Bert van Manen –

Summary of Publications, Seminar papers, and Technical reports

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# Publications and seminar papers

1. “Risk capital for African Agri-Food SMEs”, Based on case studies in Kenya, Tanzania, Zambia and Mali, Dec 2017, published by ICCO for Food First Conference
2. “Creating Access to Agricultural Finance”, Based on a horizontal study of Cambodia, Mali, Senegal, Tanzania, Thailand and Tunisia, July 2012, published by AFD (series à savoir #14), Paris, (English and French)
3. “EFSE Development Impact Study - Impact of Agricultural Finance on farmers and banks”, Balkans, March 2010, published by EFSE Frankfurt (English)
4. “Post-privatisation enterprise restructuring and organisational change”, case study of the restructuring of a bakery factory, presented at a seminar in Mongolia, July 2001. Published in August 2001 by the UNDP (English and Mongolian)
5. “Post-privatisation enterprise restructuring - Methodology”, case study of the methodology of restructuring a meat factory, presented at a seminar in Mongolia, December 2000. Updated and published in August 2001 by the UNDP (English and Mongolian)
6. “SME lending models”, “Success factors for micro-lending”, and “Financial management of micro-lending programmes”, three papers presented at a private sector development conference in Subotica - Yugoslavia, March 1999, European Movement Serbia (English and Serbian)
7. “Economic Analysis of the Structural Adjustment Programme for Guinea-Bissau”, in Structural Adjustment Programme Guinea-Bissau, February 1996, National Institute for Economic Research Guinea-Bissau (Portuguese)
8. “Structural Adjustment Programme for Guinea-Bissau”, January 1994, iNZet Amsterdam (Portuguese and Dutch)
9. “Exchange Rate Forecasting - Case-studies of Malaysia and Zambia”, June 1991, Association of Investment Analysts (Dutch)
10. “Zambia and the IMF”, December 1987, International Spectator, The Hague (Dutch)
11. “Export orientated production of copper semi-products in Zambia - an Economic Analysis”, April 1987, Co-operation Centre Tilburg and Eindhoven Univer­sities, Tilburg (English)
12. “Agricultural Policy in Kenya and Tanzania”, May 1985, Tilburg University, Tilburg (Dutch)

# Enterprise Diagnostic, Restructuring, Financial analysis, business planning and Costing

1. “Endline report Impact of Dutch Good Growth Fund on Investments in Cambodia, Laos, Myanmar, Ghana and Ivory Coast”, Dec 2019 (English)
2. “Baseline report Impact of Dutch Good Growth Fund on Investments in Cambodia, Laos, Myanmar, Ghana and Ivory Coast”, June 2017 (English)
3. “Procurement manual”, Virunga National Park, RDC, Dec 2016 (French)
4. “Fairtrade market and investment environment analysis”, Fairtrade Labelling Organisations, July 2012 (English)
5. “Fairtrade Global Producer Finance Unit Strategy Document”, Fairtrade Labelling Organisations, August 2012 (English)
6. “Fairtrade Global Producer Finance Unit Business Plan”, Fairtrade Labelling Organisations, January 2013 (English)
7. “Financial and contractual procedures manual”, CTA Wageningen, Nov 2011 (English and French), with various updates until 2013
8. “Financial and contractual procedures manual”, CDE Brussels, June 2009 and July 2012 (update) (English and French)
9. “Financial procedures manual for the Institute of Legal Practice Development”, Rwanda, Feb 2009, Nuffic (English)
10. “Review of the financial management of the Institute of Legal Practice Development”, Rwanda, Nov 2008, Nuffic (English)
11. “Review of the financial management of the National University of Rwanda”, Rwanda, April 2007, Nuffic (English)
12. “Financial procedures manual for the National University of Rwanda”, Rwanda, Nov 2007, Nuffic (English)
13. “Business Plan for IntEnt Maroc”, support to migrant entrepreneurs, Netherlands, March 2007, IntEnt Foundation (English and French)
14. “Financial viability of solar-powered water pumping systems in rural areas, management, security of savings and the sustainability of the system”, Guinea Bissau, October 2006, EU-EDF (French and Portuguese)
15. “Review of the financial management of the Institut d”Enseignement Supérieur de Ruhengeri”, Rwanda, August 2005, Nuffic (French)
16. “Restructuring plan for Levita Meat Factory”, Bosnia, July 2003, EU-Cards (English)
17. Technical notes on financial analysis of seven food-processing factories in Bosnia, mainly on financial reporting, financial management, and costing, Feb - July 2003, EU-Cards (English)
18. “Diagnostic of a meat factory in Mongolia (Makh Impex)”, including sub-studies in marketing, organisation, finance, and production. Sept 1999 to Feb 2000, UNDP (English and Mongolian).
19. “Restructuring plan of a meat factory in Mongolia (Makh Impex)”, including financial projections and action plan (implementation schedule). Mar / Apr 2000. Subsequent updated implementation plans, UNDP (English and Mongolian).
20. “Diagnostic of a bakery factory in Mongolia (Uguuj)”, including sub-studies in marketing, organisation, personnel, finance, and production. June to Dec 1999, UNDP (English and Mongolian).
21. “Restructuring plan of a bakery factory in Mongolia (Uguuj)”, including financial projections and action plan (implementation schedule). Jan / Feb 2000. Subsequent updated implementation plans, UNDP (English and Mongolian).
22. “Review of cost accounting in a brick factory in Chassiv Yar and a metal products factory in Druzkova”, Ukraine, May 1999, EU-Tacis (English).
23. “Cost calculation, break-even assessment and business planning for Ternopil Meat Factory”, Ukraine, Oct 1998 – Apr 1999, EU-Tacis (English and Ukrainian).
24. “Financial Management and Product Costing at GalychPharm – Pharmaceutical company”, Ukraine, Feb 1999, EU-Tacis (English).
25. “Almaty Tea - Review of Accounting and Costing Functions”, Kazakhstan, Nov 1998, EU-Tacis (English).
26. “Seymar - Review of Financial Management, Accounting and Costing Functions”, Kazakhstan, Nov / Dec 1998, EU-Tacis (English).
27. “Business plan for a mobile telephone service (GSM) in Almaty”, Kazakhstan, Aug 1998, EU-Tacis (English).
28. “Business plan for a discount supermarket in Almaty”, Kazakhstan, May 1998, EU-Tacis (English and Russian).
29. “Business plan for a consulting company in Almaty”, Kazakhstan, Nov 1998, EU-Tacis (English).
30. “Restructuring plan for “Prigma Press” Machine building factory”, Ukraine, Jan 1998, EU-Tacis (English and Ukrainian).
31. Forty business plans and feasibility studies prepared in Guinea Bissau, involving food-processing, construction materials, carpentry, textiles sectors, among others, Guinea Bissau, 1992 – 94, UNIDO (Portuguese and French).
32. Business plans for foreigners resident in the Netherlands (17), aiming to establish a business in their country of origin, Netherlands, 2002 - 2009, IntEnt Foundation (Dutch, French and English).

# Banking studies, Micro-Lending, Rural Finance and Policy

1. “Étude Accès à la Finance Agricole”, Burundi, July 2019, SNV (French)
2. “Reaching out to smallholders – GAFSP missing middle options report”, Worldwide, Oct 2014, GAFSP / World Bank (English)

1. “Evaluation of IFC MENA Advisory Services”, MENA region, July 2014, IFC (English)
2. “Evaluation of the Zambia Emergent Farmer Programme”, Zambia, Nov 2012, for IFC (English)
3. “Renforcer l’accès à la microfinance agricole”, Burundi, March 2012, for BTC (French)
4. “Financing the Agricultural Sector – A horizontal study of innovations in agricultural finance in Cambodia, Mali, Senegal, Tanzania, Thailand and Tunisia”, with six separate country studies, August 2011, for AFD (English)
5. “Development Bank of Rwanda - Risk Management Programme”, Rwanda, Sept 2010 (updates Nov 2010 and Jan 2011), for EIB (English)
6. “Risk Management for two bank in Rwanda (BRD and BCR)”, and “Development of Credit Rating System” Rwanda, Feb-Nov 2009, for EIB (English)
7. “Report on Agricultural Financing”, North East Montenegro, Dec 2004, for Lux Development (English)
8. “Feasibility study and preparation of TOR for setting up a bankers association and bank training centre”, Kosovo, Nov 2003, EU-EAR (English)
9. “Development of a leasing scheme for the dairy sector”, Montenegro, Sept 2001 – April 2002, EU-EAR (English).
10. “Guidelines for agricultural loan preparation following the Project Summary Sheet format”, Kazakhstan, Oct 2000 to Dec 2001, World Bank (English and Russian).
11. “Manual for farmers wishing to apply for World Bank credit”, Kazakhstan, May 2001, World Bank (English and Russian).
12. “Policy Advice on Rural Credit - Alternatives to current directed lending scheme”, Astana / Almaty 8 - 28 Nov 1999, EU-Tacis (English).
13. “PRASAC Rural Credit and Savings Groups - Internal control and auditing”, Cambodia, October 1999, EU (English).
14. “Establishing Entrepreneurship activities in Rural Savings and Credit Groups”, Lesotho, Mar / Apr 1997 and 1998, IFAD (English).
15. “Micro-credit identification study – Demand for credit by small enterprises and farms in Macedonia”, June 1997, Netherlands Govt / DGIS (English).
16. “Statutes and Operational Manual for Micro-Lending programme on Santa Antão”, Cape Verde, Sept 1997, Netherlands Govt / DGIS (Portuguese).
17. “Grain Policy and Programme Strategy Project - Working Paper on Rural Finance”, Kichenau Moldova, Dec 1997, FAO (English).
18. “Development of Credit Systems for the Dairy Sector in Albania”, Albania, Oct 1997, Netherlands Govt / DGIS (English).
19. “Creation of a network of agricultural credit advisors in Macedonia”, Feb 1997, World Bank (English).
20. “Design of a rural credit scheme for post-privatisation farms in Orhei region”, Moldova, Nov-Dec 1996, EU-Tacis (English).
21. “Linking Financial and Non-Financial Services in Small Farm Development – Supporting the Credit Co-operatives in Iasi”, Romania, July 1996, Netherlands Govt / DGIS (English).
22. “Linking banks and SMEs”, Armenia, May 1996, EU-Tacis (English).
23. “Development of a rural credit scheme through the Credit Co-operatives in Iasi, and operational guidelines”, Romania, Sept 1996, Netherlands Govt / DGIS (English).

# Private sector development, SME policy, Institutional development

1. “Mid-Term Review of 2SCALE (Toward Sustainable Clusters in Agribusiness through Learning and Entrepreneurship)”, African agribusiness programme, July 2021, Netherlands Govt / DGIS (English)
2. “Challenge Fund for Youth Employment (CFYE) Scoping report South Sudan”, CFYE, Feb 2021 (English)
3. “Formulation of the South Sudan Agribusiness Development Programme – Second Phase”, South Sudan, May 2017, Neth Embassy (English)
4. “Business Development Services for Microenterprises in Zambia”, programme development in Zambia for EIB, April 2016 and March 2017 (English)
5. Case studies of Investment Projects in Egypt and Bosnia and Herzegovina (16x) (Evaluation of PSOM/PSI), Feb – April 2016, Netherlands Govt / DGIS (English).
6. Monitoring reports (3x) of EU-funded private sector development programmes in Nigeria, Ethiopia and Mozambique, Aug – Dec 2015, for EU, in English and Portuguese
7. “Formulation of the third phase of the Burundi microfinance programme”, Burundi, December 2013, for NL Embassy / MinFin Burundi (French)
8. “Evaluation of the Dutch Employers Cooperation Programme”, worldwide, July 2013, for DGIS (English)
9. “South Sudan Agricultural Mechanisation Programme”, South Sudan, March 2013, for Neth Embassy Juba (English)
10. “Ethiopian Women entrepreneurship capacity building study”, Ethiopia, March 2011, Worldbank (English)
11. “Formulation of the South Sudan Agribusiness Development Programme”, South Sudan, May 2011, Neth Embassy (English)
12. “Business plan for ILPD Consultancy Bureau”, Rwanda, Oct 2010, Nuffic (English)
13. “Financial Management Judicial Studies Institute”, Uganda, Aug 2010, Nuffic (English)
14. “Formulation of micro finance development programme in Burundi”, Burundi, Jan 2009, Netherlands Govt / DGIS (French)
15. “Formulation of a rehabilitation programme for the financial sector and the micro finance sector in Burundi”, Burundi, June 2006, Netherlands Govt / DGIS (English)
16. “Review of the Netherlands - IFC Partnership Programme”, bilateral cooperation programme, March 2006, Netherlands Govt / DGIS (English)
17. “Evaluation of Africalia” - cultural collaboration with Africa, Belgian bilateral cooperation, March 2006, DGOS (Dutch and French)
18. “Management Review of AREA”, large Humanitarian Organisations in Afghanistan, Afghanistan, January 2005, Novib (English)
19. “Evaluation of the Programme Economic Cooperation Projects (PESP)”, Netherlands, Nov 2004, Netherlands Govt / Ministry of Economic Affairs (Dutch)
20. “Management Review of CHA”, large Humanitarian Organisations in Afghanistan, Afghanistan, July 2004, Novib (English)
21. “Management Review of ADA”, large Humanitarian Organisations in Afghanistan, Afghanistan, July 2004, Novib (English)
22. “Feasibility study and financing proposal for a project in support of MSE development and financing in Kenya”, Kenya, April-May 2004, EU-EDF (English)
23. “Guide for organisation of sector partnership meetings”, Brussels, June 2003, CDE-ProInvest, (English and French)
24. “Evaluation of the Ghana Regional Appropriate Technology Industrial Service”, Ghana, April 1997, EU-EDF (English)
25. “Supporting SME Development Programmes – Lessons learned and issues for discussion”, Netherlands, Presented during a conference for SME donors, October 1996, Netherlands Govt / DGIS (English)
26. “Best Practices in Europe in SME develop­ment”, Netherlands, Feb 1996, BEES (English)
27. “Evaluation du Programme d’appui à la création d’emplois dans 12 Gouvernorats de la Tunisie”, Tunisia, Nov 1995, EU-MEDA (French).
28. “Préparation du programme secteur privé des Nations Unies pour la Guinée Bissao”, Guinea Bissau, Mar 1994, UNDP (French).
29. “UNDP 1992-1996 private sector development programme for Malaysia”, Malaysia, 1991, UNDP (English).
30. “Busi­ness Guides for starting entrepreneurs”. Gui­des: 1 Plan­ning, 2 Legalisation, 3 Licensing, 4 Bookkeeping, 5 Credit, 1994, Africare (Portuguese).

# Credit appraisal and due diligence

1. Due diligence research of seven dairy factories, Montenegro, Sept 2001 – Feb 2002, EU-EAR (English).
2. Loan appraisal reports (24) of credit applications by farmers and rural enterprises, Kazakhstan, Aug 2000 to July 2002, World Bank (English and Russian).
3. Loan appraisal reports (18) of credit applications by farmers and rural enterprises, Kyrgyzstan, Aug 2001 to June 2002, Asian Development Bank (English and Russian).
4. Loan appraisal reports (70) of credit requests of foreigners resident in the Netherlands, aiming to establish a business in their country of origin, 2000 - 2009, Netherlands (Dutch, French and English)