



Manual

Programme management CBI



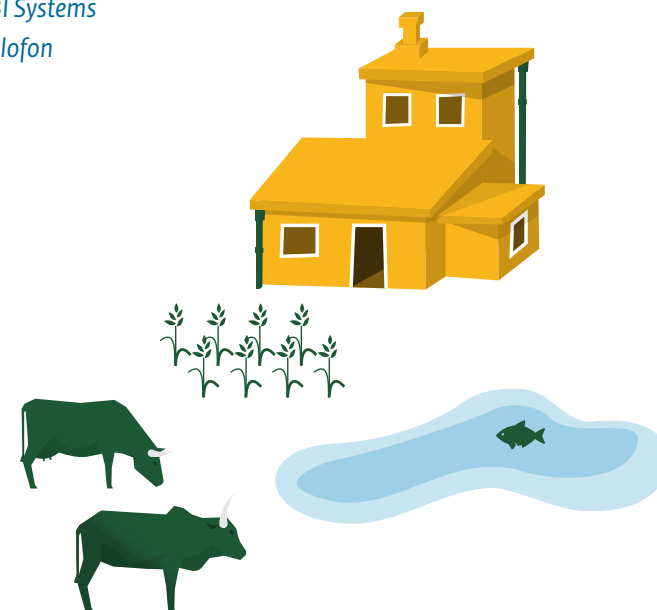
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Introduction

How to use this manual

This manual provides practical support for Programme Managers on how to design, implement and monitor a CBI project. The manual guides you as a Programme Manager through each step of the project management cycle. CBI projects go through a five-phase process, starting from the initial selection of value chains, up to the final evaluation of the project (see figure on the next page). These five phases form the structure of this manual.

Each chapter focuses on one phase of CBI's project management cycle and describes the goal, the duration of the phase, the roles and responsibilities of those involved, and the mandatory deliverables. The 'how to' section provides guidance in the activities to be carried out and includes background information and practical suggestions.

While the project management cycle is comprehensively described, there is still sufficient opportunity to design the Business Case and intervention strategies as you see fit. You are encouraged to design solutions that are responding to the specific challenges in the countries and value chains concerned, as we believe that tailor-made projects will achieve the best results. The Decision Framework (*Annex 0.2*) provides guidance on the minimum requirements of a CBI project.

Reference is made to annexes that will support you during the process and to examples that can serve as inspiration. In the manual you will be oriented to 3 categories of documents that you must or can use at each phase:



- **Mandatory:** formats and templates for obligatory deliverables that you need to submit for approval. Without these you cannot proceed.



- **Guidance:** background documents that you will need to use to be able to fill the mandatory documents.



- **Inspiration:** documents that may help you in the specific project cycle phase. It includes examples that can provide inspiration and instruction guidelines.

By clicking on the annexes, you will be automatically directed to the folder where the document is located.

The programme management cycle

On the next pages an overview per phase is provided.



Phase 1

Value Chain Selection (VCS)

Deliverables:

- Value Chain Scoring for 4-6 VCs
- Simple Results Chain

Go/no-go decision:

MT advisors and Commissioning Team Manager

The goal of the Value Chain Selection (VCS) phase is to identify promising value chains (VC) for CBI interventions. A promising value chain shows sufficient export potential for SMEs and job creation but also opportunities to contribute to the SDG's. A first review of the main CSR risks is done.

For the most promising VCs, a Simple Results Chain will be developed. An initial desk and field research will lead to preliminary key obstacles for export and sustainable and inclusive growth. The Simple Results Chain will lay out preliminary pathways towards the anticipated outcomes. The Simple Results Chain will help to formulate key research questions for the VCA phase.

Phase 2

Value Chain Analysis (VCA)

Deliverables:

- VCA report
- Complete Results Chain

Go/no-go decision:

Programme Committee and Department Manager

The goal of the VCA phase is to acquire an in-depth understanding of actors and obstacles in the value chain. A more Complete Results Chain will be developed.

The VCA provides a mapping of the main Value Chain Actors, Supporters and Enablers and their attitude towards cooperating in a project. In addition, the VCA validates and assesses the key obstacles and its root causes currently limiting exports for SMEs. Finally, causal linkages and assumptions in the Simple Results Chain are tested.

If the VCA phase confirms the viability of the project, the Complete Results Chain needs to demonstrate that critical VC obstacles are solvable. The causal pathways in the RC will show how CBIs interventions will lead to clearly defined outcomes and impact.

Phase 3

Business Case**Deliverables:**

- Business Case including:
- Sophisticated Results Chain
- Results Monitor
- Budget

Go/no-go decision:

Programme Committee and Department Manager

The goal of the Business Case (BC) phase is to finalize project design and develop a Sophisticated Results Chain.

A risk assessment and mitigation plan will be developed. A budget is worked out which enables to assess the efficiency and expected value for money of the project. A Results Monitor, linking indicators and Key Performance Indicators (KPIs) to the Results Chain, is developed. Finally, an overall project planning and roles and responsibilities for the management of the project is made.

When the Business Case, Sophisticated Results Chain, Results Monitor and Budget are approved, project implementation can start.

Phase 4

Implementation & Performance Management**Deliverables:**

- Annual plan
- Updated Business Case after inception phase, including:
 - » Updated Results Chain
 - » Updated Results Monitor, including baseline data
 - » Updated CSR Risk Assessment

Go/no-go decision:

Management Team

The goal of this phase is to develop and implement the specific activities of your project and manage for results.

You will develop an Annual Plan and start selecting companies and setting up collaboration with other stakeholders. You collect baseline data and continuously monitor the project's progress. You report about this progress during three annual CBI monitoring rounds.

The first year of project implementation will be an inception phase. After this year you will have a better understanding of the Export Enabling Environment and of the capacity and willingness of local partners to support the project. Therefore, an updated Results Chain and Business Case should be delivered after the first year. The updated BC will be assessed according to the Decision Framework and a decision will be made whether to continue with the project.

Phase 5

Audit & Evaluation

Deliverables:

- Project closing document
- Audit report
- Close the files in HBAT/Sage/EBS

Terms and acronyms

The terms used in this manual are based on international terminology and uses acronyms for CBI's Roles and Systems. For a list of useful terms and acronyms, [go to page 54](#).

1. Evaluation project Management Team

The goal of this phase is to finalise your project. You will administratively close the project, archive the main documents, prepare the closing document and initiate the audit and (optionally) ask the M&E Team to consider the project for the evaluation planning.





Mission and Approach

Mission

The mission of the Centre for the Promotion of Imports from developing countries (CBI) is to connect small and medium- sized enterprises in developing countries to the European market and thereby contribute to sustainable and inclusive economic growth.

CBI's objectives

Trade is a useful instrument to stimulate economic growth and promote employment. By helping small and medium-sized enterprises (SMEs) in developing countries to enter the European market, we promote the integration of these countries in global value chains. In this way, we assist these countries, entrepreneurs and employees in benefiting from the advantages that trade brings.

We aim to improve exports not just in terms of quantity but also in terms of quality. Corporate Social Responsibility (CSR) is the basic principle in all our activities. When we choose sectors and countries to start new projects, or when we select companies to participate, we do not just assess their opportunities on the European market – we also identify the risks and opportunities related to the impact on the society and environment. CBI sets the standard on “do no harm” and looks for opportunities to “do good” whenever possible.

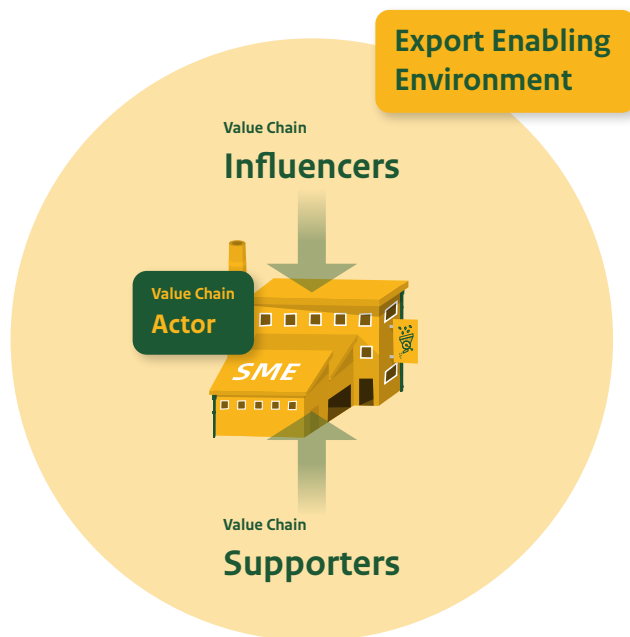
Impact

As a result, CBI contributes to the United Nations' 2030 development agenda, both directly and indirectly. The direct goals that CBI contributes to are SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), SDG 12 (Ensure sustainable consumption and production patterns) and SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development). Additionally, CBI's interventions assist indirectly in achieving SDG's 1 (no poverty) and 5 (gender equality), by having a long-term positive side-effect. Firstly, CBI contributes indirectly to poverty reduction by creating employment and thereby providing income opportunities for people living in poverty (target 1.1). As for SDG 5, CBI contributes indirectly by promoting female entrepreneurship, management and promoting fair and equal jobs for women (target 5.5).



Figure 1. Sustainable development goals that CBI contributes to.

CBI projects contribute to the aid and trade agenda¹ of the Dutch Minister for Foreign Trade and Development Cooperation. CBI receives its assignment² from the Ministry of Foreign Affairs to implement projects which stimulate Private Sector Development (PSD) in developing countries. Just as the other PSD programmes of the Netherlands Enterprise Agency (RVO.nl), CBI contributes to Section 1.3 of the Budget of the Minister for Foreign Trade and Development Cooperation: ‘a strengthened private sector and an improved investment climate in developing countries’.



¹ Policy memorandum “Wat de Wereld Verdient: Een nieuwe agenda voor hulp, handel en investeringen”. (“A World to Gain: A New Agenda for Aid, Trade and Investment”).

² In Dutch: “opdracht”.

Our integrated approach

CBI aims to conduct comprehensive, integrated projects that involve exporters, importers, business support organisations, government authorities and other key stakeholders. CBI’s overall mission is to connect small and medium-sized enterprises (SMEs) to the European market, thereby promoting sustainable and inclusive growth. CBI’s direct target beneficiaries are SMEs. SMEs that wish to export to Europe should not only have their own business practises in order, they also need a favourable business environment in which they can operate (also called the Export Enabling Environment). CBI’s projects therefore pay attention to the interaction between micro-level interventions (focused on supporting companies) and meso-level interventions (focused on the Export Enabling Environment). These micro-level interventions and meso-level interventions need to be implemented in an integrated manner.

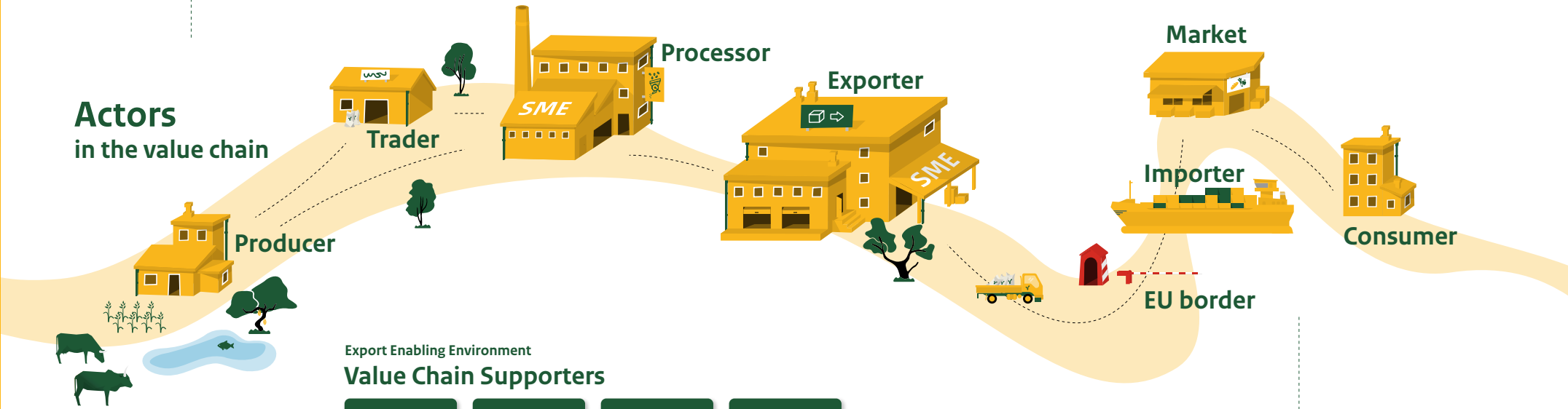
Each project targets a specific value chain in a specific country. The focus is on Least Developed Countries (LDCs), fragile states and other developing countries. There are three types of stakeholders that affect a value chain: the chain influencers, the chain supporters and the chain actors. The chain influencers and supporters are considered part of the Export Enabling Environment. They can be key in achieving results for exporters. The micro level consists of the individual value chain actors. Of the different type of value chain actors, CBI interventions mainly focus on the (producing) exporters. The figure on the next page shows the relationship between companies and their enabling environment.

Export Enabling Environment

Value Chain Influencers



Actors in the value chain



Export Enabling Environment

Value Chain Supporters



Figure 2. The influencers and supporters of the value chain actors

What we do

CBI's 'integrated' projects offer a range of interventions and services that address both the micro (Business Export Coaching) and meso (Export Enabling Environment) level. The design of these interventions and services is based on an analysis of market opportunities and bottlenecks in the export value chain. The interventions and services can be clustered in different strategies:

Business Export Coaching

- Cluster 1. Strategies to coach SMEs to have their internal and product processes comply with European market standards, respecting the OECD Guidelines for multinational enterprises;
- Cluster 2. Strategies to capacitate SMEs to calibrate their tailor-made export strategy to the European market;
- Cluster 3. Strategies to capacitate SMEs to build and maintain a network on the European market.

Export Enabling Environment

- Cluster 1. Strategies to improve service delivery by local institutions to SMEs;
- Cluster 2. Strategies to improve export-friendly policies, laws and regulations for SMEs;
- Cluster 3. Strategies to improve availability of key inputs, technologies or infrastructure for the production process of exporting SMEs;
- Cluster 4. Strategies to improve the country/sector image abroad.

We encourage PMs to think alongside these strategies when formulating results to be achieved and when designing the interventions and services to achieve the formulated results.

Business Export Coaching

Cluster 1

Coach SMEs to have their internal and product processes comply with European market standards, respecting the OECD Guidelines for multinational enterprises.

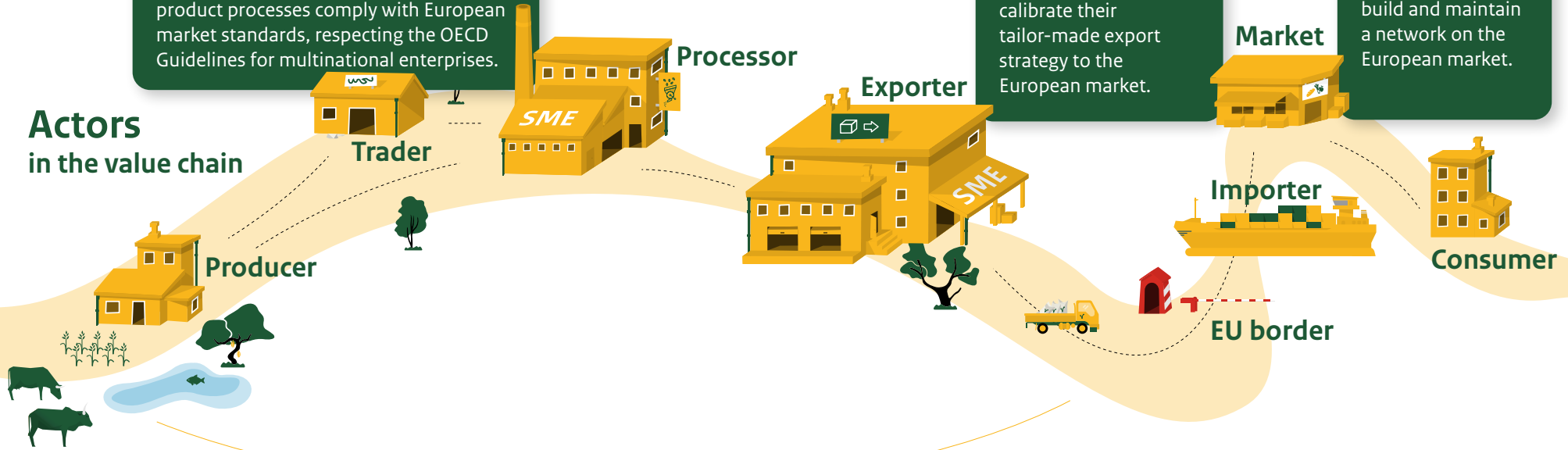
Cluster 2

Capacitate SMEs to calibrate their tailor-made export strategy to the European market.

Cluster 3

Capacitate SMEs to build and maintain a network on the European market.

Actors in the value chain



Export-Enabling Environment

Cluster 1

Improve service delivery by local institutions to SMEs.

Cluster 2

Improve export-friendly policies, laws and regulations for SMEs;

Cluster 3

Improve availability of key inputs, technologies or infrastructure for the production process of exporting SMEs;

Cluster 4

Improve the country/sector image abroad.

Our principles

Our integrated value chain development projects, adhere to the following principles :

1. **Start from export potential** - Promising markets (demand side) and promising sectors with sufficient SMEs that are willing to export on the short, medium or long term (supply side) are the starting point for every project.
2. **Take into account the Export Enabling Environment** - CBI assesses opportunities, bottlenecks and risks in the entire sector or value chain and takes into consideration the environment in which exporting SMEs operate, and in collaboration with other partners, actively contributes to an export enabling environment for SMEs.
3. **Recognize CSR as our business approach** - CSR contributes to sustainable development by delivering economic, social and environmental benefits to all stakeholders. CBI pays special attention to children's rights, workers' freedom, human rights, fair labour practices, health and safety, the environment, and transparency and traceability in the supply chain, pursuant to OECD Guidelines and UN principles on CSR. Due diligence is the starting point for all operations: CBI sets the standard on "do no harm" on society and environment and looks for opportunities to "do good" whenever possible.
4. **Add value** - CBI interventions contribute to inclusive development; poverty alleviation, sustainable production and / or, job creation for women and youth, among others.
5. **Provide technical assistance** - CBI interventions focus on capacity building of SMEs by the transfer of export- and European market-related knowledge, competences and market intelligence, export enabling process facilitation, and the organization of export promotion activities.
6. **Be context-specific and needs-based** - CBI interventions are tailor-made, with a country- or sector-specific angle that addresses the thematic needs on the basis of bottlenecks identified in the Value Chain Analysis.
7. **Seek alignment** - CBI aligns its interventions with local / national strategies and priorities of the countries in which it operates, as well as with other Private Sector Development (PSD) organisations and Dutch embassies to increase efficiency and effectiveness.
8. **Manage for development results and adhere to the DCED Standard** - CBI aims to be result-driven and is committed to the principles of Managing for Development Results. CBI is able to work cost-effectively and achieve results. CBI's monitoring and evaluation practices comply with the Donor Committee for Enterprise Development (DCED) Standard.

Managing for Development Results: the DCED Standard

Through the 2005 Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, development partners have committed to manage and implement aid in a way which focuses on development outcomes and impacts, and which uses performance information to improve decision-making. The Millennium Development Goals, and more recently the Sustainable Development Goals, have further solidified the pivotal role of the results-based approach in global efforts to improve aid effectiveness. Managing for Development Results (MfDR) is a management strategy centered on strong notions of goal orientation and continuous improvement. It emphasises the importance of reviewing progress towards results, learning from what does or does not work and adjusting the overall plan if necessary.

At CBI we manage for results by adhering to the DCED Standard. The DCED Standard is a quality control standard for private sector development programmes. The Standard ensures that programmes develop and use a customised Monitoring and Results Measurement system. The DCED Standard provides a practical framework for programmes to monitor their progress towards their objectives, enabling them to better measure, manage and demonstrate results. The Minister for Foreign Trade and Development Cooperation has requested all PSD instruments to provide information on a standard set of PSD indicators. This procedure will allow the Ministry of Foreign Affairs to report progress towards the SDG targets on international platforms.

The starting point for successful results measurement in the DCED Standard is the Results Chain. The Results Chain is a visual presentation of how the programme expects to contribute to development impact. It demonstrates the causal pathway by showing how the programme's activities will lead to outputs, outcomes, and eventually development impact. Chosen strategies and assumptions on how one thing will lead to the next are made explicit. This provides a framework for managing for results.

Every CBI Business Case includes a Results Chain. The impact target formulated is in line with the Sustainable Development Goals that CBI aims to contribute to. The method to measure and monitor the performance of each project will be laid out in the Results Monitor of each project. The Results Monitor is linked to the Results Chain. This monitor contains targets and indicators for the outputs and outcomes that you aim to realise (such as export growth, employment, SDG contribution or CSR risk reduction), and helps to measure whether your project is on the way to achieve these outcomes.

CBI's Strategic Plan predefines 10 mandatory Key Performance Indicators (KPIs). These indicators are used to measure CBI's overall performance towards the goals set in the multi-annual plan. By gaining insight into our results, we advance the dialogue between companies, partners, experts and colleagues about the work that we do. It also enables comparisons across programmes to promote learning and serves as a means of accountability on the proper spending of funds towards the Minister for Foreign Trade and Development Cooperation.

For additional background information on the DCED Standard and export related Value Chain Development:

- MfDR Sourcebook
↗ <http://www.oecd.org/dac/effectiveness/36853468.pdf>
- DCED Standard for Results Measurement: A summary
↗ <http://www.enterprise-development.org/wp-content/uploads/OnePageSummary-8Apr16.pdf>
- The 2017 Reader on Results Measurement – Current thinking on the DCED Standard
↗ http://www.enterprise-development.org/wp-content/uploads/DCED_Reader_March2016.pdf
- Good Practices Resource: Monitoring and Measuring Results in Private Sector Development (SDC)
↗ http://www.enterprise-development.org/wp-content/uploads/SDC_MRM_good_practices_2016.pdf





Duration

2-4 months



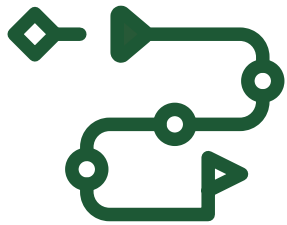
Roles & responsibilities

For information on roles, responsibilities and tasks, see the Process Map Phase 1

(Annex G-1.1)

Phase 1 Value Chain Selection





Where are you now?

You are at the start of the CBI Project Management cycle. In the first three phases of this cycle, you will conduct the necessary steps to develop a Business Case for your project.



Goals of phase 1

The goals of this phase are to

Identify and select the most promising Value Chains (VCs) for CBI projects.

To assess preliminary obstacles and opportunities for export and sustainable and inclusive growth;

To brainstorm on a simple Results Chain how to address these obstacles.

To prepare research questions for the VCA.



Go/No go

The deliverables of this phase will be presented in the *Template phase 1-VCS*. This document will be presented to an internal Committee (consisting of MT advisors and Commissioning Team Manager).

The MT advisors advise the CBI Commissioning Team Manager on whether to continue to the VCA phase.

The CBI Commissioning Team Manager decides whether the VCA phase can start and what budget will be made available. This decision is based on the decision framework.

How to

You start this phase by **making a short list of VCs** with potential for export to the European market (See [Annex I-1.1](#)) For a project to be successful, it is essential to focus on products for which there are opportunities on the European market (EU-28 and EFTA).

The selected VCs have to be part of one of CBI's 14 focus sectors:



1. Apparel



2. Natural Food Additives



3. Cocoa and Cocoa Products



4. Natural Ingredients for Cosmetics



5. Coffee



6. Natural Ingredients for Health Products



7. Fish and Seafood



8. Outsourcing



9. Fresh Fruit and Vegetables



10. Processed Fruit and Vegetables and Edible Nuts



11. Grains, Pulses and Oilseeds



12. Spices and Herbs



13. Home Decoration and Home Textiles



14. Tourism

There is a possibility to **hire a research group or consultant** to execute the VCS. This request has to be submitted to the Programme Coordinator and Commissioning Team Manager for approval. If the VCS will be executed externally, it is important to note that the Development Programme Manager will remain responsible for the result and for delivering the VCS document (*Annex M-1.1*).

After establishing the shortlist, the **potential VCs will be scored** by filling *part 1 of the template phase 1 – VCS*. See *Annex I-1.1* for useful sources.

The VCs are scored based on a set of questions on the export potential, job creation potential, CSR, and the institutional and enabling environment. The VCs will have to be scored by several CBI staff members to take into account different viewpoints. For guidelines related to scoring, whom to invite, and so on, see the process map. After the scoring session, the assigned project team selects the most promising VCs in consultation with the Chief Technical Advisor.

For the selected VCs you will do a **preliminary assessment of key obstacles and opportunities** and develop a first Results Chain by filling in Part 2 of the VCS template. As a starting point, you use the information gathered during the VCS phase. To help you develop your ideas, you should speak to relevant stakeholders, both in the target country (Trade Promotion Organisations, Sector Associations, Government personnel, Dutch embassies, international organisations, NGOs, Exporters) and in Europe (importers, wholesalers, NGOs, Sector Associations, organisations that focus on Private Sector Development or import promotion, consultants). You can also use other sources such as VCAs that have already been conducted.

Developing a simple results chain will help you to **identify existing information gaps** and consequently formulate specific research questions for the VCA phase. This will lead to acquiring relevant information that will help the development of a Business Case. With specific research questions in mind, you are also better able to select the most effective research methodology (for examples, see *Annex I-1.2*) and come up with a realistic budget.



Mandatory and supporting documents for this phase:



Mandatory

Value Chain Scoring for 4-6 VCs in part 1 of Template phase 1 – VCS (*Annex M-1.1*)

Simple Results Chain for selected VCs in part 2 of Template phase 1 – VCS (*Annex M-1.1*)

CSR risk assessment (*Annex o.1*)

Decision on starting the VCA phase, including a preliminary budget (*Annex M-1.1*)



Guidance

Process Map Phase 1 (*Annex G-1.1*)

Decision Framework (*Annex o.2*)



Inspiration

VCS guidelines (*Annex I-1.1*)

Guidelines for choosing research methods (*Annex I-1.2*)





Duration

Average 6 months
(min. 15 weeks, max. 36 weeks)

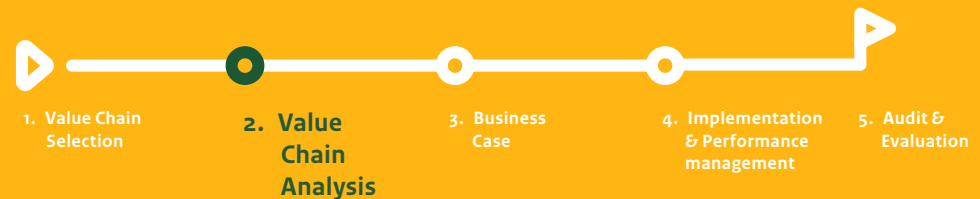


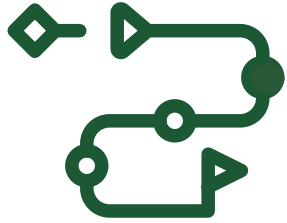
Roles & responsibilities

For information on roles, responsibilities and tasks, see the Process Map Phase 2

(Annex G-2.1)

Phase 2 Value Chain Analysis





Where are you now?

You have a first overview of key obstacles and opportunities in the value chain and developed a Simple Results Chain.

You have formulated which assumptions of the Results Chain need to be tested and on which topics you need more information in the VCA phase.

The timeframe and budget for this phase are known.



Goals of phase 2

The goal of the VCA phase is to acquire an **in-depth understanding of obstacles and actors** in the value chain. This is the input to **develop a Complete Results Chain** at the end of this phase.

The VCA provides a mapping of the main Value Chain Actors, Supporters and Influencers and their attitude towards cooperating in a project. In addition, the VCA validates and assesses the key obstacles and its root causes currently limiting exports for SMEs. Finally, causal linkages and assumptions of the Simple Results Chain are tested.

If the VCA phase confirms the viability of the project, the Complete Results Chain needs to demonstrate that critical VC obstacles are solvable. The causal pathways in the RC will show how CBIs interventions will lead to clearly defined outcomes and impact.



Go/No Go

If the VCA confirms the viability of a project, you will develop a Complete Results Chain according to the *template phase 2 – VCA* and will present the project to the Programme Committee.

The Complete Results Chain needs to demonstrate that critical VC obstacles are solvable. The causal pathways in the RC will show how CBIs interventions will lead to clearly defined outcomes and impact. If the VCA found that a project will not be feasible this should be explained and justified in the VCA template as well.

The Programme Committee conducts a final check whether your Results Chain complies with guidelines for approval

and whether it is compatible with the CBI project portfolio, as stipulated in the Decision Framework. The committee will advise the CBI Department Manager on whether to proceed to the next phase and develop the Business Case of the project. The Department Manager will make a final decision on the continuation and on the budget that will be made available.

How to

The Value Chain Analysis is the main activity of this phase. There are different methods you can use to answer your questions on the VC (see annex 2I.01). Conducting a VCA study is mandatory. The VCA study is conducted by one or more external consultants to get objective and independent advice on the opportunities and risks involved with developing a project in the specific Value Chain.

You will start with **developing a Terms of Reference** (ToR) for the VCA. The VCA consists of three subsequent elements: (1.) a Product Market Combination Analysis (2.) a Value Chain Analysis of selected PMCs; and (3.) Project design and Results Chain development. You adjust each element of the ToR by adding the research questions, the preferred methodology and the expected deliverables that are relevant for your VC. Here you can also specify to which extent you expect the consultants to deliver input on the Results Chain.

The VCA serves as input to further develop the project and design the **Complete Results Chain**. You are encouraged to involve RVO colleagues in this process (PSD coach and where relevant advisors from other PSD programmes like (ORIO/DRIVE, PSI/DGGF, FDW and FDOV)). The results will have to be validated in a **validation workshop with stakeholders** in the target country. The workshop will serve explore opportunities for cooperation in solving bottlenecks.

The Development Programme Manager will closely guide the external consultants, rather than only awaiting the results. CBI should own the study and the project that will be developed, and the VCA is a good opportunity to **build a network** in the sector and the target country. This is especially important in countries where CBI has little or no experience.

Look for opportunities to join the consultants for interviews with the private sector, European importers, sector associations, NGO's and so on. CBI's Programme Managers (of the Development and Implementation team) should at least be present at the validation workshop.



Mandatory and supporting documents for this phase:



Mandatory

VCA report (see examples under Inspiration)

CSR risk assessment, sheet VCA (*Annex 0.1*)

Template phase 2 – VCA (*Annex M-2.1*)



Guidance

Process Map Phase 2 (*Annex G-2.1*)

Decision Framework (*Annex 0.2*)

ToR Template for the VCA study (*Annex G-2.2*)



Inspiration

Guidelines for choosing research methods (*Annex I-1.2*)

Example of how to include CSR in the ToR of the VCA (*Annex I-2.1*)

VCA reports: <https://www.cbi.eu/market-information/vca/>



Duration

2 months



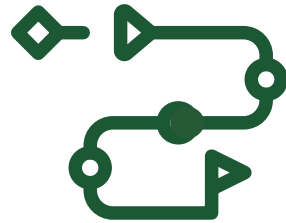
Roles & responsibilities

For information on roles, responsibilities and tasks, see the Process Map of Phase 3

(Annex G-3.1)

Phase 3 Business Case





Where are you now?

You now have a thorough understanding of the opportunities and obstacles of promising Products for the European market of the Value Chain (VC) in the target country. You have mapped the key stakeholders and analysed underlying causes to obstacles and to which extent they are solvable and critical. In addition, a Complete Results Chain was made depicting how these obstacles can be addressed leading to the desired outcomes and impact to realise export growth for inclusive and sustainable economic growth.

At this stage, you have the provisional approval to implement your project, but first, you must write your Business Case (BC). After BC approval you can really start implementing your project (phase 4).

It is advisable to already start your European tendering procedure for hiring experts for the implementation phase.

[Click here for more information.](#)



Goals of phase 3

The goal of the Business Case phase is to **finalize the project design** by developing the Sophisticated Results Chain in the Business Case.

The Business Case includes a budget for the project and a Results Monitor. The Results Monitor measures the extent to which targets in the project will be reached by linking indicators (including CBI's 10 Key Performance Indicator's) to the project's Results Chain.

The Business Case also includes an overall project planning and roles and responsibilities for the management of the project.



Go/No Go

You will share your BC with the Programme Committee. They will study your BC based on the Decision Framework.

The committee will provide you feedback and advice on whether the BC can go to the implementation phase or whether a revision of the BC is required before it can be submitted to the Department Manager.

CBI's Management Team conducts a final check on available budget and staff capacity. Finally, CBI's Department Manager will have to approve the BC. After that you are ready for the implementation.

How to

You now **develop a Business Case** for your project. The central part of the Business Case is the Sophisticated Results Chain, which describes how the activities will lead to the expected results. The Results Chain should confirm CBI's additionality: that without the project, the foreseen outcomes and impacts will not be achieved. The Business Case also includes a risk mitigation strategy, as well as a Results Monitor to measure to what extent you will reach outcomes and impact.

We aim to **improve exports** not just in terms of quantity but also in **terms of quality**. We aim to make a positive contribution to the SDG's, while managing the most salient CSR risks (see **Annex I-3.3** CSR Strategic Plan). Therefore, while writing your Business Case, you will finalize the CSR risk assessment to ensure that CSR components are sufficiently managed and monitored during the intervention. Finally, the Business Case includes a budget, to assess to what extent the CBI project will deliver value for money and describes how the project will be managed.

Sophisticated Results chain and intervention design

The Results Chain needs to be worked out into detail. You will **describe the intervention strategies** you aim to implement in order to solve the key obstacles for SME exporters to enter the European market. When describing the objectives and focus of your project, it is helpful to think about the specific **added value of CBI**. What will your project change? Are you looking for company certification? Are you promoting sustainable production? Is there a need for better-designed products? Are you focusing on a specific niche market?

Examples of objectives and focus areas in Business Cases

- * *To attract more positive attention to Nepal as a tourist destination after the earthquakes in 2015.*
- * *To implement a new national quality standard for avocados, supported by the public and private sector in Colombia.*
- * *To strengthen sustainable, long-term and efficient linkages between cotton farmers, mills and organic Pima cotton garments exporters in Peru on the one hand, and high-end garments buyers in Europe on the other hand.*
- * *To create a healthy and sustainable business model for producers and traders of Gifts & Living products in amongst others Indonesia and Ghana: by acquiring Fair Trade certification, and by professionalising their businesses.*
- * *To position Ethiopian speciality coffee as the finest and most original selection of premium coffees in the world, ahead of other countries' long-established speciality coffees.*
- * *To promote and integrate sustainable development principles into business development models, in order to safeguard the long-term profitability of the tourism sector in Myanmar.*
- * *To improve knowledge and market insights of fish companies in Myanmar, that enables them to make better export-related decisions.*

As explained in CBI's Mission and Approach, when designing a project, you need to pay particular attention to the **interaction between micro-level interventions** (focused on supporting companies) **and meso-level interventions** (focused on the export-enabling environment). SMEs that wish to export to Europe should not only have their own business practices in order, they also need a favourable business environment in which they can operate. These micro-level interventions and meso-level interventions need to be tackled in an integrated manner.

We have combined intervention strategies in clusters that tackle common bottlenecks in the VC:

Business Export Coaching

- Cluster 1. Strategies to coach SMEs to have their internal and product processes comply with European market standards, respecting the OECD Guidelines for multinational enterprises;
- Cluster 2. Strategies to capacitate SMEs to calibrate their tailor-made export strategy to the European market;
- Cluster 3. Strategies to capacitate SMEs to build and maintain a network on the European market.

Export-Enabling Environment

- Cluster 1. Strategies to improve service delivery by local institutions to SMEs;
- Cluster 2. Strategies to improve export-friendly policies, laws and regulations for SMEs;
- Cluster 3. Strategies to improve availability of key inputs, technologies or infrastructure for the production process of exporting SMEs;
- Cluster 4. Strategies to improve the country/sector image abroad.

Annex I-3.1 and **Annex I-3.2** contain examples and cases of tested CBI interventions per cluster in the Export Enabling Environment and in Business Export Coaching.

The first year of implementation is an **inception phase**. Implementation often starts with Business Export Coaching, yet Programme Managers are encouraged to also design activities within the Export enabling Environment . After one year of implementation **you will have deeper knowledge** on project partners, beneficiaries and the Export Enabling Environment. Accordingly, you can adjust and add activities into your Results Chain after this year. The **Results Chain and Business Case** will have to be **updated** and approved by the Management Team for continuation of the project.

Important consultation

While developing your Business Case, you will gather and incorporate feedback from both internal and external stakeholders. The Business Case is developed with contributions from a team of CBI colleagues (CTA, M&E, CSR, and the Sector Account Managers). You are encouraged to ask advice from other **RVO colleagues** such as the PSD Coach and when relevant, the Business Development Coach and Programme Managers of other RVO programmes (ORIO/DRIVE, PSI/DGGF, FDW and FDOV). You will also consult the Dutch Embassy in your country and are advised to consult a representative of the European business community.

Last but not least, major **stakeholders in the country** – which will have been consulted during the VCA phase as well – might contribute to the Business Case too, especially when the cooperation of such stakeholders is required to reach the objectives and obtain the results formulated in your Business Case.

Developing your CBI Results Monitor

In your Business Case, you will also establish the method to measure and **monitor the performance of your project**. For this purpose, you develop a CBI Results Monitor. This monitor contains “proxies” for the outputs and outcomes that you aim to realise, and measures whether your project is on the way to achieve outcomes.

CBI’s Strategic Plan predefines 10 **mandatory Key Performance Indicators** (KPIs). These indicators are used to measure CBI’s

overall performance towards the goals set in the multi-annual plan. By gaining insight into our results, we advance the dialogue between companies, partners, experts and colleagues about the work that we do. It also enables comparisons across programmes to promote learning and serves as a means of accountability on the proper spending of funds towards the Minister for Foreign Trade and Development Cooperation.

The Minister for Foreign Trade and Development Cooperation has requested CBI to harmonise its monitoring system with international DCED standards and other PSD instruments. All PSD instruments have been required to provide information on a standard set of PSD indicators. This procedure will allow the Ministry of Foreign Affairs to **report progress towards the SDG targets** on international platforms. As these indicators are also part of the BZ Doelenboom (“MFA Target Tree”), they will be included in the “Resultatenfiche” (<http://www.dutchdevelopmentresults.nl/>) as well as on the IATI website (<https://aiddata.rvo.nl/>).

These are the 10 mandatory KPIs:

1. Number of companies with supported plans to invest or trade;
2. Number of strengthened farmers’/workers’/entrepreneurs’/traders’ organisations for a sustainable local business climate;
3. Number of SMEs that are committed to Corporate Social Responsibility;
4. Number of companies with a completed Export Marketing Plan;

5. Number of competent exporters directly supported by CBI;
6. Number of business contacts between importers (both EU/EFTA and non-EU/EFTA) and supported SMEs;
7. Export (EUR) from directly supported SMEs in developing countries to non-EU/EFTA markets;
8. Number of directly supported SMEs that realise export to EU/EFTA markets;
9. Export (EUR) from directly supported SMEs in developing countries to EU/EFTA markets;
10. Total number of direct jobs supported (number of employees).

You must include these indicators in the CBI Results Monitor of all projects (for more information, see the Monitoring Support tool in [Annex G-3.3](#)). If they are not applicable to your project, you should explain the reason why.

In addition to the KPIs, Development Programme Managers can further customise their CBI Results Monitor through **project-specific performance indicators**. These can focus on for example special technology you want to introduce, certification, access to finance, the contribution to an SDG, minimizing CSR risk or any specific goal you want to achieve. For examples, see [Annex G-3.2](#).

When the Results Monitor is finalized and approved, you can already start with the **collection of your baseline information**

(see [Annex M-4.2](#) for guidance on this). A part of this information was collected in the VCA phase. It is likely that the bulk of the information can only be collected after the companies have been selected in the implementation phase.

Budget and Approval

Once you have described your Business Case, you are able to make an estimation of the budget needed for the 3–5 years of your project. The budget for year one, the inception phase, needs to be detailed.

When the Business Case is reviewed, CBI's Management Team conducts a final check on available budget and staff capacity. The CBI Department Manager approves the original document of the finalised Business Case by signing it.

After approval you will in consultation with the Financial Officer, process the BC in CBI's financial management systems and update HBA/Sage according to the instructions in the Administrative Document.

Mandatory and supporting documents for this phase:



Mandatory

A Business Case including: Sophisticated Results Chain, Risks assessment, budget and management roles.
In the Template Phase 3 - BC (*Annex M-3.1*)

CBI Results Monitor with baseline data (*Annex M-3.2*)

CSR Risk assessment (*Annex o.1*)



Guidance

Decision framework (*Annex o.2*)

Process Map: Phase 4 (*Annex G-3.1*)

Methodology - Develop your Results Monitor (*Annex G-3.2*)

Monitoring Support Tool (*Annex G-3.3*)



Inspiration

Tested strategies for developing Export Enabling Environment (EEE)
Interventions (*Annex I-3.1*)

Tested strategies for developing Business Export Coaching (BEC)
interventions (*Annex I-3.2*)

CSR Strategic Plan (*Annex I-3.3*)

Richtlijnen vergoedingen sector experts in export coaching (*Annex I-3.4*)



Duration

3-5 years



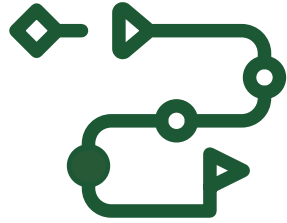
Roles & responsibilities

For information on roles, responsibilities and tasks, see the Process Map of Phase 4

(Annex G-4.1).

Phase 4 Implementation & Performance Management





Where are you now?

You now have an approved Business Case that describes the added value, objectives, results chain, interventions and budget of your project. This means that you can start the implementation of your project.



Goals of phase 4

The goal of this phase is to **develop and implement the specific activities of your project** and to **manage for development results**. Based on your CBI Results Monitor you continuously monitor the project's progress and you will report about this progress during three annual CBI monitoring rounds.

The first year of project implementation is an **inception phase**. After this first year you will have a better understanding of (obstacles in) the Export Enabling Environment and on the capacity and willingness of local partners to support the project.

You can assess whether your original RC is still valid (you had the opportunity to test your assumptions and test your strategies for risk mitigation) Therefore, an updated RC should be delivered after the first year, and potentially also a revised project planning, as an amendment to your Business Case. The updated BC will be assessed according to the Decision Framework and a decision will be made whether to continue with the project.



Go/No Go

CBI organizes three monitoring rounds (MORO) per year: in February, June and October. These are the formal go / no-go moments during the implementation of your project.

Once a year, in February, you will prepare a progress report (*Annex M-4.3*). This includes reporting on Certified Results and updating your CSR risk assessment and CBI Results Monitor. Progress will be discussed with your Team Manager.

In June and October you will report again whether your project is on track, this includes a budget update (*Annex M-4.4*). Your progress will be discussed with your Team Manager. In October you will also develop the annual plan for the next year (*Annex M-4.1*).

Your experiences, project team meetings, meetings with your stakeholders and continuous monitoring will enable you to report on the progress of your project. If deviations from the project

planning are required, you will discuss this in the MORO and adapt your annual plan and budget accordingly. Major deviations to the original BC, or the conclusion that a BC is not viable after all, will be discussed in the Management Team before a decision on the way forward is taken. In this case, the IPM and DPM write an addendum to the Business Case (see *Annex I-4.8* for an example) or a Business Case revision. The Progress Report Template provides more details on which changes in project design require approval and an addendum to your BC.

After one year of implementation (the inception period) the Results Chain must be updated to include new or adjusted activities. An addendum to the Business Case has to be made and the BC will be assessed according to the Decision Framework whether to continue with the project or not. At the start of the project there will be decided at which monitoring round the inception period will be evaluated and the adjustments to the RC and BC will be discussed.

How to

Project planning and kick-off

You can start with the annual plan, which includes an activity plan, staffing plan and budget for the first year. For examples, see *Annex I-4.6* to *Annex I-4.13*. As the outline of your project is known, you can now **assign tasks within your team to develop, lead and conduct specific activities**. In a kick-off session the team (if possible including external consultants) can discuss and agree to the planning and the division of work. Before actual start of implementation activities there are preparatory activities that need to be done such as recruitment of experts; Local Stakeholder Engagement; Project Promotion; Company Selection and Audit, and a Baseline for the monitoring of the project. All these activities need to be included in the annual plan.

Another step at the beginning of your project (or during the final stage of project development) is tendering to hire experts that you will need to implement your project.

[Click here for more information.](#)



Local Stakeholder Engagement

The implementation of your BC and annual plan will usually **depend on the cooperation with local partners**. They will, for instance, need to provide logistical support, make available training facilities, promote the project among their clients/ members, or collaborate with you in improving the export enabling environment. Therefore, you need to secure their cooperation. For this, you will need to consult closely with such local implementation partners at the start of your project to agree on a division of labour and roles between them and CBI. These local partners have been identified and consulted in your project preparation phases.

A useful way to formalize **agreements on a division of labour** is to sign a **Memorandum of Understanding (MoU)** between CBI and these local partners. Discussions about the specific content with local partners might lead to changes in your annual plan or even your BC. These changes can be reported during one of the three CBI monitoring rounds. **Annex G-4.2** provides an MoU template. Before finalizing your MoU, have your draft reviewed by RVO’s Legal Department. MoUs are signed on behalf of the Minister for Development Cooperation & Trade, and can be signed by the CBI Department Manager or the Netherlands Ambassador in the country.

In order to ensure continued cooperation and ownership from your local project partners, it is important to **involve them closely** in the implementation of your project activities. Such involvement may include participation in the project promotion

and company selection process, audit missions, European Market Orientation missions, coaching and training activities, and trade fair participations. Local partners can benefit from such participation by learning ‘on the job’ from CBI experts, and thereby improve the quality of their services. This will ensure sustainability of the knowledge generated in your project, and indirectly contribute to a greater impact of your project.

An important way to involve partners may be through a local **Steering Committee**, consisting of representatives of local implementing partners, CBI, and possibly a representative of the companies that participate in your project. In the meetings of the Steering Committee project progress will be discussed and monitored, future project activities can be planned, and synergy with other activities of implementing partners may be sought. CBI experts usually play an important role in these meetings, because they can report on their activities and on the progress or bottlenecks of participating companies. If you, as PM, are not able to attend the meeting in person, use teleconference facilities to participate.

Project Promotion

Since most CBI projects will involve local SMEs and export coaching, you will need to **promote the project** amongst them. Promotion can be done in various ways: through in-country information sessions (e.g. combined with a training on ‘European market trends, opportunities and requirements’ in your project’s sector), through social media and CBI’s network.

Your project partners, other development organisations and the Netherlands Embassy can play an important role by promoting the project among their clients and members. In this case they need to have a **good understanding of the project**, the profile of project participants, and the selection criteria. You may also hire local consultants for this, that have a good understanding of local promotion channels. Don't forget to promote the project at organizations focused on women, and young entrepreneurs.

Company Selection and audit

Good promotion will help to interest companies to apply for participation in the project. After the application period, the Project Team can start with the **audit and selection of companies** (see page 48 for annexes on the process and criteria for selection). **Sector experts** can be hired to advise you on the pre-selection and selection of applicants, however the ultimate decision for selection is taken by the CBI PM. In order to ensure ownership and commitment of local partners, it is advised to involve them in the selection process as well. They may know applicants personally, and could complement information provided by the companies, and the advice given by the CBI sector expert.

During the export audits of the companies, the Sector Experts should check and verify whether the bottlenecks identified in the VCS/VCA phase are relevant to the SMEs participating in the project. In some cases, you will need to adjust your annual plan or even your BC to **answer to the needs of the participating companies** (these changes can be reported during one of the three CBI monitoring rounds).

Implementation

As a source of inspiration for developing activities, you can use the description of **CBI's tested interventions** and strategies found in **Annex I-3.1** and **Annex I-3.2**. **Experienced Programme Managers** have also described several cases of how they dealt with issues that they came across during the implementation. This process has resulted in a list of institutional risks (**Annex I-4.1**), a list of Business Export Coaching risks (**Annex I-4.2**) and advice on how to ensure Effective Company Commitment (**Annex I-4.3**).

Performance management

An integral part of managing projects is performance management. To be able to manage performance **a baseline has to be conducted** at the start of the implementation phase. See **Annex M-4.2** on how to conduct a baseline. The baseline should include the CBI's 10 Key Performance Indicators, as listed in phase 3.

Once the baseline is set, you have to assess how your project is performing against the project's targets described in the Results Chain and the Results Monitor. This is a continuous process; the Results Chain should be regarded as a 'living visual'. Performance management should lead to action; it is there to ensure that action is taken if a project threatens to fall short of its objective.

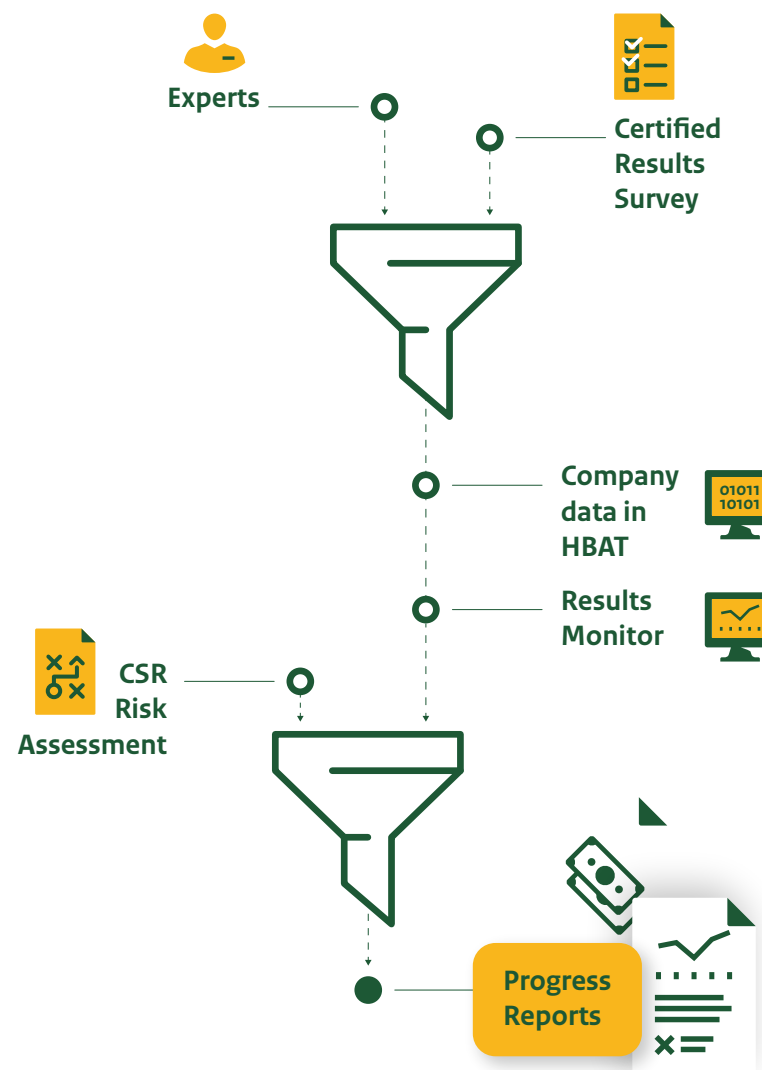
In CBI there are **five ways in which data are collected** and presented:

1. Experts and other in-country sources
2. The Certified Results Survey
3. HBAT/SAGE
4. The CBI Results Monitor
5. The CSR Risk Assessment
6. Progress Reports

The **IPM** can **collect data** through reports by Sector Experts or other consultants, project partners, and through information collected by colleagues. Together with the information gathered in the Certified Results Survey this information is used to fill the company data in the HBAT system.

Through the Certified Results Survey, the **M&E team** collects information on the export and employment KPIs throughout CBI's entire project portfolio. Consequently, information from HBAT is used to fill in the Results Monitor. Finally, the Results Monitor and CSR Risk Assessment together form the input for the Progress Reports.

The Monitoring Support Tool (*Annex G-3.3*) explains in more detail how monitoring data are stored in CBI's management information systems and how to interpret and measure the indicators.



You have **three formal reporting moments** per year:

1. February: Progress Report. This includes a data download from HBAT/Sage, the Certified Results, updated CSR Risk Assessment, Results Monitor and if required updated annual plan and budget; due every year in February;
2. June: Simple Progress Report, with updated annual plan and budget, if required.
3. October:
 - » Simple Progress Report, with updated annual plan and budget, if required.
 - » Annual plan for the next year. Make sure to include lessons learnt and insights into next year’s planning.

All these monitoring activities will enable you to report on the progress of your project. That is important to **assess whether your original BC is still valid** or whether you will need to write an addendum to your BC. There are two types of addenda: a **‘light’ addendum** and a **‘heavy’ addendum**- you might need to adjust targets, introduce new activities, revise the original results chain or add other, more relevant indicators - or have to decide stop the project. See table 1 below and **Annex M-4.3** (Progress Report Template) for more details on which changes in the project design require approval and an addendum to your BC.

Type of Addendum	Light	Heavy
Extent of changes	<p>Core concept project remains the same</p> <p>Only quantitative changes are expected (e.g. fewer companies involved, fewer results expected)</p>	More significant changes (e.g. project component dropped/ added, change in approach)
Required activity	Justify the changes in budget and/or results in a short and concise (1-2 pages) way describing changes, and the rationale.	A detailed description of why changes are required
Approval for continuation	Sign off by the Team Manager	Advice of MT Advisors on the basis of the Decision Framework

The following tolerance levels for changes in budget and results are applied for the 'heavy' addendum:

- An over- or underestimation of the project budget by 5%;
Prolonging or shortening the project by 1/2 a year;
- An undershooting of export growth by 10%, either actual or projected;
- An over- or undershooting of the number of participating companies by 10%.

Learning

You also discuss your lessons learnt and the progress of your project with your colleagues in **team sessions**. The **M&E Programme Managers** operate as facilitators during these team meetings. They aggregate the data collected on the sector and at regional level, and share the main findings and lessons learnt in an aggregated manner. Interactive methods facilitate learning and stimulate exchange on best (and worst) practices.



Mandatory and supporting documents for this phase:



Mandatory

For each year you develop an annual plan (*Annex M-4.1*)

After inception: Updated Business Case, including updated Results Chain (*Annex M-3.1*)

Completed baseline data, see 'How to conduct your baseline data (*Annex M-4.2*) in the Results Monitor (*Annex M-3.2*)

Updated CSR Risk Assessment (*Annex 0.1*)

Progress reports (3 times a year) in the Annual Project Reporting Template (*Annex M-4.3*) and in the Project Reporting Template – update (*Annex M-4.4*)

Achieved results in line with your BC objectives and targets, see Certified Results Instruction for PM (*Annex M-4.5*)

(guidance and inspiration Annexes on next page)





Guidance

Process Map Phase 4 (*Annex G-4.1*)

Monitoring Support Tool (*Annex G-3.3*)

MoU template (*Annex G-4.2*)

Certified Results instruction for Companies (*Annex G-4.3*)

Certified Results Template A (*Annex G-4.4*)

Certified Results Template B (*Annex G-4.5*)

Company Selection Process (*Annex G-4.6*)

Letter of Commitment (*Annex G-4.7*)

Participant Commitment to Corporate Social Responsibility (*Annex G-4.8*)

CSR cluster in HBAT Audit (*Annex G-4.9*)

Instructions CSR cluster in HBAT for external experts (*Annex G-4.10*)



Inspiration

Tested strategies for developing EEE interventions (*Annex I-3.1*)

Tested strategies for developing BEC interventions (*Annex I-3.2*)

List of Institutional Risks (*Annex I-4.1*)

List of BEC risks (*Annex I-4.2*)

Effective Company Commitment (*Annex I-4.3*)

Template selection letter BEC companies (*Annex I-4.4*)

CSR e-learning and CSR Roadmap (*Annex I-4.5*)

Examples of implementation documents (*Annex I-4.6 to Annex I-4.13*)

Case studies implementation (*Annex I-4.14 to Annex I-4.22*)

Export Coaching Programme (*Annex I-4.23 to Annex I-4.28*)

Former modules for capacity building of SMEs, including the company audit

Trade Promotion Collaboration (*Annex I-4.29 to Annex I-4.38*)

Thematic best practices jointly developed by CBI, the Swiss Import Promotion Programme (SIPPO) and the Import Promotion Desk (IPD-Germany), e.g. how to do market research.





Duration

3 months - 1 year



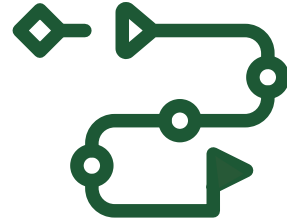
Roles & responsibilities

For information on roles, responsibilities and tasks, see the Process Map of Phase 5

(Annex G-5.1)

Phase 5 Audit & Evaluation





Where are you now?

You have implemented your project and conducted the final project activities.



Goals of phase 5

In this Phase, you complete your project. You administratively **close the project**, archive the main documents, prepare the closing document and initiate the audit and (optionally) ask the M&E Team to consider the project for the evaluation planning.

How to

Administrative closing of the project

Within one month after your final project activity, you close your project administration. You update the status of companies and BSOs in HBAT/Sage and send a request for closure in EBS to the Financial Officer. The list of actions that you need to take to complete your project are summarised in **Annex G-5.2**.

You also **write a Closing Document** to demonstrate what results have been achieved over the years and how the project has developed over time. The Closing Document needs to be **signed off by your Team Manager** within two months after your final project activity was conducted.

Audit

Once your Closing Document has been finalised and your archive updated, the project needs to be audited. Through the audit, it will be verified whether **the project was implemented according to the principles of Managing for Development Results (MfDR)**. By compiling all necessary documentation (BC, annual plans, progress reports), we ensure that CBI is prepared for upcoming external evaluations.

The audit is a team effort, involving a Programme Manager, a Project Officer and a member of the M&E Team. The audit

serves two purposes. Firstly, accountability of expenditures and results (outputs and outcome), based on verification of your documentation. Secondly, by making it a team effort, exchange and **learning between teams** is promoted. RVO's Internal Audit Service has assisted in the development of the audit format and supervises the correct execution of the audits. The Team Manager signs the final audit report and presents it to the CBI Department Manager.

Evaluations

A **selection of projects** is being evaluated for learning purposes. The M&E Team makes this selection in close consultation with CBI's Programme Coordinator and the Management Team. The evaluations make use of the **IOB evaluation criteria of Relevance, Effectivity, Efficiency and Sustainability**. The selection of projects is based on the following four criteria:

- The priority areas. The selection of topics for evaluation is guided by the priority areas defined in the CBI Strategic Plan;
- The success of the project. Highly successful and highly unsuccessful projects tend to convey the clearest lessons learnt and are therefore considered for evaluation;
- The sector on which the project focused;
- The country in which the project was implemented

The projects evaluated should be **representative of our total project portfolio** as prescribed by the Minister for Foreign Trade and Development in the “Protocol resultaatbereiking en evalueerbaarheid in PSD 2011 e.v.” (“Protocol for results achievement and evaluability in PSD 2011 et seq.”). We take into account the issues raised by the 2015 IOB evaluation¹ for the learning questions that guide the evaluations.

The evaluations are conducted by an **external, independent evaluation team**. It is tendered under the RVO IO Framework contract, in which certain consortia have been preselected. The outcomes of the evaluation are discussed during reflection workshops with CBI Programme Managers. In addition, the M&E Team prepares the document “Management response to Evaluation” with key lessons learnt and follow-ups. This document is presented to, discussed with, altered and eventually agreed on by the Management Team. Afterwards, the findings are presented to the entire CBI staff base. The M&E Team and the CBI Managing Director monitor and approve the execution of the proposed follow-ups.

¹ IOB conducts independent research on the effectiveness and efficiency of Dutch foreign policy and assists policymakers in their accountability for the results of their policies.



Mandatory and supporting documents for this phase:



Mandatory

Close the files in HBAT / Sage / EBS

The Final Project Report-Closing Document (*Annex M-5.1*)

Updated archive

Audit Report according to the Template Project Audit Report (*Annex M-5.2*)

Evaluation Report (if applicable)



Guidance

Process Map Phase 5 (*Annex G-5.1*)

Guidelines for Closing your Programme (*Annex G-5.2*)

CBI Project Audit Guidelines (*Annex G-5.3*)

Template ToR Project Evaluation (*Annex G-5.4*)



Inspiration

Template for Management Response to Evaluation (*Annex I-5.1*).

International Development Terminology

Accountability Responsibility of an organisation for its decisions and activities, and state of being answerable to its governing bodies, legal authorities and, more broadly, its other stakeholders regarding these decisions and activities (Source: ISO 26000, 2010).

Activity Actions taken or work performed through which inputs, such as funds, technical assistance and other type of resources are mobilised to produce specific outputs (Source: OECD/DAC, 2002).

Attribution The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention (Source: OECD/DAC, 2002).

Baseline A description of the situation prior to a development intervention, against which progress can be assessed or comparisons made (Source: OECD/DAC, 2002).

Business Case Presentation of the optimum mix of information used to judge whether or not the programme is (and remains) desirable, viable and achievable. The business case effectively describes what the value is – including the added value – to the sponsoring organisation from the outcomes of the programme (Source: MSP, 2007).

Cluster CBI's integrated' projects offer a range of interventions and services that address both the micro (Business Export Coaching) and meso (Export Enabling Environment) level. The interventions and services are clustered in 7 different strategies to improve the position of the SMEs in the value chain system.

Due Diligence The process through which enterprises can identify, prevent, mitigate and account for how they address their actual and potential adverse impacts as an integral part of business decision-making and risk management systems. Due diligence can be included within broader enterprise risk management systems, provided that it goes beyond simply identifying and managing material risks to the enterprise itself, to include the risks of adverse impacts related to matters covered by the Guidelines. Due diligence can help enterprises avoid the risk of adverse impacts. (Source: OECD, 2011).

Effectiveness The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance (Source: OECD/DAC, 2002).

Efficiency A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results (Source: OECD/DAC, 2002).

Evaluation The systematic and objective assessment of an on-going or completed project, programme, or policy, and of its design, implementation, and results, to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, so that lessons learned can be incorporated into the decision-making process of both recipients and donors (Source: OECD/DAC, 2002).

Export Cross border trade from developing countries to international markets (primarily western Europe) and regional markets (especially for e.g. fragile states as an intermediary stage prior to trading on international markets) (Source: CBI).

Impact Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended (Source: OECD/DAC, 2002).

Indicator Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a programme (Source: adapted from OECD/DAC, 2002).

Input The financial, human, and material resources used for the development intervention (Source: OECD/DAC, 2002).

Intervention A coherent set of activities that share a single result chain and are designed to achieve a specific and limited change (Source: DCED Standard, 2010).

Key Performance Indicator (KPI) The variables that allow the verification of changes in the CBI projects and show results of CBI projects, that are reported to DGIS (Source: CBI). At CBI the measurement of KPI's is mandatory.

Lessons learnt Generalisations based on monitoring and evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact (Source: OECD/DAC, 2002).

Managing for Development Results (MfDR) An approach for making international development more effective. The concept and principles of MfDR have been defined by bilateral and multilateral donors in various roundtables since 2002 (Source: MfDR).

Module Categorisation of typical CBI activities to allow internal monitoring and registration.

Monitoring A continuing function that uses systematic collection of data on specified indicators to provide management and stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Source: OECD/DAC, 2002).

MORO Monitoring Round. MORO is organised three times a year in order to monitor and discuss progress and results of CBI project portfolio.

Outcome The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions that occur between the completion of outputs and the achievement of impact. (Source: OECD/DAC) For CBI, the measurable

increased export within an export value chain (to the EU/EFTA, and possibly to the region) that takes place over 3 to 5 years, as the result of coordinated projects (Source: CBI).

Output The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. (Source: OECD/DAC, 2002)

Performance Indicator (PI) A variable that allows the verification of changes in the development intervention or shows results relative to what was planned (Source: OECD/DAC, 2002). At CBI the measurement of PIs is project-specific, contrary to the Key Performance Indicators that are mandatory for all projects.

(Integrated) Project A temporary flexible “organisation” structure created to coordinate, direct and oversee the implementation of a set of related interventions in order to deliver outcomes. At CBI it is a coherent set of activities with clearly defined performance indicators to achieve specified outputs at micro and meso level exporters’ growth, effective business support, informed policy makers or increased demand) and that contribute to the project outcomes. A project can last 3 to 5 years (Source: CBI).

Project Management The co-ordinated management of a project. The objective of a CBI project is to co-ordinate the delivery of a set of interventions such that the project can achieve the outcomes of the project.

Programme Management The co-ordinated management of a portfolio of projects that achieve benefits of strategic importance. The objective of the CBI programme is to co-ordinate the delivery of a set of projects such that the CBI programme can achieve more than just the outcomes from its projects.

Relevance The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies (Source: OECD/DAC, 2002).

Result chain The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes (Source: OECD/DAC, 2002).

Results Based Management (RBM) A management strategy focusing on performance and achievement of outputs, outcomes and impacts (Source: OECD/DAC, 2002).

Sector General term used to describe an economic activity in an economy, usually using the commodity or service as the common element; e.g. Fish and Seafoods, or Natural Ingredients for health products. A sector consists of several sub-sectors that itself consists of several value-chains (Source: CBI).

Social Responsibility / CSR The responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- » contributes to sustainable development, including health and the welfare of society;
- » takes into account the expectations of stakeholders;
- » is in compliance with applicable law and consistent with international norms of behaviour; and
- » is integrated throughout the organisation and practised in its relationships

(Source: ISO 26000, 2010).

Social Responsibility Risks Risks faced by exporting companies and their value chain partners in the areas of children rights, workers’ freedom, human rights, fair labour practices, health and safety, environment, transparency, and responsibility in the supply chain (Source: CBI)

Stakeholders Agencies, organisations, groups or individuals who have a direct or indirect interest in a Value Chain or Value Chain development intervention (Source: OECD/DAC, 2002).

Sustainability/sustainable development Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts: i) the concept of needs, in particular the essential needs of the world’s poor, to which overriding priority should be given; and ii) the idea of limitations imposed by the state of technology and social organisation on the environment’s ability to meet present and future needs” (Source: Brundtland Report, 1987).

Sustainable Economic Growth Creation of sustainable long-term economic growth that will increase revenue generation, creates employment, and lead to poverty reduction in development countries (Source: CIDA).

Terms of Reference (ToR) Written document presenting the purpose and scope of an assignment, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements (Source: OECD/DAC, 2002).

Triangulation The use of three or more sources or types of information, or types of analysis to verify and substantiate an assessment (Source: adapted from OECD/DAC, 2002).

Value chain CBI’s integrated projects focus on developing a specific value chain. But what can we consider a value chain? Generally speaking a value chain is a connected set of step by step activities, which start from raw material and through producing, buying, selling, processing etc. end up as a product or service on an end market. In practice it is hard to determine what exactly can be considered a value chain. Usually a value chain is defined by a particular finished product or service (e.g. dried tomatoes). In other words, a value chain can be drawn starting from a specific product or service on the market back to the raw material of the product. However, in many cases a group of products share a value chain. Such groups of products can be produced by the same companies, going through the same channels and ending up on the same markets. In most cases these products have obvious similarities (e.g. tropical fruits). However, there being such similarities doesn’t necessarily mean these

products share a value chain (where specific products within an obvious product group can come from completely different regions, are bought by very specific traders etc.).

Sometimes products groups only share parts of their value chain, e.g. where the products are made by the same producers but end up on totally different markets (e.g. cacao and particular spices), or where products go through the same channels and are sold as product groups on the market but come from different producers (e.g. dried fruit and edible nuts).

For the purpose of CBI's integrated projects focus should be on a group of products which end up on the same market and which go through the same channels. Exporters can buy these products from different producers (meaning specific producers for specific products in the product group). It can also be specific exporters exporting specific products within one value chain, as long as the channels to market are the same (and issues are the same).

Alternatively: The whole set of chain actors, supporters and influencers that have functions in all stages of adding value to a product, from conception to trade and final consumption (Source: Adapted from Kaplinks and Morris, 2001).

Value chain actors The enterprises performing the basic functions of the value chain are actors, they have in common that they become owners of the product at one stage in the value chain (Source: CBI).

Value chain influencers Providing support services to the value chain as a whole, without a direct contractual relationship with an individual value chain actor (Source: CBI).

Value chain supporters Providing services to the Value Chain actors by which they are sub-contracted. These services can be operational (like logistics) or strategic (like business advisory services) (Source: CBI).

CBI Roles

CSR advisor CSR advisors (working with team Programmatic Collaboration) develop methods for implementing good CSR practices as well as providing advice to Programme Managers on how to use the tools.

Commissioning Team Manager / CTM CBI Team Manager who guides the Development Team in developing new CBI projects. The CTM allocates budget for project development and is accountable for project development.

Country Account Manager / CAM (LAM in Dutch) The CBI Country Account manager is the first contact point for the internal and external network of CBI about information concerning the country of which the CAM is responsible. The CAM will produce Country Documents and Country factsheets and is responsible for the updated information. The CAM plays an important role in the VCS.

Chief Technical Advisor / CTA The Chief Technical Advisor is one of the three advisors of the CBI management team. The CTA has an important advisory role in project development and project implementation.

Department Manager The Department Managers heads the CBI programme and the CBI MT. In external communication the Department Manager is referred to as Managing Director of CBI.

Development Team / DT (OT in Dutch) Dedicated team of programme managers responsible for developing CBI projects.

Developing Programme Manager / DPM (OPM in Dutch) Programme Managers responsible for developing CBI projects.

Financial Controller The Financial Controllers support the project team with the financial management of their project.

Implementing Programme Manager / IPM Implementing Programme Managers are responsible for implementing and managing CBI projects, this includes leading the project team and monitoring and reporting of progress and results.

M&E advisor M&E advisors (working with team Programmatic Collaboration) support CBI Programme Managers in managing and accounting for results.

The M&E team can assist in four ways:

1. Toolbox and templates
2. Workshops on M&E
3. Individually tailored assistance, such as on Result Chains and Result Monitors
4. Facilitation of knowledge sharing

The M&E advisors are also a member of the RVO Knowledge team: a team of in-house experts (International Programmes) that gather regularly to co-produce tools,

guidelines and to stay up to date about the latest insights on monitoring and impact measurement.

Management Team / MT The management team consists of the Department manager, three Team Managers and MT secretary.

Market Intelligence Programme Manager / MI PM The Market Intelligence (MI) Programme Managers are in charge of developing Market Intelligence for CBI's target market. MI also develops new tools and platforms to improve usability and access. MI is available for questions on market trends and developments. MI PMs also conduct policy and strategic research

Private Sector Development Coach / PSD Coach Private Sector Development coach (working with department International business), oversee all RVO programmes in a specific country and are first contact point for Dutch embassies, PSD coaches are consulted in CBI project development.

Programme Coordinator / PC The programme coordinator is one of the three advisors of the CBI management team. The programme coordinator is responsible for the CBI methodology and has a coordinating and facilitating role in the development of the CBI project portfolio. The PC also has an advisory role in project development.

Project officer and administrative officers / PO and AO Project officers and administrative officers are working on specific project activities within the projects they are assigned to.

Project team Temporary team created to implement a project. The team is lead by a PM and can furthermore consist of one or more other PMs, a project officer and an administrative officer.

Sector Account Manager / SAM The SAM acts as an intermediary between internal and external stakeholders within a specific sector and takes care that CBI services match the market demand. The SAM develops and maintains a strong network within the sector. The SAM is involved in project development.

Strategic advisor / SA The Strategic Advisor is one of the three advisors of the CBI management team. The Strategic advisor develops and maintains the overall CBI strategy and maintains relations with the Ministry of Foreign Affairs, RVO programmes and other strategic partners. The SA also has an advisory role in project development.

Team Manager / TM CBI has three Team Managers. TMs form part of the Management Team and therefore communicate, implement and maintain management decisions and organisational policies.

CBI Systems

SageCRM SageCRM is CBI's customer relation management system. It contains all CBI's contacts such as BSOs, companies that are active in the programmes and external experts. The system also contains all contracts with external parties as well as a cockpit for Programme Managers to manage their programme budgets. Finally, it is where the Export Audit Tool can be found (see explanation above).

Export Audit Tool (HBAT) The Export Audit Tool, or formerly known as HBAT, is an online tool that is used to make an initial assessment of an SME's competence for European market entry and subsequently monitors it's progress during the programme. This tool is integrated in SageCRM, for more information on how to use the Export Audit Tool please refer to the Export Coaching Module Manual.

eBS eBS is CBI's financial management system. In this system contains all financial records. Data regarding budgets, invoices, financial arrangements as well as production data from the CBI modules are registered in eBS.

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