventuele aanpassingen worden uitgevoerd. Daarnaast dient de vergadering om praktische afspraken te maken aangaande de terreinbezoeken (zie verder), de lijst van te interviewen personen, de planning van de overlegmomenten, en worden de beschikbare relevante documenten ingezameld. We

⁴ Zie Ministry of Foreign Affairs Denmark (2014), Evaluation of DANIDA Business-to-Business Programme 2006-2011

⁵ Voor een theoretische onderbouw, zie Patton, M.Q. (2011), Developmental Evaluation, Guilford

willen voorstellen om van deze bijeenkomst gebruik te maken om samen met de opdrachtgever de veranderingstheorie (zie verder) vanuit het standpunt van de Vlaamse overheid samen te stellen.. Eventueel kan ook een begeleidingscomité worden opgericht dat als klankbord dient tijdens de uitvoering van de evaluatie en de contacten met het evaluatieteam begeleidt. Het evaluatieteam stelt vervolgens in het inceptierapport een **gedetailleerde werkplanning en evaluatiekader** voor op basis van deze meeting.

- Een tweede belangrijke stap omvat een **focusgroep/workshop met de professionele medewerkers van Exchange, de andere contactmomenten met de vrijwilligers** van Exchange. Daarnaast wordt ook de specifieke leidraad die dient voor het uitvoeren van de websurvey (middels SurveyMonkey) en de terreinbezoeken afgetoetst (via mail) met de vertegenwoordigers van Exchange en Vlaanderen.
- Een derde component is de **geplande restitutievergaderingen op het eind van elk terreinbezoek** met vertegenwoordigers van bedrijven die bij de evaluatie en/of Exchange betrokken zijn, lokale vertegenwoordigers van Exchange en de vertegenwoordigers van de Vlaamse overheid (zie verder).
- Als vierde belangrijk moment in dit evaluatie- en leerproces is bij de voorstelling van het concepteindrapport. Om de resultaten te bespreken en om deze te integreren in de verdere activiteiten binnen het programma, alsmede voor de opstelling van toekomstige strategieën, organiseren we een **zogenaamde sense making workshop** van een halve dag met vertegenwoordigers van de Vlaamse overheid en Exchange vzw.
- Een laatste moment vindt plaats tijdens de **voorstelling van het eindrapport**. Reconstructie en beoordeling van de veranderingstheorie.

De betrokkenheid van de belanghebbenden (zoals beschreven in het bestek), wordt verder gewaarborgd door gerichte bevestigingen (via focusgroepen, interviews of websurvey) van de volgende groepen:

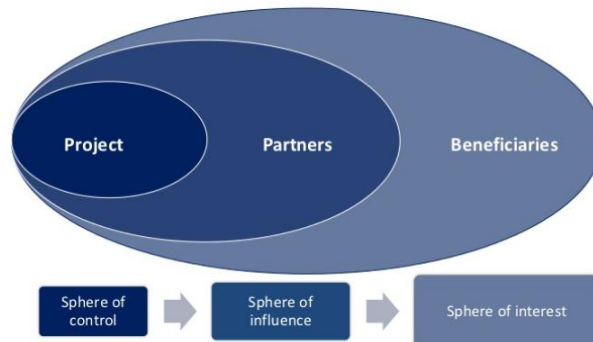
- Vlaamse overheid: overlegmomenten (zie hierboven)
- Professionele medewerkers en selectie van vaste vrijwillers Exchange: focusgroepgesprek en overlegmomenten.
- Vaste vrijwillers: Malawi en Zuid-Afrika: semi-gestructureerde interviews
- Vrijwillers-experten: websurvey
- Ondernemingen in het Zuiden: websurvey
- Ondernemingen in Malawi en Zuid Afrika: semi-gestructureerde interviews

3.2 Reconstructie en beoordelen veranderingstheorie

Aan de basis van elk programma ligt een expliciete of impliciete veranderingstheorie of interventielogica. Alhoewel deze expliciet wordt beschreven in de programma's blijkt uit de praktijk dat er niet alleen impliciete aannames aan de basis liggen, maar dat de veranderingstheorie zelf niet noodzakelijk op éénzelfde wijze wordt geïnterpreteerd door alle betrokkenen (in dit geval de Vlaamse overheid, de professionele medewerkers, de vaste vrijwillers, de vrijwillers experts en de ondernemingen in het Zuiden, coördinatoren, vrijwillers). Dit kan de effectiviteit van het programma in het gedrang brengen. De onderzoeksanpak moet dan ook toelaten om deze **veranderingstheorie te reconstrueren en te beoordelen** – inclusief of de voorgestelde indicatoren de beoogde effecten kunnen meten. Het concept van 'invloedssferen' vanuit 'outcome mapping' kan ons helpen bij het verduidelijken van de interventielogica⁶. Via het reconstrueren van deze

⁶ Voor een theoretische onderbouw zie onder meer Pawson, R. & Tilley, N. (1997). Realistic Evaluation, London: Sage

invloedssferen kunnen de verschillende doelpublieken gesitueerd worden in de verschillende invloedssferen naargelang deze dicht of verderaf van de *intervenent* aflaggen. Dit is belangrijk voor zowel het uitdokteren van de strategie als het vaststellen van de eigen contributie aan bepaalde *outcomes* of maatschappelijke doelstellingen. Men spreekt daarbij van *sphere of control* (controleerbaar), *sphere of influence* (beïnvloedbaar) en *sphere of interest* (indirect beïnvloedbaar) (zie onderstaande figuur). Het in kaart brengen van deze sferen laat toe opnieuw te reflecteren over de eigen interventielogica (of veranderingstheorie) en de consequenties op het vlak van interne monitoring.



De reconstructie van de veranderingstheorie gebeurt aan de hand van een **screening van de beschikbare documenten** en een **focusgroepgesprek/workshop met de professionele leden van Exchange** en selectie van vast vrijwilligers (de selectie gebeurt in overleg met Exchange).

Voor de globale beoordeling zal het evaluatieteam tijdens de reconstructie van de interventielogica of veranderingstheorie ingaan op

- (1) de vraag op welke wijze en in welke mate er aandacht werd besteed aan resultaten op de drie hogervermelde niveaus (Vlaanderen, Zuiden, internationale beleidscontext). Aangezien de SDGs nog niet werden opgesteld bij de start van het business plan, zal het evaluatieteam vooral peilen naar de manieren waarop het business plan hier potentieel op zou kunnen inspelen. Dit laatste komt nadrukkelijk aan bod tijdens de laatste fase van de evaluatie – de aanbevelingen en de sense making workshop.
- (2) op de relatie tussen PSD- en P4D. Voor deze specifieke vraag maken we gebruik van het kader dat wordt aangereikt door de HIVA studie van Vaes & Huyse⁷.
- (3) de financiering van het business plan en meer bepaald de financiële duurzaamheid van de business plan en de subsidiëring ervan door een externe organisatie.

Vervolgens zullen we aftoetsen of de veranderingstheorie op eenzelfde wijze wordt geïnterpreteerd door de andere belanghebbenden en wat de eventuele gevolgen zijn van afwijkende interpretaties. Deze aftoetsing gebeurt op basis van gerichte vragen die we stellen tijdens de **overlegmomenten met de Vlaamse overheid, in de websurveys met de vrijwilligers-experten en de semi-gestructureerde interviews voor en tijdens de terreinbezoeken.**

Deze analyse zal ook aandacht besteden aan het **contextualiseren** van de veranderingstheorie binnen andere gelijkaardige initiatieven voor PSD.

⁷ Vaes, S. & Huyse, H. (2015), *Private Sector in Development Cooperation*

3.3 Beoordeling effecten

Naast de veranderingstheorie dient de evaluatie ook de verwezenlijkingen van het business plan te beoordelen (zowel volgens de interne doelstellingen van het business plan – zie vragen 4, 6a-c en 9, als op het vlak van meervoudige waarde creatie, zie vragen 1-3). Als leidraad voor dit deel van de evaluatie gebruiken we het evaluatiekader dat we hebben verfijnd tijdens de opstartfase. Om de effectiviteit en de impact van het business plan te beoordelen zullen we gebruik maken van de methodologie ontwikkeld voor de evaluatie van het DANIDA Business-to-Business programma⁸. In deze methodologie worden tevens een aantal contextuele factoren geïdentificeerd die de effectiviteit van de kennistransfer tussen ondernemingen (of ondernemers) uit het Noorden en het Zuiden bepalen (bijvoorbeeld mate van engagement, internationale ervaringen van de onderneming).

We gebruiken een combinatie van informatiebronnen en methoden, zowel in België als gedurende twee terreinbezoeken in Zuid-Afrika en Malawi.

Gegevensverzameling België

Naast de al hogervermelde focusgroepgesprekken met professionelen een selectie van vaste vrijwilligers van Exchange voeren we een **quick scan of screening uit van de beschikbare documenten**, meer bepaald evaluatieverslagen, zesmaandelijkse rapporten, verslagen van vergaderingen, ingevulde evaluatieformulieren en enquêtes, bij ondersteunde ondernemingen of aanvragers, eventueel marktonderzoek, en databank van Exchange.

Daarnaast plannen we twee **websurveys, één met de vrijwilligers-experten en één met de ondernemingen in het Zuiden die begunstige waren van Exchange**. In de websurveys peilen we niet enkel naar een eigen inschatting van de verwezenlijkingen, maar ook naar onderwerpen die ons toelaten de veranderingstheorie te toetsen, en synergiën met andere initiatieven te identificeren. Een websurvey laat ons toe om bij een brede groep van ‘belanghebbenden’ informatie in te zamelen. Belangrijke voorwaarde voor het uitvoeren van deze websurvey is dat we over de e-mailadressen van de leden van deze groepen beschikken. Een vragenlijst van beide websurveys leggen we na de focusgroep met de leden van Exchange (professionele en selectie van vrijwilligers) voor aan DIV en Exchange voor eventuele suggesties.

Terreinbezoeken

Naast deze brede gegevensinzameling, voeren we een gerichte diepgaande analyse uit via terreinbezoeken in de twee voorgestelde regio's in het bestek (Lilongwe, Malawi en Gauteng, Zuid-Afrika).

Het terreinbezoek wordt voorafgegaan door **semi-gestructureerde interviews met de coördinatoren expertvrijwilligers van Exchange** die betrokken zijn bij de ontwikkeling en implementatie van de projecten in deze landen

Vervolgens organiseren we in samenspraak met de landenvertegenwoordiger van Exchange en de Vlaamse vertegenwoordiger een terreinbezoek. Het terreinbezoek wordt uitgevoerd door twee

⁸ Zie Ministry of Foreign Affairs Denmark (2014), Evaluation of DANIDA Business-to-Business Programme 2006-2011

evaluatoren: één vanuit België en één vanuit Malawi/Zuid-Afrika. Tijdens dit terreinbezoek worden volgende activiteiten uitgevoerd:

- Interview met landenvertegenwoordigers van Exchange en Vlaanderen
- Semi-gestructureerde interviews met vertegenwoordigers van begunstigde bedrijven/organisaties (voor Gauteng, Zuid-Afrika zijn dit er 17 met in totaal 51 projecten, en voor Lilongwe, Malawi zijn dit er 16 met in totaal 24 projecten). De twee evaluatoren verdelen deze bezoeken onder elkaar.
- Restitutievergadering met landenvertegenwoordigers van de bedrijven in de twee landen en met Exchange en Vlaanderen.

4 | Output

De evaluatie omvat volgende output:

- Na opstartmeeting: Schematische weergave van de veranderingstheorie, evaluatiekader en evaluatievragen, inclusief de specifieke vragen die als leidraad dienen voor de verdere dataverzameling. Na de focusgroep met de leden van Exchange worden de vragen voor de websurvey voorgelegd ter commentaar.
- Presentatie (ppt of prezi) voor de restitutie in Zuid-Afrika en Malawi
- Voorlopig rapport, incl. samenvatting, inleiding, beantwoording evaluatievragen, vergelijking met vorige evaluatie, conclusies en aanbevelingen.
- Finaal rapport, incl. samenvatting, inleiding, beantwoording evaluatievragen, vergelijking met vorige evaluatie, conclusies en aanbevelingen
- Presentatie (ppt of prezi) van de belangrijkste bevindingen uit het finaal rapport.

Het bestek geeft aan dat de taal van de rapporten het Nederlands dient te zijn. Wij zouden willen suggereren om het rapport in het Engels op te stellen (met een samenvatting in het Nederlands), omdat dit het eigenaarschap van de uitkomsten van de evaluatie bij alle betrokken partijen (d.w.z. aanvragers van projecten in het Zuiden, en meer bepaald Zuid-Afrika en Malawi, alsook landenvertegenwoordigers) vergroot. Indien dit niet tot de mogelijkheden behoort, zouden we willen vragen of een samenvatting van de belangrijkste bevindingen in het Engels zou kunnen worden toegevoegd.

5 | Evaluatieteam

Het evaluatieteam bestaat uit Tom De Bruyn (HIVA), Fons van der Velden (Context) en de 'lokale' consultant Munya Saruchera (Context). Bij de uitvoering van de huidige opdracht wordt er door HIVA en Context bewust voor gekozen om deze uit te voeren in nauwe samenspraak met lokale experts die een belangrijke bijdrage kunnen leveren, op basis van hun kennis, ervaringen en relatienetwerk over de maatschappelijke en institutionele context van het huidige programme, de organisatorische opzet, de uitvoering van het programma van Exchange en de kwaliteit van de relaties tussen primaire, secundaire en tertiaire belanghebbenden in het algemeen en context en cultuur sensitieve data verzamelingen in het licht van de evaluatievragen in het bijzonder. Bovendien wordt het door HIVA en Context wenselijk geacht de spirit van het Exchange programma ook tijdens deze evaluatie voort te zetten.

Tom De Bruyn (HIVA)

Tom De Bruyn is senior onderzoeker aan HIVA-KU Leuven en heeft diploma's in (sociale) geografie (VUB), een aanvullende opleiding ontwikkelingssamenwerking (UGent) en een MSc Urban Development Planning (University College London). Voor hij aan HIVA begon in 2002, werkte hij voor het departement geografie van de VUB en het Centre for the Study of Violence and Reconciliation in Johannesburg (Zuid Afrika). Hij verricht onderzoek naar (1) nieuwe staats- en civiele maatschappelijke actoren in ontwikkelingssamenwerking (opkomende economieën uit het Zuiden, vierde pijler, migrantenorganisaties), (2) het draagvlak voor ontwikkelingssamenwerking en (3) de verbanden tussen migratie en ontwikkeling. Daarnaast voert hij evaluaties uit van ontwikkelingsprogramma's en projecten. In 2012 startte hij met een doctoraatstraject aan de KU Leuven waarin hij de impact van de opkomende economieën op het ontwikkelingsbeleid bestudeert. Dit kadert in het Vlaams steunpunt voor buitenlands beleid, internationaal ondernemen en ontwikkelingssamenwerking. In de context van dit vierjarige onderzoek heeft hij ruime ervaring opgebouwd in Malawi (zowel het donorlandschap als van de specifieke Vlaamse samenwerking in dit land). Naast zijn werk in Johannesburg, heeft hij ook ervaring met Zuid-Afrika, getuige onder meer een recente studie over de Vlaamse samenwerking met Zuid-Afrika post 2016 (i.s.m. Vaes & Huyse). Via verschillende HIVA-studies van collega's (bijvoorbeeld Vaes & Huyse) en presentaties (voor bijvoorbeeld de Donor Committee for Enterprise Development), en onderzoek in Mozambique in de extractieve industrie hij tevens vertrouwd met het debat rond PSD en P4D. Via het werk rond de vierde pijler voor ontwikkelingssamenwerking (onder meer voor Vlaanderen), is hij reeds vertrouwd met de werking van Exchange vzw. Tom De Bruyn werkt tijdens de primaire data verzameling in Malawi samen met Munya Saruchera.

Fons van der Velden (Context)

Fons van der Velden is oprichter en Directeur-Groot aandeelhouder (DGA) van Context, international cooperation BV in Utrecht (Context). Daarnaast is het medeoprichter en directeur van Forsee Social Entrepreneurs Pvt Ltd, Bangalore in India. Context is een sociaal bedrijf dat zich gespecialiseerd heeft in capaciteitsversterking van ontwikkelingsorganisaties en kleine en middelgrote (sociale) ondernemers in lage en midden inkomenslagen. Dit gebeurt o.a. door het samen met belanghebbenden uitvoeren van actie-onderzoek; concrete ondersteuning bij bedrijfsontwikkeling in de vorm van bijvoorbeeld strategische positionering, ontwikkeling van waarde ketens;

leiderschapstrainingen voor sociaal ondernemers; het ontsluiten van relevante ervaringen middels publicaties, master classes, lezingen en artikelen. Van der Velden heeft meer dan 3 decennia ervaring met het opzetten en uitvoeren complexe (externe) evaluaties in opdracht van Niet-Gouvernementele Ontwikkelingsorganisaties, de Nederlandse overheid en (sociaal) investeerder. Hij is goed bekend met het reilen en zeilen van midden en klein bedrijf. Sedert 1994 voert Van der Velden werkzaamheden uit in en met betrekking tot Zuid Afrika waaronder de evaluatie van een complex netwerk van milieu organisaties (EJNF), een uitwisselingsprogramma tussen boeren uit Zuid Afrika en Latijns Amerika ('People's Dialogue'). Hij is gastdocent van het team van Training for Transformation (Kleinmond, Zuid Afrika), waarvoor hij jaarlijks een module verzorgt over sociaal ondernemerschap. Fons van der Velden heeft een groot aantal publicaties op zijn naam staan over sociaal ondernemerschap, waaronder het recente (Januari 2016) MO* paper over 'De stille revolutie van sociaal ondernemers, Brussel (MO*), 2016. Voor verdere informatie wordt verwezen naar het LinkedIn profiel van Fons van der Velden en het bijgevoegde CV.

Fons van der Velden werkt tijdens de primaire data verzameling in Zuid Afrika samen met Munya Saruchera.

Munya Saruchera

Munya Saruchera (MSc Policy Studies University of Zimbabwe/Fort Hare University, PhD Stellenbosch) is een freelance consultant voor Context een managing consultant bij Labyrinth Consultant in Zuid-Afrika. Daarvoor werkte hij als business advisor bij Keystone Accountability for Social Change in Kaapstad en als programme manager of officer bij verschillende Zuidinternationale NGO's en universiteiten in zuidelijk Afrika. Hij heeft ruime ervaring in het begeleiden, monitoren en evalueren van ontwikkelingsgerichte ondernemingsmodellen in Zuidelijk Afrika, waaronder Zuid-Afrika en Malawi. Hij heeft opdrachten en studies uitgevoerd voor zowel internationale organisaties (World Bank), bilaterale ontwikkelingsagentschappen (DfID, USAID) en NGO's (HIVOS, ICCO).

6 | Planning en voorgestelde budget

De totale onderzoekstijd bedraagt 54 dagen, waarvan 37 voor de Belgische experts en 17 voor de lokale (Malawi, Zuid-Afrika) expert, uitgevoerd in de periode 1 maart tot 30 april, 2016. Het finale rapport zal worden opgeleverd op 30 april. **De voorgestelde timing is indicatief en zal verder verfijnd worden in overleg met de opdrachtgever en Exchange.**

Het voorgestelde budget bedraagt € 37.435,40.

Planning

	Maart					April			
Onderzoeksactiviteiten	W1	W2	W3	W4	W5	W1	W2	W3	W4
Opstartfase									
Opstartvergadering									
Verfijnen evaluatiekader									
Gegevensverzameling België									
Screening documenten									
Focusgroep/workshop Exchange: reconstructie veranderingstheorie (voorbereiding, monitoring en verwerking)									
Websurvey bedrijven Zuiden									
Websurvey Vrijwilligers-experten (idem)									
Gegevensverzameling Zuid-Afrika/Malawi									
Vorbereiding: interviews betrokkenen Ex-Change in België									
Terreinbezoek, incl. bezoek organisaties en restitutie									
Analyse en rapportering									
Analyse en drafrapportering									
Sense making workshop									
Redactie eindrapport									
Presentatie eindrapport									

Mandagen personeel				
	T. De Bruyn	F. van der Velden	M. Saruchera	Sub-Total
1 – opstartfase	1	1	0	2
Opstartmeeting	0,5	0,5	0	1
Uitwerken evaluatiekader	0,5	0,5	0	1
2 – gegevensinzameling België	6,5	3,5	0	10
Screening documenten	1,5	2	0	3,5
Focusgroep/workshop Ex-change: reconstructie veranderingstheorie (voorbereiding, monitoring en verwerking)	0,5	1,5	0	2
Websurvey bedrijven Zuiden (idem)	2	0	0	2
Websurvey Vrijwilligers-experten (idem)	2,5	0	0	2,5
3 - gegevensinzameling Malawi en Zuid-Afrika	7,5	8	16	31,5
Voorbereiding: interviews betrokkenen Ex-Change in België en briefing+inwerking lokale consultant	1	1	2	4
Terreinbezoek, incl. bezoek organisaties en restitutie	6,5	7	14	27,5
4- analyse van gegevens en rapportering	4	5,5	1	10,5
Analyse en drafrapportering	2	3	1	6
Sense making workshop	0,5	1	0	1,5
Finaal syntheserapport	1	1	0	2
Presentatie	0,5	0,5	0	1
Total days	19	18	17	54

samenvatting budget						
description	consultant	number	Unit prijs (excl BTW)	Unit prijs (incl BTW)	Totaal in EUR (excl BTW)	Totaal in EUR (incl BTW)
Wetenschappelijk personeel HIVA- KU Leuven /Context					€ 26.211	€ 31.715,00
Senior expert HIVA	TDB	19,0	€ 521	€ 630,00	€ 9.893	€ 11.970,00
Context consultancy	FvDV	18,0	€ 653	€ 790,00	€ 11.752	€ 14.220,00
Local consultant Malawi/ZA (Context consultancy)	SM	17,0	€ 269	€ 325,00	€ 4.566	€ 5.525,00
Operationele kosten						€ 5.720,00
Senior expert HIVA						
Internationale vlucht Europa-Malawi	Forfait	1	€ 743,80	€ 900,00	€ 743,80	€ 900,00
Lokaal transport Malawi (20 euro/d x 6d)	Forfait	6	€ 16,53	€ 20,00	€ 99,17	€ 120,00
Per diem Malawi	Forfait	7	€ 33,06	€ 40,00	€ 231,40	€ 280,00
hotelkosten Malawi	Forfait	7	€ 49,59	€ 60,00	€ 347,11	€ 420,00
Context consultancy						
Internationale vlucht Europa-ZA	Forfait	1	€ 743,80	€ 900,00	€ 743,80	€ 900,00
Lokaal transport Zuid Afrika	Forfait	6	€ 16,53	€ 20,00	€ 99,17	€ 120,00
Per diem Zuid Afrika	Forfait	7	€ 33,06	€ 40,00	€ 231,40	€ 280,00
hotelkosten Zuid-Afrika	Forfait	7	€ 66,12	€ 80,00	€ 462,81	€ 560,00
Local consultant (Context consultancy)						
Vlucht ZA naar Malawi (lokale consultant)	Forfait	1	€ 495,87	€ 600,00	€ 495,87	€ 600,00
Per diem Malawi en ZA	Forfait	14	€ 33,06	€ 40,00	€ 462,81	€ 560,00
hotelkosten Zuid-Afrika	Forfait	7	€ 66,12	€ 80,00	€ 462,81	€ 560,00
hotelkosten Malawi	Forfait	7	€ 49,59	€ 60,00	€ 347,11	€ 420,00
Totaal						€ 37.435,00

Appendix

In aparte documenten:

- CV Tom De Bruyn
- CV Fons van der Velden
- CV Munyaradzi Saruchera
- Verklaring op eer Tom De Bruyn
- Verklaring op eer Fons van der Velden
- Verklaring op eer Munyaradzi Saruchera