Ministry of Foreign Affairs

# Printable view: KAI PS Promotion for Agri Sector in UE (23-0001400)

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| Id | 23-0001400 |
| Version date | 05-12-2023 |
| SAP application number | 4000006877 |

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# Key data

## Activity basics

| | |
|---|---|
| Type | Standard |
| Short name | KAI PS Promotion for Agri Sector in UE |
| Contract party | Enroot Consultancy Company Cairo (30060068) |
| ODA | Yes |
| Amount EUR | 2000000 |
| Start date | 01-01-2024 |
| End date | 31-12-2027 |
| Full name | Private Sector Promotion for Agriculture Sector in Upper Egypt |
| Summary | This project aims to enhance climate resilience and water smart agriculture in Upper Egypt through private sector promotion and market system development. The project addresses the issues prevailing at both the upstream and downstream of the agricultural value chain in Upper Egypt. The key target group of the project are producers in the selected value chains in Upper Egypt.<br><br>Through the adopted Theory of change, market champions will be incentivized to fulfil their role by being provided with the needed capacities to access new markets, finance, and technical knowledge, thus increasing their productivity/profitability. By doing so, the latter will be presented as legitimate market champions, which will lead to producers approaching them for support to adopt climate and water smart agricultural practices. |

## Activity details

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|---|---|
| Date of receipt of proposal | 20-06-2023 |
| Proposal’s reference number | KAI 20-06-2023 |
| Budget holder | Caïro Embassy (8251KAI) |
| Anonymize open data | No |
| Limit access | No |
| Consultation with Embassy / regional department / thematic department | |
| Related activity | |

## Accounting data

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|---|---|
| SAP application number | 4000006877 |
| Funds center | KAI EG Private sector development contr (1701U03020015) |

## Notes

# Policy data

| | |
|---|---|
| Aid modality | Project support |
| Technical assistance | 0% of the activity budget |
| Beneficiary location | Country |
| Country | Egypt |
| Location type | |
| Specific location | |
| CRS code | 31140 Agricultural water resources |
| Policy Keywords | |
| Refugees & host communities | No |
| Policy Markers | |
| Biodiversity | Not targeted |
| Climate change: adaptation | Principal |
| Climate change: mitigation | Significant |
| Desertification | Not targeted |
| Equality between men & women | Significant |
| Market access | Principal |
| Market development | Principal |
| Private sector development | Principal |
| Youth employment | Significant |
| Explain your choices | The project aims to promote climate and water-smart agriculture through a private sector development intervention with a market system development lens.<br><br>The following are the project objectives:<br>▪ Improve market access and finance of enterprises operating in the agribusiness sector.<br>▪ Enhance the socioeconomic conditions of small-holder farmers in Upper Egypt<br>▪ Promote market linkages, specifically through Dutch companies.<br>▪ Support the climate resilience of agriculture value chains<br>The project will be inclusive of all groups, particularly women and farmers, and comprehensive, tackling market system development from other angles that are complementary to the focus on the private sector but that serve wider objectives. |

**Notes**

# Policy Appraisal

**Policy relevance**

- What policy objectives, as set out in the annual plan, policy notes etc., will this activity contribute to?

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This project aims to enhance climate resilience and water smart agriculture in Upper Egypt through private sector promotion and market system development. The project addresses the issues prevailing at both the upstream and downstream of the agricultural value chain in Upper Egypt.

This project is in alignment with the embassy's MACS due to the following:

- Supports Climate resilience of agriculture value chains;
- Enhance the socioeconomic situation of small holder farmers in Upper Egypt;
- Women and Youth are included;
- Upper Egypt: Geographical location priority.

i.e. Sustainability, Climate, Gender, and youth

**Rationale**

- What issue/problem will be addressed by the activity
- Why does the activity help to address the issue/problem?
  For ODA activities over EUR 250.000, please explain the Theory of Change

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Egypt has a growing population comprised of around 106 million, with around 40 percent youth aging between 18-29 years old. In Upper Egypt, the unemployment rate among young people is particularly high, with many struggling to find stable employment opportunities. According to the World Bank, the unemployment rate for young people (aged 15- 29) in Upper Egypt was 39.7% in 2018, compared to a national average of 25.7%. Other socioeconomic challenges facing young people in Upper Egypt include limited access to education and training, poor health outcomes, and limited access to financial resources.

These challenges can be particularly acute for young people from marginalized communities, including rural areas and urban informal settlements.

The predominant sector in Upper Egypt is the agribusiness sector, which includes a range of activities constituting agriculture, post harvesting, processing, wholesale market, as well as export activities. The above also includes a new stream of sub-value chains that result from agriculture including waste management, recycling, and by-products that result from these value chains. While representing the sector with the highest economic activity in the region, agriculture is threatened by limited water resources and arable land resources. Land resources are further threatened by several desertification factors. Most of Egyptian land is desert and expansion through land reclamation is limited by water scarcity and inefficiency of water use.

Moreover, Egypt is one of the world's most vulnerable countries to the potential impacts of climate change. Southern Egypt in particular faces some of the worst climate shocks; heat and frost waves have grown more frequent, intense, and unpredictable, and decreasing water & soil quality and increasing droughts, etc. resulting in continuous crop failures in the region . According to the International Food Policy Research Institute, it is expected that due to climate change, Egypt will encounter a rise in temperature alongside a reduction in the volume of rainfall affecting key agriculture areas in Egypt. Particulary small scale farmers are most vulnerable to climate change impacts. In fact, the failure of fruit and vegetable production and the effect on prices are widely reported in the media and are of increasing concern to producer groups. For example, mango production decreased by a range of 60 to 80% in 2021, olives by 62% and oranges by a range of 20 to 25%. It is forecasted that Egypt will experience more than 10 percent decline in yield of agricultural crops by 2050, where sugar crops and vegetables will be the most affected crops.

Furthermore, climate change is exacerbated by the scarcity of water resources in Egypt; Egypt faces an annual shortage of seven billion cubic meters of water and could run out of water entirely by the year 2025. As it threatens agricultural produce, it puts economic stability in Upper Egypt at extreme risk. In addition to the effects of climate change, the agriculture sector in Egypt faces serious challenges, including extreme land fragmentation, poor agricultural practices, shortage & poor quality of agricultural inputs, and poor post- harvest and processing facilities.

This resulted in the prevalence of challenges in achieving food security at both the macro and micro levels. Furthermore, Egypt's agricultural production has not kept pace with its growing population, and the country remains a net food importer.

The agricultural sector holds a significant potential to absorb labor, employ women, increase the adoption of digital solutions, and generate income for small-holder farmers. Due to the current prevailing challenges in the sector, farmers' income witnessed significant decreases, and poverty rate in rural areas has increased. For example, climate risks are expected to lead to a disproportionate impact on poverty rates; people living on the poverty line will increase by around 1% by the end of 2030. It is assumed that the regions that rely predominantly on agriculture for their livelihood, such as Upper Egypt, will be disproportionately affected by consequence.

Furthermore, various women-centered jobs are created through agricultural activities; large potential for women empowerment in this sphere remains untapped. This potential is further expanded with the possibility of farmers and landowners to shift towards more climate resilient practices. In addition, the ability of the sector to include second generation farmers increases the ability of the sector to absorb digital and technological solutions that can further advance the level of agricultural practices and enhance the overall resilience and productivity of land.

With the same token, agribusiness holds huge private sector activities ranging from serving the domestic market to exporting to different markets. However, the private sector is affected by the current challenges; the decline in agricultural production due to climate change affects businesses' prospects for expansion and entry into new international markets. There is a large potential for businesses to adopt innovations, to develop the value chains and actors on which they depend, and to increase their product distribution and exports. Adopting innovative strategies and technologies in agriculture would help mitigate the effects of climate change and otherwise address the prevailing challenges in Upper Egypt.
The adopted theory of change of the project suggests the following: (1) the capacities of businesses and civil society organizations to adopt, and in turn benefit from climate and water smart agricultural practices would be strengthened for them to act as market champions in their areas of influence, creating sustainability of impact; and (2) capacitated businesses and CSOs would then be able to effectively provide support and services to producers in the selected value chains in adopting climate-resilient and water smart agricultural practices in the selected regions, creating scalability of impact. Market champions would be incentivized to fulfil this role as they would acquire the needed capacities to access new markets, finance, and technical knowledge, thus increasing their productivity/profitability. By doing so, the latter would be presented as legitimate market champions, which would lead producers to approach them for support to adopt climate and water smart agricultural practices.

**Contextual analysis**

- Who is/are the target group(s) and why?
- Who are the other main stakeholders?
- To what extent have stakeholders been involved in formulating the proposal?
- Is the intervention aimed at a specific geographical location, and if so, why?

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Egypt is currently going through a very critical time mainly because of the dire economic situation that has directly affected every household, dramatically raised the cost of living and negatively affected many sectors. This also led to broad public dissatisfaction and questioning of the government’s public spending schemes and the fancy projects implemented by the government, especially the New Administrative Capital and its components. This must always be taken into consideration for future planning in case the public discontent reaches the state of unrest.
On the other hand, Civic space is decreasing, especially for organisations that are not able to register under the new NGO law. Organisations working on sensitive topics and who are registered under the NGO law may face more difficulty in receiving funding from foreign embassies. While the deadline for registration has been set for April 2023, it is still unclear what effects this new law will have in practice.
Furthermore, after COVID-19 and the Russian war against Ukraine, Egypt is currently facing increased pressure on its external position. This is due to high imports, lower tourist revenues and massive capital outflows. The country has exhausted almost all external funding options, leaving it vulnerable to shocks. The large presence of the state and military-linked actors in the economy will continue to weigh on private sector development. The materialization of these risks would weaken the currency more than we are currently expecting, which will exacerbate inflationary pressures, increase political risks and further slow economic activity.
This might exacerbate corruption on different levels, despite digitization efforts seeking to control petty crimes and corruption. In 2022 Egypt ranked nr 130 (down from 105) on Transparancy International’s Corruption Perception index. With a score of 30 out of 100.  While this is mid range of 180 evaluated countries, it must be recognized that of the 31 countries in 2023 (up from 26) which receive funds from the Thematic Budgets 15 score below Egypt. And with decreasing civic space and absence of transparency no data is available to confirm whether corruption is on the rise or not.
Nevertheless, the reasons to keep supporting Egypt through a lesser democratic and a dire economic period , should be found in the importance of the country, given the huge population (just over 100 mln) on the doorstep of Europe. The country is simply too big to fail and we should make an effort to support it in its development.
*The risk assessment above is performed and ranked by the Embassy. The risks related to this project are believed to be acceptable and appropriate mitigating measures are defined. *
The project focuses on selecting and capacitating businesses and Civil society Organisations (CSOs) as market champions to lead the development of the value chains of which they are part. However, even though the project focuses on SMEs and interventions will directly serve the business champion, other interventions will be implemented to serve the direct and indirect beneficiaries of the support that is or will be provided by the market champion. The latter interventions will include technical and business training. Both types of interventions will indirectly serve the other party; the business champion will indirectly benefit from the interventions implemented to directly support the other Value Chain actors, while the VC actors will indirectly benefit from the interventions implemented to directly support the business champion.

The project will be inclusive of all groups, particularly women and farmers, and comprehensive, tackling market system development from other angles that are complementary to the focus on the private sector but that serve wider objectives.

### Added value

- What is the added value of the Dutch government being involved in relation to other donors, the EU, NGOs and local authorities?
- Are the recipients making an own contribution or co-participating in the activity, and if so, to what extent?

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The Netherlands is leading in the area of Climate & Water Smart Agriculture and with the new combination of aid & trade modality introduced, this could add a significant value to the programme.

### Lessons learned

- What lessons learned (from previous or comparable activities, published evaluations, relevant publications) will be addressed by the activity?

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The project builds on lessons learned from previous experiences in similar areas. Based on Enroot's experience in Upper Egypt, access to end market remains one of the main challenges faced by SMEs in lagging regions and therefore this limits their ability to expand and growth their businesses. This has been clear through the experience with MASAAR project in Southern Upper Egypt. Furthermore, SMEs located in Cairo and other central regions face difficulties to deal with MSMEs and small-holder farmers located in lagging regions. This conclusion has been derived through Enroot's experience with private sector entities through various projects. The above is coupled with field observations that showed clear need for financial assistance and support for SMEs to better serve the local market and follow more inclusive sourcing practices.

### Durability

- How will the results of the activity be sustained after its end date? What is the exit-strategy?

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The exit strategy will involve three levels which are phasing down, phasing over, and phasing out which will be applied cautiously throughout the project implementation.

1. **Phasing down:** This is a preparatory stage that takes place prior to the following stages (phasing over & phasing out). This stage includes developing monitoring and evaluation tools to assess the project's outcomes, performance, and impacts related to capacitation of businesses, market champions, and CSOs. This includes evaluating and analyzing the effectiveness of the project's interventions, identifying success stories, lessons learned and challenges to inform the development of the exit strategy and sustainability plan.

2. **Phasing over:** This stage includes the gradual handing over of project responsibility to key market players, key stakeholders, and CSOs to increase their Involvement and ownership to continue the project Interventions and results. This will be achieved through ensuring effective knowledge and skills transfer and capacitating business owners and market champions to enhance their understanding of climate resilience and water smart agriculture practices, business development, and market access. In addition to strengthening market linkages with Dutch companies by establishing connections between business owners, market champions, and Dutch companies. Supporting and strengthening CSOs in building their institutional capacities to promote climate resilience and water smart agriculture practices will be done through enhancing their ability to mobilize resources, engage with key market players and stakeholders, and deliver technical programs that address the needs of farmers and promote sustainable agricultural practices**.**

**3. Phasing out:** This is the last stage, which refers to ending support for activities and outputs that have served their purpose. A plan is set for an organized project handover and closure process. This is done through transferring responsibilities, assets, and knowledge to key market players, stakeholders, and ensuring their capacity to sustain project outcomes Independently. In addition to that, the phasing out will include conducting a final evaluation to assess the project's overall impact, document success stories, and communicate the project's closure to stakeholders**.**

### Gender

- Does the proposal include a gender analysis? If yes, what are the main outcomes? If no, why not?
- Does the proposal justify the target group's gender-specific interests and needs (and why)? Please explain.
- Have women and young people been included in the stakeholder analysis? Please explain.

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This is an integral part of activity 4.2.8 Selecting and Analyzing Target Value Chains. The suggested approach leads to the selection of value chains (VCs) that are inclusive to women, and have potential to create entrepreneurial opportunities for women. The value chain analysis (VCA) will also investigate further the role of women in the Value Chains, factors contributing to that role, challenges and

opportunities they might face in increasing their engagement, technical needs of women and how to fulfil these needs through gender-sensitive service provision.
The VCA will dive deep into the sociocultural factors shaping the role of women in the VCs, but also the aspirations of women in engaging in the VCs and how to address these aspirations. For this to take place, the voice of these women will be captured through inclusive primary data collection with the target women, and with the key influencing actors in the ecosystem.
Enroot believes in the importance of adopting inclusive and participatory approaches to ensure the responsiveness and relevance of our tailored solutions. Based on this, the project's theory of change and roadmap have been developed building on lessons learned from previous experiences in similar areas. Nonetheless, to further build local ownership over the designed interventions, the proposed project will further adopt participatory techniques to mirror the voice of women and youth in further designing the activities.
Throughout the implementation of the activities, continuous monitoring takes place to ensure inclusivity and responsiveness, in addition to of course ensuring that the targets are being achieved.

**Climate change**

- Does the proposal include an analysis of the possible effects of climate change on the activity or its results?
- Does the proposal include any interventions to combat these effects (adaptation/mitigation)?

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The project proposal analyses the impacts of climate change on the agricultural sector in Upper Egypt, explaining how these impacts affect agricultural activities and lead to a decrease in production and to employment losses in the sector. The proposal highlights how these impacts particularly affect small-scale farmers and women, who have the least capacities to cope with climate extremes, water scarcity and other climate-related disruptions.
The proposed interventions focus on climate adaptation of the agricultural sector in Upper Egypt through capacitating farmers and landowners to shift towards more climate resilient practices. The project covers vulnerable small scale farmers and women, as well as second generation farmers.
It aims to increase the ability of the sector to absorb digital and technological solutions that can further advance the level of agricultural practices and enhance the overall resilience and productivity of land. In addition, the interventions cover agribusinesses, which include diverse private sector activities ranging from serving the domestic market to exporting to different markets. The project aims to help the private sector overcome climate-induced challenges; which cause a decline in agricultural production and thus affects businesses' prospects for expansion and entry into new international markets. By unlocking the potential for businesses to adopt innovations, to develop the value chains and actors on which they depend, and to increase their product distribution and exports, the project also aims to help mitigate the effects of climate change and also address the prevailing challenges in Upper Egypt.

**Cooperation, harmonisation and alignment**

- Does the activity involve cooperation with Dutch organisations, the EU or other donors (including delegated cooperation), local organisations or other parties?
- How does the activity contribute to harmonisation and/or multi-donor financing?
- What is the degree of (policy and financial) alignment?

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This project aims to enhance climate resilience and water smart agriculture in Upper Egypt which aligns with the embassy's combi track on Climate and Water Smart Agriculture.
The implementing partner is a local organisation. There is initially no cooperation foreseen with Dutch organisations, the EU or other donors but where feasible connections could be made in the light of the combitrack. Especially, connections to private parties for instance the cool chain would be interesting.

**Digitalisation**

- Have proposed digital technologies been developed or chosen in collaboration with end-users?
- Does the proposal include an analysis of the local digital ecosystem?
- Is data security guaranteed?

- Are digital solutions locally sustainable/relevant?
- Is duplication avoided?

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Specific digital solutions in each governorate in Upper Egypt are yet to be identified based on the local needs and opportunities at the Value Chain Analysis stage of the project.

The VC selection and analysis will capture prevailing opportunities for digitalization and readiness of the target groups from the agribusiness lens

The team will conduct the necessary secondary and primary research to fill in the information gaps and meet the research objectives. The secondary research plays an important role in identifying existing digital solutions that were implemented in neighboring villages/governorates, which can direct the research team to conduct some quick interviews with the stakeholders who developed and implemented these tools to understand more about how they came up with these solutions in the first place and the challenges that faced them to introduce the solutions to other stakeholders in the market system.

When conducting the primary research, the team drafts the discussion guides with all the possible discussion points and probing questions to make sure they capture the mentioned objectives. They also go from very general questions to very specific questions to eliminate any bias or misinterpretation of the questions, meaning that they would start of asking questions about challenges facing farmers and agribusinesses in the selected VCs, then probe on the solutions and channels they resort to in order for them to overcome these challenges - especially the digital solutions they usually resort to, and link these solutions with the digital tools being adopted in neighboring villages/governorates/countries and their perceptions of how these can be implemented with the different stakeholders. Also, all discussion guides are written in the local language, accounting for all the terminologies that would be comprehensible to the target groups. The discussion guides are also all tested during the pilot stage to ensure that they capture all the research objectives effectively.

**Additional remarks (if applicable)**

**Notes**

# Results

- What are the main OUTPUTS (services and products) that will be delivered through the activity? Describe briefly.
- What are the main OUTCOMES (changes and effects for the target groups) that will be achieved through the activity? Describe briefly.
- For the OUTPUTS and OUTCOMES mentioned above (or add snapshot from results application):
    - Specify the indicators if agreed upon with the contract party.
    - Specify the baseline values and targets if applicable.
- What method will be used to gather and monitor the data?
- Record the following in the **results application**:
    - the thematic results frameworks that apply to this activity;
    - the relevant indicators (including baseline values and targets if applicable).
- Have these results frameworks been communicated with the contract party?
- Do the indicators correspond to one or more of the 17 indicators on which the ministry reports to the Dutch parliament? If not, why?

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The project is divided into three outcomes as follows: 1) selected agribusinesses are capacitated to provide effective support in climate and water-smart agriculture, 2) Selected civil society organizations are capacitated to provide effective support and services to farmers in adopting climate and water - smart agricultural practices, and 3) Increased income and livelihood opportunities for producers through climate- and water -smart agriculture in the selected value chains. By achieving these outcomes, the expected impact of the project is to enhance climate resilience and water-smart agriculture in Upper Egypt.

The project focuses on selecting and capacitating businesses and CSOs as market champions to lead the development of the value chains of which they are part. However, even though the project focuses on SMEs and interventions will directly serve the business champion, other interventions will be implemented to serve the direct and indirect beneficiaries of the support that is or will be provided by the market champion. The latter interventions will include providing technical and business training. Both types of interventions will indirectly serve the other party; the business champion will indirectly benefit from the interventions implemented to directly support the other VC actors, while the VC actors will indirectly benefit from the interventions implemented to directly support the business champion.

The project will be inclusive of all groups, particularly women and farmers, and comprehensive, tackling market system development from other angles that are complementary to the focus on the private sector but that serve wider objectives. The following is the approach of the project divided according to its outcomes.

## Logical Framework

| | | | | | |
|---|---|---|---|---|---|
| **Impact** | Enhanced climate resilience and water smart agriculture in Upper Egypt | | | | |
| **Theory of change** | Strengthening the capacities of businesses and civil society organizations to adopt and benefit from climate and water smart agricultural practices would incentivize them to act as key market champions in their areas of influence. This would in turn legitimize them to provide effective support and services to farmers and second-mover businesses in adopting climate-resilient and water smart agricultural practices in the selected regions. | | | | |
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| | | | | | |
|---|---|---|---|---|---|
| | | | | | |
| **Output 1.1** | Access to knowledge facilitated for businesses engaged in climate and water-smart agriculture | # of businesses trained on climate-resilient and water smart agricultural practices | from 5 to 10 | Activity reports, training records, reports, and evaluations of businesses | Strong commitment from businesses to actively participate |
| **Output 1.2** | Market linkages facilitated for businesses engaged in climate and water-smart agriculture | # of new market linkages introduced to businesses engaged in climate-resilient and water smart agriculture | 15 | Activity reports, training records, reports, and evaluations of businesses | |
| **Output 1.3** | Access to finance facilitated for businesses engaged in climate and water-smart agriculture | # of new finance opportunities introduced | Up to 5 | Activity reports, training records, reports, and evaluations of businesses | |
| **Output 1.4** | Non-financial business development support provided to selected businesses | # of businesses supported | from 5 to 10 | Activity reports, training records, reports, evaluations of businesses, and financial statement of businesses | |
| | | | | | |
| **Output 2.1** | Access to knowledge and skills in climate-resilient and water smart agricultural practices facilitated to selected CSOs | # of CSO trained in climate-resilient and water smart agricultural practices | 10 | Activity reports, training records, evaluation reports and feedback from CSO | Strong commitment from CSOs to actively participate |

| | | | | | |
|---|---|---|---|---|---|
| **Output 2.2** | Coordination and collaboration among civil society organizations in promoting climate resilience and water smart agriculture is improved | # of effective collaboration efforts taking place between CSO working in the agriculture and agribusiness sector in the selected regions | 5 | Records of coordination meetings and collaborations between CSO | |
| **Output 2.3** | Selected CSOs introduce climate smart/water-smart demonstration business initiatives | # of business initiatives established by the trained CSOs | from 2 to 3 | Field observations, activity reports, feedback from CSOs. | |
| **Output 2.4** | Selected CSOs co-facilitate the awareness raising and technical capacity building to producers in the selected value chains | # of CSOs engaged in co-facilitation activities for producers | 10 | Activity reports, feedback from producers | |
| | | | | | |
| **Output 3.1** | Access to knowledge in climate- and water-smart agricultural practices facilitated to producers in the selected value chains | # of producers introduced to climate-resilient and water smart agricultural practices | 2000 | Surveys and assessment of producers | Strong commitment from producers to actively participate |
| **Output 3.2** | New technologies introduced to producers in the selected value chains | # of producers introduced to new technologies in climate-resilient and water smart agriculture | 10 | Surveys and assessment of producers | |
| **Output 3.3** | Local community empowered to capitalize on surrounding business opportunities | # of businesses initiatives identified and developed | from 70 to 100 | Activity reports, surveys and assessment of producers | |
| **Output 3.4** | Increased access to local markets | # of linkages and partnerships established | 10-15 | Activity reports, surveys and assessment of producers, field observations | |

| | | | | | |
|---|---|---|---|---|---|
| | | # of new marketing channels introduced | 30 | Activity reports, surveys and assessment of producers | |
| | | # of new market segments reached | 5 | Activity reports, surveys and assessment of producers | |

Yes, the indicators correspond to one or more of the 17 indicators on which the ministry reports to the Dutch parliament:

- Number of Companies with a supported plan to invest, trade or provide services, under Methodological note 1. Strengthened Entrepreneurship.
- Number of family farms with increased productivity and income (reached by NLsupported activities) under Methodological note 4. Increased Productivity and Income.
- Number of people assisted to develop economic income generating activities under Methodological Note 16: Income generation.
- Methodological note 5. Eco-efficient land use

**Notes**

# Implementing Organisation(s)

**Selection of implementing organisation(s)**

- Why has/have the implementing organisation(s) been chosen?
- Describe the implementing organisation(s).

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Enroot Development is a joint stock company that was established in February 2018. Enroot Development is a social enterprise in development consultancy that supports inclusive economic growth in Egypt, utilizing the multidisciplinary approach, international best practices and innovative techniques brought forth by a group of policy makers, development experts and corporate professionals, with a passion for society enhancement, to define new solutions for unsolved challenges.

The Team believes in utilizing learnings from different backgrounds to create adequate development resolutions. Enroot uses its expertise and mediating competencies to align stakeholders on enhancing the individuals capa-bilities to achieve sustainable socioeconomic development. The Enroot brand name was inspired from the found-ers' belief that maximizing impact is achieved by tackling root causes.

Their strategy is to bridge donors, implementation experts, specialized agencies and beneficiaries to create the optimal development platform to maximize partners' desired impact hence enabling socioeconomic growth.

Enroot believes in harmonization by enabling its partners to cooperate and synergize on different wavelengths to create a rich impactful outcome.

**Relevant Enroot Experience**

The project falls within the areas of expertise of Enroot with regards to the following:

Conducting value chain analyses using a market system development approach and tailor project interventions accordingly

- Implementing market system development and cluster development activities
- Supporting the implementation of a program to promote value chain development through public-private partnerships.

The following are examples of projects carried out by Enroot:

Business Opportunity Mapping – Enroot - (2020-2021)

Business Opportunity Mapping (BOM) is a knowledge product developed by Enroot. A BOM for a governorate of choice provides both an overview of its local economy and a bird's eye view of value chains. The study is based on a market system development approach that highlights the potential opportunities and challenges in the predominant economic sectors. It informs and directs the design of capacity-building interventions and the creation of start-ups that address local market gaps, needs and the real demand of the private sector.

Enhanced Rural Incomes in Sohag through Market System Development – Swiss Development Cooperation Agency (SDC) – (2020-2022)

The project aims to enhance the rural incomes of selected communities in Sohag with the focus on the loofah cluster and surrounding economic activities. Enroot carried out all project interventions, which are designed to upgrade the loofah value chain in the target localities in Sohag and empower the local community to utilize surrounding business opportunities.

2SCALE Programme in Egypt – Dutch Ministry of Foreign Affairs and IFDC – (2021-2023)

The programme establishes public-private partnerships (PPPs) in target food industries to incubate and accelerate inclusive agribusiness. The programme is implemented in eight African countries. Under a hosting agreement, Enroot supported the implementation of the program in Egypt. Enroot supported activating and completing two pilot public private partnerships in Egypt based on the annual action plans and budgets determined for each.

**Enroot Research & Activity Implementation Standards**

The research methodology of Enroot is designed to follow the general ethical rules and considerations applied during research. Integral and ethical research standards/considerations are embedded within the methodology and followed in all deliverables. In addition, the approach accounts for any additional considerations applied by RINA. Ethical research considerations are applied through ensuring that:

- Respondents are pre-informed about their participation in the study.
- Respondents are oriented with the study objectives and scope.
- Respondents' written or verbal consent is obtained in case of audio or video recordings.
- In the case of minor respondents (aged below 18), parents' recorded consent is obtained.
- All ethical considerations including confidentiality and consent are respected and maintained.

The approach and expected results of the study are defined to equally value, consider, and investigate the governing local contextual factors, ensuring realistic and informed insights and interventions.

A standard qualitative research process is followed by Enroot's team to ensure quality assurance and validity of results obtained. A summary of this standard process is presented in the diagram below:
Discussion guide design --> Recruirtment & logistics --> field work & data collection (including pilot)--> Data analysis --> Reporting (detailed description of the process is highlighted in the proposal)

### Capacity assessment

- Has an up-to-date capacity assessment (ORIA, PARTOS ISO-9001 certification, Scorecard) of the implementing organisation been carried out (include the date)?
    - If yes: what were the main conclusions? Has there been any follow-up? (Note: ORIA is mandatory for commitments over EUR 1.000.000)
    - If no, please answer the questions below:
        - In which way does the organisation convincingly demonstrate relevant experience and successes in terms of expertise and effectiveness, evaluation and learning capacity, transparency, accountability and public support, knowledge of the country context, inclusive approach and sustainability?
        - Is there an annual report audited by an external and independent auditor? Determine whether there are points of attention which could affect the results and explain.
        - If the organisation is acting as an intermediary (i.e. channelling the funds to other implementing partners), how has supervision been arranged and what are the individual roles of the parties concerned? Stay alert to the 'accountability gap'. Also describe how the organisation selects its implementing partners.\

----------> Yes an Oria assessment has been conducted in October 2023. This ORIA had a positive approval. No follow up actions need to be taken.

### Integrity assessment

Have the organisation's integrity policy and associated procedures and accountability regarding inappropriate behaviour been assessed? If not, carry out the assessment yourself using the source documentation and record the outcome of the assessment. In so doing, establish whether:

- the organisation has a policy in place (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.

If an organisation has not embedded the aforementioned safeguards into its working practices, discuss these issues with the organisation. 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 above safeguards in place, is justified.
--->
ORIA Assessment has been carried out, the documentation have been submitted and the managing organisation have been evaluated as sufficient.

**Notes**

# Risks

**Contextual risks**

| Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|
| Security Clearances | in order to implement projects in Egypt especially in rural areas, security clearances are required from several authorities. | Low, Enroot has established MoUs with universities in Upper Egypt. | High, If security clearances are not obtained activities are at risk not to follow through | Enroot has established MoUs with universities in Upper Egypt. In addition, Enroot is currently establishing an MoU with MSMEDA. Furthermore, once Enroot begins work on the project, it will establish MoUs with the ministries of agriculture, scientific research, and international cooperation for the purpose. These MoUs help/ will help Enroot obtain clearances for any activities |
| Inflation | Egypt has been currently facing a series of currency devaluation due to the dire economic situation which has lead to a tremendous increase in prices | High. An expected devaluation of the EGP to take place by end of year 2023 and continious increase in prices is taking place. | Low/Medium. The budget is accounted for In Euros, therefore with the devaluation will account for the inflation to a certain extent. | In addition, it is accounted for in the budget through the contingency component. |

**Programme risks**

| Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|
| MSMEs & SMEs resistance | MSMEs and SMEs resisting collaboration opportunities with the project due to previous experience with development projects | Medium,<br>due to the lack of impact evaluations in previous development programs that showcases the benefit of enrolling in such programs, MSMEs sometimes lack trust in the latter | High, because the latter constitute the main champions of change in the suggested theory of change, thus disturbing the overall flow of the interventions. | The project will be administrated through a network of trusted partners and implemented through existing BDS providers. This will build the trust of beneficiaries and ensure their smooth collaboration with the project |

| Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|
| MSMEs & SMEs resistance | SMEs resisting to work with small-holder farmers due to previous unpleasant experiences | Medium, Across the years, it has been very common that both SMEs and small-holder farmers don't abide by their contractual agreements, especially when there is no strong regulatory framework governing such contracts. As a result, SMEs sometimes refrain from working closely and directly with small-holder farmers, which sets a medium probability of occurrence of such risk in the project lifetime | High, If this happened, the impact of the risk would be high on the program outcomes as it would harden the activation of the role of SMEs as key impact champions. | The project will adopt an experiential approach through which engaged stakeholders participate in activities that builds trust between stakeholders and encourage cooperation based on agreements |
| Market Changes | Fluctuations in the markets, changes in customer demand, and economic instability | Medium, due to the current regional events, and the current local economic conditions, market fluctuations are put at the forefront of the risks that could occur, thus affecting all ongoing interventions. However, agriculture has long been considered the most dominant economic sector in Egypt, which renders the possibility of such risk occurring more moderate | High, it would harden the mindset and behavioral change especially amongst farmers. | The project will follow a market-based and demand-based approach to ensure continuous market research and robust marketing strategies to mitigate market risks |
| Fluctuation in crop production and quality | Fluctuations in crop production and quality due to climate change effects | Low, the impact of climate change on crop production and quality is often found showing on longer-terms. Thus, this poses a lower-level risk in terms of its probability of occurrence | Medium, there are different adaptation mechanisms that farmers resort to, along with a multitude of supporting functions to allow for an immediate adaptation | Within the design of the project, the approach encourages the adoption of climate-smart agriculture practices that will support in mitigating climate change risks and effects |

**Organisational risks**

| | Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|---|
| | Monitoring and evaluation<br>Lack of solid M&E framework | The organization has built up some experience but does not yet have a large portfolio of activities this size. The risk is that we can not assess the outcome/impact. | Medium<br>The organization has some experience and a tool will be developed during the inception phase. | High<br>If at the start things are not monitored, it is difficult to measure progress.<br>if during the actvity monitoring is not well done, we might not reach the outcomes we expected to achieve. | Enroot has expertise in monitoring and evaluating projects.<br>M&E tolls will be developed during inception phase. |
| | Financial and administrative management | Fraud and corruption and wrong information in reports. | Medium<br>The organization has built up some experience but does not | High<br>It might slow the programme down (or we even have to stop it completely). | A clear management structure for the project has been elaborated in the proposal and ORIA . |

| | Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|---|
| | | | yet have a large portfolio of activities of this size. | Reputational risk for both Enroot and embassy. | Regular follow-up will take place with policy officer and Sr Financial Advisor |
| | Quantity and quality of capacity available for the activity | Lack of good administration (capacity) or project monitoring | Medium<br>The organization has built up some experience but does not yet have a large portfolio of activities of this size. | High if the staff is not good or there are not enought staff members this will influence the project progress and it can lead to mistakes/mismanagement. | There is budget for the necessary admin staff. Embassy will follow up on this part in the monitoring phase. This will be a continued point of attention and if necessary, this will be discussed. |

**Risk of fraud and corruption**

| | Identification | Risk (description) | Probability of Risk occuring (Low/Medium/High + explanation) | Potential Impact on outputs of activity (Low/Medium/High + explanation) | Mitigating measures and residual risk (incl. appreciation) |
|---|---|---|---|---|---|
| | In country of implementation, fraud and corruption is high, | Corruption among government institutions | Low, no money flows foreseen through or to government | Low, government can still delay processes but not on a large scale. | Governmental institutions will not receive any cash payments. |
| | In programme | fraud and corruption | Medium<br>While the organization has the fraud policies etc in place, Egypt scores at 105 place in Transparency Int.'s Corruption Perception index | High, it might slow the programme down (or we even have to stop it completely). Reputational risk for both Enroot and embassy. | Monitor closely. |
| | Within implementing organisation(s) | fraud and corruption<br>see above at organisational risk | medium<br>The organization has built up some experience but does not yet have a large portfolio of activities of this size. | High. If the staff is not good or there are not enought staff members, if regulation and manuals are not being followed, this will influcence the project progress and it can lead to mistakes/mismanagement.<br>If something happens this will be bad for the reputation of both Enroot and the embassy | During monitoring there should not only be a focus on the narrative part of the activity (are they doing what they said-achieving results etc) but also are they doing it in the way we agreed upon (budget, manuals etc). |

Additional remarks (if applicable):

**State aid risk**

| Questions (mandatory) | Answers (Yes/No, include explanation) |
|---|---|
| Is there an intention to support a profit-oriented entity?<br><br>* If yes, please continue with the questions below.<br>* If no, please continue with the questions below if the contract party is NOT a multilateral organization and if at least EUR 250.000 (or the equivalent in foreign currency) of the Dutch support is spent in the European Union. In all other cases, the risk analysis is concluded. | Yes |
| Is the contract party engaged in economic activities, i.e. does the contract party offer goods or services that are available on a market?<br>Motivate your choice and include a brief description of the activities in the explanation.<br><br>*Note: non-profit organisations can also be engaged in economic activities.* | Enroot is a social purpose business committed to empowering women and youth in lagging regions. |
| Does the support give the contract partner an advantage which it would not have obtained under normal market conditions?<br>Motivate your choice.<br><br>*Note: if the contract is awarded through competitive, transparent, non-discriminatory and unconditional tenders, this question can be answered with no. A grant or contribution by definition confers an economic advantage which is not in line with normal market conditions.* | EKN received 4 PSD proposals and that were reviewed and two were shortlisted amongst them PS Promotion in Upper Egypt. |
| Is the advantage selective?<br>Motivate your choice.<br><br>*Note: Selective means that a small group of organisations or a single organisation enjoys an advantage.* | No |
| Will the advantage distort or potentially distort competition on the EU internal market and may it affect trade between EU member states on the internal market?<br>Motivate your choice.<br><br>*Note: Aid to entities that are not established in the EU internal market and that only carry out activities at local level is not considered to distort competition in the internal market or affect trade between member states of the European Union.* | No |

If you answered 'yes' to one of the questions above, contact DJZ/ER for advice.

**Notes**

@Renate, would need to look at the state aid trisk with you please.
Aziza: indeed, we initially worked on it together. will have another look as well.

# Monitoring and evaluation

**Monitoring**

- Specify what reporting information is required for this activity, based on the activity analysis decision tree (see Help).

Include the following elements:

- Planning versus realisation: tracking progress against predetermined objectives as laid out in the project proposal.
- Performance and quality: checking relevance and appropriateness of the implementing organisation's performance based on key assumptions in the proposal and the outcomes of the risk analysis.

Pay attention to the method and frequency of monitoring and describe the roles and responsibilities. For further information, see Help.

---->

Risks related to the activity have been valuated as low to moderate, based on the activity analysis decision tree: narrative and financial reports suffiecient for performance assessment. Therefore, Progress reports, field visits, and annual plan will be a part of the Monotoring phase. The organisation will have to ensure monitoring field visits, also for expat visitors on behalf of the Embassy. There will be 2 field visits conducted on yearly basis.

| Type | Any specific requirements* | Period | Submission |
|---|---|---|---|
| Annual plan | first year is on base of proposal<br>annual plan including year budget | 1-1-2024 till 31-31-12-2024<br>01-01-2025 - 31-12-2025<br>01-01-2026 - 31-12-2026<br>01-01-2027 - 31-12-2027 | With proposal<br>1-11-2024<br>1-11-2025<br>1-11-2026 |
| IATI publication* | yearly, as part of the narrative report | | |
| Narrative report**<br>Including IATI | Last report can be acquited if it is included in the final report. | 01-01-2024 - 31-12-2024<br>01-01-2025 - 31-12-2025<br>01-01-2026 - 31-12-2026<br>01-01-2027 - 31-12-2027 | 30 April 2025<br>30 April 2026<br>30 April 2027<br>30 April 2028 |

| | | | |
|---|---|---|---|
| Financial report | Last report can be acquitted if it is included in the final report. | 01-01-2024 - 31-12-2024<br>01-01-2025 - 31-12-2025<br>01-01-2026 - 31-12-2026<br>01-01-2027 - 31-12-2027 | 30 April 2025<br>30 April 2026<br>30 April 2027<br>30 April 2028 |
| Final narrative report*** | | 01-01-2024 - 31-12-2027 | 30 April 2028 |
| Final financial | | 01-01-2024 - 31-12-2027 | 30 April 2028 |
| Audit | | 01-01-2024 - 31-12-2024<br>01-01-2025 - 31-12-2025<br>01-01-2026 - 31-12-2026<br>01-01-2027 - 31-12-2027 | 30 April 2025<br>30 April 2026<br>30 April 2027<br>30 April 2028 |
| Evaluation report **** | NA | | |
| Policy review | NA | | |
| Others to be included | NA | | |

**Evaluation**

Describe whether a final evaluation and/or a mid-term review has been planned. If yes, state:

- who will commission the final evaluation and/or mid-term review (for options, see Help);
- whether the procedure and practical arrangements have been agreed on with the implementing organisation (for details, see Help).

The embassy will follow up on the Terms of Refrence signed by both parties. A midterm and Final Evaluation are planned for this activity.

**Notes**

AS: Same here, I am not sure, how or who should fill in the reporting schedule and on what basis?
reporting is part of second phase of the bemo. I adjusted it a bit. you can copy paste from here when doing part two of the bemo.
What i am missing here is how are we going to monitor, field visits, meetings ??

# Finance

### Budget breakdown

- Include an overview of the activity budget, including overhead costs. *yes, see attachment.*
- Is the budget arithmetically correct? *yes*
- Are the amounts/rates in the budget acceptable?*project management costs are rather high but after internal discussion approved.*
- Briefly explain the structure of the budget. *see attachment*
- Are overheads proportional to outputs? What is included? What is recharged? *there is 4% operational running costs and 7% management support costs.*
- Is implementation conditional on the budget being amended in an inception phase? (Specify the requirements that the budget must satisfy and the date by which the budget must be amended) *there will be an inception phase but it will not change the budget.*
- Is the budget suitable as a management tool (linking outputs to budget)? *no*

### Earmarking

- Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why. *Dutch contribution to the programme is on base of approved budget. We are the only donor.*

### Prepayments

- Based on the prepayment decision tree (see Help), do the payments need to be entered as prepayments and why? In the case of a lump sum, assess this against the applicable criteria and give the reasons for your choice. *payments will be booked as prepayments. The last payment after approval of final reports and audit will be booked as lumpsum.*
- What is the maximum percentage that can be paid as prepayment, and why? *The organisation has requested for the final payment to be calculated as 5% of the last year payment as illustrated in the payment schedule below. This request is due to the fact paying 5% of the total amount of the project, EUR 2 Million will be a challange for the organisation*. Therefore, the total amount of the final payment will be EUR 25,000.
- Which are the reporting obligations on the basis of which prepayments can be closed? *prepayments will be settled on base of approved audit, narrative and financial report.*

-------->

| Tranche | Milestone | Amount | Required documents |
|---|---|---|---|
| First Payment | January 2024 | 500.000 EUR | Fully Signed Contract |
| 2nd Payment | January 2025 | 500.000 EUR | Liquidity Overview&Payment Request |
| 3rd Payment | January 2026 | 500.000 EUR | Liquidity Overview&Payment Request |
| 4th Payment | January 2027 | 475.000 EUR | Liquidity Overview&Payment Request |
| Final Payment* | 2028 | 25.000 EUR | On base of approval Final Reports (narrative, financial and audit). |
| Total | | 2.000.000 EUR | |

### Available resources

| | **Foreign currency** | **EUR** |
|---|---|---|
| Implementing organisation's own contribution | n.a. | |
| Firm commitments by other donors (for each donor) | n.a. | |
| Dutch contribution | | 2.000.000 |
| **Total available resources** | | 2.000.000 |
| **Budget needed** | | 2.000.000 |
| **Still to be financed** | n.a. | |
| Soft commitments by other donors (for each donor) | | |
| **Uncovered balance** | | |

- Are there any non-financial contributions relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.? n.a.

- If there is an uncovered balance, how will this affect implementation of the activity (e.g. proportional reduction in outputs, omission of regions) and how will this affect the decision whether to fund this activity? *there is nu uncovered balance*

**Grant with a repayment obligation, loans, equity investment or guarantee**

- Does the Dutch contribution take the form of a grant with a repayment obligation, a loan, an equity investment or a guarantee (either in whole or in part)? If yes, briefly set out the consequences for accounting and how correct processing in the financial records will be ensured. *n.a.*
- Are there revolving funds? If yes, please explain what will happen to any residual funds, how closure will take place and which agreements should be made. *there are no revolving funds*

**Audit opinions**

- Is an audit opinion required for the activity (see Help)? Briefly explain.
- Should the audit opinion be accompanied by an additional auditor's report (for example, on the risks set out above, or on monitoring that the organisation carries out on its prepayments to other organisations)?

*According to the decision tree an audit is not required. However, Enroot needs the activity to be audited. An audit protocol will be added to the contribution contract. There is no need for an additional auditor's report.*

**Notes**

Note by Aziza: Organisation has been asked to fill the payment schedule according to their payment flows as discussed.
Aziza: for the Final Payment we recieved the following requet by the organisation:
I'd like to initiate a discussion about the payment schedule terms, focusing on the issue surrounding the final payment of 5% after the approval of the financial report. The financial proposal indicates a selling price of 2,000,000 EUR over a four-year period. However, the 5% amounting to 100,000 EUR is calculated from the total amount for the entire four years and not just from the fourth year. This presents a challenge for our company to upfront payment and then seek reimbursement after the financial report's approval.

# Commitment

### Enroot Consultancy Company Cairo

**Basic**

| | |
|---|---|
| Name | Enroot Consultancy Company Cairo 1 |
| Status | Approved |
| Amount EUR | 2000000 |
| Start date | 01-01-2024 |
| End date | 31-12-2027 |
| Instrument | Contribution |
| Anonymize open data | No |

**Details**

| | |
|---|---|
| Bank details | ENROOT CONSULTANCY COMPANY<br>EG3400100086000001000038906466 |
| Policy framework | Private Sector Development |
| Payment conditions | payments will take base on liquidity need of maximum 12 months and activity progress |
| Routing | n.a. |
| Date of approval waiver | |
| Annexes | audit protocol |
| External identification | |
| Prepayment | Yes |

**Correspondence**

| | |
|---|---|
| Language of correspondence | English |
| Name of contact person | Hany El Salamony |
| Email of contact person | h.elsalamony@enroot.org |
| Budget holder mailbox | kai-os@minbuza.nl |

**Notes**

### Payment schedule

| | | |
|---|---|---|
| Commitment amount | 2000000 | EUR |
| Sum of reservations | 2000000 | EUR |
| Payment per | Year | |
| First payment | 500000 | EUR |

**Payment reservations**

| | | | |
|---|---|---|---|
| Payment | 2024 | 500000 | EUR |
| Payment | 2025 | 500000 | EUR |
| Payment | 2026 | 500000 | EUR |
| Payment | 2027 | 475000 | EUR |
| Payment | 2028 | 25000 | EUR |

**Notes**

## Reporting obligation

| Type | Frequency | Period from | Period up to | Deadline submission |
|---|---|---|---|---|
| Annual auditor's report | Annually | 01-01-2024 | 31-12-2024 | 30-04-2025 |
| Annual auditor's report | Annually | 01-01-2025 | 31-12-2025 | 30-04-2026 |
| Annual auditor's report | Annually | 01-01-2026 | 31-12-2026 | 30-04-2027 |
| Annual auditor's report | Annually | 01-01-2027 | 31-12-2027 | 30-04-2028 |
| Annual plan/annual budget | Annually | 01-01-2024 | 31-12-2024 | 01-11-2023 |
| Annual plan/annual budget | Annually | 01-01-2025 | 31-12-2025 | 01-11-2024 |
| Annual plan/annual budget | Annually | 01-01-2026 | 31-12-2026 | 01-11-2025 |
| Annual plan/annual budget | Annually | 01-01-2027 | 31-12-2027 | 01-11-2026 |
| Final financial report | One-time | 01-01-2024 | 31-12-2027 | 30-04-2028 |
| Final narrative report | One-time | 01-01-2024 | 31-12-2027 | 30-04-2028 |
| Financial progress report | Annually | 01-01-2024 | 31-12-2024 | 30-04-2025 |
| Financial progress report | Annually | 01-01-2025 | 31-12-2025 | 30-04-2026 |
| Financial progress report | Annually | 01-01-2026 | 31-12-2026 | 30-04-2027 |
| Financial progress report | Annually | 01-01-2027 | 31-12-2027 | 30-04-2028 |
| Narrative progress report | Annually | 01-01-2024 | 31-12-2024 | 30-04-2025 |
| Narrative progress report | Annually | 01-01-2025 | 31-12-2025 | 30-04-2026 |
| Narrative progress report | Annually | 01-01-2026 | 31-12-2026 | 30-04-2027 |
| Narrative progress report | Annually | 01-01-2027 | 31-12-2027 | 30-04-2028 |

**Notes**