

# CALIDENA

CLOSING QUALITY GAPS JOINTLY



german  
cooperation

DEUTSCHE ZUSAMMENARBEIT

## Structure

### Context

- What is Calidena?
- When apply Calidena?
- What results are expected?
- Who is involved?
- Which are the success factors

### The Calidena phases

- Preparation
- Kick-off workshop
- Follow-up process
- Exit strategy & Handover

### Supporting framework

- Calidena facilitators & community
- Necessary resources
- Calidena webpage
- Calidena publications
- Calidena online
- Calidena & project cycle

### Calidena cases

## Context – What is Calidena?

Calidena is a methodology to initiate, organize and support a process, where actors of a value chain (VC) and the QI institutions come together to

- analyse and identify quality needs in the value chain; and
- develop and implement an action plan to overcome and close the quality gaps.

Calidena follows a participatory approach, including rapid gap analysis tools.



## Context – Why Calidena?

- Calidena is a combination from the Spanish words for quality = “calidad” and chain (of value) = “cadena”.
- Calidena has its roots in PTB’s cooperation with Latin America and the Caribbean
- First Calidena processes since 2007 in agro-processing value chains

### Objectives:

- Motivate QI partners for more client orientation
- Tailor QI development according to the needs of QI users (in specific sectors)
- Strengthen the systemic approach of QI





## When to apply Calidena?

### You should consider to apply Calidena when

- strategic linkages are insufficient between QI and VCs (private sector in general)
- new QI services need to be developed for a specific VC
- many producers and processors of a value chain lack knowledge about quality management and QI services
- the main product(s) of the VC are struggling with quality issues:
  - products are not complying with international standards
  - security and safety of products are a daily business
  - potential markets cannot be exploited because of costs and quality constraints
  - VC processes and transactions are inefficient



## Who is involved?

### Target group:

- Providers and users of QI services
  - All QI components
  - Representatives of all VC links
- Support organizations (e.g. technical, finance etc.)

**Process driven by:** project, host (QI) and co-host (VC)

### Possible cooperation:

- VC selection and implementation with GIZ/ KfW or other implementation agencies
  - Deeping cooperation
  - Institutionalization of the cooperation



## What results are expected?

Through a Calidena process, the following Calidena results could be expected:

- ✓ Improved dialogue and interaction within VC, within QI, and between VC and QI
- ✓ Key quality gaps and change agents identified
- ✓ Increased understanding of the quality needs in the VC and how to address them by the QI
- ✓ Action Plan developed and practical activities implemented to strengthen quality at firm/farm level (*Micro*), QI institution level (*Meso*), and regulatory framework level (*Macro*) for a selected VC
- ✓ Quality-related services developed and adapted to local economic reality
- ✓ Increased “quality culture” within the VC (*Meta*)

**Sustainable economic development: productivity, competitiveness**

**Social development: employment, income, health and safety**

**Environmental development: resource efficiency, monitoring; pollution control**



## Which are the success factors?

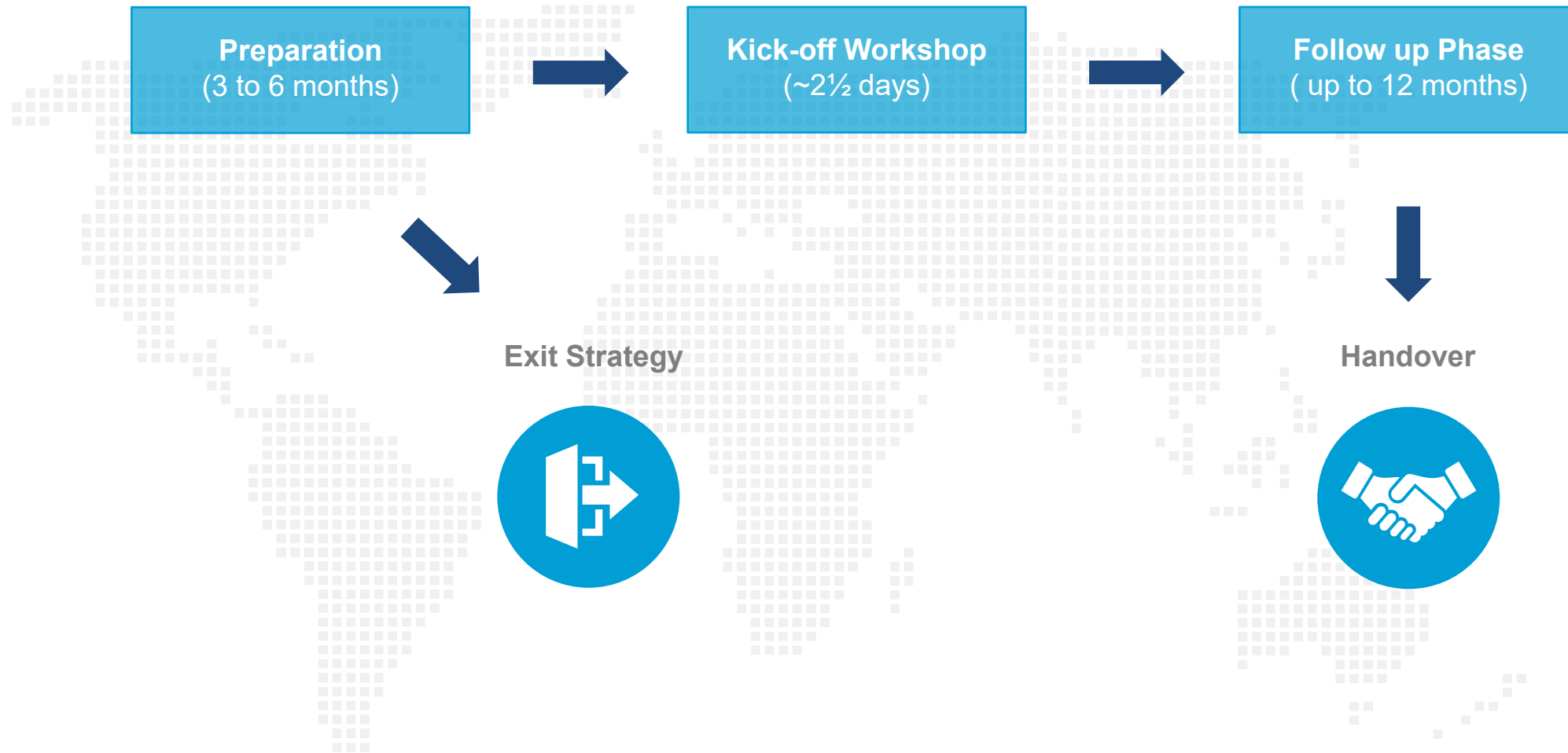
- Integration into a larger project context
- Selection of the right VC at the right time
- Identification of motivated stakeholders to drive change
- Assure product expertise and presence of the buyers' (exporters') perspective
- Assure QI expertise and active involvement of QI service providers
- Defining a host and co-host and handover the mature process to them
- Make use of the graceful exit option, when necessary



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## The Calidena phases



## Preparation

### (3 to 6 months)

- Clarify objectives
- Select Value Chain
- Identify host and co-host
- Identify stakeholders
- Prepare feasibility study
- Option: Train facilitators
- **Manage expectations!**



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### Value Chain selection

Selection criteria always need to be adapted to the local context as well as specific project goals and must be discussed with key stakeholders and strategic partners.

The criteria can be divided into three levels:

1. *QI-related criteria* concerning QI development stage, strategy and available resources
2. *VC-related criteria* with a view to export opportunities, development priorities and stakeholder engagement
3. *Development-related criteria* concerning activities of other development organizations, participation of SMEs and vulnerable groups

# Kick-off workshop

(2½ days)

- Invite right participants
- Involve buyers
- Analyze gaps & challenges for quality
- Develop action plan
- Create follow-up committee

## Main purposes

- Information and awareness-raising about QI and quality-related issues
- Participatory self-assessment of quality requirements and QI service gaps
- Platform for interaction, mutual understanding and trust-building
- Closer collaboration between VC stakeholders and supporting institutions in the area of quality
- Elaboration of an action plan



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## Follow-up process

### (up to 12 months)

- Implement action plan
- Document and publish results and impacts (awareness)
- Hand over to involved stakeholders
- Summarize lessons learnt

### Main considerations:

- Follow-up Committee: Frequent meetings and evaluation sessions of action plan, e.g. every 3 months
- Identify “quick wins” as well as medium-/ long-term actions in the plan
- PTB supports process with Calidena facilitator(s)
- Possibly involve specialized PTB/ QI expertise
- Consider necessary resources (PTB, QI partners, VC, others)



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## Exit strategy and handover

- Exit options available throughout the process, especially if the conditions for a successful implementation are not given (graceful exit)
- Exit points to be able to provide a tangible product (e.g. report)
- Process concludes with a handing-over ceremony
- After formal handover, support by PTB or by other implementing agencies is still possible



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## Supporting framework

### Calidena Facilitators and Community of Practice (CoP)

- Facilitators are key for implementing, promoting and further developing Calidena
- Currently recognised as experienced facilitators:
  - Mauricio Chacón (ES)
  - Niels Ferdinand (EN, ES)
  - Mahdha Flores (ES)
  - Christina Foerg-Wimmer (EN)
  - Ulrich Harmes-Liedtke (EN, ES)
  - Julie-Ann Laudat (EN)
  - Jessica Chavarría Sánchez (ES)
  - Beatriz Paniagua (ES, RU)
  - Mauro Rivadeneira (ES, EN)
  - Christian Schoen (EN)
  - Katharina Telfser (EN, FR)
  - Alexis Valqui (EN, ES)
  - Jenna Wijngaarde (EN, NL)
- The Calidena Community of Practice (CoP) consists of all stakeholders who are actively involved in facilitating, coordinating and/or contributing to the Calidena approach (including PTB project coordinators) – yearly meetings

If you want to join the CoP, please contact us!

## Resources

### Costs of a Calidena process include

- training of facilitators (if not available)
- consultancy for preparation & process support
- workshop logistics, including experienced facilitation
- follow-up support by local facilitators (if needed)
- travel costs & minor material (if applicable)
- funding selected activities in the follow-up process

Estimated overall costs: 25,000 – 40,000 Euros (without follow-up activities!)

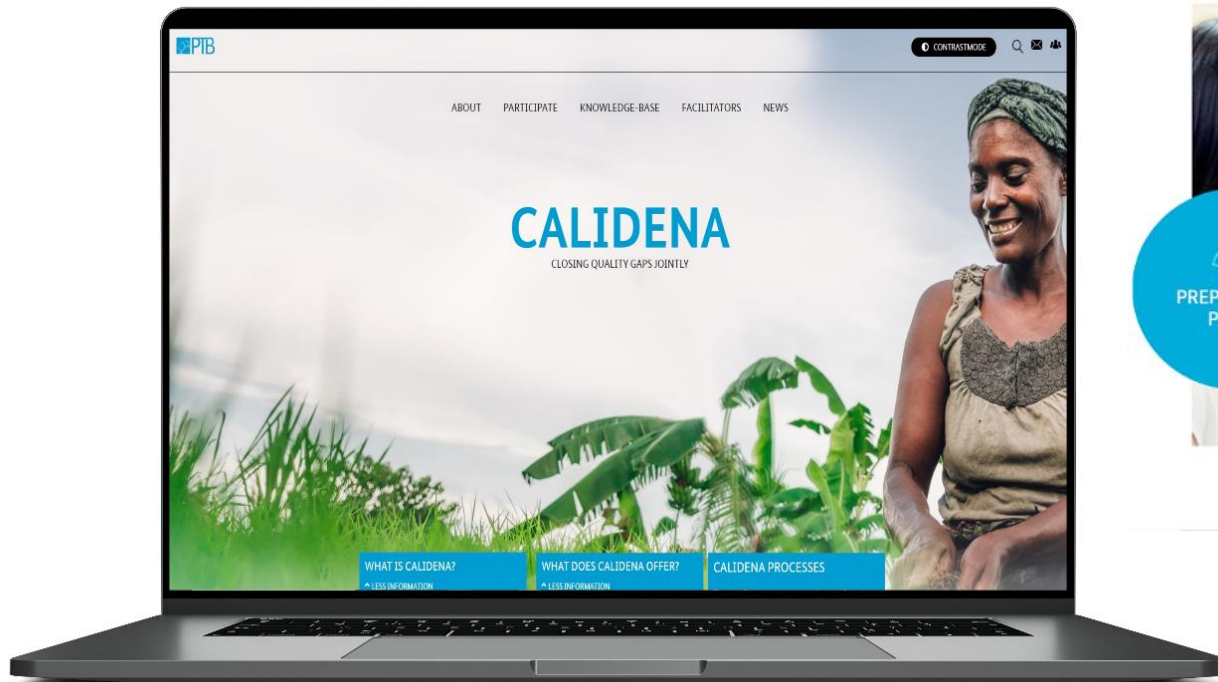
### Time and effort

- Significant dedication of project coordinator and/or involved PTB project expert (15-20 days/year)
- Strong engagement of local host / co-host throughout the process (30-40 days/year)

A template in the “Calidena Toolbox” helps to estimate the necessary resources.

## Calidena webpage: [www.calidena.ptb.de](http://www.calidena.ptb.de)

- [www.calidena.ptb.de](http://www.calidena.ptb.de) is the key platform for external promotion and internal information & exchange
- EN exclusively



## Publications – purpose and target group



- External promotion of the tool
- Project partners and donors
- EN, FR, SP, RU and UZ

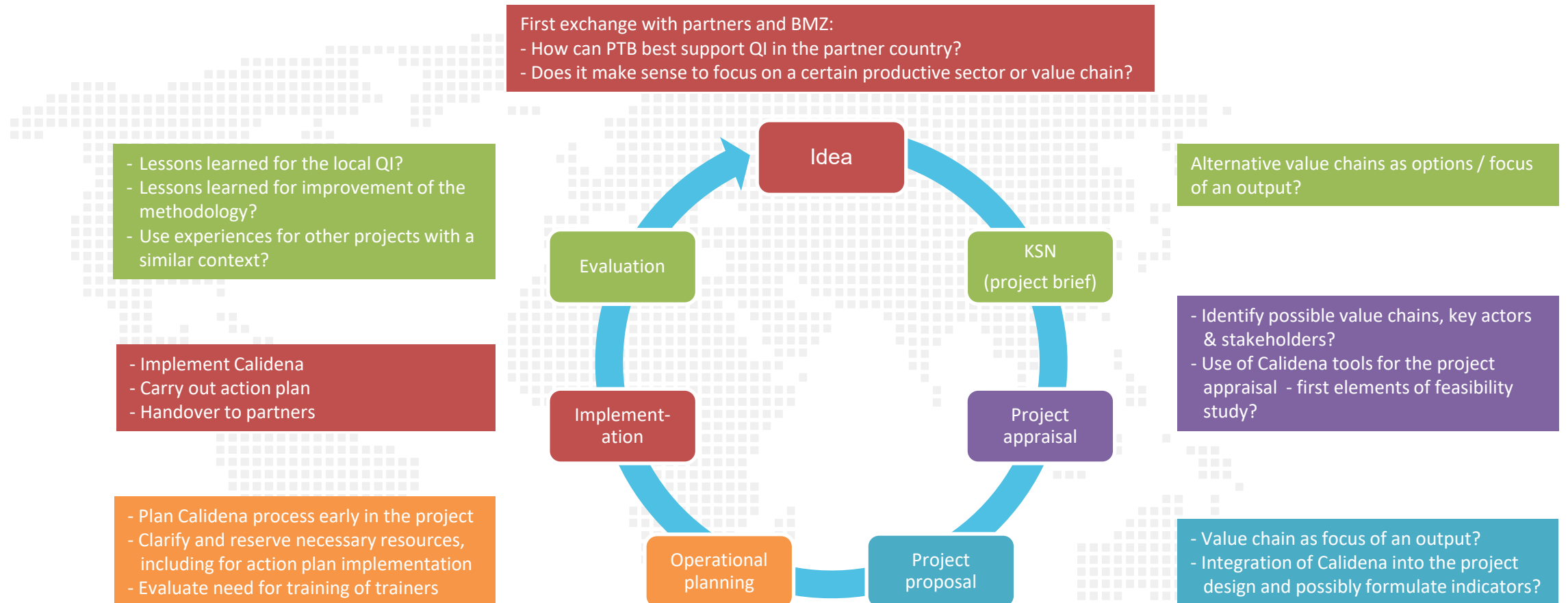


- Explanation of key process steps
- Parties interested in a more detailed description (externally and internally)
- EN, FR and SP



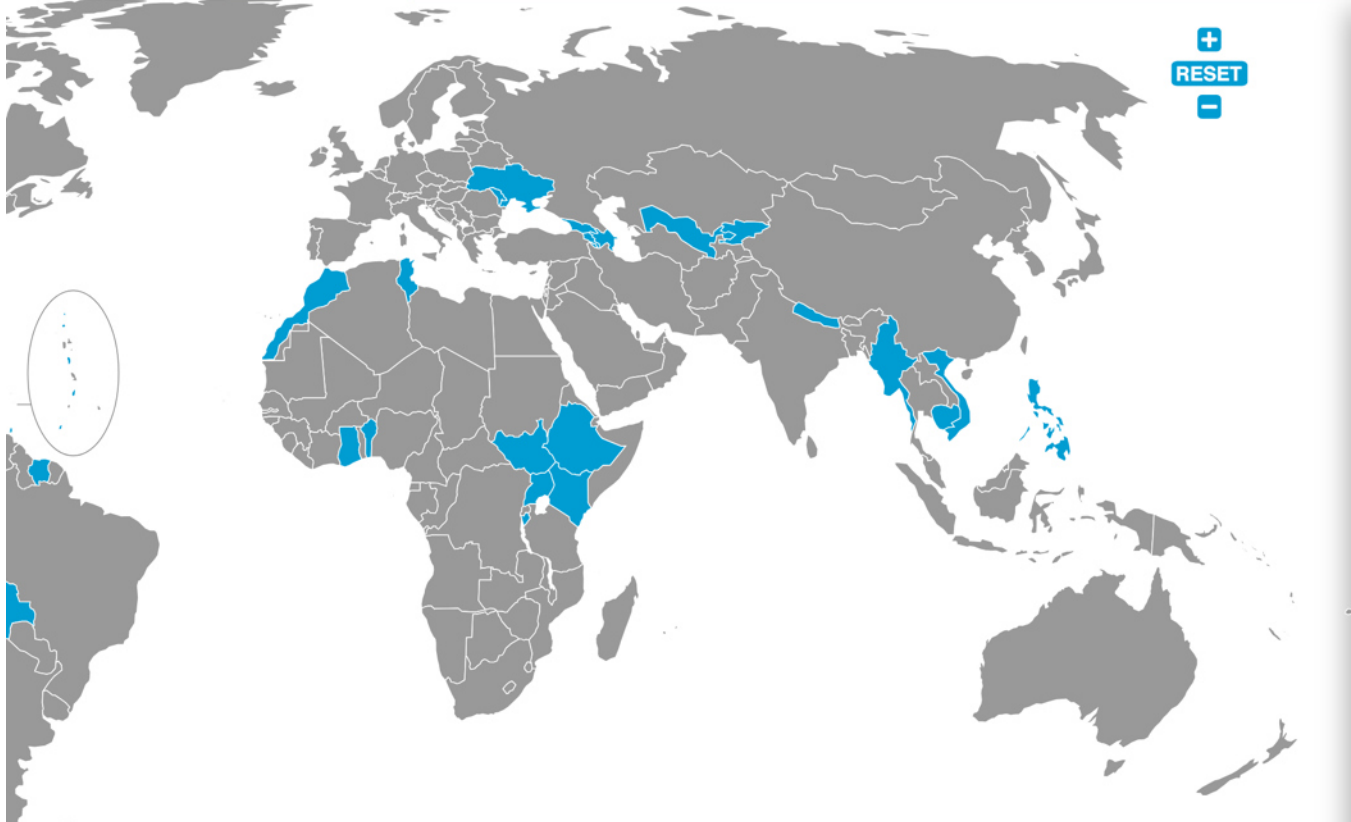
- Detailed instructions and application tools
- Facilitators
- EN and FR (in preparation)

## Calidena in the project cycle



## Calidena cases – examples


Worldwide
Latin America
The Caribbean
Africa
Asia



✕

+ Hazelnut

— Construction material



Projekt Region/Country: Georgia  
 Value Chain: Construction material  
 Start: 2022  
 End: ongoing  
 Part of (Sub)Regional Project: Eastern Partnership (EaP)  
 Current Status: follow-up phase  
 Contact: Corinna Weigelt



## Calidena case: milk and dairy in Nepal

**Start**

2018

**End**

2020

**Host**

Dairy Industry Association (DIA)

**Focus**

Food safety, domestic consumer protection and import substitution

**Relevance**

High demand for milk and dairy products in Nepal, but low-quality imports from India

**Main Results**

- Milk analyzer training enabled farmers to fetch right price
- GMP introduction improved milk quality
- Antibiotic survey among dairy industries improved food safety
- Handbook for dairy processing industry elaborated
- Promotion campaign on consuming processed milk conducted
- Five dairy standards updated and published
- New Dairy Directive approved



## Calidena case: processed mangos in Ghana

**Start**

2017

**End**

2018

**Host**

Ghana Standards Authority (GSA) & Mango Farmers' Association

**Focus**

Quality improvements for increased export to promising international markets

**Relevance**

Mango is a key export product for Ghana and value is added in the country, e.g. through drying

**Main Results**

- Awareness about quality in the value chain increased
- Compatibility of Ghana Green Label Standard for mangos confirmed
- Standard operating procedure for pesticide spraying developed
- Calibration of cold rooms at the port
- Confidence in and efficiency of pesticide residue testing at GSA improved



## Calidena case: cassava starch in Cambodia

**Start**

2019

**End**

2022

**Host**

National Metrology Center of Cambodia (NMC)

**Focus**

Fostering cooperation among quality infrastructure (QI) institutions to improve the service offer according to the needs of the national industry

**Relevance**

Cassava starch is Cambodia's second largest agricultural export product

**Main Results**

- Networking and exchange between QI institutions and value chain actors ⇒ better understanding of existing quality assurance services offer & related industry needs
- Information about NMC's services published on new website, preparation of joint brochure by QI institutions and organisation of "Quality Talks" for exchange with industry
- Procurement of equipment, allowing local testing lab to provide all required testing services for cassava starch
- Participation in proficiency test of NMC to demonstrate competence



## Calidena case: photovoltaic systems (PVS) in Mexico

**Start**

2019

**End**

2021

**Host**

Standardization and Certification Association (ANCE)

**Focus**

Renewable energies

**Relevance**

Weak quality assurance for PVS components, installation and operation as well as unclear requirements for distributed generation, causing reduced performance of installed PVS and loss of confidence in the technology

**Main Results**



- Awareness on quality needs and existing quality services increased
- New QI services developed: calibration of I-V curve tracer; two standards for PVS components; draft commissioning guide
- Regulation on grid code up-dated, supported through standardization work
- Public register of certified installers created and made publicly available
- PVS relevant academia - industry - research centers linked together
- Interpretation of criteria for a functional distributed generation aligned



Thank you very much for your attention!



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