OPERATIONS MANUAL

Caribbean Technological Consultancy Services Network

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LIST OF ABBREVIATIONS

AA	-	Administrative Assistant
BMCs	-	Borrowing Member Countries
BSO	-	Business Support Organisation
CARICOM	-	Caribbean Community
CDB	-	Caribbean Development Bank
CIs	-	Cooperating Institutions
CLO	-	CTCS Liaison Officer
CTCS	-	Caribbean Technological Consultancy Services
CMAS	-	Computerised Management Accounting Systems
DAIB	-	Dominica Agricultural and Industrial Development Bank
DfID	-	United Kingdom Department for International Development
DTA	-	Direct Technical Assistance
FD	-	Finance Department
HR	-	Human Resource Department
MSMEs	-	Micro, Small, and Medium-sized Enterprises
M&E	-	Monitoring and Evaluation
MfDR	-	Managing for Development Results
PPU	-	Procurement Policy Unit
RBM	-	Results-Based Management
RMF	-	Results Monitoring Framework
SDF	-	Special Development Fund
SOFIHDES	-	Société Financière Haïtienne de Développement
SMEs	-	Small and Medium-sized Enterprises
TA	-	Technical Assistance
TCD	-	Technical Cooperation Division
TORs	-	Terms of Reference
TTW	-	Train the Trainers Workshop

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CURRENCY REFERENCES

Unless stated otherwise, United States Dollars (US$) is used as the standard currency throughout.

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FOREWORD BY DIVISION CHIEF

It has been widely accepted through documented research that Micro, Small, and Medium Enterprises (MSMEs) are the engines of growth and, therefore, play a critical role in the economic and social development of any country. In this regard, and in keeping with its mandate, the Caribbean Development Bank (CDB) is continuously striving to assist in the development of MSMEs in the Bank's Borrowing Member Countries (BMCs).

CDB, through the Technical Cooperation Division (TCD), is pleased to present this Operations Manual for its flagship MSME technical assistance (TA) programme – the Caribbean Technological Consultancy Services (CTCS) Network. This manual forms part of efforts aimed at strengthening the programme's accountability and transparency requirements.

The CTCS Operations Manual incorporates relevant CDB operating policies and outlines various procedures and processes, as well as templates. This manual will be used by CTCS Network staff and other CDB internal boundary partners, as a guidance and reference document to access, coordinate, and manage the programme.

The Manual is also intended for CTCS Network stakeholders in the Bank's BMCs, especially cooperating institutions (CI) that submit proposals to the CTCS Network and assist in the implementation of TA activities, MSME owners and operators, as well as consultants who facilitate the delivery of TA interventions are also expected to use the manual.

The Manual is a 'living' document subject to periodic updates as we incorporate more operational enhancements in response to CDB's policy requirements, MSME needs, and other factors that may impact the modus operandi of the CTCS Network.

We trust that all stakeholders find this Manual to be very useful, as it provides clarity in terms of the CTCS Network programme's mandate and the operational requirements in accessing, delivering and reporting on TA interventions.

Darran Newman

SECTION 1: INTRODUCTION

ESTABLISHMENT OF CTCS AS PART OF CDB'S SUPPORT FOR PRIVATE SECTOR DEVELOPMENT

CDB is mandated to contribute to the sustainable economic growth and development of its BMCs. One of the Bank's strategic objectives in this regard is to support inclusive and sustainable growth and development, with an accompanying corporate priority to promote private sector operations that seek to enhance the viability of MSMEs.

CDB is particularly supportive of initiatives to build competitiveness, innovation, and entrepreneurship among women and men and within micro and small enterprises through reform of legal, regulatory, and institutional infrastructure and the use of technology. In this regard, the CTCS Network was established in 1982 as the Bank's principal TA programme directed towards the development of MSMEs in its BMCs.

The CTCS Network is the mechanism by which the knowledge and skills of experts can be mobilised and their proficiencies adapted and transferred to MSMEs. These enterprises operate in various sectors in BMCs and would otherwise have limited access to this type of expertise. The transfer of proficiencies from experts to MSMEs strengthens their capacity to respond to market opportunities.

Since its inception, CTCS has successfully implemented hundreds of training workshops and short-term TA interventions with over 2,000 micro-and small-business entrepreneurs.

CTCS has also interacted with over 40 national institutions within the BMCs. Several of these institutions, in both the private and public sectors, have played very active roles in promoting and providing on-the-ground logistical support, especially in the delivery of workshops. These supporting organisations have also taken advantage of training opportunities for their own staff, thereby building the national capability to sustain development of the MSME sub-sector.

CTCS's programme of activities is financed by the CDB Special Development Fund (SDF), which finances projects and programmes of high development priority in all sectors for which CDB lends and provides TA. The SDF is replenished every four years and its contributors are mainly member countries of CDB, international and regional agencies or other entities concerned with the economic development of countries eligible to benefit from the fund.

WHAT IS CTCS?

CTCS is a network managed within CDB's TCD and operated in cooperation with regional and national institutions, laboratories, industrial enterprises, and consultants. It comprises a network of institutions and experts with the primary aim of transferring knowledge, skills and technology to improve managerial and operational efficiency and competitiveness of MSMEs through the provision of TA.

CTCS VISION AND MISSION

To be recognised as the premier programme in the region for providing TA for the development of Caribbean MSMEs.

> *CTCS is the flagship of the CDB's support for developing entrepreneurs in micro, small, and medium-sized enterprises (MSMEs) through capacity building and the transfer of knowledge, skills and technology.*

To facilitate growth-oriented TA to MSMEs in areas of capacity building, technology adoption and adaptation, productivity improvement, and competitiveness.

CTCS GOALS AND OBJECTIVES

- ❖ Contributes to the sustainable development of CDB's BMCs with poverty reduction as an overarching goal.
- ❖ Promotes broad-based economic growth by providing support to private sector development aimed at enhancing the viability of MSMEs.
- ❖ Seeks to understand and address the development needs of entrepreneurs and MSMEs, particularly those operating within priority sectors/sub-sectors of BMCs.
- ❖ Directly impacts and improves the livelihood of persons in the micro and small business sector of BMCs.

- ❖ Seeks to establish a network of experts to address MSME development challenges in the region.
- ❖ Helps individuals and businesses develop the required skills to plan, market, and manage a business while improving production capability.
- ❖ Seeks to achieve maximum impact at minimum cost.

Outcome Statement in keeping with the CDB Strategic Plan for the period 2015-2019

Enhance the business skills, viability and sustainability of 7,000 people in MSMEs.

INDICATIVE CLASSIFICATION OF MSMES

CDB uses the number of employees as the primary indicator and the volume of turn-over as the secondary indicator in the classification of MSMEs.

Table 1: CDB Indicative Classification of MSMEs (based on number of employees)

DESIGNATION	PARAMETERS	ANNUAL TURNOVER**
Micro Enterprises	5 or less employees	$250K
Small Enterprises	6 to 15 employees	$251K - $500K
Medium-Sized Enterprises	16 to 50 employees	$500K - $1.5mil

*** Classification based on turn-over will be assessed on a case-by-case basis*

There are however some exceptions to this classification, namely for MSMEs in Haiti as well as in the small hotel sector (in these cases, CDB CTCS Officers will make MSME assessments on a case-by-case basis to determine its classification).

BENEFICIARY CONTRIBUTIONS

CTCS uses a sliding scale of contributions for accessing TA. Individuals or MSMEs will be required to pay a nominal commitment fee commensurate with the MSME classification and type of TA being accessed as set out below. This fee should be paid to **the CI** or to CDB via wire transfer or bank draft upon receiving notification of the approval of the TA by CDB. Fees are subject to change based on market conditions and are not applicable to employees of CIs or Government officials.

Table 2: TA Contributions

SIZE OF ENTERPRISE *	NATIONAL WORKSHOP	DTA AND TRAINING ATTACHMENTS
Micro	$20 per participant	$150.00
Small	$20 per participant	$200.00
Medium	$20 per participant	$300.00
Over 50 employees	$50 per participant	Full fee as required by Consultant

CTCS KEY STAKEHOLDERS

As seen in **Figure 1**, CTCS interacts with a range of internal and external stakeholders:

CTCS STAKEHOLDERS

Beneficiaries

Cooperating Institutions

External Funding Partners

CTCS

Experts / Facilitators

CDB Collaborating Programmes

CTCS Officers

Figure 1: CTCS Key Stakeholders

Beneficiaries

CTCS beneficiaries are primarily MSMEs across multiple sectors including manufacturing, tourism/hospitality, and services.

External Funding Partners

The CTCS programme is funded by external funding partners who are contributors to CDB's SDF.

Experts/Facilitators

CTCS engages national and/or regional experts and facilitators as consultants to deliver services. Where this capacity already exists in the member state, nationals are engaged.

CIs

These are national and regional agencies/institutions that provide funding and/or TA to MSMEs in CDB BMCs. Consistent with those partnerships, CIs submit **proposals for technical assistance** on behalf of MSMEs to the CTCS Network, and the CIs are contracted by CDB, as deemed necessary, to coordinate TA in BMCs.

CDB CTCS Operations Officers

CDB CTCS Operations Officers are responsible for the overall coordination and implementation of all TA.

LINKS TO IMPORTANT RESOURCES/TEMPLATES
TA Proposal – Cooperating Institution

SECTION 2: PRODUCTS AND SERVICES

CTCS provides support to CDB's 19 BMCs[1] primarily through capacity building and skills transfer. The services offered by CTCS are delivered through national and regional workshops, training attachments, direct and online TA and in various publications. Participants in workshops, training attachments and direct TA training receive Certificates of Participation.

1. DIRECT TECHNICAL ASSISTANCE (DTA)

DTA programme connects persons and organisations that have relevant business and technical experience to entrepreneurs and MSMEs that need one-on-one consulting advice and assistance.

CTCS DTA interventions can include:

- ❖ assistance with market research to ascertain the potential for new and expanding businesses;
- ❖ assistance in developing business, technical plans, and marketing plans;
- ❖ upgrade of production systems, and resolving production and maintenance problems;
- ❖ assistance with selecting machinery and equipment;
- ❖ practical, on-the-spot advice and assistance in areas such as financial management, quality management and control, and other general management challenges;

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[1]Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, and Turks and Caicos Islands

- ❖ assistance in plant layout and production flow;
- ❖ assistance in staff training in all disciplines; and
- ❖ support for institutional audits.

Coordination and Implementation of DTA

MSMEs complete **an application form**. When the CTCS Network has an agreement with the CI, this application is reviewed by the CI to ensure it fits with the agreed priorities in the country portfolio.

The application is submitted to CDB for approval and coordination of the TA in accordance with the following process.

All applications for DTA and training attachments from small and medium-sized businesses should include the most recent financial statements. The statements will be reviewed by the CDB CTCS Officer to verify the scale of the business. Further confirmation on the status of an MSME may be sought from the relevant CI.

Figure 2 describes the process to be followed in the coordination and implementation of DTA.

DIRECT TECHNICAL ASSISTANCE

1 The CDB CTCS Officer identifies a consultant(s) and prepares the Direct Technical Assistance (DTA) Paper, Contracts and Terms of Reference (TORs) for approval

2 Upon approval, the CTCS Administrative Assistant (AA) sends the Contracts and TORs via e-mail (and via courier) to the consultant(s) for signature. A copy of the TOR is also sent to the beneficiary along with a commitment letter.

3 Upon receipt of signed Contracts, advanced payments for Consultant(s) if necessary are processed by PPU AA

4 The CDB CTCS Officer monitors DTA activities by liaising with the consultant(s) and beneficiaries

5 At the end of the DTA, the consultant(s) submits completion reports and invoices to the CDB CTCS Officer for review

6 The CDB CTCS Officer reviews completion reports and invoices, and provides feedback for clarification and amendments as necessary. A copy of the completion reports and a beneficiary questionnaire are sent to the beneficiaries for review and feedback

7 Upon acceptance by the CDB CTCS Officer of completion reports and invoices, the invoices are forwarded to PPU AA for review and processing

Figure 2: Process Flow – Direct TA

Mini Case Study: Direct Technical Assistance to Potter's Art International, Guyana

To capitalise on available opportunities within Guyana's arts and craft sector, Mr. Donald Deane sought CTCS assistance. A national of Guyana and owner of Potter's Art International (PAI), he had identified business potential in a new venture – the processing of clay and the production of vases, plant pots, large jars and decorative plates and ornaments depicting species that abound in the country's rain forests.

PAI was provided with CTCS TA in the form of market research. Based on the results of this research, a business plan was developed for the proposed venture.

As the business plan confirmed the feasibility of this niche business, Mr. Deane was provided with further assistance to participate in a training attachment to learn about constructing a necessary item of machinery for his company – a de-airing extruder.

Box 1: Direct Technical Assistance to Potter's Art International, Guyana

CTCS provides additional DTA to MSMEs by conducting energy audits in collaboration with the Private Sector Development Unit. More information on this process can be provided by CDB CTCS Officers.

Mini Case Study: Energy Audit of Carrod's Cottages and Rodney's Wellness Retreat

Rodney's Wellness Retreat is a 4.5 acre (eco-tourism) property established as a wilderness retreat located in the town of Soufriere. It includes six single room tents surrounded by a wide variety of mature fruit trees. There is an open-air reception area and administrative office located at the property entrance. Another small open-air bar and seating area with capacity of approximately 10 patrons is also located at the entrance to the property. The retreat offers a full service covered open air restaurant with seating capacity of approximately 40 patrons.

Rodney's Wellness Retreat pursues an energy resource management programme. They initiated a programme to apply Energy Efficiency measures by having 11 Watts compact fluorescent lamps and a solar water heating system without electric element backup to deliver hot water to the outdoor bathroom. These measures have sent a clear signal to customers and staff, that Rodney's Wellness Retreat is serious about energy cost reduction and environmental protection.

An energy audit was carried out, during the month of June 2015, by an independent contractor engaged by the CDB, as part of the operator's effort to reduce energy costs. The energy audit effected on-site inspections to verify the energy consuming data received, and to collect additional information on the number and type of significant energy systems. These were achieved by going to every location that contain significant energy consuming equipment at the site, and in some cases, tabulating their specifications. The objective of the audit was to identify cost effective Energy Efficiency Opportunities (EEOs) which, if implemented would significantly reduce the Establishment's energy costs.

Renewable energy options would save an additional US$1,939.00 (XCD5,043.00) per year, which would result in **overall annual cost savings of US$2,175.00 (XCD5,655.00).**

Box 2: Energy Audit of Carrod's Cottages and Rodney's Wellness Retreat

2. WORKSHOPS (NATIONAL)

CTCS provides skills training in a variety of subject areas including:

- ❖ Agro-processing and fisheries;
- ❖ Food processing and food safety;
- ❖ Wood and metal fabrication;
- ❖ Packaging and labelling;
- ❖ Energy production and conservation;
- ❖ Hospitality services;
- ❖ Accounting and computerisation;
- ❖ Pottery and ceramics;
- ❖ Craft manufacturing – such as basketry, and bamboo and leather craft;
- ❖ Floral arrangement;
- ❖ Cake making and decorating; and
- ❖ Garment design and construction.

Coordination and Implementation of National Workshops

CTCS provides skills training in a variety of subject areas in the BMC. National Workshops are coordinated by the CI, and consultants are engaged to facilitate the training. The CIs **submit a TA proposal** with a **detailed budget** for review and consideration by the CDB CTCS Officer.

Figure 3 describes the process to be followed in the coordination and implementation of National Workshops.

NATIONAL WORKSHOPS

1 The CDB CTCS Officer identifies the consultant(s) and prepares the Technical Assistance (TA) Paper, Contracts and Terms of Reference (TORs) for approval

2 Upon approval, the CTCS Administrative Assistant sends the Contracts and TORs via e-mail (and via courier) to the consultant(s) and CI(s) for signature

3 Upon receipt of signed Contracts, advanced payments if necessary are processed by the Procurement Policy Unit (PPU)

4 The CDB CTCS Officer monitors workshop activities by liaising with the consultant(s) and CI(s)

5 At the end of each workshop, the consultant(s) and CI(s) submit completion reports and invoices to CDB CTCS Officers for review

6 The CDB CTCS Officer reviews completion reports and invoices, and provides feedback for clarification and amendments as necessary

7 Upon acceptance by the CDB CTCS Officer of completion reports and invoices, the invoices are forwarded to the PPU AA for review and processing
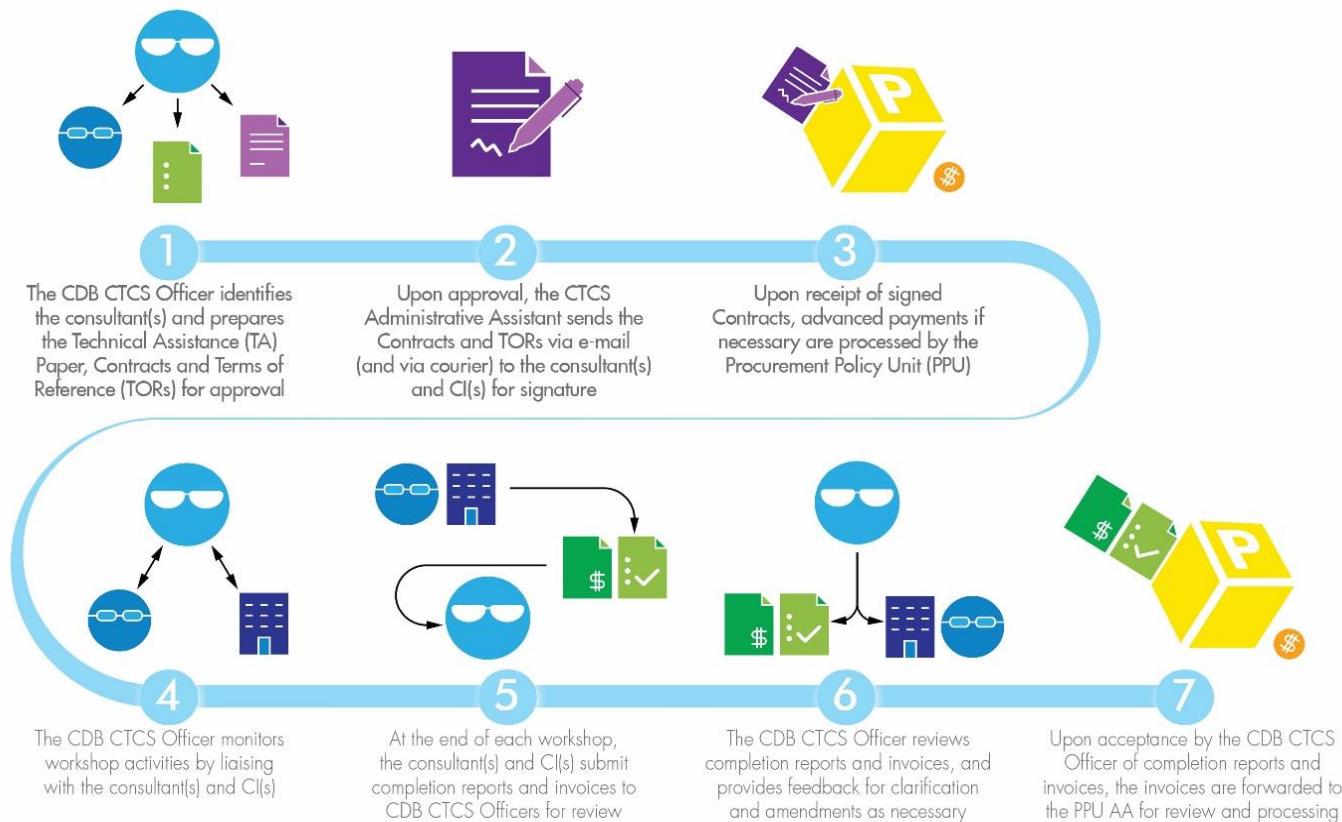
Figure 2: Process Flow – National Workshops

> Mini Case Study: Workshops on Marketing Techniques for Small Hotels
>
> Responding to requests for marketing assistance from a number of small hotels in the Bank's BMCs, CTCS conducted two five-day sub-regional Train-the-Trainer Workshop Consultations (TTWCs) on "Marketing Techniques for Small Hotels" in 2013. These TTWCs brought together 41 resource persons from the Bank's 18 BMCs, who already had some experience in providing training in market development. Together, they devised a common approach for training and assisting small hotels to better market and promote their products and services. To support this, a Participants' Guide was developed in each of the TTWCs – this publication seeks to facilitate the training in market development of small hotel operators in the Bank's BMCs.
>
> As a consequence of this initiative, CTCS went on to collaborate with CIs and tourism development agencies in the Bank's BMCs. Together they conducted five-day workshops on "Marketing Techniques for Small Hotels" with 15-25 small hotel owners/managers. The following year (2014), six of these approved workshops were executed in six BMCs, benefiting approximately 100 persons (68 women and 32 men) and 60 small hotels. Each workshop included follow-up on-site coaching to assist participants in transferring the learned knowledge and skills to the workplace (including initiating the implementation of marketing action plans they had developed during the workshop).

Box 3: Workshop on Marketing Techniques for Small Hotels

3. WORKSHOPS (SUB-REGIONAL AND REGIONAL)

As well as National Workshops, CTCS provides support for Sub-Regional and Regional Workshops, and is responsible for the coordination and management of these workshops.

Coordination and Implementation of Sub-Regional/Regional Workshops

Figure 4 (a & b) describes the process to be followed in the coordination and implementation of Sub-Regional and Regional Workshops.

SUB-REGIONAL AND REGIONAL WORKSHOPS

1 The CDB CTCS Officer identifies the consultant(s) and reviews at least three estimates for a suitable workshop venue (considering conference facilities, equipment and meals)

2 The CDB CTCS Officer prepares the TA Papers, Contracts and TORs for approval

3 Upon approval, the CTCS Administrative Assistant sends the Contracts and TORs via e-mail to consultants and workshop participants for signature

4 Upon receipt of signed Contracts, advanced payments if necessary are processed by the Procurement Policy Unit (PPU) Administrative Assistant (AA)

5 Information for ticketing and visas for travel where necessary is obtained by the CTCS AA or the CDB CTCS Officer, and sent to the travel agent to issue tickets*

6 The CTCS AA sends tickets and visas via e-mail to the relevant parties

*If workshops are held in Barbados, HR obtains visas for entry into Barbados on behalf of participants where necessary. For travel to other countries where visas are required, the information is sent to the relevant CIs to obtain visas on behalf of the beneficiaries

SUB-REGIONAL AND REGIONAL WORKSHOPS (cont'd)

7
The CDB CTCS Officer or Division Chief sends a memo to the Finance Department to obtain stipends for participants

8
The CDB CTCS Officer and the CTCS AA prepare all workshop materials and secure equipment as deemed necessary for the conduct of the workshop

9
The CDB CTCS Officer supervises workshop activities with support from the CTCS AA as deemed necessary

10
At the end of the workshop, consultants and conference service providers submit completion reports and invoices to the CDB CTCS Officer for review

11
CDB CTCS Officers review completion reports and invoices, and provide feedback for clarification and amendments as necessary

12
Upon acceptance by the CDB CTCS Officers of completion reports and invoices, the invoices are forwarded to the PPU AA for review and processing
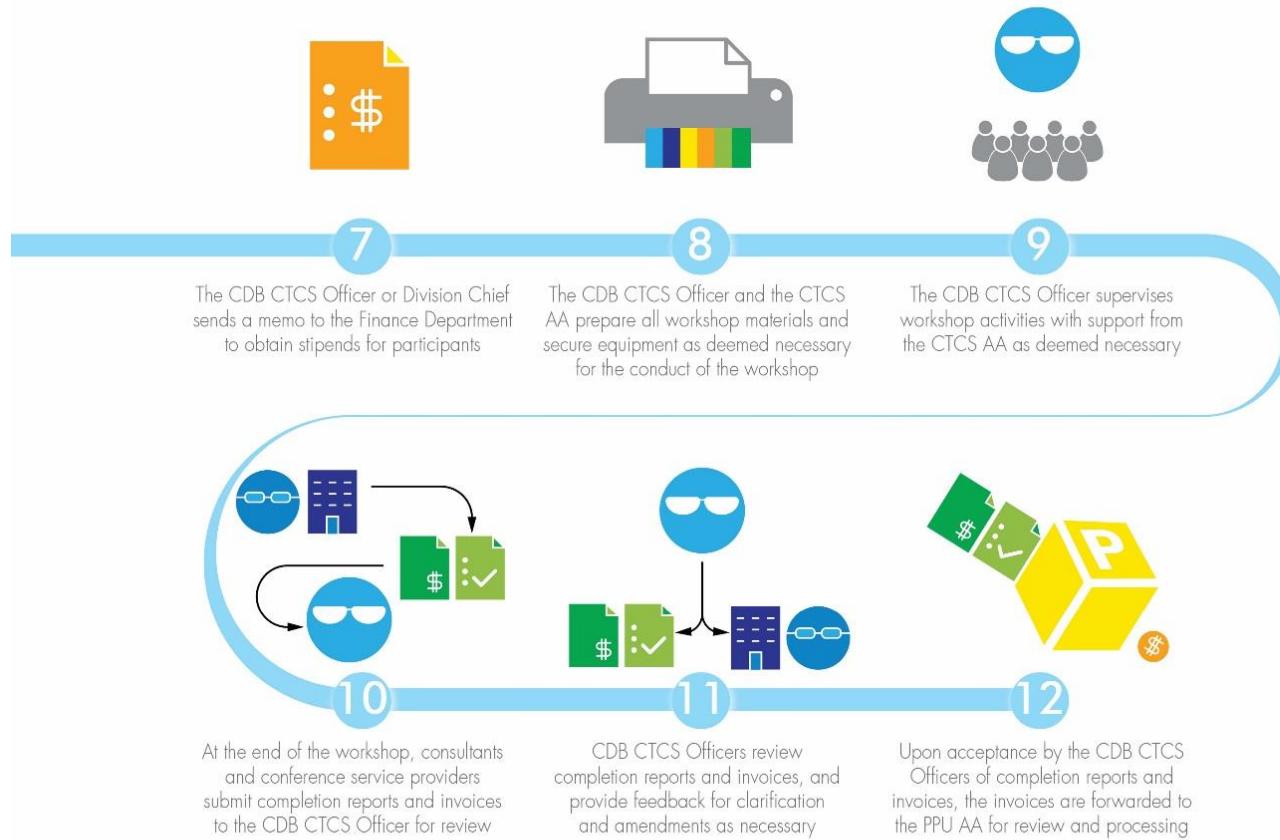
Figure 3 (a & b): Process Flow – Sub-Regional/Regional Workshops

Mini Case Study: Sub-Regional Train-the-Trainer Workshop on Computerised Management Accounting Systems for MSMEs

In response to a request from participating BMCs at the CTCS Stakeholders' Consultation in Guyana, CTCS conducted a three-day sub-regional Train-the-Trainer Workshop (TTW) on "Computerised Management Accounting Systems (CMAS) for MSMEs" in December 2014. The TTW was held in Barbados and facilitated by QBMED Inc., a Barbados-based MSME consulting firm with nearly 10 years' experience in providing training and TA to MSMEs in the area of Computerised Management Accounting Systems (CMAS).

The workshop formed part of continued efforts by CTCS to enhance the managerial and operational capacities of MSMEs in the CDB's BMCs. It addressed the critical need for MSMEs to put in place appropriate management accounting systems, particularly in a computerised environment, as these enable MSME operators to record, track and generate financial information in order to make informed internal decisions and projections. Additionally, these systems enable MSME operators to provide relevant and timely information to financial institutions (e.g., when seeking financing for working capital and when upgrading and expanding business operations).

A total of 16 persons (nine women and seven men) from eight CDB BMCs in the Eastern Caribbean region participated in the TTW, which equipped participants with a common approach for training MSME operators in the effective use of CMAS. Following the TTW, and with additional support from the CTCS Network, the trained participants were able to facilitate workshops for MSMEs in the participating BMCs, provide on-site assistance to assess the operations of participating MSMEs, and assist these organisations in introducing a CMAS tailored to their operations.

In this way, the TTW contributed to enhancing the knowledge, skills, overall management and operational performance (particularly the profitability and competitiveness) of MSME operators. It also had positive social impact, as participating MSMEs are likely to sustain and/or expand their operations, generate higher incomes and increase employment opportunities for both men and women, contributing to poverty reduction at the household level in the long term.

Box 4: Sub-Regional Train-the-Trainer Workshop on Computerised Management Accounting Systems for MSMEs

4. TRAINING ATTACHMENTS

The CTCS TA delivered through training attachments is custom-designed to address issues faced by specific enterprises. A training attachment is when an owner or employee of an MSME goes into a relevant enterprise, normally outside the beneficiary MSME country of domicile, to observe good practice and receive training.

Coordination and Implementation of Training Attachments

MSMEs complete a CTCS **TA application form**. When the CTCS Network has an agreement with the CI, this application is reviewed by the CI to ensure it fits with the agreed priorities in the country portfolio. A **TA proposal** is prepared and submitted by the CI to CDB for approval and coordination of the TA.

Figure 5 describes the process to be followed in the coordination and implementation of Training Attachments.

TRAINING ATTACHMENT
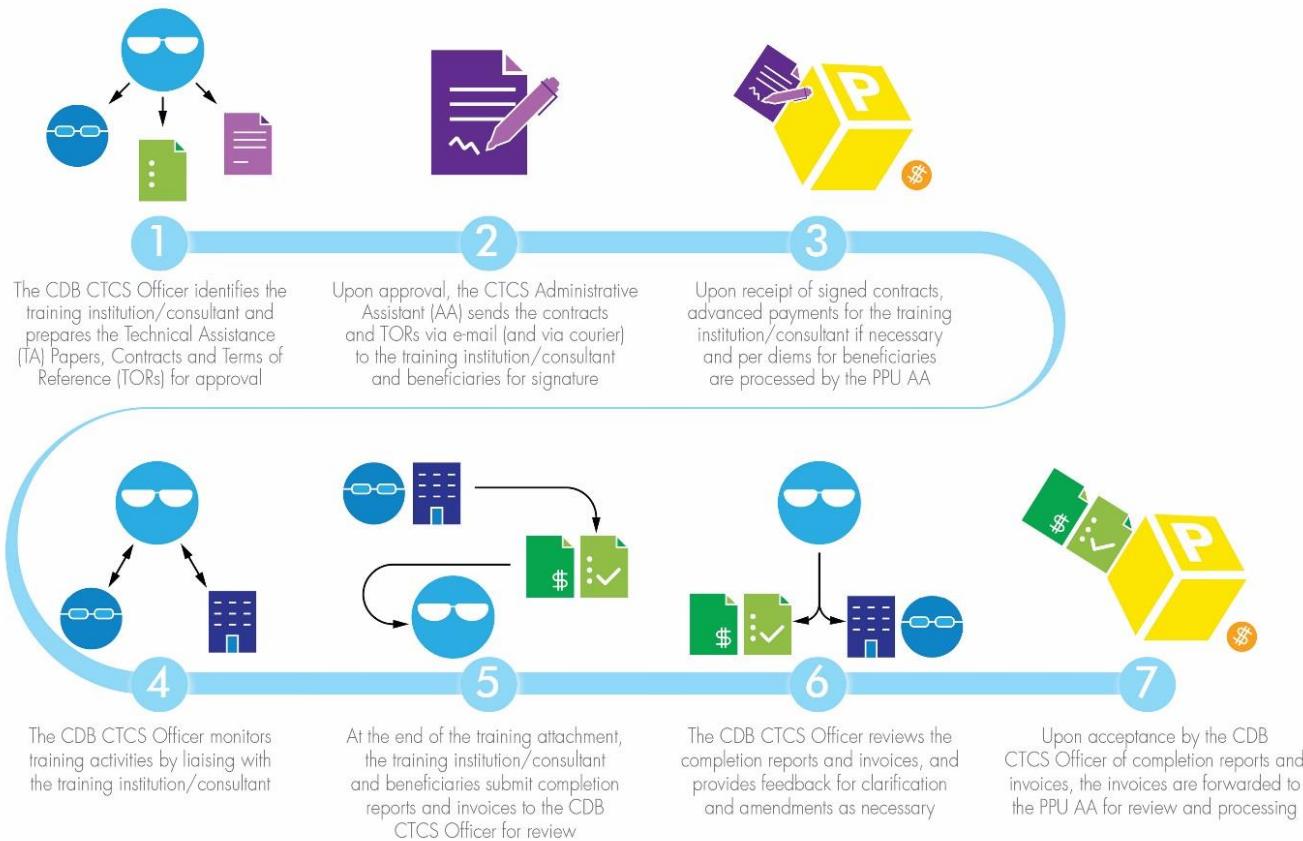

1 The CDB CTCS Officer identifies the training institution/consultant and prepares the Technical Assistance (TA) Papers, Contracts and Terms of Reference (TORs) for approval

2 Upon approval, the CTCS Administrative Assistant (AA) sends the contracts and TORs via e-mail (and via courier) to the training institution/consultant and beneficiaries for signature

3 Upon receipt of signed contracts, advanced payments for the training institution/consultant if necessary and per diems for beneficiaries are processed by the PPU AA

4 The CDB CTCS Officer monitors training activities by liaising with the training institution/consultant

5 At the end of the training attachment, the training institution/consultant and beneficiaries submit completion reports and invoices to the CDB CTCS Officer for review

6 The CDB CTCS Officer reviews the completion reports and invoices, and provides feedback for clarification and amendments as necessary

7 Upon acceptance by the CDB CTCS Officer of completion reports and invoices, the invoices are forwarded to the PPU AA for review and processing

Figure 5: Process Flow – Training Attachment

Mini Case Study: Training Attachment of Two Officials from SOFIHDES to the Dominica Agricultural and Industrial Development Bank

Société Financière Haïtienne de Développement (SOFIHDES) is a Haitian development corporation with expertise in supporting small and medium-sized enterprises (SMEs). The corporation approached the CTCS Network to help improve operating efficiency and capacity, with the aim of introducing innovative lending products to SMEs. In response, CTCS provided SOFIHDES with the opportunity for two representatives (the General Manager and the Director of Marketing) to participate in a one-week training attachment at the Dominica Agricultural and Industrial Development Bank (DAIDB). Here they could gain valuable insight into DAIDB's internal operations, as well as its financing and its SME programmes that could be tailored to suit SOFIHDES operations.

Prior to this training attachment, the two SOFIHDES officials were required to identify and document all relevant information about the challenges and constraints facing SOFIHDES, particularly those that were adversely impacting the efficiency and effectiveness of internal operations and the products and services offered to SMEs in Haiti. This information was shared with DAIDB so that the SOFIHDES attachment could be tailored to meet identified SOFIHDES needs.

At the end of the attachment, the two SOFIHDES officials were required to develop an action plan, with specific, measurable, achievable and time-bound results. This plan was presented to DAIDB's management for feedback and suggestions. When they returned to Haiti, the two SOFIDHES officials also presented and discussed the plan with the SOFIHDES Board of Directors to obtain approval to implement all acceptable and feasible actions.

Box 5: Training Attachment of Two Officials from SOFIHDES to the Dominica Agricultural and Industrial Development Bank

5. PUBLICATIONS

Publications are designed to address existing voids in the technical knowledge base of MSMEs and their stakeholders across the Bank's BMCs. As seen in **Figure 6**, consultants are engaged through CTCS to research best practices in order to design and develop guidance documents for self-learning by MSMEs and training manuals to facilitate TTWs to build the capacity of resource persons required to provide training and/or TA to MSMEs.
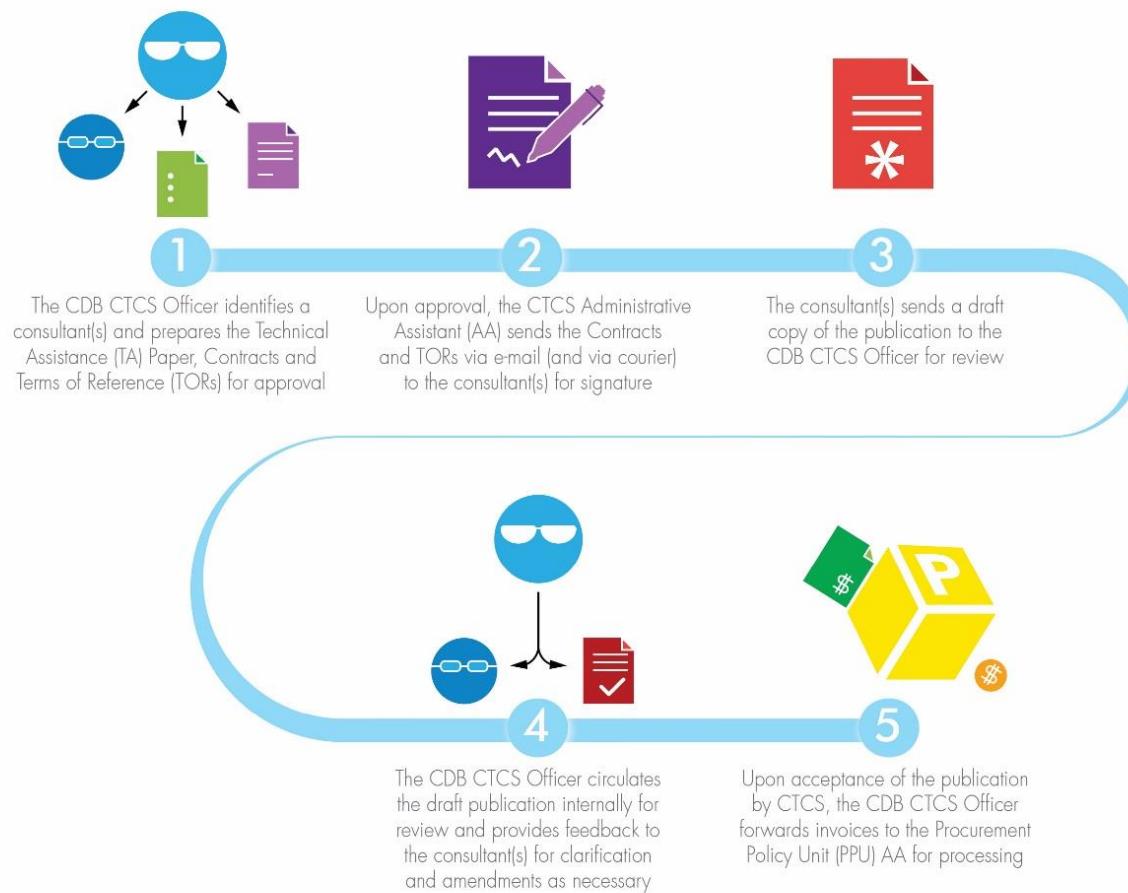
PUBLICATIONS

Figure 6: Process Flow - Publications

LINKS TO IMPORTANT RESOURCES/TEMPLATES

CTCS Application form

TA proposal – Cooperating Institution

Detailed Budget Template – Cooperating Institution

SECTION 3: PROJECT CYCLE MANAGEMENT

UNDERSTANDING THE TECHNICAL ASSISTANCE (PROJECT) LIFECYCLE

The provision of TA is a core function of CDB in carrying out its purpose which is to "contribute to the harmonious economic growth and development of the member countries in the Caribbean… and to promote economic co-operation and integration among them" as stated in Article 1 of the CDB's Charter.
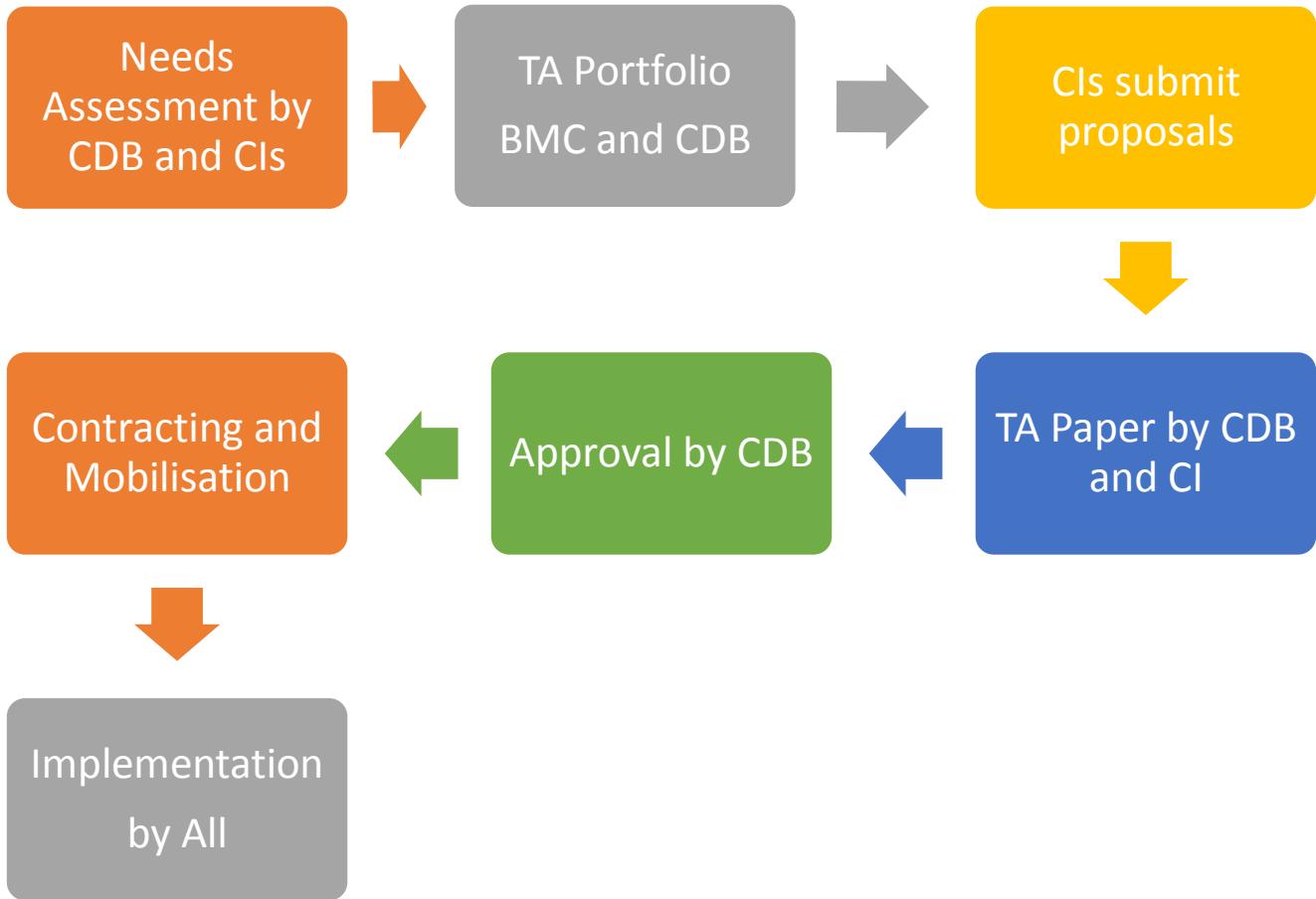
The CTCS Network delivers TA to MSMEs, especially those operating in sectors and/or sub-sectors that BMCs have identified as national priorities. In so doing, CTCS promotes building indigenous capacity at two levels:

1. MSME

2. National

TECHNICAL ASSISTANCE LIFECYCLE

Typically, the CTCS TA lifecycle is as follows in **Figure 7**.

Figure 7: Process Flow – CTCS Technical Assistance

CTCS provides two major streams of TA, namely:

1. Programmatic: includes a TA portfolio consisting of interventions or activities emanating from a TA needs assessment conducted by a CTCS consultant and/or interventions identified by CDB CTCS Officers through interactions with CIs; and
2. Non- programmatic: includes ad hoc requests for TA from CIs, individuals and MSMEs that CTCS seeks to respond to outside of the TA portfolio, subject mainly to the availability of financial resources.

NEEDS ASSESSMENTS

Needs assessments provide useful baseline data which is collected through CTCS to facilitate short to medium-term planning and the effective delivery of TA interventions. These assessments are undertaken in countries for which CDB has developed Country Strategy Papers and are undertaken by a CTCS consultant in collaboration with CIs.

The CTCS consultant reviews relevant national development plans and sector development plans, and meets with officials in the ministry responsible for economic planning and national development to discuss, among other things, challenges, critical areas of need, and new sectors/sub-sectors designated as priorities for national development.

Meetings are also conducted by the consultant with leading officials of MSME development agencies and business support organisations that provide TA and/or financing to MSMEs, especially those operating within the identified national priority sectors/sub-sectors, to ascertain their institutional strengthening needs.

TA PORTFOLIO

Country TA needs are presented by the consultant to CTCS for subsequent discussion with officials of the country's leading CIs to determine the priority areas of intervention. The aim is to develop a TA portfolio for two years. The development of the TA portfolio is based on the following:

❖ country priorities;
❖ available CTCS financial resources; and
❖ staffing capacity of CTCS.

CIS SUBMIT PROPOSALS

CIs are expected to submit TA proposals along with a TA detailed budget using the **relevant CTCS budget template**.

Proposals are reviewed by CTCS to ensure that requests are consistent with each BMC's targeted MSMEs. To spur economic growth, these enterprises should

Requirements for CIs Submitting Proposals

➢ Submit a formal letter requesting assistance
➢ Attach proposal to letter including budget (using the TA proposal and budget templates)
➢ Budgets should be submitted with three quotations for venue and meals

be operating in priority sectors/sub-sectors identified within government national development plans.

A TA Paper is developed for each proposal received from the CIs.

APPROVAL

For Activities Over $50,000

The CDB CTCS Officer prepares a draft TA paper for internal review before submission to the Division Chief, TCD for final approval and preparation of contracts.

The overall process for the review and approval of TA proposals over $50,000 is as shown in **Figure 8**.

For Activities Under $50,000

CTCS Officer prepares a draft TA paper for review by the Division Chief, TCD for final approval and preparation of contracts.

The overall process for the review and approval of TA proposals under $50,000 is as shown in **Figure 9.**

Contracting and Mobilisation

After the consultant signs the contract and submits the relevant **invoice**, CTCS initiates the disbursement process for approval as shown in **Figure 10**.

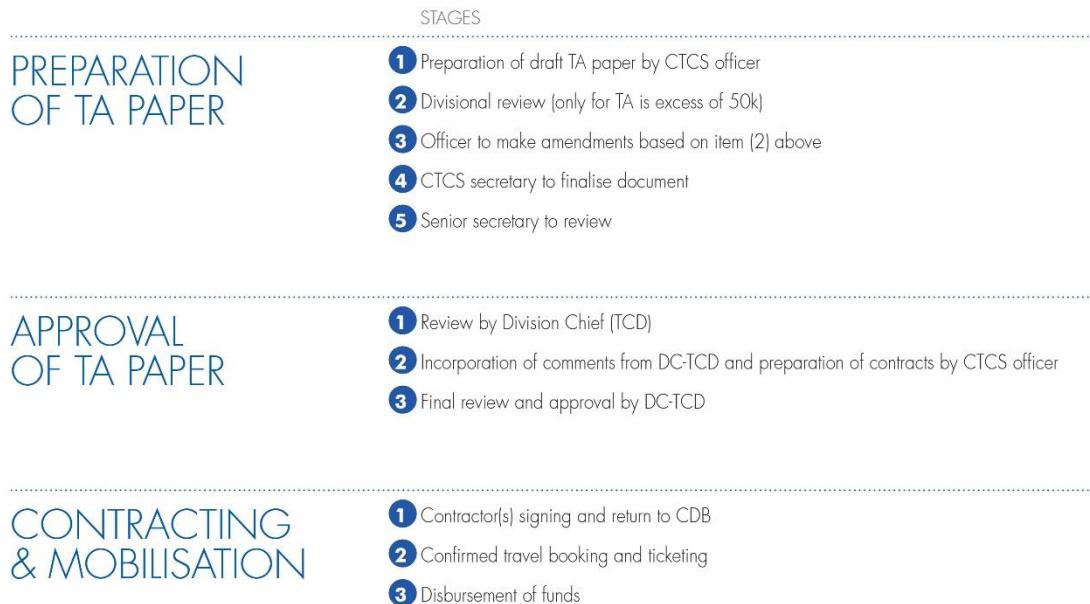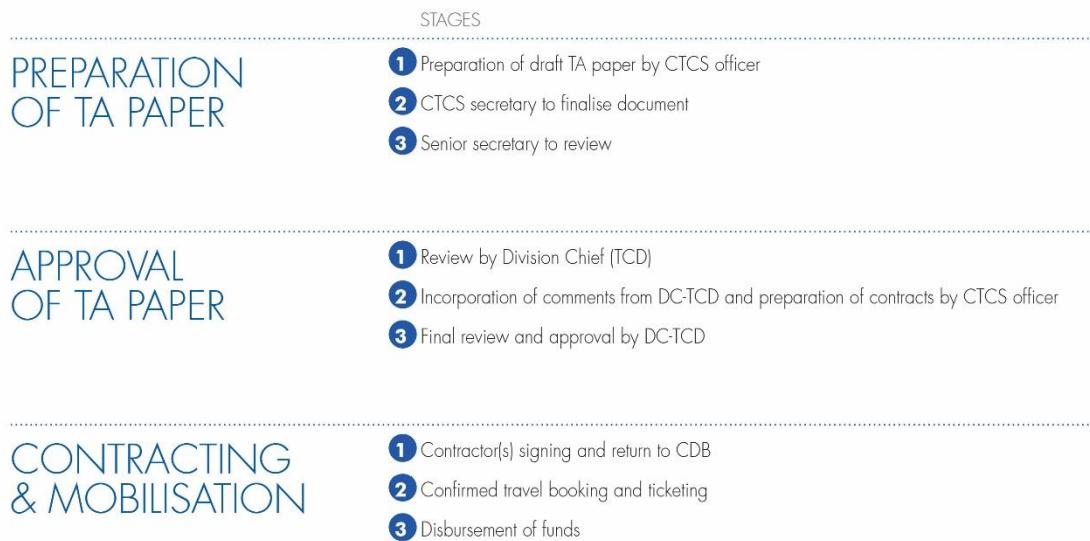## APPROVAL PROCESS FOR IMPLEMENTATION OF CTCS ACTIVITIES: **OVER 50 K**

STAGES

PREPARATION OF TA PAPER

1. Preparation of draft TA paper by CTCS officer
2. Divisional review (only for TA is excess of 50k)
3. Officer to make amendments based on item (2) above
4. CTCS secretary to finalise document
5. Senior secretary to review

APPROVAL OF TA PAPER

1. Review by Division Chief (TCD)
2. Incorporation of comments from DC-TCD and preparation of contracts by CTCS officer
3. Final review and approval by DC-TCD

CONTRACTING & MOBILISATION

1. Contractor(s) signing and return to CDB
2. Confirmed travel booking and ticketing
3. Disbursement of funds

Figure 8: Approval Process – Implementation of CTCS Activities Over $50,000

APPROVAL PROCESS FOR IMPLEMENTATION OF CTCS ACTIVITIES: **UNDER 50 K**

STAGES

PREPARATION OF TA PAPER

1. Preparation of draft TA paper by CTCS officer
2. CTCS secretary to finalise document
3. Senior secretary to review

APPROVAL OF TA PAPER

1. Review by Division Chief (TCD)
2. Incorporation of comments from DC-TCD and preparation of contracts by CTCS officer
3. Final review and approval by DC-TCD

CONTRACTING & MOBILISATION

1. Contractor(s) signing and return to CDB
2. Confirmed travel booking and ticketing
3. Disbursement of funds

Figure 9: Approval Process – Implementation of CTCS Activities Under $50,000

DISBURSEMENTS AS PER CONTRACT

1. Consultant signs contract and invoice (including banking instructions)
2. CTCS Officer approves invoice
3. CTCS Officer/CTCS AA prepares Memo to PPU for processing
4. CTCS Officer reviews
5. CTCS Officer submits to DC-TCD for approval
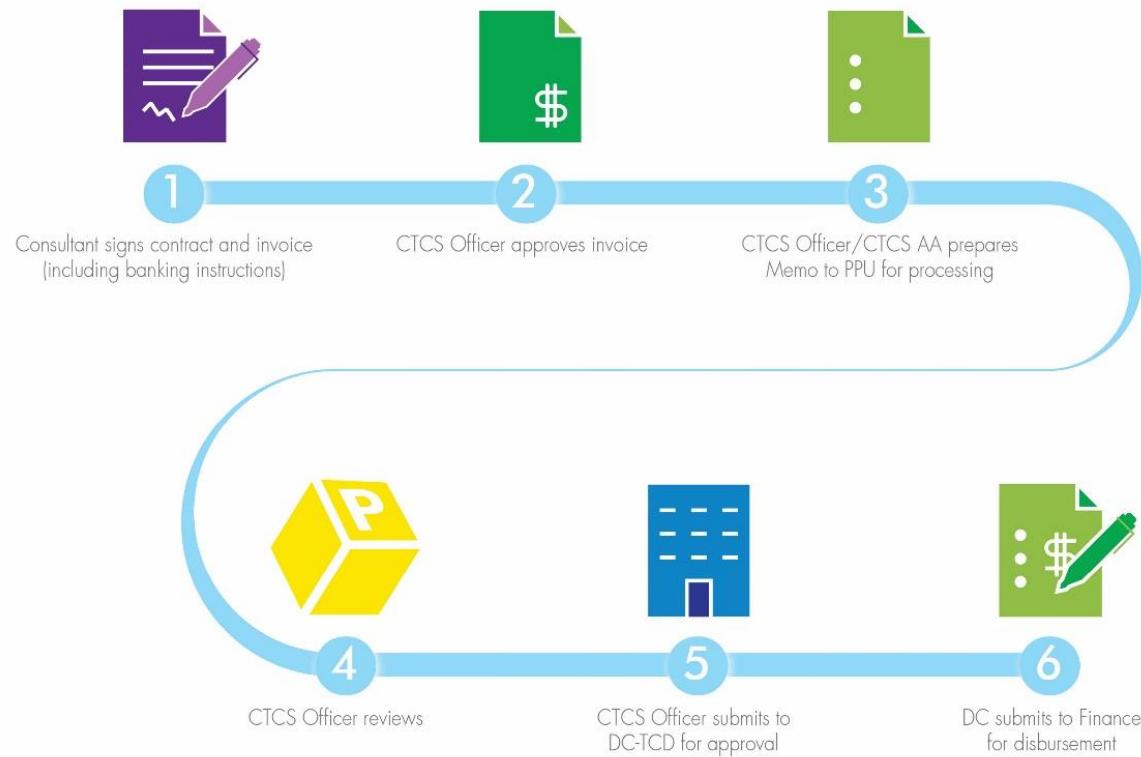6. DC submits to Finance for disbursement

Figure 10: Process Flow – Disbursement as per Contract

Implementation

CIs and consultants implement project activities in accordance with contractual arrangements. CDB CTCS Officers have overall responsibility for monitoring the implementation of TA activities.

INTEGRATING CROSS-CUTTING THEMES

While CTCS support is provided based on identified needs within BMCs, there are a number of cross-cutting issues that are also considered. These include Gender Mainstreaming, Energy Security and Governance.

Gender Mainstreaming/Gender Consideration

Gender equality is recognised as a driver of economic growth, poverty reduction and inclusive sustainable development. It is the principal element in the promotion of sound business management and is critical for productivity, competitiveness, and well-functioning economies. The Gender Equality Policy and Operational Strategy outlines the commitments of the Bank to address the underlying causes of gender inequality, including where this constrains equitable access to finance, assets, and opportunities to establish and lead businesses. The strategy promotes gender mainstreaming with a framework of actions as well as methodological tools. These enable gender equality principles, values, standards and goals to be applied in the Bank's interventions in BMCs.

CTCS, through its interventions in the MSME sector, is a unique vehicle for addressing gender gaps in employment, promoting women's entrepreneurship and contributing to financial inclusion in BMCs.

> **CDB's Working Definition of Gender Mainstreaming**
>
> *Gender mainstreaming refers to the incorporation of a gender equality perspective, principles, values and standards in all stages and at all levels of policy programming and projects.*

CTCS seeks to mainstream gender considerations in all its TAs and throughout the project lifecycle. As such, CTCS supports requests for TA that:

1. enhance equal access to opportunities and resources for women, men, and youth;

2. increase women's involvement in MSMEs; and
3. enable more women to participate in the productive sectors in BMCs.

Table 3: Gender Considerations at Key Stages of the CTCS Project Cycle

KEY STAGES IN THE PROJECT CYCLE	CTCS GENDER MAINSTREAMING
1. Needs Assessment	Disaggregate needs by sex
2. Country Portfolio	Use stakeholder views that represent gender equality that inform priority areas
3. Project Design	Analyse the roles that will be played by both men and women Identify gender gaps related to the project's outcomes and gender indicators for tracking
4. Coordination and Implementation of TA	Use deliberate targeting to ensure TA is provided in an equitable way
5. Evaluating Outcomes and Impact	Ensure impact assessments reflect gender considerations

The following gender markers in **Table 4** are used by CDB CTCS for projects and TAs under $1,000,000:

Table 4: Gender Markers

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in Terms of Reference (TOR). Sex-disaggregated data measure results for groups of males and females separately. This should be included in the background analysis and/or baselines and indicators of the Results Management Framework (RMF) if TA has one. Or collection of sex-disaggregated data required. If possible link sex-disaggregated data to RMF Level 1 and 2 of Strategic Plan 2015-2019.	1
	Socioeconomic/Sector/Institutional analysis considers gender disparities, or TOR require the identification of socioeconomic, sectoral and institutional gender issues.	1

	Socioeconomic analysis considers socioeconomic conditions or traditional role models that lead to disadvantages for males and females in participation in project activities or in the distribution of benefits.

Sector analysis considers specific/possible gender issues in the sector that constrain productivity as well as access to opportunities, resources and services.

Institutional analysis considers:

– Laws and regulations that constrain gender equality, e.g. labour laws, lack of National Gender Policy, trade policies.
– Gender gaps in capacities and operational systems of the implementing and executing agency – such as data, planning, implementation and monitoring systems as well as gender awareness.
– Workplace policies that promote equality in: recruitment and staff ratios, access to jobs and wages and occupational health and safety; and address sexual harassment and sexual and reproductive health issues. | |
| **Design:**

Project Proposal /Definition/ Objective | TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities.

Interventions are designed that lead to a reduction in gender disparities and/or project intervention mitigates against gender risks. The effect on gender equality is direct.

Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines.

The Objective/Outcome of the Project should be clearly related to the enhancement of gender equality.

Enhancement of gender capacities in BMCs, gender equality data collection efforts, gender-responsive policies and guidelines can be counted here. The task is to target gender disparities, e.g. a male to female ratio in retention rates, in participation and influence over decision-making as well as access to opportunities, resources and service provision. | 1

1 |
| **Maximum Score:** | | 4 |

<table>
<tr><td style="background:#2d4d8a;color:white">**Scoring Code**</td></tr>
<tr><td>

Gender Specific (GS) or Gender Mainstreamed (GM): 3- 4 points

Marginally Mainstreamed (MM): if 2 points.

NO: if projects score 0-1, if NO give justification why or indicate Not Applicable

</td></tr>
</table>

Gender Specific (GS): the project's principal purpose is to advance gender equality.

GS Projects are projects which directly enhance gender equality.

Gender Mainstreamed (GM): the project has the potential to contribute significantly to gender equality.

The project is GM when gender considerations have been taken fully into account.

Marginally Mainstreamed: the project has limited potential to contribute to gender equality.

NO: no contribution to gender equality, it is not reflected in the project, or appears as a formal reference only.

Energy Security

Given its mandate for sustainable development, the CDB has a focus on **sustainable energy**. The Bank therefore supports BMCs in transforming the energy landscape and achieving security in the energy sector.

Energy audits which facilitate more focus on energy efficiency/renewable energy can complement wider institutional strengthening projects funded outside of CTCS.

LINKS TO IMPORTANT RESOURCES/TEMPLATES
TA Proposal – Cooperating Institution
Detailed Budget Template – Coordinating Institution
Training Attachment Completion Report – Consultant
DTA Expense Form
Group Training Attachment Completion Report – Cooperating Institution
DTA Completion Report – Consultant
CI Final Invoice Template
Workshop Expense form – Cooperating Institution
Workshop Completion Report - Consultant
Workshop Expense Form – Consultant
Workshop Completion Report – Cooperating Institution
Consultant Final Invoice Template
Consultant Advance Payment Invoice
CI Advance Invoice

SECTION 4: GOVERNANCE STRUCTURE

CDB POLICIES AND STRATEGIES

CTCS operations are consistent with the following CDB Policies and Strategies.

Governance Strategy

The four key areas in which CTCS supports the CDB objective of promoting good BMC governance are as follows:

- ❖ supporting the creation of a modern, effective and accountable public sector capable of delivering valued public services;
- ❖ supporting the establishment and strengthening of regulatory systems for social protection and orderly private sector development;
- ❖ encouraging regional cooperation through strengthening regional governance mechanisms as well as national capacity for implementing regional and international commitments; and
- ❖ mainstreaming governance in CTCS operations.

Private Sector Development Policy

CDB emphasises supporting business and product development by providing financing and TA for development of new businesses and products, expansion of existing enterprises and building institutional and enterprise capacity. This includes the provision of finance for public/private sector investment to maintain and improve economic and social development.

Gender Equality

There is a clear focus on the integration of gender analysis, results, and data collection throughout CDB's project cycle. More information on the gender approach can be found in **Section 3.**

CTCS ORGANISATIONAL CHART

The CTCS mandate is operationalised by a small technical and administrative team which is led by the CDB CTCS Coordinator who reports directly to the Division Chief of the CDB TCD.

In addition, as seen in **Figure 11**, the CTCS structure allows for partnerships with external parties and technical, financial, legal, and administrative internal support from other CDB entities.
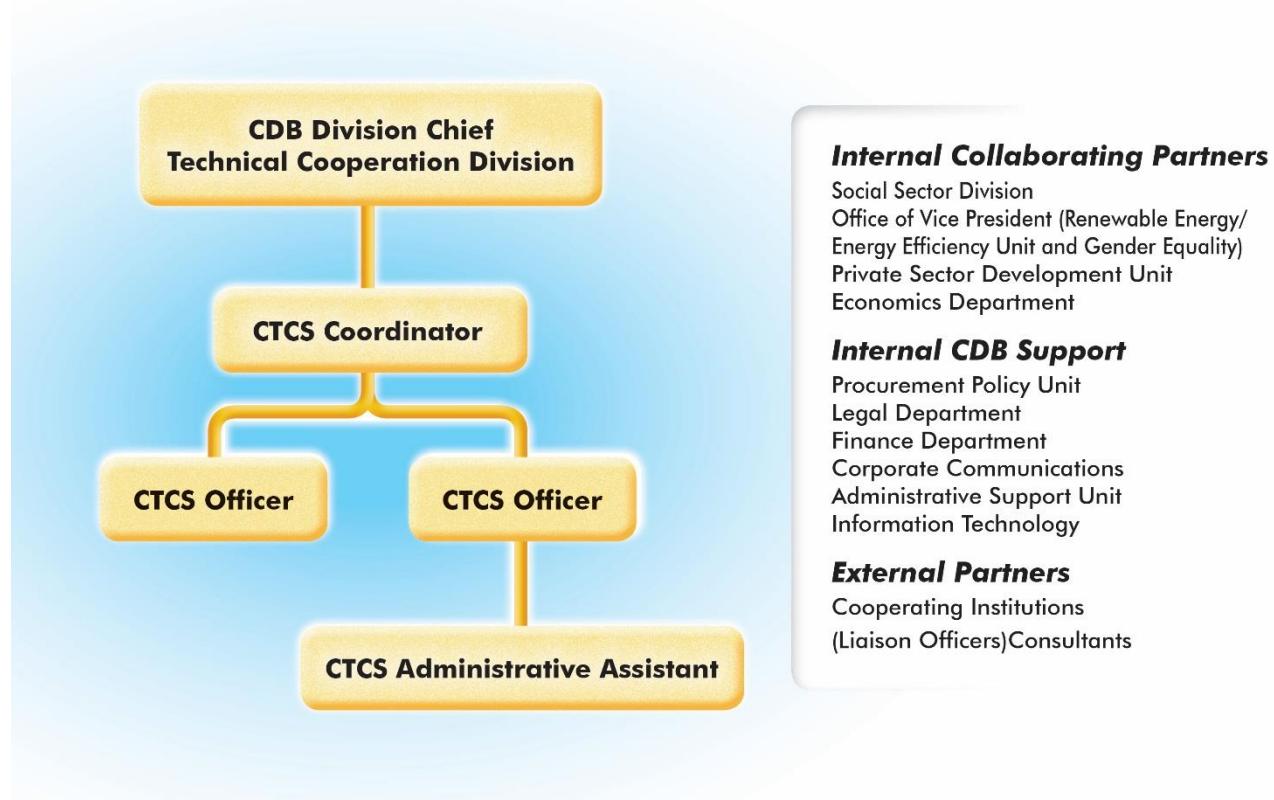

Figure 11: CTCS Organisational Chart

MANAGEMENT ROLES AND RESPONSIBILITIES

The CDB Team

Division Chief, TCD
- ❖ Accountable for providing the necessary leadership, technical and procedural guidance for the CTCS Network.
- ❖ Deliver a clear strategy for ensuring high quality ongoing skills training for MSMEs in the BMCs.
- ❖ Ensure the intellectual coherence and clarity of vision of CTCS and leverage resources to advance CTCS and regional goals.
- ❖ Monitor overall performance and ensure cascade of results management framework to operational levels.
- ❖ Analyse and review the governance structure for the CTCS Network in consultation with partners.
- ❖ Arrange opportunities for members of the CTCS Network and other experts to transfer knowledge.

CTCS Coordinator
- ❖ Align the CTCS Programme to CDB's and national private sector development policies and strategies.
- ❖ Provide leadership in the management of the CTCS programme and overall coordination of M&E.
- ❖ Overall coordination of CTCS monitoring and evaluation (M&E).
- ❖ Ensure strong relationships with CIs and other partners, and proactively engage with relevant country and CDB programmes.
- ❖ Ensure alignment between CTCS activities and needs assessment and labour market survey and other data.
- ❖ Advise on quality assurance, compliance and risk management within the CTCS Network.
- ❖ Provide day-to-day supervision of the work of the CDB CTCS Officers.

CTCS Officer
- ❖ Monitor and evaluate TA interventions provided through CTCS.
- ❖ Identify TAs within the scope of CTCS.
- ❖ Review and appraise all TA requests identified or received from CTCS clients and their intermediaries to ensure best use of CTCS resources consistent with the priorities and guidelines established for the use of the CDB SDF.

- ❖ Design and prepare all TORs, contracts, budget, and administrative requirements for the efficient and timely execution of approved CTCS TAs.
- ❖ Manage the execution of all approved CTCS TAs.
- ❖ Supervise the in-field delivery of regional and sub-regional training events and when possible deliver the training which falls under the CDB CTCS Officer's technical competence.
- ❖ Plan and execute supervision visits to assigned BMCS to effect identification, quality appraisal, and impact assessment of CTCS TAs.
- ❖ Evaluate all TAs executed through CTCS to ensure compliance with the TORs, achievement of stated mission objectives and outcomes, and adherence to proper use of CDB resources.

CTCS Administrative Assistant

- ❖ Manage the logistics associated with CTCS activities and other processes.
- ❖ Assist with tracking and maintaining records of expenses against budgets.
- ❖ Assist with the collection of reports for CTCS monitoring and evaluation.

INTERNAL CDB SUPPORT

A number of divisions and units within the CDB provide advisory, technical, communication and administrative support to CTCS as seen in **Table 5.**

Table 5: CDB Internal Support to CTCS

Division/Unit	Support Areas
Procurement Policy Unit	CTCS Procurement Guidance
Information Technology	Knowledge Management System
Corporate Communications	Promotion and Marketing Online/Social Media Outreach
Legal	Contracts
Procurement Policy Unit and Finance	Disbursements
Administrative Support	Courier and Printing Services

INTERNAL COLLABORATING PARTNERS

The work of CTCS is aligned with and supports the achievement of results set by the CDB to ensure organisational consistency. Moreover, CTCS interventions benefit from and can be enhanced by the intellectual capital and other resources from other CDB programming areas, specifically but not limited to those identified in **Table 6.**

Table 6: CDB Internal Collaboration with CTCS

Division/Unit	Programme/Emphasis
Social Sector	BNTF
Office of VP(O)	Gender Equality RE/EE
Private Sector Development	Micro Financing Lines of Credit
Economics	Country Strategy Papers

External Partners

CIs

The CTCS Network executes its activities through partnerships with CIs.

Agreements with CIs

Agencies/institutions should jointly designate one representative CI to serve as a CTCS 'institutional hub' for a period to be agreed with CDB. The CI will be responsible for the coordination of CTCS in the country, and will be an entity consisting of affiliated organisations throughout the country. The CI will provide CDB with authenticated specimen signature(s) of any representative signing official documents of its behalf. The CI will also maintain a special account at a commercial bank acceptable to CDB, through which all activities under the CTCS project, and only such activities, will be financed and which shall be subject to internal controls and external auditing for the first year and annually thereafter.

The following steps are to be followed and verifications carried out for this selection process:

- ❖ a call for participation in a selection consultation/meeting should go out to the appropriate network agencies/institutions in the country;
- ❖ clear criteria should be used to assess the capacity and commitment of the agency/institution to act in the best interests of the sector and as a CTCS 'institutional hub';
- ❖ the designated agency/institution should have completed a valid business name registration;
- ❖ information that demonstrates the synergies between the mission and vision of the hub and CTCS should be collected; and
- ❖ the consensus reached on the designated CI should be recorded in writing and submitted to CDB along with a report based on all of the above. The report should be signed by all representatives who participated in the process to ensure consensus, transparency and impartiality. This information must be submitted no later than a month after the consultation.

Letters of agreement are signed with one CI in each country. The agreement will indicate the level of funding that will be made available to cover expenses for local coordination. Following a request in writing from the CI and evidence that the conditions precedent to the first disbursement have been met, CDB will provide an advance on account of expenditure in respect of administrative expenses. The balance of the allocated funds will be paid in quarterly (or other agreed) instalments.

In addition, the CTCS Network also strengthens the institutional capacities of CIs by providing training to selected staff members in diagnostic assessment of MSMEs, design and development of project proposals, and managing for development results.

CIs with which CDB has established formal arrangements, through letters of agreement, are expected to meet the following conditions **precedent to first disbursement of CDB funds**:

- ❖ Designate one or more representative and provides an authenticated specimen signature for each representative regarding the implementation of the Letter of Agreement.
- ❖ Appoint a CTCS Liaison Officer.
- ❖ Establish a special account at a commercial bank acceptable to CDB, through which all activities under the CTCS project, and only such activities, will be financed.

The responsibilities of the CI are as follows:

❖ Execute the project, in accordance with the agreed Execution Guidelines and TORs.

❖ Follow CDB's Procurement Guidelines if a fund allocation is received for managing and executing a CTCS project. CDB's decision to provide an allocation will be based on the CI's institutional capacity, accountability mechanisms and experience in managing projects and funding.

❖ Carry out the project at all times with due diligence and efficiency, with management personnel whose qualifications and experience are acceptable to CDB, and in accordance with sound technical, environmental, financial and managerial standards and practices.

❖ Institute and maintain organisational, administrative, accounting and auditing arrangements, acceptable to CDB, for the project.

❖ Provide such administrative and other support as may be necessary to ensure the successful completion of the project, including the collection and storage of, and provision of access to, all relevant documents.

❖ Appoint as the CTCS Liaison Officer (CLO) a person whose qualifications and experience are acceptable to CDB, who shall have the duties and responsibilities specified in the agree TOR.

❖ Use best endeavours to openly acknowledge CDB's contribution to the project in relevant publications, correspondence, advertisements and promotions associated with the Allocation of fund.

❖ During the lifetime of the project, maintain a special account at a commercial bank acceptable to CDB through which all activities under the project, and only such activities, will be financed and which will be subject to internal controls and external auditing for the first year and annually thereafter.

❖ Keep CDB updated on the implementation of the project and, in particular, provide CDB with quarterly progress reports with respect to the implementation of the project.

❖ Meet (or cause to be met) (a) the cost of any items designated for financing by the CI in the budget, (b) any amount by which the project exceeds estimated costs as set out in the budget, and(c) the cost of any other items needed for the purpose of, or in connection with, the project.

❖ Consult with MSME operators and relevant government and private sector agencies engaged in MSME development to identify priority areas for development and the TA needs of MSMEs for the preparation of project proposals.

❖ Implement the agreed number of TA interventions.

❖ Inform CDB immediately of any events which may jeopardise or delay the implementation of an intervention under the programme.

❖ Collaborate and provide logistical support for audits, performance reviews, evaluations and ongoing monitoring as required.

❖ Disseminate information on the programme nationally to stakeholders and potential applicants.

- ❖ Prepare and submit TA proposals, with recommendations, inclusive of identified local consultants, to CDB for approval.
- ❖ Monitor the performance of TA activities and report on progress towards achievement of expected results.
- ❖ Provide all other inputs required for punctual and efficient project undertakings that are not being financed by CDB.

CTCS Liaison Officer

The CLO will have overall responsibility for managing TA resources and supervising the implementation of TA activities.

The specific responsibilities include, but are not limited to the following:

- ❖ Submitting TA proposals to CDB for approval.
- ❖ Submitting quarterly progress reports on the implementation of TA activities to CDB. These reports should include information on the approved budget and expenditure for each activity.
- ❖ Fostering good relationship with all stakeholders, especially with other business support organisations (BSOs) in all districts and consultants for the efficient and effective delivery of TA interventions.
- ❖ Monitoring the implementation of TA interventions in conjunction with counterpart personnel in BSOs in all districts.
- ❖ Preparing and submitting to CDB reports on completed TA activities. These reports should consist of information on the approved budget and total expenditure for each activity, the number of beneficiaries, disaggregated by sex, and the performance of consultants.
- ❖ Assisting in post-implementation monitoring of beneficiary MSMEs. The data to be collected will be agreed and outlined in each approved activity.

Consultants

CTCS recruits consultants with diverse backgrounds, skills, and competencies who are registered in the CDB Consultant Database. These consultants must have relevant skills/qualification in the area pertinent to the intervention; however, they do not need to have experience, given the CTCS Network's interest in building indigenous capacity.

Consultants are also selected based on recommendations from CIs or a potential beneficiary. These consultants are requested to register in the consultant database before they are contracted.

ACCOUNTABILITY

Accounting for Funds from Workshop Participants

All fees collected by CIs are to be included in reports to be submitted to CTCS. These reports are then entered into the CTCS database.

Figure 12 describes the process to be followed when collecting fees from participants attending training workshops.

Accounting for Fees Collected from DTA & Training Attachments

Figure 13 describes the process to be followed when collecting fees from DTA and Training Attachments.

Accounting for Funds Advanced through CTCS

Figure 14 describes the process to be followed when accounting for funds advanced through CTCS.
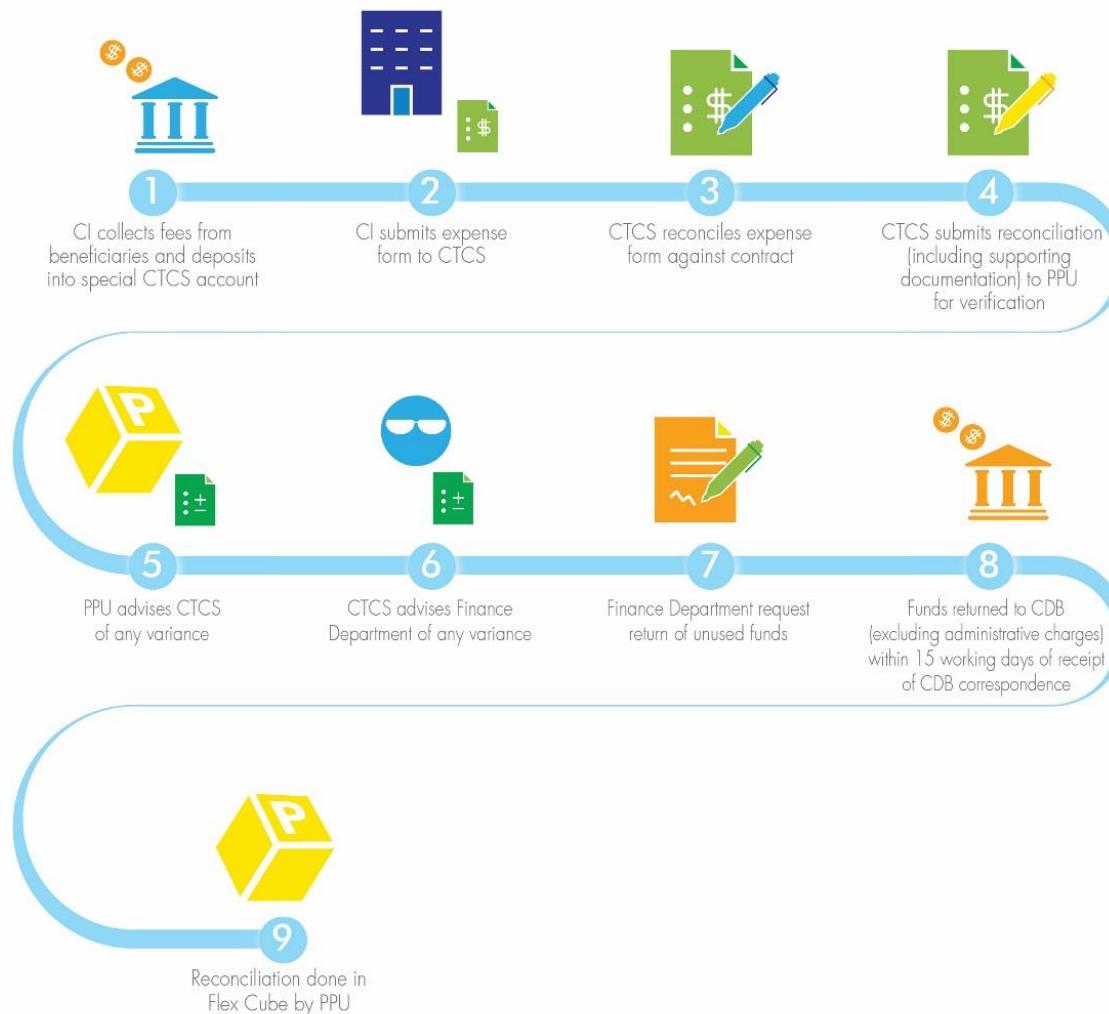
ACCOUNTING FOR FUNDS FROM WORKSHOPS

1 — CI collects fees from beneficiaries and deposits into special CTCS account

2 — CI submits expense form to CTCS

3 — CTCS reconciles expense form against contract

4 — CTCS submits reconciliation (including supporting documentation) to PPU for verification

5 — PPU advises CTCS of any variance

6 — CTCS advises Finance Department of any variance

7 — Finance Department request return of unused funds

8 — Funds returned to CDB (excluding administrative charges) within 15 working days of receipt of CDB correspondence

9 — Reconciliation done in Flex Cube by PPU

Figure 12: Process Flow – Accounting for Funds from Workshops

COLLECTION OF FEES FROM DTA & TRAINING ATTACHMENTS

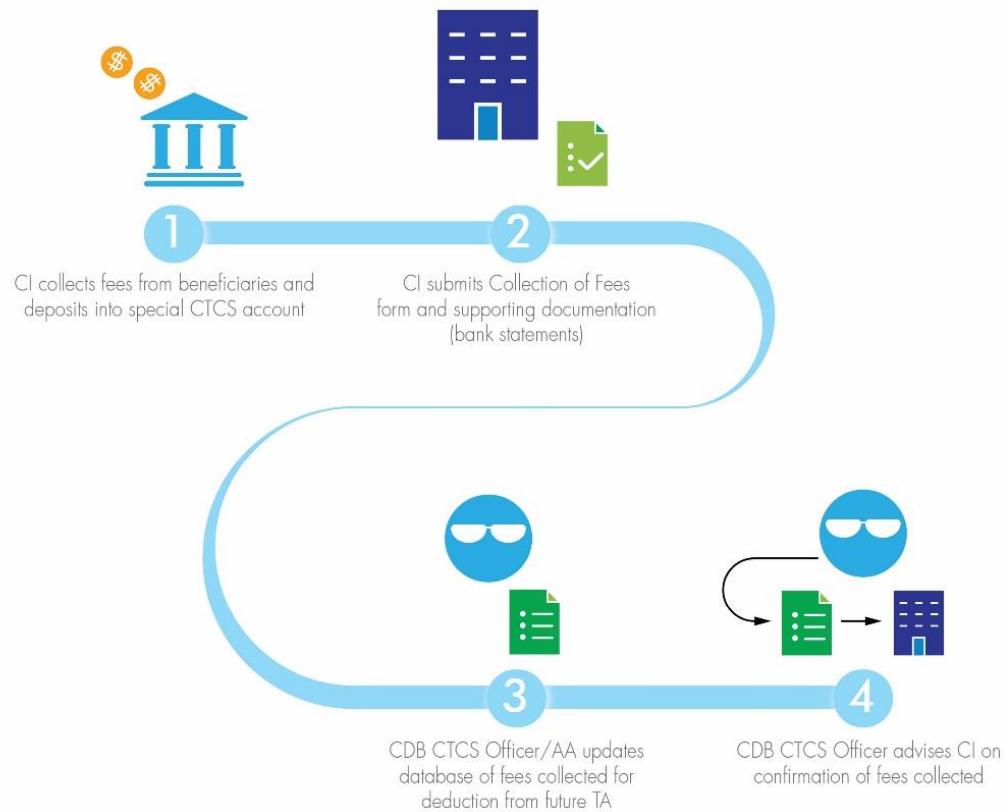**1** CI collects fees from beneficiaries and deposits into special CTCS account

2 CI submits Collection of Fees form and supporting documentation (bank statements)

3 CDB CTCS Officer/AA updates database of fees collected for deduction from future TA

4 CDB CTCS Officer advises CI on confirmation of fees collected

Figure 13: Process Flow – Collection of Fees from DTA and Training Attachments

ACCOUNTING FOR FUNDS ADVANCED BY CTCS

1	2	3	4
CDB advances funds	Entity submits expense form to CTCS for officer's review	CTCS submits expense form (including supporting documentation) to PPU for verification	PPU advises CTCS of any variance

5	6	7	8
CTCS advises Finance Department of any variance	Finance Department requests return of unused funds	Funds returned to CDB (excluding administrative charges)*	Reconciliation done by PPU

*Not limited to but including foreign exchange fluctuations, transaction costs, bank charges

Figure 14: Process Flow – Accounting for Funds Advanced through CTCS

All CIs and consultants (firms) that receive an advance of over $10,000 and/or collect fees are required to share audited financial statements along with a Management Letter with CDB annually. Each CI and consultant should indicate the timing of the next audit exercise before the Letter of Agreement (or other agreement/contract) is signed. They may also be called upon to provide evidence of proper accounting/bookkeeping. CTCS will provide logistics support to facilitate an independent financial audit and institutional assessment.

COMPLIANCE

CTCS stakeholders are expected to comply with CDB/CTCS policies and procedures. CTCS ensures that quality standards are adhered to through the TA lifecycle. In so doing, there are a number of compliance and reporting issues as follows.

CIs

Contractual Obligations:

❖ CIs are required to submit a copy of their Articles of Incorporation or other equivalent evidence of their legal status.
❖ There should be strict adherence to the agreed budget. Any request for a variation should be made in writing to the CTCS.
❖ The signed hard copy of the contract must be submitted to CTCS via courier before the final payment is made to the CI.
❖ Expense forms should be completed and submitted to CTCS to account for the advance of funds for training workshops. Funds received at workshops are accounted for on the CI expense form and cross-checked with the participants list in the CIs workshop report.
❖ Original or scanned copies of all receipts are to be forwarded to CTCS.
❖ All workshop fees collected and all unused funds advanced through CTCS to CIs must be returned to CDB within 15 working days and before the disbursement of additional funds for a new workshop.
❖ CIs are expected to submit an expense report outlining how all funds advanced through CTCS were spent.
❖ The standard agreement with all CIs should include the establishment of a special CTCS/CDB account for collection of all fees related to CTCS TA.
❖ CIs are expected to collect information from all workshop participants using the pre-registration form.

- ❖ CIs must also report to CTCS on all fees collected using the CTCS template (Annual Collection of Fees - DTA and Training Attachments) for reconciliation by CDB.
- ❖ Reports (using the Workshop Completion Report-CI) should be submitted in accordance with the agreed timelines for deliverables.
- ❖ CIs and consultants (firms) are required to send their audited financial statements, along with a Management Letter, to CDB annually. Failing to comply with these requirements could affect future participation in the Network.

Reporting Requirements

Agreed reports should be submitted within 15 working days of the end of the working assignment or any other agreed deadline along with supporting documentation (including expenses/receipts) using the relevant CTCS template:

- ➢ **Workshop Completion Report – Cooperating Institution**
- ➢ **Workshop Completion Report - Consultant**
- ➢ **DTA Completion Report (Consultant)**
- ➢ **Training Attachment Completion Report (Consultant)**
- ➢ **Group Training attachment completion report (Cooperating Institution)**

Box 6: Reporting Requirements

Consultants

Contractual Obligations:

- ❖ A signed copy of the contract must be returned to CTCS by email before an advance payment can be made to the consultant.
- ❖ The signed hard copy of the contract must be submitted to CTCS via courier before the final payment is made to the consultant.
- ❖ Consultants are expected to strictly adhere to the agreed budget. Any request for a variation should be made in writing to CTCS.
- ❖ CTCS sets the parameters for consultant's hotel accommodation, airfare, and per diem allowance paid to the consultant to cover the cost of meals and incidentals expenses.
- ❖ Billable expenses must be accounted for with supporting documentation and submitted along with the expense form (using the consultant expense form template).
- ❖ Supporting documentation includes ticket stubs, invoices for air travel, and hotel bills for accommodation which can be scanned and emailed to CTCS.
- ❖ Signed invoices can be scanned and emailed to CDB for processing.
- ❖ Reports (using the relevant Consultant Report template) should be submitted in accordance with the agreed timelines for deliverables.

Beneficiaries

- ❖ Beneficiaries from DTA and Training Attachments are required to complete an assessment at the end of the TA using the CTCS Beneficiary Assessment questionnaire.
- ❖ The beneficiaries from DTA must adhere to recommendations before consideration of additional TA from CTCS. CTCS will only provide two cycles of DTA over a 5-year period. After the second DTA, all requests from the beneficiary are dealt with on a case-by-case basis.
- ❖ Recipients of DTA are required to provide receipts for transportation, accommodation (if using a hotel) and training materials as required by the CTCS Consultant.
- ❖ The upper limit amount for all DTA is $30,000. Any amount in excess of this is at the discretion of the CDB CTCS Officer.
- ❖ SMEs should be registered as a business in the BMC where they are domiciled. The certificate of registration and most recent financial statement should be included in the TA proposal submitted by the CIs.

USE OF FORMS AND TEMPLATES – GUIDELINES

Table 7: Use of forms and templates guidelines

CONTRACTUAL OBLIGATIONS	TEMPLATES/FORMS TO BE SUBMITTED	PURPOSE/RATIONALE
Cooperating Institutions (CIs)	Workshop Expense Form – Cooperating Institution	Details how all funds advanced through CTCS were spent – includes funds received from workshops
	Workshop Completion Report Cooperating Institution	Report to CTCS on national workshop coordination activities and provide recommendations to improve future workshops
	Advanced Invoice Template-CI	Make request for payment of billable expenses in advance according to contract
	Final Invoice Template - CI	Make request for final payment of outstanding amounts including professional fees where applicable
	Annual Collection of Fees Template	Report to CTCS on all fees collected from DTA and Training Attachments
	Group Training Attachment Completion Report – Cooperating Institution	Report to CTCS on group training attachment coordination activities and provide recommendations to improve future group training
Consultants	Workshop Expense Form – Consultant	Account for billable expenses along with supporting documentation
	Training Attachment Completion Report – Consultant	Report to CTCS on training attachment activities and outputs and provide recommendations for required additional assistance to beneficiaries
	Direct Technical Assistance Completion Report – Consultant	Report to CTCS on the activities and outputs from DTA along with recommendations for required additional assistance to beneficiaries
	Workshop Completion Report – Consultant	Report to CTCS on workshop activities and outputs and provide recommendations for future workshops
	Advance Invoice Template – Consultant	Make request for payment of billable expenses in advance according to contract
	Final Invoice Template - Consultant	Make request for final payment of professional fees
Beneficiaries	Beneficiary Questionnaire – DTA Beneficiary Questionnaire – Training Attachment	Beneficiaries' feedback at the end of the DTA or Training Attachment

COST CONTROLS

CTCS explores all opportunities to ensure costs and pricing are controlled. In so doing and where possible, ministry personnel are identified to support TA activities. An honorarium is paid in lieu of a consultancy fee. Similarly, local facilitators are identified where practical, to reduce airfare and accommodation costs to CTCS.

To maximise and leverage CTCS resources, CTCS collaborates with local MSME agencies to cost-share on in-country TA interventions.

Other cost and control measures include:

❖ CTCS establishes upper limit amounts for all TA activities;
❖ for training workshops and based on the number of trainees, CTCS may suggest use of the entities' facilities rather than incur rental costs for another facility;
❖ CIs are required to submit a budget along with three quotes for the venue (if being sourced) as well as for meals; and
❖ any request for an extension in the duration of an intervention should be made in writing as a "no-cost extension request" to CTCS. In the event that a no-cost extension is not granted, the CDB CTCS Officer refers to the contract and terminates with immediate effect.

TECHNICAL ASSISTANCE MONITORING

CIs are expected to collect data and report to CTCS. In particular, baseline data is to be collected and reported on by the CI at the start of the TA along with ongoing monitoring of progress and performance against agreed indicators.

This monitoring data feeds into impact evaluations undertaken by CTCS consultants every three to five years based on agreed areas of focus. The case study methodology[2]is used to highlight stories of change in key sectors.

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[2]https://www.oecd.org/derec/50399683.pdf

❖ If financed from a fund allocation, all of the goods and services required for carrying out a project should be procured in accordance with the CDB's prevailing "Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing for consultancy services" and "Guidelines for Procurement for goods, works and non-consultancy services". CDB may specify in writing additional or alternative procedures.

❖ In the procurement of goods and services for a project, the CI commits to take all necessary measures to ensure that the service contracts and all purchases of goods financed from the allocation are made at a reasonable cost. For goods, this is generally the best value for money, taking into account cost, time of delivery, quality, efficiency, reliability of the goods and availability. For services, the value of money should take into account their quality and the competence of the parties rendering them as well as cost.

❖ Except as CDB may otherwise agree, the CI should ensure goods and services financed from the allocation are used exclusively in carrying out the objectives of the project.

CDB EXECUTION OF PROCUREMENT AND AWARD OF CONTRACTS UNDER THE CTCS NETWORK

Applicability and Principles

This procurement guidance applies only to situations where CDB procures and executes contracts in its own right under the CTCS Network. Any procurement undertaken by the recipients of CTCS Network financing shall be subject to the prevailing CDB procurement

guidelines for the procurement of goods, works and non-consultancy services[3] and the selection and engagement of consultants[4].

CTCS procurement shall be governed by the following principles:

- ❖ the need for high quality services;
- ❖ the need for economy and efficiency;
- ❖ the need, where appropriate, to give all eligible and qualified consultants the opportunity to compete in providing services;
- ❖ the need to encourage the development of national consultants; and
- ❖ the need for transparency in the selection process.

Eligibility

Consultants contracted under CTCS shall comply with the following eligibility requirements:

- ❖ individual consultants shall be citizens or bona fide residents of a CDB member country;
- ❖ consultancy firms, their joint venture partners, sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees:
  - in the case of a body corporate, shall be legally incorporated or otherwise organised in an eligible country, have its principal place of business in an eligible country and be more than 50 per cent (50%) beneficially owned by citizen(s) and/or bona fide resident(s) of eligible country(ies) or by a body(ies) corporate meeting these requirements;
  - in the case of unincorporated firms, the owners shall be citizens or bona fide residents of an eligible country;
  - in all cases, the consultant has made no arrangement, and undertakes not to make any arrangements, whereby more than 50 per cent (50%) of the total contract amount financed by the Bank will accrue or be paid to a person not a citizen or bona fide resident of a CDB member country.

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[3] Guidelines for Procurement (2006) which provide guidance on the procurement of goods, works and non-consultancy services

[4] *Ibid.*

Conflict of Interest and Fraud and Corruption

Conflict of Interest

Consultants shall provide professional, objective, and impartial advice and at all times hold CDB's interests paramount, without any consideration for future work, and in providing advice they shall avoid conflicts with other assignments and their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interests of CDB. Consultants shall not be hired under the following circumstances:

(a) where consultants have an undue close business or family relationship with a member of the CTCS procuring or management team that cannot be resolved in a manner acceptable to CDB;

(b) where a consultant is a government-owned or government-controlled entity, unless they can demonstrate that they (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii) are not dependent agencies of a government;

(c) where a consultant is a present or former government official or civil servant, CDB member of staff or member of a private sector entity benefitting from CTCS financing who has not taken a leave of absence without pay, or resigned or retired within the last six months and where their hiring could create a risk of a conflict of interests; and

(d) where the consultant has been sanctioned by the CDB for failing to comply with the Bank's Fraud and Corruption provisions detailed in its prevailing procurement guidelines and Strategic Framework for Integrity, Compliance and Accountability.

The exception to (c) shall be in cases when an individual is selected to act as a subject-matter expert or facilitator (or similar) at meetings such as workshops, seminars, and conferences. In such cases, a limited honorarium shall be paid[5].

Fraud and Corruption

Beneficiaries of CTCS financing, as well as bidders, consultants, suppliers and contractors under CTCS-financed contracts, are required to observe the highest standard of ethics during the procurement and execution of contracts. In pursuance of this policy, CDB:

(a) Defines, for the purposes of this provision, the following terms:

> (i) "Corrupt practice" means the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the action of a public official in the procurement process or in contract execution;
>
> (ii) "Fraudulent practice" means a misrepresentation or omission of facts in order to influence a procurement process or the execution of a contract;
>
> (iii) "Collusive practices" means a scheme or an arrangement between two or more bidders, designed to establish bid prices at artificial, non-competitive levels; and
>
> (iv) "Coercive practices" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process or affect the execution of a contract.

(b) Will reject a proposal for award if CDB determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for that contract.

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[5] For the purposes of this manual limited is considered the equivalent of approximately US$ 3,000 but this should be considered on a case-by-case basis and the Division Chief may give permission for an honorarium at a higher value if the situation warrants it

(c) Will sanction a body corporate or individual, including declaring the body corporate or individual ineligible, either indefinitely or for a stated period of time, to be awarded a CDB-financed contract if it at any time CDB determines that the body corporate or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, a CDB-financed contract as detailed in CDB's prevailing Strategic Framework for Integrity, Compliance and Accountability.

Individual Consultant Selection

Rationale for Individual Consultants Selection

The majority of CTCS interventions involve the use of individual consultants. These are leading experts in their technical fields, and they provide training, technical advisory and other services. For individual assignments, the consultants shall not require a team or the technical support and oversight of a wider organisation. If an assignment has these requirements, a consultancy firm shall be procured.

Individual Consultants' Register

Most CTCS assignments require individual consultants and so there is an anticipated need to contract a variety of individuals for many small and low-value assignments. To ensure an efficient and timely selection process, CTCS has established and manages a consultants' register. To maintain a roster of high-quality consultants in key areas, CTCS makes periodic calls to individual consultants for 'Expressions of Interest'. Consultants are free to register at any time and the roster is reviewed and updated on a regular basis by the CTCS team; existing registrations are also verified to ensure they remain valid and reflect CTCS needs.

Single-Source Selection

As many assignments are expected to represent a continuation of existing work carried out by the consultant, require specialist inputs for which there is only one available provider at short notice and to be of a short duration single-source selection may be an appropriate selection method in these circumstances. However, where possible competitive selection methods should be employed. The primary source of qualified individual consultants is the CTCS Individual Consultants' Register but suitable candidates can also include consultants who are not on this register. To be selected, a candidate

must have suitable experience and qualifications; they are invited to negotiate a contract with terms and conditions acceptable to the CDB that reflect reasonable fees and expenses.

Competitive Selection Methods

For higher value and longer duration assignments that do not conform with the above-mentioned requirements for single source selection, CTCS is required to compare at least three suitably qualified candidates (as an exception, two may be compared only if there are no other suitable candidates). For assignments with an estimated value of up to $25,000, advertising is generally not required but may be undertaken if deemed necessary to identify suitable consultants. As mentioned above, the Consultants' register is the primary (but not exclusive) source of qualified consultants. For assignments with an estimated value of more than $25,000, advertising may be required, especially if there are not at least three suitably qualified candidates on the Consultants' Register, and would at least require publication on the CDB and UN Development Business websites[6] (using CDB procurement notice templates, which can be facilitated by the Procurement Policy Unit). Negotiations shall follow the relevant procedures; if negotiations are unsuccessful with one candidate, new negotiations should start with the next-ranked candidate and so on.

Selection of Consulting Firms

Procurement of Consulting Firms

On occasions when the services of consulting firms are required, CTCS should seek Expressions of Interest (EOIs) from at least three qualified firms. For opportunities with an estimated value of up to $25,000, advertising is generally not required but, when deemed necessary advertising should be at least on the CDB and United Nation (UN) Development Business websites (using CDB procurement notice templates, which can be facilitated by the Procurement Policy Unit). When the estimated value of an assignment is more than $25,000, advertising may be required, especially if there are not at least three suitably qualified candidates on the Consultants Register, and at least the CDB and

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[6] https://www.devbusiness.com/

UN Development Business websites should be utilised (using CDB procurement notice templates, which can be facilitated by the Procurement Policy Unit).

CTCS should select the most qualified and experienced consulting firm from the EOIs submitted, and then request them to submit a combined technical and financial proposal. If this proposal is acceptable, the firm should be asked to negotiate both the technical and financial aspects of its proposal. If negotiations are unsuccessful with one firm, new negotiations should start with the next-ranked firm and so on.

The above procedures should be adopted for opportunities with a value not in excess of $75,000. Above this value, CTCS should seek the advice of the Procurement Policy Unit on a suitable selection method.

Procurement Record Keeping

Procurement Records

Records should be kept for all procurements in accordance with the CDB's prevailing document retention policy that details:

- ❖ the required services with the TOR and associated documentation;
- ❖ the selection method and rationale, particularly when the single-source selection method is employed;
- ❖ publications of procurement notices for consulting opportunities, if relevant;
- ❖ the evaluation of consultants, excluding cases of single-source selection;
- ❖ any proposals received (for consulting firms);
- ❖ negotiation documents and minutes;
- ❖ contract documents and any subsequent contract amendments; and
- ❖ all required internal approvals.

It is also important to keep contract management and payment records until the conclusion of the contract.

Consultant Reviews

Upon the completion of all consultancy assignments, reviews of consultant performance should be made in a consistent manner to inform future selection processes. As far as possible, such information should be recorded on the CTCS Consultants Register and should be readily accessible to the CTCS team.

The Projects department completes a thorough assessment of all projects focusing on four key pillars of risk namely financial, operational, developmental, and strategic, consistent with the Bank's enterprise risk management framework.

This is a mandated policy requirement with all project appraisal submissions monitored as such at the departmental, loans committee, and Board approval levels to ensure compliance.

A critical aspect of the risk assessment process also requires ensuring the proposed threshold amounts of any intervention does not exceed the Bank's risk appetite, a requirement that mandates the pre-checking of available limits ex-ante.

The Bank's independent Office of Risk Management is responsible for establishing the Bank's assessment guidelines, setting the relevant risk appetite limits for lending, monitoring exposures actively to ensure there are no breaches and providing continuous training.

Risk Management and Mitigation Management (Strategic, Financial, Operational, Compliance, and Reputational)

The assessment and management of risk must be integrated as a business practice into every CTCS Country Portfolio. This is an important requirement to identify risks that could impact CDB objectives and the way in which grant funds are used. Reporting of risks is therefore mandatory by completing **a risk register**.

Good practice in risk management and assessment is also encouraged, in particular, the ranking of risks by probability and impact. A risk assessment checklist should be completed.

The following matrix helps in developing a **Risk Assessment and Management Plan** for addressing risks which are at the level of the country and MSME sector. CTCS CIs are encouraged to use this as a good practice in business operation.

Table 8: Risk Assessment and Management Plan

Risk Title/ Risk Description[7]	Triggers	Owner/ Responsible Agency/Body	Status of Risk[8]	RISK		Mitigating Actions	
				Probability	Impact		
				1 - 5 (1 - low, 5 - high)	1 - 5 (1 - low, 5 - high)		
1.						1	
						2	
						3	
						4	
2.						1	
						2	
						3	
						4	
3.						1	
						2	
						3	

Below is a checklist of risks that are likely at the level of the country and MSME sector:

- ❖ inadequate resources and a lack of sustainability of MSMEs;
- ❖ small domestic markets for MSMEs;
- ❖ lack of sustainability of the market for products or services (consider whether markets for products produced by men are more sustainable than markets for products and services produced by women?);
- ❖ lack of adequate business continuity planning by MSMEs;
- ❖ inadequate consideration of energy efficiency/renewable energy and water resilience by MSMEs;
- ❖ limited ability of CDB to track performance of private-sector entities; reliance on proxy and anthropometric indicators;
- ❖ loss of focus or strategic relevance of the MSME needs in conjunction with labour market priorities;

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[7] See Checklist of Risks below as a guide.

[8] Risks in this column would correspond with any risks reported in the **CTCS Risks Register.** The risk can be categorized as 'existing', and eventually 'closed' or still 'open'.

- ❖ restricted access to funding for MSME development;
- ❖ change in government and manifesto; and
- ❖ Natural disasters and impact on MSMEs.

These and other risks should be identified, mitigated for as far as possible through strategic and operational design changes, and monitored systematically.

Risk Checklist

The following checklist can help in developing a risk assessment and risk response:

☐ Design and delivery of training being ineffective

☐ Inappropriate participants targeted for training

☐ TA projects having insufficient strategic focus

☐ TA manual and operations manual and some policies and strategies being dated

☐ Inadequate project performance management system (PPMS)

☐ Inadequate capacity of CTCS Cooperating Institutions to undertake interventions

☐ Lack of adequate stakeholder consultations

☐ Inability to track performance of consultants on an on-going basis

☐ Political influence/interference

☐ Lack of adequate communications and visibility of CTCS

Box 7: Risk Checklist

LINKS TO IMPORTANT RESOURCES/TEMPLATES
CDB Branding Identity Manual
Workshop Expense Form – Cooperating Institution
Pre-registration form – National Workshops
Annual collection of fees – DTA and training attachment templates
Workshop Completion Report – Cooperating Institution
Workshop Completion Report - Consultant
DTA Completion Report- Consultant
Training Attachment Completion Report-Consultant
Group Training Attachment Completion Report - Cooperating Institution
Workshop Expense Form – Consultant
Beneficiary Questionnaire Training Attachment
Beneficiary Questionnaire Direct Technical Assistance

SECTION 5: MONITORING AND EVALUATION

MANAGING FOR DEVELOPMENT RESULTS

Managing for Development Results (MfDR) shifts the focus from inputs to measurable results, while providing information for sound decision making. More than just a methodology, MfDR is a way of thinking and acting, involving clear concrete goals which align with human, development-centred outcomes. It is a management strategy which aims to improve transparency, accountability and effectiveness through:

Defining realistic expected results (outputs, outcomes, and impact).

- ❖ Monitoring progress towards their achievement.
- ❖ Integrating lessons learned into management decisions.
- ❖ Reporting on performance and outcome evaluation.

The CTCS M&E framework is designed to facilitate the monitoring and reporting of results in relation to its programme of activities.

Both the CIs and CDB are tasked with providing consistency and clarity of CTCS results management, particularly the provision of better and clearer information on the outcomes

> **Why is MfDR Important?**
>
> 1. A common performance management approach to facilitate collaboration
> 2. A common language and set of concepts and terms to use when discussing development performance and progress toward outcomes
> 3. A practical approach to achieving development outcomes that builds on concrete lessons learned
> 4. Better approaches to creating management efficiencies in the international development process'
>
> **Emerging Good Practice in Managing for Development Results, OECD, World Bank**

and impacts of interventions and assistance in a gender-sensitive, sex-disaggregated way.

The commitment to MfDR is valuable in that it promotes accountability and reporting to ensure that the impact and results can be demonstrated and that the Network can be sustained.

The M&E framework focuses far less on inputs and activities, and more on results and impacts. The **theory of change** is illustrated below:
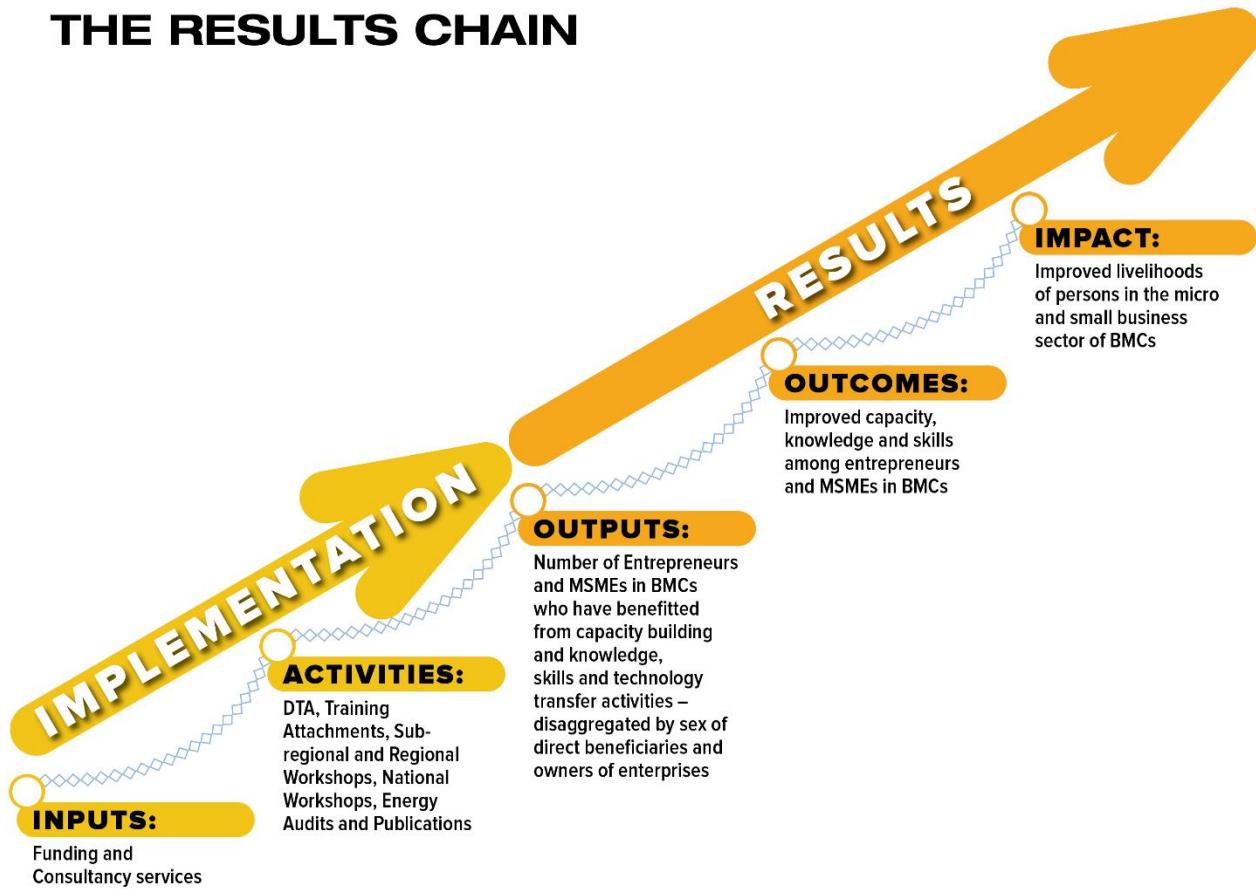
THE RESULTS CHAIN

Figure 15: The CTCS Results Chain

The **CTCS MfDR Handbook** on Programme and Project Thinking Tools provides more details.

CTCS INDICATORS AND BASELINE

There is a small core of standard and non-standard CTCS indicators to be monitored by the CIs and CDB TCD. While several of the indicators are more like outputs indicators, some of them are 'leading' indicators designed to capture data on how skills have been improved. They are considered as suitable for gathering information on measurable change as a result of short-term TA activities. Baseline data is collected through the **Application Forms** and entered in the CTCS database managed by CDB.

Indicator Characteristics.

Indicators should be:

- ❖ clear *(*precise units of measurement);
- ❖ measurable;
- ❖ causally-linked (link to each other up the results chain, and make the CTCS theory of change explicit); and
- ❖ Gender and/or pro-poor in focus.

The CTCS indicators and guidance on how to measure and report on them are outlined below in **Table 9**.

Table 9: Measuring and Reporting on CTCS Indicators

IMPACT – MSME competitiveness and contribution to social and economic development in BMCs improved **OUTCOME – Business skills, viability and sustainability of 7,000 micro, small and medium-sized business enhanced by 2019**			
PRO-JECT NAME	**CTCS INDICATORS**	**CTCS OUTPUT & OUT-COME RESULTS (Actual at End of Project)**	**MEANS OF VERIFICATION**
	SDF STANDARD INDICATORS		
	Number of beneficiaries of interventions targeted at MSMEs through CTCS and other TA modalities by sex Male Beneficiaries Female Beneficiaries Measurement: Count numbers of male and female beneficiaries. Where ethnic groups, age, geographic area are key, information on this should also be collected.	Number of beneficiaries of interventions targeted at MSMEs through CTCS and other TA modalities by sex X No. of Male Beneficiaries X No. of Female Beneficiaries Total - X	Training/Workshop/ Completion Reports from consultants and CIs (date) Beneficiary Questionnaire, Application Forms
	OTHER STANDARD INDICATORS (NON-SDF)		
	Number of male/female-owned MSMEs with increased knowledge/skills Male-owned MSMEs Female-owned MSMEs Measurement: Count every participant who responded either "Significantly" or "Moderately" to the question in the evaluation form: "To what extent have your knowledge/skills improved/increased as a result of the training?" (as per revised evaluation form and beneficiary questionnaire)	Number of male/female-owned MSMEs with increased knowledge of techniques in selected area/field X No. of Male-owned MSMEs X No. of Female-owned MSMEs Total – X	Training/Workshop Completion Reports from consultants and CIs Workshop Evaluation Forms Beneficiary Questionnaire, Application Form
	Number of MSMEs with new knowledge/skills to improve their operations Male-owned MSMEs Female-owned MSMEs Measurement: Count every participant who responded either "Significantly" or "Moderately" to the question in the evaluation form: "How much did the training prepare you for using the new knowledge/skills to improve your operations?" (evaluation form and beneficiary questionnaire) (Note: As forms are completed by participants per MSMEs, steps should be taken by the CI/consultant to avoid any double counting) 'Capacity' refers to the increased awareness, knowledge or skills gained through CTCS workshops or direct TA. 'Growth' is used here as a general term that encapsulates everything from starting as an official business, to increasing revenue, profit, staff #s, product lines, etc.	Number of male/female-owned MSMEs with improved capacity to grow their business X No. of Male-owned MSMEs X No. of Female-owned MSMEs Total - X	Training/Workshop Completion Reports from CIs and consultants Workshop Evaluation Forms Beneficiary Questionnaire, Application Form
	NON-STANDARD (COUNTRY SPECIFIC) INDICATORS		
	The CIs are encouraged to include any non-standard indicators specific to TAs and/or country SME sector/growth/economic activity targets	Total – X	CIs Progress Reports

Guidance on adopting and reporting on CTCS Indicators

All CIs and consultants contracted to deliver services as part of the CTCS Network are required to adopt these indicators and report on them. The relevant progress report template should be submitted in accordance with the agreed reporting schedule which will be set out as part of the Letter of Agreement.

The **Standard Indicators** must be adopted and reported on in keeping with the reporting schedule as set out in the Contract with CDB. Context/country-specific indicators are optional though encouraged to identify indicators and targets which are part of wider programme/sector strategies, and CIs/contractors should report on these over time. While CTCS national level outputs may not be sensitive enough to monitor the programme's contribution to SME or sector enhancement, as part of the CTCS

CDB's Reporting Templates

- ❖ Workshop Completion Report - Cooperating Institution
- ❖ Consultant Report - Workshop
- ❖ DTA Completion Report-Consultant
- ❖ Training Attachment Completion Report-Consultant
- ❖ Group Training Attachment Completion Report-Cooperating Institution
- ❖ TA Annual Progress Report
- ❖ TA Quarterly Progress Report

Network, data can be generated over time and fed into wider studies/evaluations on country/regional SME sector growth/economic activity.

The criteria for how to measure the indicators are also provided in **Table 9.**

BENEFICIARY DATA AND FEEDBACK

The CI is responsible for ensuring that all participants in CTCS activities complete the CTCS generic **Workshop Evaluation Form** (completed by beneficiaries) and Beneficiary Questionnaires for **DTA** and **TA**. The questions are linked to some of the indicators, and therefore the data is very important for collecting evidence on output results and learning outcomes. The workshop evaluation data is to be summarized and presented to CDB along with the completed reporting matrix within the agreed time following the completion of the workshop.

LEARNING OUTCOMES

The CTCS M&E system incorporates types of learning outcomes relevant to TAs for institutional change. These include:

- ❖ raised awareness;
- ❖ enhanced skills;
- ❖ strengthened networks; and
- ❖ strengthened operations.

Evaluations are critical to demonstrate success/what works well in these areas, collecting evidence of achievement of the learning outcomes. Some of the instruments to collect this include:

- ❖ survey questions asking participants about change in attitude, confidence, or asking their clients about services or changes in confidence; and

- ❖ rapid appraisal methods such as focus group discussions and key informant interviews that ask about improvements in confidence, economic activity, responses to their services.

Data Collection Methods Resources

- **Tracer studies manual and handbook**
- **Needs Assessment Survey guide**
- **How to conduct focus groups**

CTCS EVALUATION

The CTCS M&E system includes **Evaluation** exercises including Impact Assessment to ensure that in addition to focusing on outputs and outcomes there is also some emphasis on impacts as they relate to SMEs and people's lives.

The evaluation will be conducted by CDB every four to five years by independent consultants, and can focus on different themes or technical areas, processes/approaches used, any contribution to growth in a sector/poverty reduction/improved wellbeing. The evaluation will use quantitative and qualitative data, and analyse lessons learned. The

evaluation will include rigorous gender analysis while the routine reporting focuses mainly on sex-disaggregated data.

CIs are encouraged to include CTCS is any of its planned programme/project evaluations.

Broad concerns of CTCS Evaluations (including impact assessments):

- ❖ To what extent can a specific impact be attributed to the CTCS TA?
- ❖ Did the CTCS TA made a difference to male- and female-owned MSMEs?
- ❖ How has the CTCS TA made a difference to male- and female-owned MSMEs? What are the specific gender-related issues which CTCS helped to address?

The evaluations should be designed to focus on efficiency, relevance, impact, and sustainability.

Broad focus of CTCS Evaluation questions:

- ❖ Data on business activity - income/profits/increase in productivity (where measurable).
- ❖ Outreach/increased suppliers.
- ❖ Employment (no. of full-time jobs provided by SME) and sustainability.

Sample Key Evaluation Questions with Sub-Questions

❖ Relevance

Do the CTCS activities which are being evaluated align with the country's and CDB's overarching strategic objectives for private-sector development (and reducing poverty through social and economic development)?

Do the activities and outputs meet the overall goal and purpose of the CTCS programme?

❖ Effectiveness

Do the CTCS activities contribute to institutional development and to improvements in income/ profits/ workforce/ productivity/ suppliers/ outreach for the targeted MSMEs (as detailed in the log frames and in indicator reporting)?

❖ Efficiency

Were the CTCS activities completed within budget/in the most cost-efficient way, and on time?

❖ Sustainability

Is sustainability of expected benefits adequately addressed in the CTCS programme activities being evaluated?

Box 8: Sample Evaluation Questions

Table 10: CTCS Monitoring and Evaluation- Reporting and Dissemination Strategy

REPORT TYPE	DUE DATE& FREQUENCY	AUDIENCES & INTERESTS	OVERALL PURPOSEOF REPORT	CONTENTS	DISSEMINATION (HOW)
Workshop/TA Completion Report completed by CIs, consultants and beneficiaries (link to templates)	Completed as per contractual arrangements and reporting requirements	CIs CDB	Capture data on utility of TA interventions Measure learning outcomes	Outputs delivered, including performance against targets	Via email/courier Knowledge network
Quarterly/ Completion/ Annual Progress Reports completed by CIs	Completed as per contractual arrangements and reporting requirements Quarterly	CDB	Capture data on progress to date and propose improvements	Outputs delivered, including performance against targets Expense reports	Via email/courier Knowledge network
Annual CTCS Report	February (for the previous year) Annually	CDB CIs	Report on performance of the programme prepared by CDB based on partners' reports and beneficiary feedback	Activities; money spent; # of beneficiaries (and countries)	CDB website
Evaluations Including Impact Assessments	As per contractual arrangements and reporting requirements Every 4-5 years	Funders (SDF) (Accountability) CDB (Management) CIs and CDB (Programme Improvement)	Report on performance of the programme including lessons learned Capture data on contribution to livelihoods enhancement, business development, income generation, and poverty reduction impact (both intended and unintended)	Reasons for successes/ challenges Areas for improvement Lessons learnt Recommendations/con clusions Numbers of beneficiaries disaggregated by sex, number of beneficiary male- and female- owned enterprises; outcomes (changes in lives/welfare, income levels, business targets, etc.) Document individual and or family welfare stories Contribution to national SME strategy and other development strategies	Present highlights in public forums, social media, digital campaigns, impact case studies, magazine/brochure Distribute hard copy report, summary brochure, and evaluation brief to stakeholders

LINKS TO IMPORTANT RESOURCES/TEMPLATES
CTCS MfDR Handbook
Workshop Completion Report – Cooperating Institution
Workshop Completion Report - Consultant
DTA Completion Report - Consultant
Training Attachment Completion Report - Consultant
Group Training Attachment Completion Report-Cooperating Institution
TA Annual Progress Report
TA Quarterly Progress Report
CTCS Workshop Evaluation form
Beneficiary Questionnaire- Training Attachment
Beneficiary Questionnaire- Direct Training Attachment

SECTION 6: COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

Communications must feature in all stages of the TA project lifecycle and, as such, should be considered from the inception of each TA project. This is closely linked to Knowledge Management which focuses on capturing, retaining and communicating institutional, sector and other forms of knowledge generated through the CTCS Network, as well as country and regional knowledge.

> *What is Knowledge Management (KM)?*
>
> *KM is the process of creating, sharing, using and managing the knowledge and information of an organisation.*
>
> *Girard, John P.; Girard, JoAnn L. (2015). "Defining knowledge management: Toward an applied compendium" (PDF)*

Knowledge Management makes possible lesson learning, innovative techniques and research directly related to business and other priorities.

Typically, there are three major categories of CTCS communication.

Category 1: Evidence-based research studies to inform policy.

Category 2: Stories of change/Human interest stories to persuade international audiences including donors.

Category 3: Ongoing information for partners using national targeted approaches.

CTCS Knowledge Management ensures that the information being communicated is well organised and accessible, and that opportunities to learn are created.

MAIN CHANNELS AND APPROACHES

All official CTCS communication should adhere to the **CDB Brand Identity Guidelines**.

In so doing, the Corporate Communications Unit in CDB will be informed of TA activities and links would be made with any focal persons responsible for in–country

communications. A full communications plan will be developed for selected activities/projects as necessary.

Communication and Knowledge Management should be considered as core functions related to CTCS TA and are outlined in **Table 11**:

Table 11: Communication and Knowledge Management in CTCS TA

TYPE OF CTCS TA	INTERNAL COMMUNICATION	PUBLICITY (MARKETING COMMUNICATIONS)	KNOWLEDGE MANAGEMENT
DTA	YES	YES	Learning and Development, Transfer
Workshop	YES	YES	Learning and Development
Training Attachment	YES	YES	Learning and Development, Transfer
Publication	YES	YES	Knowledge Capture and Communication (digital campaign, etc.)

Disseminating information is powerful – the richness of CTCS activities should be captured and routinely shared. CIs and other partners are encouraged to share their information through webpages and with the Bank and others, to add insight and turn the information into knowledge. The central information repository for CTCS is the CDB website's **Virtual Library** and the **CTCS Knowledge Network Register**.

The following are central to CTCS Communication and Knowledge Management:

- ❖ open exchange of ideas across the network; virtual meetings;
- ❖ sharing of the database throughout the network;
- ❖ reporting on CTCS Indicators and preparing analysis;
- ❖ developing 'stories of change' and impact case studies based on evidence (and less anecdotal data); and
- ❖ measuring knowledge and value impact.

Consent

Permission and right to use any CTCS-related photos, testimonials or similar must be sought; this requires completion of the **photography release** and **testimonial usage forms** by persons concerned.

TARGET AUDIENCE

Some of the main target audiences for CTCS outreach are in **Table 12** below.

Table 12: CTCS Outreach Target Audiences

LEVEL	AUDIENCE
Local	MSMEs, NGOs and CBOs, Communities.
National	MSMEs, NGOs and CBOs, Local Businesses, Ministries responsible for Industry, Commerce, Entrepreneurship, Labour.
Regional (and sub-regional)	Umbrella Bodies, Academia, Think Tanks, CDB, Caribbean Export Development Agency, Coalition Network of Services Industries, CARICOM's Caribbean Association of Industry and Commerce (Inc.), OECS Secretariat, Caribbean Central American Action.
International	Development Partners, Contributors to SDF Fund of the CDB.

The type of communication plan attached to a CTCS project depends on the nature of the activities and the interests of categories of audience.

CO-BRANDING WITH PARTNERS: PRESS RELEASES AND OTHER MEDIA

All media relations material should be reviewed by the Corporate Communications Unit (CCU) at CDB before dissemination by partners. In particular, joint press releases prepared by CIs or other partners should seek CDB approval before final dissemination as follows.

CO-BRANDING WITH PARTNERS:
PRESS RELEASES AND OTHER MEDIA

1 → CI drafts press release and sends to CTCS Officer

2 → CTCS Officer sends to communications team for approval

3 → CTCS Officer sends approval to the CI
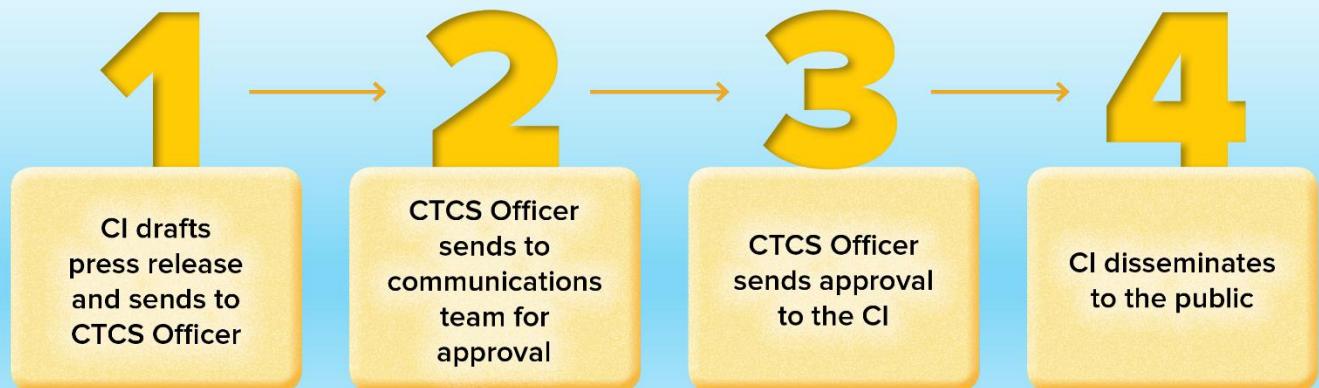
4 CI disseminates to the public

Figure 16: Co-branding with Partners

In particular, partners should be guided by the following rules.

- ❖ The CDB logo remains the property of CDB, and only CDB is entitled to authorise the use of this logo by others.
- ❖ If authorisation is granted to use the CDB and CTCS logos, it may only be for the exclusive use of the CI or other partners. Partners may not accept any remuneration from a third party for the use of the logo, regardless of the intended purpose.
- ❖ The right to use the CDB logo is granted for a fixed period of time. If the logo is used beyond that period, the partner organisation using the logo will be required to justify this extension of usage.

- ❖ CDB permits the use of its logo to identify and promote corporate activities. The logo should never be portrayed as endorsing any specific product or service.
- ❖ If usage guidelines are not followed, CDB reserves the right to withdraw any right to the use of its logo.
- ❖ Pre-authorisation for any communication piece using a CDB logo may be obtained by contacting CTCS (seven days are required for approval).

LINKS TO IMPORTANT RESOURCES/TEMPLATES
CDB Brand Identity Manual
Photograph Release Form
Testimonial Sign Off forms
CDB High Resolution Logo