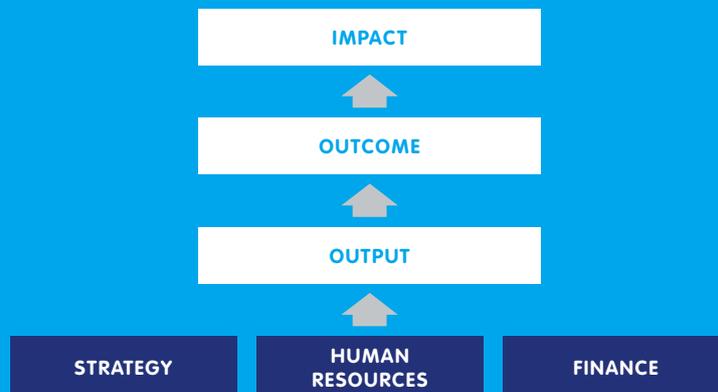


September 2007

# SNV Managing for Results 2007-2015

## Policy Framework



# SNV

Connecting People's Capacities

Netherlands  
Development  
Organisation



## Preface

SNV's sole purpose is to generate and contribute to lasting impact on the lives of poor and disempowered people. Increasing the result orientation of our work and improving our related systems continues to be one of the elementary means to that end.

The ripple model was introduced in SNV in 2003 to support the transition from a project orientation towards a client orientation. Downward accountability took a central stage in the form of a client satisfaction measurement. Four years later, the ripple model is replaced by a new result measurement framework that:

- incorporates lessons learnt with respect to functionality and group thinking;
- is fully aligned with the new strategy;
- consolidates attention for the quality of practice;
- explores the ultimate levels of results (outcome and impact); and
- integrates organisational and development results.

The framework will be put in practice via the roll out of the Corporate Standards of SNV's primary process, more commonly known as Triple AAA.

Key elements of this new results framework are summarised as follows:

### **Purpose**

We assess our results to

- Prove = account for the results of our efforts
- Improve = to learn from the results
- Move = to manage towards better results

The emphasis shifts from measuring results to managing for results.

This can only succeed when:

- We indicate from the start what the results are that we aim for.
- Determine baselines and set targets on SMART indicators.
- Emphasise what is to be achieved instead of what is to be done.
- SNV management asks the right questions and promotes result orientation throughout the organisation.
- Result orientation become part of SNV culture.

### **Result levels and areas**

We distinguish external development results levels and internal organisational result areas.

The development results levels are:

- Impact - The improvement of access to good quality basic services and income, production and employment and the related improvements in well-being of poor people.
- Outcome - The improved performance of (groups of) client organisations and sector as a whole, in terms of delivery of basic services and value chains for the poor; and its related improved enabling environment.
- Output - The quantity and quality of SNV's services.

Development results are appreciated with a fixed set of performance criteria: relevance, effectiveness and efficiency.

The organisational result areas are Finance, Human Resources and Strategy.

Managing for results is operationalised in the Corporate Standards for SNV's Primary Process – Triple AAA.



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## 1. Introduction

The purpose of this paper is to present SNV's policy to Manage for Results for the coming years. The framework puts emphasis on:

- Harmonised efforts to assess impact at the strategic level;
- Intensified and systematised approaches to assess outcome at the client/MoU level;
- Objective and straightforward measurement of output at the assignment level.

The new framework is simplified (3 levels of development results), connected to operational steering (3 areas of organisational results) and balanced (internal versus external, qualitative versus quantitative). Most importantly, the emphasis shifts from *measuring results* to *managing for results*.

This framework forms the backbone for Managing for Results in SNV. The operational consequences as well as specific guidelines are integrated in the Corporate Standards for the primary process. This framework is linked to the Monitoring Protocol, which is the SNV's accountability framework to DGIS. The Monitoring Protocol contains a subset of the information that is generated within this framework. A quick reference for advisors to assess the consequences of this new results framework is included in **annex 2**.

## 2. To move, to prove, to improve

The purpose of SNV's results framework is to assess results in a systematic way for internal steering (to move), accountability (to prove) and continuous learning (to improve). Bottom line is that it contributes to increasing SNV's relevance, effectiveness and efficiency.



### **Internal steering.**

This results framework goes beyond the measurement of results and puts emphasis on the use of results to create impact. The emphasis shifts from measuring results towards managing for results. Managing for results can only succeed when we know from the start what the results are that we aim for. It implies that 'achieving results' is a driving force for all SNV staff. It demands leadership for results from SNV management asking the right questions and promoting result orientation throughout the organisation; it requires adjustments of SNV systems and – above all – it needs to be rooted in SNV's culture.

### **Accountability.**

Results are used to render accounts to SNV leadership and key stakeholders, from client organisations (by conducting output measurement) to donors. The monitoring protocol summarises our monitoring mechanisms and key indicators for accountability purposes to DGIS.

### **Learning.**

Results-based learning will be fostered in a number of ways, by systematic reflection on results (in the form of evaluations reports, case studies, MoU/assignment reviews) by line management, advisors and clients.

### 3. Result levels and areas

The basis for SNV's result framework is provided by SNV's intervention logic: SNV obtains and applies resources in a most effective and efficient manner (organisational results) in order to produce services (output) that improve the performances of local organisations and sectors (outcome) which in turn leads to long lasting improvement of the situation of the poor (impact). These result levels are depicted as follows:



The framework provides a holistic view of SNV results. It combines and links development results and organisational results<sup>1</sup>:

- Development results refer to what we accomplish externally – in terms of services and changes at the level of organisations and poor people. We distinguish three result levels: impact, outcome and output. Impact is the change in the situation of poor people, outcome refers to the change in the performance of clients organisations and the sector as a whole, while output refers to SNV services.

**Impact** = The improvement of access to good quality basic services and income, production and employment and the related improvements in well-being of **poor people**.  
**Outcome** = The improved performance of **(groups of) client organisations** and sector as a whole, in terms of delivery of basic services and value chains for the poor; and its related improved enabling environment.  
**Output** = The quantity and quality of **SNV's** services.

- Organisational results refer to what we accomplish internally as an organisation. We distinguish three result areas: Finance, Human Resources and Strategy. SNV has organised its support services around these three functional areas, at all levels in the organisation: from head office to regional offices to country offices and portfolio's.

At the organisational level the cause – effect relations are assumed to be linear. It allows SNV to measure and account for these results. Moving up the result chain these assumed cause – effect relations become more and more complex due to the increasing influence of other actors and factors. At the level of outcome and impact we focus on *assessing the plausibility* of SNV's contribution to impact.

<sup>1</sup> This distinction is also in line with international efforts to boost development results through greater 'aid effectiveness' (The Paris Declaration, 2001). Following a growing insight, a distinction is made between improving the results for poor people (development effectiveness) and improving the performance of the international donor community (agency effectiveness).

## 4. Development results

The result framework goes beyond output and puts more emphasis on assessing improved client performance (outcome) and our plausible contribution to improve the living conditions of poor people (impact).

### Features

1. **Simplified.** The results framework is simplified from 4 to 3 levels. The old level of 'increased capacities' is omitted and the organisational performance level is renamed (was effect, now outcome). Annex 3 details the changes in definitions.
2. **Impact oriented.** The intervention logic starts explicitly at the impact level. Emphasis is on what is going to be achieved instead of what are we going to do.
3. **Sector focussed.** The new outcome level accommodates explicitly for changes at multi-actor and sector level.
4. **Integrated.** The result framework monitors all four delivery channels in the same manner. Information on results at output, outcome and impact level is integrated.

The development result levels are aligned with the Corporate Guidelines on SNV's Primary Process. This means that result measurement takes place at three levels:

- 1 at strategic level, with a medium-term (three year) perspective on intended impact per country;
- 2 at client level, also with a medium-term perspective on obtained outcomes; and
- 3 at assignment level, reviewing outputs.

Development results are assessed using a fixed set of quality criteria: relevance, effectiveness, and efficiency. These performance assessment criteria are generally applied in evaluations. Also, these criteria shall be applied to assess SNV's short to medium-term outcomes with our client organisations, in terms of their improved service delivery and improved enabling environment.

The following paragraph introduces the three development result levels in more detail. A concise overview of the development result levels is included in **annex 4**.

### IMPACT

Impact refers to the improved access to good quality basic services and income, production and employment and the related improvements in well-being of poor people. *Impact is generated through the collaborative efforts of many actors.*

Impact indicators and targets are derived from national development strategies every three years for each positioning choice in basic services and value chains in a country. Typically these indicators –depending on the positioning choices in basic services and value chains in the strategic plan– refer to:

1. Improved access for poor people to good quality health services, education, water & sanitation, renewable energy and value chains;
2. Improved income generation;
3. Improved living conditions of poor people (in terms of health, education, production, income, (self) employment, voice and empowerment);
4. Improved governance<sup>2</sup>.

### INSTRUMENTS

Assessing impact is done by collecting information from existing databases, complemented by in-depth studies that scrutinise the plausibility of the relation between impact indicators and SNV's contribution. Aiming for and assessing impact takes place at the strategic level with help of the following instruments:

**Strategic Plan**  
(see AAA Corporate Standards)

Each SNV Country prepares a Strategic Plan every three years to determine how best to impact on poor people, how to improve their conditions through access to basic services and how to raise their incomes through improved value chains.

<sup>2</sup> To monitor changes on the governance situation at national level and to inform us on the governance environment of our practice, we will use the Kaufmann Indicators. In doing so we join other development organisations like DGIS and the World Bank. Although not perfect, 'Kaufmann presents, for the moment, the best indicator set available for which data exist in all the countries in which we are active. See [www.govindicators.org](http://www.govindicators.org) for details and the full dataset. The Kaufmann indicators will not be used to assess SNV performance on governance. For that purpose, more corporate thinking is needed.

**Strategic Reviews**  
(see AAA Corporate Standards)

**Evaluations**  
(cross reference evaluation policy)

## OUTCOME

SNV Country teams as well as SNV Regional teams undertake strategic reviews once every three years. Relevant information on the 'adopted' impact indicators is gathered and studies are commissioned. Once relevant data and information are available, an analysis takes place involving key stakeholders to see how well the strategy has worked and how it shall be adjusted to maximise impact during the following planning period.

The Board of Directors will commission every year five corporate evaluations – one per region – which will either be thematic or cover a country programme. Independent, external evaluators carry out these evaluations. Evaluation reports, with conclusions and recommendations, will be given to the RD in question and the SNV Country team(s) as an input to improve the strategy and approaches with a view of obtaining a still bigger impact. Insights from Evaluations and Cases shall enhance Organisational learning.

Outcome refers to results of (groups of) client organisations and the sector as a whole. It is expressed as the improved performance in terms of delivery of basic services and value chains for the poor and its related enabling environment.

Outcome indicators and targets typically refer to:

1. Total outreach of the services delivered by SNV's clients.
2. Improved client performance in terms of relevance, effectiveness and efficiency.
3. Improved related enabling environment in terms of local capacity building support, pro-poor policies, legislation, regulations, subsidies, funding, pricing, taxation, support systems, accessibility to relevant knowledge, accountability.

## INSTRUMENTS

**MoU**  
(see AAA Corporate standards)

Aiming for and assessing outcome takes place at the client/ MoU level with help of the following instruments:

SNV advisory staff and the client(s) prepare a Memorandum of Understanding (MoU) every 2 to 3 years; MoUs are formulated SMARTly and focus on improving performance. Criteria to enhance client's services are to assist them to make them more relevant, effective and efficient. Jointly, SNV and client(s) shall score the initial situation (baseline) and set an ambition level on how much improvement is aimed for (target) in time. When formulating a MoU a result chain analysis – carried out by SNV and the clients – should reveal how outputs will contribute to (a series of) outcomes that in turn will lead to impact. In Assignment Plans intermediate targets (milestones) shall be established, against which MoU monitoring is to take place.

**MoU Reviews**  
(see AAA Corporate standards)

SNV advisory staff and client(s) jointly *monitor* the MoU at the end of each assignment and *review* the MoU at the end of the MoU. The review assesses improved performance, the plausible contribution of this performance to impact and plausible contribution of SNV's services to this outcome. Jointly, SNV and client(s) score the new situation, determining qualitatively or through supporting data how much the performance (services) or its enabling environment has improved. When interesting, a case is elaborated and shared with the wider community.

**Case studies**  
(see AAA Corporate standards and paper on Case Studies)

Line management and content leaders select the case studies to describe SNV's services and results in more detail. Cases ideally cover SNV practice at output, outcome and impact level. Case studies are prepared to learn why something has been a success or a failure and to demonstrate to a wider audience how SNV works. Case studies are particularly helpful to zoom in on crucial elements of the work.

**External spot checks**  
(see AAA Corporate standards)

A new form of assessing results to counterbalance 'group thinking' is to carry out external 'spot checks'. Third parties validate our outcomes (MoU reviews) in 5 % of the Primary Process Days (target). This shall be initiated by RDs and can either be done through consultants hired, field visits by EKN staff or through a 'peer review' by other relevant organisations.

## OUTPUT

Output refers to the results delivered by SNV (or sub-contracted parties). It is expressed as the quantity and quality of services.

Output *quantity* indicators and targets (indicators nr. 8 till 23) refer to the number of primary process days invested per respective delivery channel. Accompanying indicators give an indication of the outreach of SNV services (number of clients, participants, funds established). Output *quality* indicator (nr. 24) refers to degree to which assignment plan objectives have been achieved.

Aiming for and assessing output takes place at the assignment level with help of the following instruments:

SNV advisory staff and the client(s) prepare an assignment to specify short-term objectives, activities and responsibilities; Assignment objectives are formulated in a SMART manner and focus on creating change at the level of the client. Assignment indicators are expressed in terms of concrete improvement at the level of the client.

SNV advisory staff and clients jointly review the results at the end of the assignment. The objective of the assignment review is to assess to what extent assignment objectives have been achieved, how output contributes to outcome and to identify the most appropriate follow up. Jointly, SNV and client(s) score the results for each of the SMART output indicators on a scale from 0 to 5.

Output quantity is regularly monitored as integrated part of the IPC (see chapter 5.)

**Summarising**, conceptually we distinguish three levels of development results (output-outcome-impact) linked to the three Triple AAA work levels (assignment-client-strategy). To work with this, we need to be clear about how to determine the intended results in the planning stage (first A) as well as on how to pin point results achieved in the assessment stage (third A).

**Impact:** In the Strategic Review we analyse through which choices – with regard to improving access to basic services and value chains – SNV can optimise its impact (see types of impact indicators 1 till 4). In the Strategic Plan, such impact indicators shall be derived from National Development Strategies, PRSPs or other key national planning documents. These indicators and baseline data will serve merely as the context against which SNV can position and reposition itself, without necessarily having to attribute positive national trends (nor the negative ones) as a result of SNV.

**Outcome:** When formulating a MoU a result chain analysis – carried out by SNV and the clients – should reveal which specific ultimate outcomes shall be achieved, relevant to the intended impact. Also intermediate and initial outcomes shall be named, which are to be achieved through a series of assignments. Conceptually, outcome has been phrased as 'improved client performance' and related 'improved enabling environment'.

For planning purposes, the following steps are required: (1) define the expected outcome, (2) define the indicator which allows you to assess it, (3) determine what the initial situation (baseline) is, (4) set an ambition for the expected result (target) (milestones are intermediate targets) and (5) assess at a later stage what the obtained result (outcome).

Expected outcomes vary with the type of clients and the sector SNV works in. However, what does not vary is the yardstick (criteria) we use to assess performance: the outcome with the client and its environment should at all times be really relevant, effective and efficient in the light of the intended impact for the poor<sup>3</sup>. In our outcome assessments (MoU Reviews) we shall make this a (qualitative) judgement call, together with our clients. Quality assurance of these outcome assessments shall take place through additional instruments (external spot checks, case studies, evaluations).

**Output:** In Assignment Plans we determine which intermediate outcomes (milestones)

3 *Relevant:* To what extent are our client's services responsive to the needs/ interests of their target group/ the poor? *Effective:* To what extent are our client's services reaching an as large as possible part of their target group/the poor? *Efficient:* To what extent are our client's services delivered, making optimum use of the resources (staff, €, time)?

## INSTRUMENTS

### Assignment Plans

(see AAA Corporate Standards)

### Assignment Reviews

(see AAA Corporate Standards)

### Output monitoring

(see IPC)

are expected to be achieved, with a specification of the SNV, LCB or Partner support (outputs) that will be provided. Assignment Reviews shall determine the quantity (PPDs) and quality (score) of the delivered outputs, as well as whether the milestones were achieved. This implies that MoU monitoring takes place through Assignment Reviews.

Further guidance on outcome planning and assessments is given in the Corporate Standards for SNV's primary process – Triple AAA.

## 5. Organisational Results

SNV faces the continuous challenge to make optimum use of its means to maximise impact. Hereto SNV has to make the right strategic choices, translate these choices into practice, manage and control its financial and human resources and learn systematically. As reflected in SNV's organisation structure, at all levels in the organisation, the work is organised around three functional areas. Consequently, in each of these areas – finance, human resources and strategy – we aim for and assess these (internal) organisational results. *These result areas are in full development and subject to changes.*

### FINANCE

The objective of the Finance area is to manage and control SNV's resources in a most transparent, effective and efficient manner. Finance is organised in five work areas: Finance and administration, planning and control, ICT, audit and procurement.

Key performance indicators will monitor: SNV revenues, costs, cost efficiency and quality assurance. Results indicators will help to improve budget allocation and realisation, minimising support costs, maximising productivity and compliance to internal rules and regulations.

### INSTRUMENTS

The instruments used in the field of Finance for planning, registering and assessing results are the following:

#### **Integrated Planning Cycle**

The integrated planning cycle (IPC) organises SNV's annual planning, resource allocation and subsequent reporting in a transparent and consistent manner through all levels of the organisation. The Framework Letter, Management Agreements, Mid-year and Annual Reports and Year End Closure all fall under the IPC.

#### **SAP/Timetell/ARIS**

SAP is a software application that SNV uses to support the IPC (SAP/BW) and its finance (SAP/R3) and Human resource administration (SAP/HR). The information from SNV's time writing application Timetell is translated into SAP/BW. ARIS is a software application that is used to map and communicate SNV's work processes.

#### **CSA**

The Control Self Assessment (CSA) assists support staff to self assess its compliance to internal rules and regulations and subsequently improve its own functioning. CSA form an important ingredient of SNV's control procedures.

#### **MA/EA**

The Management Audit (MA) is an independent internal assessment of compliance to rules and regulations conducted by SNV auditors. The External Audit (EA) is an independent external assessment of SNV's compliance to rules and regulations.

#### **QSA**

The quality serves all (QSA) is a programme for continuous improvement of services in terms of adherence to professional standards and internal client orientation.

## HUMAN RESOURCES

The objective of work in the area of Human Resources is to attract, retain and develop Human Resources in a most effective and efficient manner. Human Resources are organised in five work areas: recruitment & selection, organisational development, human resource development, health & safety and compensation & benefits.

Key performance indicators will monitor: SNV staff volume, staff composition, organisational learning and staff performance appraisal. Result indicators will help to balance staff planning and realisation, develop the quality of staff through systematic learning and performance management.

### INSTRUMENTS

In the field of Human Resources the following instruments are used for planning and assessing results:

#### **Formation Planning**

The Formation Planning sheets support management in assessing HR needs and monitoring the fruits of recruitment and selection efforts.

#### **PRDP**

The personal results and development plan (PRDP) is an instrument that integrates performance management and personal development. It links to the management agreement of the manager as well as of the employee.

#### **PAR**

The performance appraisal review (PAR) supports management in assessing and reporting staff performance.

#### **QSA**

The quality serves all (QSA) is a programme for continuous improvement of services in terms of adherence to professional standards and internal client orientation.

## STRATEGY

The objective in the area of Strategy is to make strategic choices, build and maintain effective partnerships, systematically learn, generate knowledge and profile SNV to the outside world to allow SNV to maximise impact. Strategy is organised in five work areas: quality of practice, development policy, partnership and resource mobilisation, communication and strategic planning, monitoring and evaluation.

Key performance indicators will monitor: SNV alignment of impact with NDS/PRSPs, complementarity with EKNs, CB sustainability through the level of engagement of LCBs and CB leverage through partnerships. Result indicators will help to maximise external alignment and harmonisation, coherence of strategic choices, sustainability, leverage and consolidated partnerships.

### INSTRUMENTS

The instruments used in the field of Strategy for planning and assessing results are the following (additions will follow as they become available):

#### **Corporate Standards AAA**

The corporate standards support SNV staff to systematically organise, monitor and improve its primary process at strategic level, client level and at assignment level. Results will be aimed at and assessed through a range of instruments. Compliance in the implementation of the standards will be assessed through CSA and audits.

#### **QSA**

The quality serves all (QSA) is a program for continuous improvement of services in terms of adherence to professional standards and internal client orientation.

#### **SNV Policy on Partnerships and Resource Mobilisation**

The policy includes a set of procedures and mandatory formats to support due process and to assure that minimum quality standards are met.

#### **Corporate evaluations**

Each year five corporate evaluations will be commissioned by the BoD (see IMPACT). Also Partnership evaluations will take place. These evaluations are governed by the corporate evaluations policy and procedures.

# Annex 1: SNV Key Performance Indicators and Targets (for management Agreements)

A. SNV development results			2008						
<b>I. Impact for poor people &lt;-- Strategic Plans</b>			Corpor	Asia	Balkan	ESA	LA	WCA	HO
<i>Impact Indicators to be taken from NDS, PRSPs, 2 - indicators per sector per country</i>									
<b>KPI</b>		<b>Description</b>							
1	Improved access to basic services	e.g. access to education: # of poor girls, boys (e.g. 10th grade enrolment)							
	and to value-adding market chains	e.g. access to health services: # of poor men, women, boys, girls (clinic attendance)							
	(SNV's expected contribution to BASE, PIE)	e.g. access to water & sanitation: # of poor households (< 30 min from water point) e.g. access to renewable energy: # of poor households (with biogas installation) e.g. access to credit, inputs, markets: # of poor men, women (# of loans, volume of sales, etc)							
2	Improved income generation	e.g. increased yield/ha in cotton: % of yield increase for poor male/ female farmers							
	(SNV's expected contribution to PIE)	e.g. additional income p.p.p.d.: # of poor men, women with additional income e.g. additional jobs: # of additional jobs for men, women							
3	Improved living conditions	e.g. improved health: reduced infant/ child/ maternal mortality, malaria, HIV/AIDS							
	(SNV's expected contribution)	e.g. improved education: basic/ vocational education completion, adult literacy e.g. improved water & sanitation: reduced incidence of water-borne diseases  e.g. improved renewable energy: lower energy/ fertilizer costs, reduced workload, etc. e.g. improved voice, empowerment: increased participation in social/ political/ economic processes							
4	Improved Governance	Kaufman indicators (accountability, transparency, etc.)	Instructions follow in "SNV policy framework Managing for Results"						
<b>II. Outcomes for client organisations &lt;-- MoU's</b>			Corpor	Asia	Balkan	ESA	LA	WCA	HO
1	(Improved) outreach by clients	Total number of poor people reached (through improved performances)							
2	Improved Service Delivery	Degree of improved service delivery (scored on criteria below, as applicable) Relevance - responds (better) to poor Effectiveness - reaches (more) poor Efficiency - services (at lower costs)							
3	Improved Enabling Environment	Degree of improved enabling environment (scored)							
<b>III. SNV Outputs &lt;-- Assignment contracts</b>			Corpor	Asia	Balkan	ESA	LA	WCA	HO
1	Total Output in Primary Process Days	# of PPDs							
	<i>Impact areas/sectors/subsectors/value chains</i>								
2	Output in BASE	% of PPDs in BASE	> 30 %	> 30 %	> 30 %	> 30 %	> 30 %	> 30 %	
3	Output in PIE	% of PPDs in PIE	> 30 %	> 30 %	> 30 %	> 30 %	> 30 %	> 30 %	
4	Output per positioning choices	# of PPDs per positioning choice (subsectors/ value chains)	see sheet "positioning choices 2008 2009"						
	<i>Per Delivery Channels</i>								
5	Advisory services directly delivered to clients (no LCB)	Advisory Service PP days to clients (excluding LCB)							
6	Advisory services directly delivered to LCB	Advisory Service PP days to LCB							
7	Knowledge Brokering services	KB&N PP days							
8	SNV in kind support to Local Capacity Development F	DLCDF PP days							
9	Advocacy	Advocacy days							
	<i>Services delivered by ...</i>								
10	Services delivered by SNV staff	PPD delivered by SNV staff							
11	Services delivered by LCB	PPD by LCB subcontracted by SNV	> 15 %	> 15 %	> 15 %	> 15 %	> 15 %	> 15 %	
12	Services delivered by external consultants	PPD by external consultants							
	<i>Additional Information on Delivery Channels</i>								
13	Local Capacity Builders served by SNV	# of LCB as SNV client							
14	Coverage of LCDF	# SNV countries with access to LCDF							
15	SNV financial contribution	€ (in millions) supplied by SNV	0,5						
16	Total Volume of LCDF	Total € in LCDF							
17	Output results (output objectives achieved)	% of successful PPDs (output objectives achieved)	Instructions follow in "SNV policy framework Managing for Results"						

## B. SNV organisation results

2008

		Corporate	Asia	Balkan	ESA	LA	WCA	HO
<b>Finance</b>								
<u>Revenues</u>								
1	Core Subsidy	Total revenues minus revenues from resource mobilization in million €						
		68,1	11,4	6,5	21,4	13,9	21,4	13,5
2	Resource mobilisation	Total revenues from resource mobilisation in million €						
		10,7	1	0,5	2	2,4	4,8	
3	Total Financial Resources	Total revenues in million €						
<u>Costs</u>								
4	Primary process costs	Total costs for PP cost centres and assignments (excluding EFPs)						
5	Support process costs	Total costs for SP cost centres and assignments (excluding EFPs)						
6	Total Costs	Total costs for all cost centres and assignments (excluding EFPs)						
<u>Other finance</u>								
7	Externally Funded Projects	Total managed funds in Externally Financed Projects						
8	Net investments	Investments minus depreciations						
		0						
<u>Cost-efficiency</u>								
9	% support	% Support Process costs of Total Costs						
			30%	34%	34%	30%	34%	
10	Total Costs per PP day	Total Costs per total PP day						
11	Productivity rate	SNV PP days per SNV PP staff						
		160	160	160	160	160	160	
<u>Quality Assurance</u>								
12	Compliance with primary process procedures	% of compliance (based on Mgmt. Audits and CSA)						
13	Compliance with support process procedures	% of compliance (based on Mgmt. Audits and CSA)						
14	External spot checks on outcome reviews	% of PPD in MoU reviews covered with spot checks						
		5	5	5	5	5	5	

		Corporate	Asia	Balkan	ESA	LA	WCA	HO
<b>Human Resources</b>								
<u>Staff</u>								
1	Total Primary Process Staff	Average FTEs SNV Primary Process Staff						
2	Total Core Support Process Staff	Average FTEs of SNV Core Support Process Staff						
3	Total Other Support Process Staff	Average FTEs of SNV Other Support Process Staff						
4	Total Staff	Total average FTEs						
<u>Staff composition</u>								
5	Primary process balance	Ratio Primary Process Staff of Total staff based on average FTEs (%)						
6	Nationality balance	Ratio International PP-staff of Total PP-staff based on average FTEs (%)						
		> 20%	> 20%	> 20%	> 20%	> 20%	> 20%	
7	Gender balance	Ratio Female PP-staff of Total PP-staff based on average FTEs (%)						
		50%	50%	50%	50%	50%	50%	
8	Levels of seniority							
a	% juniors	Ratio Junior PP-staff of Total PP-staff based on average FTEs (%)						
		> 10%	> 10%	> 10%	> 10%	> 10%	> 10%	> 10%
b	% mediors	Ratio medior PP-staff of Total PP-staff based on average FTEs (%)						
		> 30%	> 30%	> 30%	> 30%	> 30%	> 30%	> 30%
c	% seniors	Ratio Senior PP-staff of Total PP-staff based on average FTEs (%)						
		> 30%	> 30%	> 30%	> 30%	> 30%	> 30%	> 30%
<u>Organisational learning</u>								
9	Knowledge days per PP staff	Days spent on internal knowledge development by SNV PP-staff (per staff member)						
		10	10	10	10	10	10	10
10	Learning days per SNV staff	Days spent on personal development and learning by SNV staff (per staff member)						
		10	10	10	10	10	10	10
<u>Staff Appraisal</u>								
11	% of PARs PP-staff executed	Ratio executed PARs for PP-staff of total PP-staff						
		100%	100%	100%	100%	100%	100%	100%
12	% of PARs SP-staff executed	Ratio executed PARs for SP-staff of total SP-staff						
		100%	100%	100%	100%	100%	100%	100%

		Corporate	Asia	Balkan	ESA	LA	WCA	HO
<b>Strategy</b>								
<u>Alignment with NDS/PRSP</u>								
1	Adoption of national indicators	% of impact indicators taken from NDS/PRSPs						
<u>Complementarity with EKNs</u>								
2	Sector overlap	% of PPDs invested in mutually agreed upon sectors in partner countries						
		> 50 %	> 50 %	> 50 %	> 50 %	> 50 %	> 50 %	
<u>Strategic Focus</u>								
3	Focus in BASE (BoD letter)	# of BASE sector choices per region						
		2 - 3 per region						
4	Focus in BASE (BoD letter)	% of countries per region in which sector choices are practiced						
		> 75 %						
5	Focus in both BASE and PIE (BoD letter)	% of countries in which positioning choices (subsector/market chain) are practiced per region						
		> 50 %						
6	Focus in both BASE and PIE (BoD letter)	# of SNV advisors (FTEs) per positioning choice (subsector) per country						
		> 5 fte						
<u>Partnerships</u>								
7	Total SNV cash contribution to corporate partnerships	Total SNV costs (cash) of corporate partnerships (in million €)						
		4						
8	Total SNV cash contribution to regional partnerships	Total SNV costs (cash) of regional partnerships (in million €)						
9	Total SNV cash contribution to national partnerships	Total SNV costs (cash) of national partnerships (in million €)						
10	Participation level Corporate Partnerships	% of PPDs tagged to corporate partnerships to total PPDs						
11	Participation level Regional Partnerships	% of PPDs tagged to regional partnerships to total PPDs						
12	Participation level National Partnerships	% of PPDs tagged to national partnerships to total PPDs						

## Annex 2: Quick reference for the adviser

Primary Process		
<b>Strategic plans/ reviews</b>	Planning & review take place once every three years.	New!!!
<b>Updating Actor constellations</b>	Updating of client /actor information in an actor constellations diagram is done once a year.	New!!!
<b>MoU/ review</b>	MoU's are formulated covering a 2 to 3 year period of support to a (group of) clients. MoU monitoring will take place at the end of each Assignment and a MoU Review at the end of the MoU period.	New!!!
<b>Assignment plan/review</b>	The assignment plan and review methodology will be lighter.	Adjusted
Support Processes		
<b>IPC</b>	This is the annual planning and reporting cycle. The Management Agreements have to be finished by October; corporate reporting takes place in August & February. Most of it is done by management and support staff.	No change
<b>Registration/ administration</b>	Time writing categories have been changed conform new strategy. Assignments in SAP will be tagged with more information, but this is to be done by management and support staff. Results from MoU reviews and reviews are supposed to be registered in SAP/BW Financial administrative procedures have not changed.	Adjusted Adjusted Adjusted No change
<b>PRDP/PAR</b>	PRDP is formulated once a year, PAR as well. Intermediate informal reviews are encouraged.	No change

## Annex 3: Old versus New

Old		New	
Level	Definition	Level	Definition
<b>Impact</b>	The change in situation of beneficiaries/society in the fields of poverty reduction and good governance.	<b>Impact</b>	The improvement of access to basic services and income, production and employment and the related improvements in well-being of poor people.
<b>Effect</b>	The change in performance of our partner/group of partners in their service delivery towards their beneficiaries/broader society	<b>Outcome</b>	The improved performance of (groups of) client organisations, in terms of delivery of basic services and value chains for the poor; and its related improved enabling environment.
<b>Outcome</b>	The change (strengthened) in capacity of our partner/group of partners		
<b>Output</b>	Our support/the services we provide to our partners: advice, training, networking, facilitation etc	<b>Output</b>	The quantity and quality of SNV's services.

## Annex 4: Development Results – Definitions

Impact	Outcome	Output
(to be achieved) results for the poor population	(to be achieved) results of (groups of) client organisations and/ or sub-sector (institutions)	(to be delivered) results of SNV, LCBs and partners
<b>Result definitions:</b>		
The improvement of access to basic services and income, production and employment and the related improvements in well-being of poor people.	Improved performance, in terms of delivery of basic services and value chains for the poor; and related improved enabling environment.	quality and quantity of capacity building services (per channel)
<b>Result areas</b>		
Based on national NDS/ PRSP/ MDG goals and indicators:		
<ul style="list-style-type: none"> <li>• <b>Improved access for the poor to good quality<sup>4</sup>:</b> <ul style="list-style-type: none"> <li>- health services</li> <li>- education</li> <li>- water &amp; sanitation</li> <li>- renewable energy</li> <li>- value chains</li> </ul> </li> <li>• <b>Improved conditions of the poor:</b> <ul style="list-style-type: none"> <li>- health</li> <li>- education</li> <li>- production</li> <li>- income</li> <li>- (self) employment</li> <li>- voice, empowerment</li> </ul> </li> <li>• <b>Improved governance</b> (Kaufman indicators)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improved performance</b> <ul style="list-style-type: none"> <li><b>in BASE:</b> of service delivery (health, education, water &amp; sanitation, renewable energy) in terms of relevance, effectiveness and efficiency.</li> <li><b>in PIE:</b> of value chains (e.g credits, BDS, markets) in terms of relevance, effectiveness and efficiency.</li> </ul> </li> <li>• <b>Improved related enabling environment</b> (in terms of pro-poor policies, legislation, regulations, subsidies, funding, pricing, taxation, support systems, local capacity building support, accessibility of relevant knowledge, peace &amp; stability, accountability, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Advice delivered (quantity: PPDs) (quality of assignments)</li> <li>• Knowledge brokered (quantity: PPDs and participants in knowledge sharing) (quality of assignments)</li> <li>• Local CD funds established and applied</li> <li>• Issues advocated (corporate agenda)</li> </ul>
<b>Assessment criteria:</b>		
Relevance: <i>If outcomes lead to impact</i>	Effectiveness: <i>If outputs lead to outcome</i>	Efficiency: <i>Degree to which inputs lead to output</i>
<b>Assessment level:</b>		
Strategy cycle (Country Strategy Plan)	Client cycle (Memorandum of Understanding)	Assignment cycle (Assignment Plan/Agreement)
<b>Assessment instruments:</b>		
Strategy Reviews (incl. Sectors) Evaluations	MoU Reviews Case studies External spot checks	Assignment Reviews Output monitoring

4 Depending on the choices made, in SP or MoU respectively