

Activity cycle memorandum (Activity Appraisal Document (BEMO))
(for ODA activities)

1.1 General information

Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.

Important: for all activities of EUR 125.000 a fully filled BEMO template is required. For activities less than EUR 125.000 fill in the questions which are in accordance the kind of activity and financial size. For questions which are n.a. this should be noted. [Click here for more information.](#)

Red --> Parts which should not be published in the open data.

Application number (required by FSO to register the activity and to make folders in Sophia for archiving as quickly as possible)	400005132 (KAI-LCF-2021-04)
Date of receipt of application (final document)	Final version: budget 8 June, proposal 28 July
Short name of application (clear, meaningful short name in English or French; must not contain budget holder code or abbreviations, max. 60 characters, this will be published in open data)	CRAFTASTIC! Under One Roof
Full name of application (maximum 150 characters, this will be published in open data)	CRAFTASTIC! Under One Roof Supporting and promoting traditional crafts in the 'City of the Dead' in Cairo
Description of application (5 sentences max. on the key components of the activity; this information will be entered into SAP)	The activity complements other projects in the City of the Dead. It includes two components: Renovation of an unlisted 19th-century historic building and adapt it for use by the CRAFTASTIC! programme of training and promotion of traditional crafts. The building is located within the onetime funerary complex of Sultan Qaitbey, in the heart of the project area and next to historic monuments. Two Dutch product designers will train local craftspeople within the CRAFTASTIC! programme and to contribute to improving to the marketability of their products with their design input. This will contribute to promotion of the area as a cultural tourism destination.
Budget holder (the department or mission financing the activity)	KAI (ICE)
Business partner (known as 'business partner' in SAP; ask your Control Unit what information you need to provide to FSO and how you should provide it)	ARCHINOS
Business partner's number (issued by FSO after form has been submitted)	30081251
Commitment in foreign currency (if applicable, give the currency for the contract; this can for example be USD, GBP or the currency of the country where the activity will be carried out)	NA
Corporate rate (exchange rate used when entering commitment amount in SAP; normally fixed once a year - ask your Control Unit for advice)	NA
Commitment in EUR (if the contract is in EUR, enter the amount here - if the contract is in another currency, convert the commitment to EUR using the corporate rate above)	€42.708,-
Funds centre (budgetplaats, ask your Control Unit for this) Make sure that the funds centre corresponds with the financial instrument.	1705U02050005
Activity start date (date given in the contract as start date for implementing the activity)	1 August 2021

Activity end date (normally one year after the contract end date to allow for the completion of administrative procedures, evaluation and external audit)	31 March 2023
Contract start date (this is almost always the same date as the activity start date)	1 August 2021
Contract end date (actual end date of the activity agreed with implementing organisation; after this, the implementing organisation can no longer enter into payment obligations but can finalise and pay outstanding commitments - agree with the implementing organisation when the last payments are scheduled in the contract)	31 March 2023
Is this a follow-up to a previous activity? (If so, provide the number of the previous activity)	NA
Confidentiality activity (open data)	2. Activity is not confidential. Public bemo and all other activity related will be published unmodified.
Specific undertakings (State here if the activity to be financed is the result of an undertaking by a minister, an amendment by the House of Representatives or another reason. You should also state here if the activity is a fully confidential activity and should therefore be excluded from open data).	NA
In case of PPB and EUR 25.000 or more, name program fund (PPB) and start at 2.2. the appraisal and use the policy instructions in het HBBZ: Policy instructions.	PPB ICE LCF Culture and Development ODA

1.2 Information for OESO-DAC

(Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.)

<u>Aid modality</u>	Other aid	
Donor role	Single donor	
Technical assistance	N.a. Not applicable	
<u>Beneficiary's country/region</u> The beneficiary country is the (OECD/DAC) country where the target group lives and/or comes from. It is the country that ultimately benefits from the activity. This is not necessarily the country where the activity is implemented. When the activity takes place in more than one country, state the region concerned when all countries are taking place in one region according to the region classification in annex 2 of the ODA Policy Data Guide . If not (multiple countries in multiple regions), select worldwide .	Country (state the country concerned below) Egypt/ Cairo/ City of the Dead, Historic Cairo	
<u>Specified countries</u> + division of budget over those countries (in so far as this is known). Only fill this item when a region or worldwide has been selected in the item above. Please state here the relevant beneficiary countries. Give an estimation of the part (in %) of the total budget during the full duration of the activity that can be attributed to each country. When this is (partially) unknown, you can register (part of) your activity as unspecified. This can be adjusted during the monitoring phase of the activity.	Egypt The Netherlands Country Z Unspecified Etc. (add more rows if necessary) Total	100% ..% ..% ..% ..% 100%
Location within the country/ countries (be as specific as possible) When the activity targets (a) specific location(s), please state the location(s) here (mostly relevant for decentral activities).	Town Egypt/ Cairo/ City of the Dead, Historic Cairo Dutch practitioners will be involved.	
<u>CRS sector code (1 CRS sector code per activity)</u>	16061	

Policy markers weighted 'principal' (principal = the activity will not take place if the activity does not score on this marker)	Gender (GlkhMv)	Not applicable
	Climate adaptation	Not applicable
	Climate mitigation	Not applicable
	Biodiversity	Not applicable
	Desertification	Not applicable
		Explain your choices in section 2.1.
	Etc. (add more policy markers if applicable)	International Culture Policy
Policy markers weighted 'significant' (significant = the activity takes place anyhow, even if the activity does not score on this marker)	Gender (GlkhMv)	Significant
	Climate adaptation	Significant
	Climate mitigation	Significant
	Biodiversity	Significant
	Desertification	Significant
		Explain your choices in section 2.1.
	Etc. (add more policy marker if applicable)	

2. APPRAISAL OF THE ACTIVITY

(For terms and concepts referred to in sections 2, 3, 4 and 5, see the [list of widely used terms](#))

2.1 Policy relevance (including digitalisation) and monitoring, evaluation and learning (MEL)

Here, provide a snapshot of the PDF file from the results application, even if the proposed intervention does NOT contribute to the thematic results frameworks, and assess the activity's policy relevance. This will help make the activity appraisal document (BEMO) a standalone, cohesive document in its own right. This is important not only for internal processes but also for the open data published with the public BEMO. This applies to ODA activities of EUR 250.000 and more.

	Assessment
Task In addition, assess the extent to which this intervention is relevant to policy. State how this intervention scores on the cross-cutting themes of gender, climate adaptation and climate mitigation. Ensure that this is in accordance with the policy markers selected in section 1.2.	<p>The activity primarily fulfills International Cultural Policy and KAI's 2021-24 strategy and culture goals¹. It contributes to fulfilling OC3, OC2 and OC5 of 2021 annual plan (please see footnote 1).</p> <p>The activity contributes to fulfilling the aim of the broader project in Qaitbey area of using tangible and intangible heritage as vehicles for economic and social development. It also contributes to general urban improvement of the neighbourhood. Based on the premise that reintegrating heritage into everyday life of the community can benefit both the people and the monuments, it includes a heritage conservation and adaptive reuse component. Rehabilitated and adapted building will be used as CRAFTASTIC training facility and shop.</p> <p>Activity also contributes to efficient operation of the planned enterprise MISHKĀ that will offer development of marketable vocational skills, including for women and youth; and the promotion of traditional crafts: improving skills, productivity and economic returns of local craftspeople, including a training centre for crafts and providing employment</p>

¹ **Policy goals and Obj. for 2021** To harness the power of the cultural sector and creative industries in efforts to achieve SDG's through provision of necessary support and opportunities to practice, and through international partnerships. To promote sustainable preservation and conservation of tangible and intangible heritage through mutual exchange and collaboration between Egyptian and Dutch cultural actors. The Dutch cultural sector will occupy a strong position. abroad by fostering exchange and dialogue about standards and values and promoting partnerships. **OC1. (outcome)** More participation in cultural events by diverse audience. **OC2.** Stronger local cultural sector contributing to social innovation. **OC3.** More sustainable preservation of local cultural heritage. **OC4.** A safer, more sustainable urban living environment. **OC5.** More presence of and connection with the Netherlands.

	<p>opportunities, especially for local women. The local craftsmen and the students from beyond the immediate neighbourhood will be offered training opportunities. Input of Dutch product designers into the objects produced and sold by the local craftspeople will bring new ideas and combine modern designs with traditional techniques. It will also contribute to filling the gap between taught classical design theories, and applied practical knowledge and crafts people.</p> <p>The activity fits within the broader project in Qaitbey area within the 'City of the Dead' in Cairo. The work since 2014 combines historic preservation with cultural/educational activities and with social development work. A crucial part of this work is promotion of traditional crafts and of cultural tourism. This includes a social enterprise MISHKĀ that empowers local women by training them in producing and selling high quality goods. DROSOS has granted funding for expansion of these activities in the coming three years into a broader programme of vocational training in various traditional crafts and improvements to their marketing under the catchphrase CRAFTASTIC!</p> <p>The activity is gender sensitive and takes gender mainstreaming into account. Gender balance is and will be taken into account during target groups selection. Gender considerations will be taken into account while designing and identifying activities time, venues and format. CRAFTASTIC previous phase primarily targeted women.</p> <p>For climate mitigation, implementing partner will be asked to limit publications and printing as much as possible.</p>
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2.2 Problem analysis and lessons learned

2.2.1 Description

Briefly describe the following points and give reasons why they apply (insofar as relevant):

- the problem the proposed activity addresses;
- the extent to which unequal gender relations and climate change are part of the problem;
- the extent to which the activity helps to solve the problem.

The project will operate in a historic setting in the underprivileged area of the 'City of the Dead' in Historic Cairo, a marginalised area with limited access to education and severely lacking in services. Local women are also lacking opportunity in joining the workforce in spite of the need to contribute to their households' incomes.

Cairo was a centre of production of high-quality handcrafted goods. Consequently, many traditional trades are still practiced in the city, with skills and knowledge passed from fathers to sons. However, many crafts are endangered with extinction. Competition from mass-produced imported goods, changing demand resulting from various economic and social reasons, rapidly changing urban patterns, and inadequate appreciation of practicing crafts as a social position all combine in the process. Many workshops operate on subsistence basis, unable to reinvest in infrastructure. The young generation tends not to perceive traditional trades as a viable career option.

The city also carries an abundant number of registered and unregistered historical building that are often neglected due to lack of vision, knowledge and finance to preserve and re-use, or because of complexity of procedures to obtain permits, or problematics related to ownership. Many are decaying or demolished.

While the challenges facing handcrafts and historical buildings are serious, there has also been in recent years a visible move in Egypt towards building "creative economies" where culture and heritage contribute to sustainable development. Various social enterprises demonstrate that such an approach can be economically viable. The proposed project is planned to tap into this potential by creating a permanent training centre CRAFTASTIC! aiming at forming a unique brand, at promotion of good design qualities and at professionalising traditional crafts.

In impoverished areas where access of young people to education is limited and unemployment is rife, practicing crafts with skills acquired in vocational training can be a valuable contribution to the local economies and a viable employment opportunity. To this end, the traditional crafts need to be made up-to-date and competitive by: acquisition of skills that assure high quality of the products, inventive and appealing designs making the products competitive on the market, and rationalising and optimising marketing to keep and expand the customers' base.

The broad objectives are to contribute to building a sustainable local economy by promoting traditional crafts, reintegration of historic heritage into the life of the local community, and contributing to the overall upgrading of the neighbourhood both to improve quality of living and to attract cultural tourism. This activity involves historic preservation and social development components. It focuses on developing marketable vocational skills, including women and youth; and the promotion of traditional crafts by improving skills, productivity and economic returns of local craftspeople, including a training centre for crafts and providing employment opportunities, especially for local women. The CRAFTASTIC! permanent training centre in an adapted historic building.

The proposed activity is integrated within the broader program in Qaitbey neighbourhood. It involves adaptation of an old and unregistered building to be used as the training center. It also involves Dutch designers to work with local craftspeople and local designers and design students on building their ability of efficiently adapting to new designs and techniques and quality control issues. The purpose of both components is to improve quality and marketability of the products.

2.2.2 Appraisal

Assess the project's **contextual** analysis in the table below. If certain criteria do not apply, explain why. [Process in this paragraph and when applicable in other paragraphs the conclusions and recommendations from de Q@E.](#)

Egypt ranks nr 117 on Transparency International's Corruption Perception index. The score remained the same as in 2015, when Egypt still ranked nr 88. So while other mid-range players have improved, this is not the case for Egypt. While nr 117 is in the mid-range of 179 evaluated countries, it must be recognized that of the 26 countries which receive funds from the Thematic Budgets, 15 score below Egypt. The most common corruption concerns ID-formalities, obtaining permits and utilities. Nevertheless, there are hopes that this soon will improve as the country moves towards digitizing most of the services offered to citizens such as issuing/ renewing IDs, renewing licenses, operating one stop shops for other services such as customs. All this should limit the number of encounters between citizens and potentially corrupt civil servants.

Besides corruption and fraud risks, the Annual Plans and the Country Strategy mention the risks which are related to slow bureaucracy, limited space for civil society and human rights abuses. The reasons to keep supporting Egypt through a lesser democratic period, should be found in the importance of the country, given the huge population (over 100 mln) at the doorstep of Europe. The country is simply too big to fail and we should make an effort to support it in its development and remain a relevant player in the eyes of Egypt.

Task	Assess the quality of the contextual analysis.	Appraisal (Yes/No, plus reasons):
The proposal and the contextual risks (see section 4) have been agreed with the mission(s) concerned.	Yes	Indicated risks include those suggested by implementing partner and by CoB/EKN.
The proposal is based on a careful and thorough contextual analysis (including a gender analysis) that results in a logical problem definition and objective.	Yes	A general contextual analysis covering the sector/ genre, target group and neighbourhood is included. Problem is logically, but not thoroughly, defined. Activity is designed based on implementing partner experience while expanding scope and exploring new elements like involving Dutch designers. Contextual analysis is not as comprehensive as foreseen. It was more based on practical experience of implementing partner. Despite this limitation, the analysis is sufficiently comprehensive. Implementing partner has an extensive experience in heritage conservation. Its experience working with the community and providing opportunities to create jobs via preserving crafts and design is growing

	Gender analysis is not conducted. it is not explicitly relevant to project mandate. Implementing partner may not have the knowledge to conduct it per say.
Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	Yes
The proposal justifies the choice of target group and the target group's gender-specific interests and needs.	Yes
The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on its content.	No
A stakeholder analysis (incl. women and young people) has been carried out and the results incorporated into the proposal.	Partially Implementing partner did not carry a stakeholder analysis. It was not requested. They are however building the design on acquired experience from previous activities and from ongoing engagement with target community and groups.
Insights and lessons learned from the following sources have been used in formulating the proposal: <ul style="list-style-type: none"> • previous or comparable activities • published evaluations • relevant publications (academic, online, etc.). 	Yes/ partially Lessons learnt and experience from previous activities are taken into account so as EKN suggestions.
In the case of technological solutions: <ul style="list-style-type: none"> • the added value and risks associated with the solution(s) have been considered carefully • the most efficient technology has been chosen • the technology has been developed with the users to reach a diverse user group • an analysis of the local digital ecosystem (strengthening existing system, no duplication and not standalone). 	NA

2.3 Cooperation, harmonisation and added value

<u>Task</u>	<u>Description</u>
Briefly describe: <ul style="list-style-type: none"> • whether the proposed activity involves cooperation with, for example, Dutch organisations, EU (EU institutions and member states), other donors, local organisations or other parties; • how this cooperation contributes to harmonisation, complementarity, joint financing, strengthened EU-cooperation, delegated cooperation and/or multi-donor financing • the added value of the activity in relation to other activities by donors, EU, NGOs and local authorities. 	Activity is not co-financed it complements and feeds into another program supported by DROSOS. The activity involves Dutch designers. They are not identified yet. Other activities undertaken by implementing partner are financed by other donors. They are aligned with goals activity at hand.

2.4 Channel and aid modality (including alignment)

<u>Task</u>	<u>Description</u>
Briefly describe:	Activity and budget are in alignment with MACS, International Culture policy, and Culture strategy for

<ul style="list-style-type: none"> • whether the aid modality selected is appropriate and why; • whether the degree of (financial and policy) alignment is substantiated; see the MACS risk analysis; • whether the aid modality/channel has been chosen on the basis of a consideration of the available options; • whether there is any contribution or co-participation from the recipients, and explain the level of co-participation. 	<p>Egypt. Local context needs, possibilities and challenges are also taken into account.</p> <p>Organization history and capacity to manage funds are taken into account while deciding size of EKN support.</p> <p>Contractual modality "contribution agreement using new contract template" is the most appropriate.</p>
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3. RISKS AND MITIGATING MEASURES

Activity size:	2. Less than EUR 125.000. Option B (concise assesment), integrity assessment and risk analysis state aid
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Option B

Provide a short, concise introductory text for the risk analysis and elaborate this further in the table below. Give your own appreciation in the risk assessment.+ please present in one table rather than two separate

Archinos has two legal statuses, an NGO and architectural firm. Agreement will be signed with firm. Nature of activities are aligned with firm mandate. Activities are not politically sensitive. Adaptive reuse is favored by MoTA even if there are not that many examples. Archinos has strong connections with MoTA and other relevant government authorities. They have extensive experience and have obtained permits for various restoration and conservation projects in the vicinity. Building is not registered as a monument. Procedures should be easier. Archinos has been actively present in the community for a while. Local community is engaged, involved and benefiting. Approach in engaging and involving the community in a long lasting impactful needs more attention. They have gained experience through previous and ongoing projects. More follow up while preparing design component will influence results.

Archinos was supported by EKN previously, no mentioned concerns. Archinos is supported by other donors like DROSOS who decided to support a second phase and expand activities of their crafts focused program in the community. Some donors like DROSOS, USAID, conduct thorough assessment, follow up and financial audits. All registered bodies abide by state regulations for audits by either MoSS for NGOs or external legal accountants/auditors and tax authorities for companies.

Archinos governance is primarily limited to its Polish founders. This will not influence program unless in case of force majeure.

Identified risk	Impact on project	Level + explanation (high/moderate/low)	Mitigating measures
Political/ conflict			
Legislation/ culture	Implementation may be slower in case of need for permits and approvals because of the new NGO law. (lower risk)	<p>Low risk</p> <p>The new NGO law and its executive orders are approved and in full effect. The implications of applying the law on CSOs, especially those not registered under MoSS ie companies, remain to be seen. This may influence the legal status of those registered as companies and possibly needed permits to work and spend money. There is a general consensus among lawyers that it is difficult to predict repercussions.</p> <p>The law also regulates involvement of None-Egyptians (like trainers) in activities by a long process of approvals for those registered under MoSS.</p>	<p>Contract to be signed with company and not the NGO. This saves time and steps for approvals and permits.</p> <p>The new approved contract is used.</p>
	Permits and approvals for rehabilitation and adaptive reuse may	<p>Moderate to low risk</p> <p>Interventions in public spaces and building rehabilitation, especially if close to historical sites require a set of permits from various authorities.</p>	<p>Building is not registered as a monument. Procedures should be</p>

	take time. (moderate to low risk)		simpler. Archinos has good relations and good experience with authorities.
	Project cancelation in case of proof of fraud. (low risk)		SBOS to visit and review documents and fin. system.
Fraud and corruption risks	Quality of reports may not be expected quality. Internal financial systems may be insufficient. (moderate to low risk)	Moderate to low risk Arts and culture organizations are mostly small in size and in institutional capacity. They however often manage relatively big budgets and projects. This may influence quality of financial systems and of both narrative and financial reporting.	PO to mentor organization, if needed, while preparing narrative reports.
	Project cancelation in case of proof of fraud. (low risk)	In Egypt most of creative and cultural organizations are primarily relying on foreign funding to assure operation and activity. Most donors limit their support to technical activities (i.e. no overheads, indirect costs, etc). State subsidy is negligible and generated revenue from activities, if any, is very limited. Budgets are mostly project based. Institutional capacities of most are questionable because they are thematic organizations. They often manage big budgets and projects. It is therefore difficult to recruit and retain expert calibers to carry some tasks. They operate with minimum number of qualified people since they do not have steady financial resources. Reputation within donors circles is key to sustain those entities. Archinos managed bigger projects and budgets. EKN supported them before. No mentioned concerns. Organization history and capacity were taken into account while deciding budget.	SBOS to visit and review documents and fin. system.
Program risks	Slower implementation process. (low risk)	Low risk Hostile attitudes from the Egyptian government towards work with an underprivileged communities. State plans for graveyards are constantly changing. Preservation of crafts and income generation programs through design are in alignment with state policies. Adaptive reuse is favoured authorities.	No cost extension may be required to compensate implementation delays. Agreement duration is longer than submitted plan in an effort to avoid no-cost extension.
	Additional funding to be required if substantial structural deficiencies building are revealed during the conservation. (Low risk)	Low to moderate risks Archinos did a preliminary structural assessment of the building. A more thorough will take place prior to conservation. Considering Archinos experience preliminary assessment is reliable. Raw materials, fuel and utilities prices are exponentially increasing in Egypt because of unpredictable inflation.	Budget amendment may be required.
	Dutch designers not able to travel to Egypt because of travel restrictions during COVID. (moderate risk)	Moderate risk COVID is imposing a set of restrictions on gatherings and travel. Archinos is not well informed about the design sector in NL. DutchCulture provides needed assistance to identify relevant Dutch calibers based on shared mandate.	Use on-line communications if physical presence of the Dutch designers in Cairo is not possible. Also including local designers as intermediaries or assistants to Dutch ones. Also helpful to overcome language barrier. Change dates of activities.
	Quality of design residencies outcomes dependant on their outline, implementation approach and identifying suitable/ relevant Dutch designers. (low risk)	Low risk Archinos is primarily concerned with heritage conservation and associated urban interventions. They lately started to work with the community and the creative sector. Their experience is growing. Residencies are feeds into DROSOS funded Craftastic progress.	PO assist and follow up during preparation for residencies. DC support in identifying relevant Dutch designers.

	More stakeholder may need to be involved that are unaccounted for. (low risk)	Low risk Archinos did not carry a stakeholder analysis for this project. It was not requested. They however have experience undertaking the 2 components at hand with relevant stakeholders. They should be able to identify and deal with new stakeholders beyond the ones mentioned or those with whom they are working.	
	Project cancellation in case of proof of fraud. (low risk)		SBOS to visit and review documents and fin. system.

Explanation:

A risk concerns the likelihood that a project will fail to meet its objectives. Risks can appear in the area of context/ finance/ health/ HR/ climate/ nature/ environment/ external organizations etc. Management of the risks aims to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project.

Please: 1) identify the threats, 2) assess the vulnerability of critical assets to specific threats, 3) determine the risk (i.e. the expected likelihood and consequences of specific types of attacks on specific assets), 4) identify ways to reduce those risks.

Four types of risk mitigation: a risk can be 1) accepted (no reduction of any effects to an identified risk), 2) avoided (no exposure to an identified risk), 3) limited (some action taken to limit exposure to an identified risk) and 4) transferred to a third party.

A risk can be leveled as 1) high, 2) moderate or 3) low.

3.4 Integrity assessment, including procedures on inappropriate behaviour

Task	Description
<p>Establish whether an up-to-date capacity assessment (ORIA, PARTOS ISO-9001 certification, Scorecard) has been carried out with respect to the implementing organisation. If so, establish whether the organisation's integrity policy and associated procedures and accountability regarding inappropriate behaviour have been assessed and meet the requirements set.</p> <p>If not, carry out the assessment yourself using the source documentation and record the outcome of the assessment in the capacity assessment.</p> <p>In so doing, establish whether:</p> <ul style="list-style-type: none"> the organisation has policy in the form, for example, of a code of conduct whereby staff can be held to account regarding certain behaviours the organisation has a channel for reporting incidents, such as an integrity adviser the organisation has whistleblower regulations in place the organisation reports on incidents in its social annual report, for example. <p>If an organisation has not embedded the aforementioned safeguards into its working practices, discuss these issues with the organisation. In this risk analysis, set out the outcomes of the discussion, along with key points that should be included in the contractual agreements. Finally, draw a conclusion as to why funding the activity, with the</p>	<p>Archinos Architecture provided one 52 page document answering most of the questions for an ORIA Light assessment.</p> <p>Archinos is a consulting office incorporated in Egypt and registered with the Ministry of Investment according to Egyptian law. It was established as a Limited Liability Company in April 2008.</p> <p>Therefore, Archinos is not required to produce Annual Reports. In publicly-funded projects, however, it does strive to keep the same level of transparency. Archinos does not charge overhead, only reimbursement of indirect overhead cost of incurred operational costs takes place.</p> <p>The object of the company is consulting and design in the field of conservation of historic buildings. Design, implementation and documentation of the programs of conservation.</p> <p>Documents handed in:</p> <ol style="list-style-type: none"> financial statements and auditor's reports 2019 and 2020. Sources of financing of Archinos operations in 2020. Positions and key qualifications of permanent staff. Policy governing relation between Archinos and its employees. Archinos Architecture's 'Specifications for Conservation and Presentation Work, including Archaeological Excavation and Standards for Documentation'. Information and Rules for the users of the Maq'ad of Sultan Qaitbey cultural venue. Organizational chart. Procurement policy, is part of a set of internal policies. No separate code of conduct. Elements included in d. and h. above. Anti-fraud/Corruption policy, no separate document, included in internal policies. <p>Archinos does not receive a permanent budget allocation. Sources of income in 2020 include The European Union, The US Ambassador's Fund for Cultural Preservation, Egyptian Ministry of Antiquities and Tourism, The French Institute and two Egyptian NGO's.</p>

above safeguards in place, is justified in policy-related and political terms.	<p>Permanent Staff is kept small with contracted temporary employees such as specialised consultants and labourers.</p> <p>Archinos has experience with similar projects in other locations in Historic Cairo Archinos does not subcontract, but works with directly hired personnel and service providers supervised by Archinos employees.</p>
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4. MONITORING AND EVALUATION

4.1 Monitoring (for details, [see the MEL guidelines](#))

Task	Description
<p>Briefly describe:</p> <ul style="list-style-type: none"> whether there is sufficient time and capacity available for monitoring and learning; whether the relevant BZ Theories of Change and results frameworks and results frameworks have been communicated to the implementing organisation and whether these align with BZ standard indicators; whether the Theory of Change/intervention logic/logframe for the activity has been set out in sufficient detail in terms of inputs, outputs, outcomes, assumptions and context variables; how the implementing organisation will organise the monitoring and whether the implementing organisation will deliver a separate MEL plan. 	<p>ToC and log frame were not requested and are not required.</p> <p>Activity will be monitored through visits, participation in special events like workshops, reports and ongoing conversation with implementing partner.</p> <p>Implementing partner will be asked to evaluate every milestone. Ongoing conversation will be essential to identify Dutch designers and to chose convenient time for their residency especially in light of COVID and in connection with DROSOS project progress.</p>

4.2 Evaluation ([click here for the quick reference guide](#)) (for details, [see the MEL guidelines](#))

Task	Description
<p>Describe briefly:</p> <ul style="list-style-type: none"> For activities: <ul style="list-style-type: none"> worth EUR 5 million or more'; or of strategic importance; or involving political risks/interests; or for which evaluation has been agreed with parliament whether the implementing organisation has been informed about the MANDATORY FINAL EVALUATION and the procedure BZ follows in this regard; whether it has been agreed to include specific questions in the final evaluation. State the questions here. For all other activities, briefly describe: <ul style="list-style-type: none"> whether an evaluation or mid-term review will take place and, if so, when. whether sufficient budget has been set aside and whether there is a timetable to ensure the evaluation procedure starts on time; who is going to organise the evaluation - this can be BZ or the implementing organisation that hires an evaluator; whether it has been agreed to include specific evaluation questions in the final evaluation. 	<p>Implementing partner will be asked to conduct an evaluation during and upon completion of every component to take lessons learnt into account while planning and executing other ones.</p> <p>No budget allocation for evaluation. Evaluation will be done internally and in conversation with EKN.</p> <p>An external evaluation after completing activities may be needed in case of a second phase and upon provision of specific budget to cover expenses.</p>

5 CONTRACT PARTY/IMPLEMENTING ORGANISATION

Usually there is one legal agreement with the implementing organization. The implementing organization, in SAP terms the 'Business partner', is in that case the only contracting party. It occasionally happens that there are several legal agreements with different contracting parties. The implementing organization manages the program funds and then engages the other contracting

parties for (part of) the implementation. These other contract parties are liable for the implementation of the part of the activity for which they are responsible, in accordance with the agreed contract obligations.

Task	Justify/Describe/State
<ul style="list-style-type: none"> • Give a brief justification for the choice of implementing organisation(s). • Briefly and concisely describe why the implementing organisation(s) has been chosen and specify if a partnership has been established or if the organisation will act as an intermediary (i.e. channel the funds to other parties) and how supervision has been arranged. • In the case of a partnership or if the organisation acts as an intermediary (i.e. channels the funds to other parties), specify the individual roles of the parties concerned. Stay alert to the 'accountability gap'. • State how the managing organisation/contract party supervises the implementing organisation. Also describe how the managing organisation/contract party selects the implementing organisation(s), and why that contract party/implementing organisation was chosen. • Give a short and clear description of the implementing organisation(s). Pay attention to the experience the implementing organisation(s) has/have in integrating gender into programmes and projects. 	<p>Implementing partner played a key role in shedding light on the City of the Dead by holding various interventions including monument conservation and adaptive reuse, traditional crafts documentation, among others. They have been using a rehabilitated monument as a culture centre organizing events in the building and surrounding outdoor space and often streets. The embassy had supported them before and feedback was positive.</p> <p>This activity primarily focuses on one of their edges: conservation and design for adaptive reuse. A field in which they have demonstrated ability and quality. It also contributes to another domain in which their experience is growing: design and community empowerment through crafts. DROSOS feedback on their performance was positive.</p> <p>They have necessary knowledge, expertise and connections with government, have needed financial resources to achieve their mandate.</p> <p>About the implementing partner</p> <p>ARCHINOS Architecture is a consulting office based in Cairo, incorporated in Egypt in 2008 and drawing on its key personnel's much longer experience in the country and the region. ARCHINOS specialises in historic preservation including conservation of cultural heritage, in designing in historic context and adaptive reuse, in museum and exhibition design, and in planning and organising cultural events, in addition to contemporary architectural and interior design.</p> <p>The activity most relevant to the proposed project is work that ARCHINOS has been carrying out since 2014 in the Sultan Qaitbey area in the <i>Desert of the Mamluks</i> within the "City of the Dead" in Cairo. It comprises <u>historic preservation</u> that focuses on assuring sustained maintenance of conserved historic buildings and spaces by making them useful for the local community; <u>social development work</u> that aims at improving economic conditions and the quality of life in the neighbourhood; and <u>cultural activities</u> in a cluster of conserved and adapted historic buildings. The latter has a dual purpose: to allow the underserved community access to culture, <i>which is a basic need</i>, and to bring cultural tourism to the area with attendant benefits to the local economy.</p>

6. IMPLEMENTATION AND AGREEMENTS

6.1 Budget

Involve your colleagues from the Control Unit or FSO in drawing up this section.

6.1.1 Breakdown of costs

This is a difficult section for some people. Be sure to involve your Control Unit, work together and look at the submitted budget carefully. State what the total costs are of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. staff, equipment, etc.) in the columns. If this information has been provided in enough detail as part of the project proposal, this section does not need to be completed. [Click here for the quick reference guide.](#)

Detailed budget included in last section and attached.

6.1.2 Financing

The aim of this section is to provide better insight into the activity's financing. Indicate the total costs and envisaged inputs of the activity. Use the overview below. If there are multiple donors, state each donor's contribution.

Total budget		
Implementing organisation's and partners' own contribution	-	
Firm commitments by other donors (itemise by donor)	-	

Dutch contribution	€42.708,-	
Still to be financed	-	
Soft commitments by other donors	-	
Uncovered balance	-	
Evaluation costs If you are planning to carry out an evaluation on the activity, provide an estimate for these costs.	-	

6.1.3 Other contributions

Task	Description
State what other – non-financial – contributions are relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.	NA

6.1.4 Budgetary risks

Task	Description
If there is an uncovered balance, state how this will affect implementation of the activity (e.g. proportional reduction in outputs or omission of regions) and how this will affect the decision whether to fund this activity.	Prices of materials are constantly changing, increasing for most. The fact that the budget is Euro reduces risk. This is a risk that we have to take.

6.1.5 Statement on the budget presented

The budget presented does/does not satisfy the following requirements:

Budget is arithmetically correct	YES
Overheads are proportional to the outputs to be delivered. Please note: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the administrative cost allowance)?	N/A
Are the other amounts/rates in the budget acceptable in relation to the activity?	NO
Is the budget suitable as a management tool (linking of outputs – budget)	YES
Implementation is conditional on budget being amended*	N/A

* Specify the requirements that the budget must satisfy and the date by which the budget must be amended.

Task	Description
Briefly describe any anomalies that were identified when assessing the budget and any changes made to the budget as a result.	NA

6.2 Prepayments

6.2.1 Earmarking multi-donor activities

Task	Description
Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why. Are other donors' contributions earmarked? If so, explain how this will affect reporting.	The contribution is not earmarked. There are no other donors for this activity.

6.2.2 Prepayment/no prepayment

Task Using the prepayment decision tree , assess whether the payments need to be entered as prepayments and give reasons for this. Give the outcome of this assessment along with a brief explanation in this section. <i>In the case of lump sum funding, assess this against the applicable criteria and give the reasons for your choice.</i>	Prepayment Description Payments are prepayments. The contribution does not satisfy all three lump sum criteria specified in the decision tree.
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6.2.4 Accounting for prepayments

Task Set out the reporting obligations on the basis of which the prepayment can be closed, such as an audit report (if applicable) or a financial statement issued by the organisation itself.	Financial statement Description Accounting for prepayments takes place based on the relevant financial and narrative reports. Outcome 4 of the decision tree on performance assessment. No audit required.
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6.2.5 Payment schedule

Use the [payment schedule decision tree \(click here for the quick reference guide\)](#) to determine the required payment frequency for this activity. Give the outcome of this assessment along with a brief explanation in this section.

Milestone payment date	Milestone payment currency and amount
Size of first payment	€34.166,- (80%)
Date of next payment: upon completion and submission of final reports	€6.407,- (15%)
Date of next payment:	€2.135,- (5%)
Date of next payment:	
TOTAL	€42.708,-

6.3 Monitoring

For activities that fall under a framework agreement (UN, IFI) or when a multi-donor arrangement is in place, the activity analysis decision tree and the decision tree for determining the type of audit opinion can be skipped.

6.3.1 Narrative and financial reports

Task Use the activity analysis decision tree (click here for the quick reference guide) to determine the required reporting information for this activity. Give the outcome and a brief explanation in this section. Task Set out any issues requiring special attention in terms of monitoring.	Description A progress report, expense report, covering 1st 6 months (till Jan. 2022), and an updated action plan and liquidity forecast covering 1 Feb 2022 – 31 Mar 2023. Final cumulative narrative and financial reports to be submitted when requesting final payment upon activity completion.
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Recipients of grants up to EUR 125,000 that fall under the Uniform Grant Framework (USK) must submit activity completion statements (P statements) rather than narrative reports.

In the event of additional criteria: specify what conditions must be set (e.g. greater payment frequency, substantive criteria, etc.). Indicate whether there is another way of gaining insight into the activity's implementation (e.g. participating in the board or the donor committee).

6.3.3 Annual plans and other reports

Task	Description
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State whether any other reports (annual plans, management assertions) are required in addition to the above narrative and financial reports.	See section 6.3.1.
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6.3.4 Reporting obligations

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement. Use the [activity analysis decision tree](#) ([click here for the quick reference guide](#)) to determine the required reporting information for this activity

Type	Any specific requirements*	Period	Submission
Annual plan	<i>Year 1 with proposal</i> <i>Year 2 (for follow up purposes)</i>	<i>1 Aug 21-31 Jul 22</i> <i>1 Feb 2022 - 31 Mar 2023</i>	<i>With proposal</i> <i>Mar 2022</i>
IATI publication*	NA		
Narrative report**		<i>1 Aug 2021 - 31 Jan 2022</i>	31 Mar 2022
Financial report		<i>1 Aug 2021 - 31 Jan 2022</i>	31 Mar 2022
Final narrative report***		<i>1 Aug 2021 - 31 Mar 2023</i>	30 Jun 2023
Final financial		<i>1 Aug 2021- 31 Mar 2023</i>	30 Jun 2023
Audit	NA		
Certified statement			
Evaluation report****			
Policy review			
Others to be included			



6.4 Contractual matters

Financial instrument (open data, mark confidential contracts and grants)	Contribution
Name of the business partner is confidential for the opendata on www.rijksfinancien.nl	No
If a grant is being issued, why is this?	Framework Act: ... Grant Regulations: ... Article ... (and, where relevant, administrative rules or other documents, published on)
Name of grant programme/policy framework	Ministry of Foreign Affairs Grant Regulations 2006 Please note: if another framework is used, please provide a link to the policy framework in the Government Gazette. This may be the case for calls for grant proposals or grants administered implementing organisations such as RVO, Nuffic, etc.
Waiver contract	Date of approval of waiver request (if applicable)
Type of contract	Contribution agreement New approved template
Approved Proposal of [date] + other relevant documents	Final version 28 July 2021
Ref. code (UN project)	NA

Total contract amount	
Overhead/indirect costs	NA
Size of first payment	
Maximum prepayment	95% of the total amount
Payment conditions	Timely submission and approval of reports, payment request with liquidity overview
Business partner's bank details	
Annexes to contract/decision	- Approved proposal, budget and action plan - ORIA related documents
Routing of contract	Direct to implementing organisation
Policy officer responsible	Dalia Dawoud
Language of correspondence	English
Business partner contact	Agnieszka Dobrowolska
Business partner contact's email	agnieszka@archinos.com

7. Approval (click here quick reference guide)

The activity appraised above fulfils the relevant criteria with regard to regularity, efficiency and effectiveness. By placing their initials the officials in question also declare that, at a minimum, they have carried out the work specified or take responsibility for such work performed by others on their behalf:

<u>Role</u>	<u>Name</u>	<u>Initials</u>	<u>Date</u>
<u>Policy officer</u>	<u>Dalia Dawoud</u>		23-8-2021
<u>Financial officer</u>	<u>Janet P.C. Meijlis</u>	23-08-2021	JM
<u>Division/section head/HOS</u>	<u>Wierish Ramsoekh</u>		28-08-2021
<u>Budget holder</u>	<u>Han-Maurits Schaapveld</u>		

ANNEXES TO BEMO

Enter only the record number of each of the annexes in HP-RM, so that documents can be easily retrieved in 247Foxy.

No.	Description	HP-RM record number
	Mandatory	
a.	Original letter applying for the contribution	
b.	Latest version of the proposal	
	If applicable	
c.	Organisational Risk and Integrity Assessment (ORIA) (if mandatory and re-approved in response to the activity appraisal)	
d.	Abridged questionnaire (document amending existing ORIA's)	
e.	MACS risk analysis	
f.	Letter containing bank details of the implementing organisation (original letterhead), unless included in the project proposal and appendices	

g.	Approved waiver form (if applicable)	
h.	Standard MoU or LoA (if applicable)	