Ministry of Foreign Affairs

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Key data

Activity basics

Type	Standard
Short name	AMM Holland Horti Support II
Contract party	Advance Consulting B.V. Ede (30067509)
ODA	Yes
Amount EUR	3039256
Start date	01-01-2023
End date	31-12-2026
Full name	Holland Horti Support II – Towards a Future-Proof Horticulture Sector Jordan 2023-2026
Summary	The ultimate impact goal of Holland Horti Support II is a future-proof, private sector driven horticulture sector in Jordan through scaling and mainstreaming of innovative and eco-efficient solutions. Its overall objective is to develop Jordan's horticulture private sector by improving: • Eco-efficiency, farming practices, labour conditions and access to innovation, finance and markets of 1,300 horticulture SMEs. • Business performance of 63 supply chain companies. • The capacity of 3 sector institutions. • The awareness of 75,000 consumers and farmers on the link between sustainable food production and healthy food consumption. To achieve this, an integrated private sector development approach will be taken, involving all relevant stakeholders in the horticulture sect

Activity details

Date of receipt of proposal	18-10-2022
Proposal’s reference number	
Budget holder	Amman Embassy (8251AMM)
Anonymize open data	No
Limit access	No
Consultation with Embassy / regional department / thematic department	EKN AMM
Related activity	4000006321 and Holland Horti Support I

Accounting data

SAP application number	4000007311
Funds center	AMM JO Private sector development grant (1701U03020031)

Notes

This activity is transferred to the correct applicant; being Advance Consulting. Act. 4000006321 will be closed and decommitted for the same amount as this new activity.

Policy data

Aid modality	Project support
Technical assistance	50% or more of the activity budget
Beneficiary location	Country
Country	Jordan
Location type	Province
Specific location	All horicultural areas of Jordan (highlands and Jordan Valley); Amman, Balqa, Irbid, Mafraq, Madaba, Ajloun, Jerash, Karak and Maan
CRS code	32130 Small and medium-sized enterprises (SME) development
Policy Keywords	
Refugees & host communities	Yes
Policy Markers	
Biodiversity	Significant
Climate change: adaptation	Principal
Climate change: mitigation	Principal
Desertification	Not targeted
Equality between men & women	Principal
Private sector development	Principal
Youth employment	Principal
Explain your choices	Jordan is one of the countries that are highly impacted by climate change, already being the fourth most water stressed worldwide; climate adaptation and mitigation practices and technologies are much needed. Empowering youth and women as entrepreneurs and drivers of change in the horticulture sector is essential. Private sector is needed to enhance the competitiveness of the horticulture sector and to create/retain jobs for women, youth and refugees.

Notes

Policy Appraisal

Policy relevance

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

The Policy Document (PD) 2022 of the Ministry of Foreign Trade and Development Cooperation, titled 'do what we do best', states that 'the Netherlands will focus more on those themes in which it has specific expertise, such as **water, agriculture** and sexual and reproductive health and rights'. This project will utilise the expertise of Dutch knowledge institutes and private sector to make the agriculture sector in Jordan more water and climate smart as well as more competitive.
The latter links with another priority in the PD, namely **private sector development** with a focus on SMEs. Holland Horti Support 2 (HHS2) focuses fully on agricultural SMEs in Jordan. Furthermore, the project contributes to all three portfolio's in the DDE Decent Work and Economic Growth Results Framework, namely strengthening the business climate in focus countries (P1); strengthening trade and sustainable value chains (P2); and strengthening the financial sector (P3).

Climate change mitigation and adaptation is a significant priority in the PD. HHS2 addresses this by scaling up Holland Horti Support I (HHS1) pilots on nature inclusive agriculture which includes composting. This contributes to mitigation by enhancing green cover and therefore carbon sequestration in soils. Reduction of on farm water use contributes to climate change adaptation.

The PD prioritisation of **digitisation** will be followed up under the project through digital decision support tools for irrigation to reduce water use in agriculture; a digital cropping calendar that will provide advice on the most suitable crops in terms of pricing and water use; and enhancing access to finance for SMEs through the use of mobile money platforms.

The importance of **gender equality and empowerment of all women and girls** is strongly emphasised in the PD. The project approach of HHS2 is gender sensitive and it aims to challenge the status quo in some of its elements. Several strategies have been embedded in the project approach that aim to generate interest and stimulate the engagement of women.

The PD indicates that the Netherlands will strive for meaningful **youth participation** in efforts to achieve the SDGs. HHS2 aims to include youth in all aspects of the project and will stimulate engagement of youth in several ways such as offering new and innovative technologies, digital tools and financial solutions that facilitate modern, (eco-)efficient and sustainable farming.

The **MACS 2023-2026** and the **Annual Plan 2023** for Jordan acknowledge that agriculture is one of the few sectors that is open for refugee employment. Therefore, **private sector development** in agriculture enhances or at least retains jobs for refugees, an important priority for the Netherlands. Furthermore, MACS and annual plan stipulate that investments in agriculture have to be climate and water smart. Enhancing **SME competitiveness** and **access to finance for SMEs** are two important priorities in the MACS and annual plan that are addressed under HHS2.
The Ministry of Foreign Trade and Development Cooperation also established the overall **less, better, more flexible** policy. HHS2 follows up on that through scaling up the lessons learnt and best practices of an earlier Netherlands supported intervention (HHS1).

Rationale

- **What issue/problem will be addressed by the activity**

The ultimate **impact goal** of Holland Horti Support 2 is a future-proof, private sector driven horticulture sector in Jordan through scaling and mainstreaming of innovative and eco-efficient solutions. The issues that will be addressed by the project, are the barriers that prevent the Jordanian horticulture sector from reaching its full social, economic and nutrition potential:

- Unsustainable **farming practices**, which are harmful for the environment, contribute to depletion of water resources, deliver products of poor quality, increase the production costs and do not enable optimisation of yields and income.
- Cautious **attitude to change** from horticulture SMEs and supply chain companies, which makes a broader uptake of innovative practices and technologies a challenge, and limited willingness for cooperation.
- **Lack of suitable and affordable products and services**, such as quality inputs, post-harvest services, tools and technologies, and financing solutions.
- Inadequate availability and access to high quality **extension services**.
- Lack of scientific-based advice and conducive regulatory framework to enhance **eco-efficient farming practices**.
- **Limited awareness** at horticulture SMEs, supply chain companies, consumers of the climate-related challenges such as water shortage and the impact of current farming practices on farming resources and food supply, as well as on healthy food consumption in general.

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

The **overall objective** is to develop Jordan's horticulture private sector by improving:

· Eco-efficiency, farming practices, labour conditions and access to innovation, finance and markets of 1,300 horticulture SMEs,
· Business performance of 63 supply chain companies,
· The capacity of 3 sector institutions, and
· The awareness of 75,000 consumers and farmers on the link between sustainable food production and healthy food consumption.

To achieve this, an **integrated private sector approach** will be taken involving all relevant stakeholders in the horticulture sector, including horticulture farmers, horticulture SMEs, supply chain companies (input suppliers, packhouses, hotels, restaurants, caterers, hospitals, schools, processors, farmer cooperatives, retailers and providers of transport and storage), consumers, as well as government institutions.

The following **key principles** have guided the design of the project and will be applied through all stages of project implementation:

· **Market-led**. Horticulture producers, cooperatives, input suppliers and buyers are the change agents of the project. For them to grow their business sustainably in the current challenging conditions, they need access to (improved, diversified) inputs, produce, markets and finance, as well as a conducive enabling environment. This will enable them to invest in their business, and spur productivity and income increase, inducing a nation-wide uptake of innovations and improved farming practices.
· **Nature inclusive**. The promoted innovations and solutions are only for higher productivity, cost reduction, diversification and quality improvements that pass the test of long-term environmental sustainability. Nature based solutions are identified in the context of the Jordan horticultural sector and are tailored to the local conditions of the farm / area. These solutions aim to gradually steer away from predominant chemical interventions and contribute to resilience and prevention of pests and diseases, favourably impacting the micro climate and crop performance.
· **Technology-driven**. Technology can play an important role in overcoming the most pressing challenges in the agricultural private sector, if made appropriate to the local context. The latest agricultural, digital and fintech solutions will be promoted, taking into consideration the actual needs and resources of the horticulture farmers in Jordan.
· **Hands-on**. Practical support will be provided to horticultural SMEs, input suppliers and other supply chain companies to improve their financial, agricultural, operational and management capacities, and to create new mutual linkages. During all capacity building programs, messages will not purely be sent, but there will be dialogues, co-creation and demonstration.
· **Flexible**. Private sector development is not a linear process. Markets, climate change and the political landscape are among the factors that will interfere with planned activities, outputs and outcomes. As such, adaptive management practices will be adhered to, which will enable the implementers to effectively adjust to – both positive and negative – unforeseen circumstances.
· **Co-creation**. Adoption of innovations, and upholding of best practices, depend on intrinsic understanding and motivation of the involved horticulture producers and other stakeholders. Therefore, beneficiaries and partners will be involved in the development and implementation of the project activities. While mainly focusing on the horticultural SMEs and their supply chain companies, this will specifically include youth, women, public stakeholders and EKN.

To ensure efficient and cohesive project implementation, 3 **interrelated interventions ('Work packages')** were developed:

· **Work package 1 (WP1): Farming for the future**
· **Work package 2 (WP2): Business development and access to finance**
· **Work package 3 (WP3): Supportive environment and consumer awareness**

Contextual analysis

- **Who is/are the target group(s) and why?**

The main target group is **horticultural SMEs**, i.e. commercial farming businesses that produce vegetables and fruit both in greenhouses and in open field, with farming being their main source of income. They farm an area of 30-40 dunums (or tunnels) on average, but depending on the region, the size can be from 20 to over 50 dunums or tunnels.

This category of horticulture farmers represents the bulk of mainstream horticulture that supplies the country with fruit and vegetables, and is interested to grow their business and develop new markets. As such, this group can drive change at scale. Out of the total of approx. 2,500 SME horticultural farmers in the target regions, the project will target 75% (1,900 farmers) with direct interventions.

- **Who are the other main stakeholders?**

Other main stakeholders are:

· **Horticultural input suppliers:** cooperating with 5 input suppliers for the provision of demonstration and training services.
· **Aggregators** (packhouses, wholesalers, large farms, retailers, CVM traders): working with 18 innovative aggregators, providing them with tailored financial and technical support.
· **Retailers:** cooperating with retail companies, engaging them in media campaigns, aiming to create new markets for horticulture SMEs and reach final customers through campaigns.

· **HoReCa (Hotel, Restaurant, Catering) sector:** inviting the hospitality sector to participate at competitions, aiming to involve 30 companies from this sector in innovative activities.
· **Financial service providers:** working with Dinarak, a mobile wallet, money transfer, electronic payment and funds disbursement service, to develop 4 financial products to the benefit of at least 400 horticulture SMEs.
· **Ministry of Agriculture - Extension services**: enhancing the knowledge and skills of extension officers on green innovations and interventions in horticulture, In alignment with the Green Growth strategy of the Jordanian government. To this end, 100 extensions officers of the MoA Extension department will be trained.
· **NARC:** establishing a collaboration with NARC on permanent horticultural research and innovation. Amongst others, supporting 3 innovative collaborative pilots of NARC and WUR, and 3 action research projects on topics to be selected by NARC and WUR during the inception phase.
JUST University: cooperating with JUST University and train 100 students at the project demonstration locations, showcasing horticultural innovations.

- **To what extent have stakeholders been involved in formulating the proposal?**

The project approach and key interventions have been developed in consultation with horticulture SMEs, their supply chain partners and institutional partners. Through focus group discussions, a farmer survey and discussions with pilot farmers, input suppliers and other stakeholders, FAL has gained in-depth understanding of the needs and ideas of the target groups, and incorporated them in the design of this project. For example, a practical training programme was developed based on demonstrations, as farmers have expressed the need for more practical training. Also, input suppliers are interested in improving their knowledge and capacity to advise farmers, but they often lack the know-how and the initial resources to develop this capacity. The project will support a number of input suppliers to take this step and establish a demonstration unit.
AC will also organize (a) Proposal Validation Workshop(s) with other stakeholders – including the Netherlands government – to present the proposal and obtain feedback, which will be used to where necessary modify project interventions and goals, as well as explore opportunities for cooperation with other implementing partners.

- **Is the intervention aimed at a specific geographical location, and if so, why?**

The project's ambition is to achieve a sector-wide change, so the intention is to target all horticultural areas of Jordan. The focus will be:
1. Areas where majority of horticultural farming can be found in Balqa (northern Jordan Valley) and Highlands areas (Amman, Irbid, Mafraq, Madaba Ajloun, Jerash).
2. Pockets of horticultural production in Southern Jordan Valley, Karak and Maan regions.

On Page 18 & 19 of the proposal, AC justified their selection by describing the situation in each of the selected areas. Being:
· In the northern Jordan valley:
o Extensive use of drip irrigation.
o Expensive land leasing, JOD 3000-8000 per year for a typical unit of 30-35 dunum.
o Low adoption of crop rotation.
o High pests and diseases pressure.
· In the Highlands:
o More diverse in terms of crops (fruit, vegetables) and farm size.
o Farmers to adopt a rain-fed cropping system due to higher rainfalls.
o Depending on wells and canals to access water.
o Water is considerably more expensive in the Highlands than in Jordan Valley.
· In the southern Jordan Valley and the southern governorates (Karak, Aqaba, Tafileh):
o Home to several pockets of horticultural activity, mainly open field based, with the main production season in the winter.

Added value

- **What is the added value of the Dutch government being involved in relation to other donors, the EU, NGOs and local authorities?**

The Dutch government supported the HHS1, through RVO with DDE funding, and this project is being built on activities of the HHS1 and considered scaling up on those activities. HHS1 started with the name of "Pilot project Inclusive Horticulture Value Chain Jordan", where the goal was to pilot, test and demonstrate practical, cost-effective innovations for the horticultural sector, with the objective to increase its competitiveness. HHS2 will scale up best practices generated under HHS1 and other pilot activities supported by the Netherlands government amongst others related to nature inclusive agriculture.
The Dutch government has been a leading bilateral actor in the agriculture sector and is also recognized as such by the Jordanian government and other stakeholders. This enables the Netherlands to influence policy and the design of agricultural interventions. An example is a recently approved World Bank loan that was leveraged through Prospects funding. NL works closely with the Jordanian government, in HHS2 (and in other projects) the Ministry of Agriculture is also directly involved in project implementation. Through the IGG financed IFAD 'Rural Economic Growth and Employment Project' the Netherlands provides support to FAO for managing the 'Development Partners Group for Agriculture' that works on sector co-ordination.
The Dutch government has also built a reputation with its work on the water-agriculture nexus. This includes a focus on the reduction of on farm water use as well as making alternative (to groundwater)

water sources available for the agriculture sector such as treated wastewater, harvested rain water and saline water. Furthermore, the Dutch government has supported a public-private policy dialogue on food security and water that amongst others – in light of the rampant water scarcity – raised the need for a fixed and limited overall water budget for the agricultural sector in Jordan.

- **Are the recipients making an own contribution or co-participating in the activity, and if so, to what extent?**

Yes, horticulture SMEs and their supply chain partners are making own contributions towards the project activities. Financial products for horticulture SMEs are based on a cost-sharing principle. Input suppliers, aggregators and other supply chain partners that benefit from the Innovation Fund will be required to match the amount of support by the project.

Lessons learned

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

HHS1 adopted the strategy of testing and demonstrating practical, cost-effective innovations for the horticultural sector, with the objective to increase its competitiveness. These innovations, implemented in the Jordan Valley and in the Highlands, aimed to: (a) increase productivity and profitability; (b) reduce water use; (c) produce healthy crops with no residues; (d) sustain employment in the horticultural SME sector.

HHS1 has generated valuable **lessons and insights** into the challenges and strategies for the development of the horticultural sector. While some of these challenges and strategies are applicable to the broad horticultural sector, the work with farmers at different locations also indicated that specific, localised solutions are required as well.
In HHS1 **6 innovations** were selected that were suitable for specific product-market combinations (PMCs) and offered low-cost and quick-win techniques and cultivation approaches that were likely to reduce production costs, improve water efficiency and were affordable and achievable. Summarised, key findings are:
• **Air blower.** 67% of pilot farmers agreed that pollination has improved due to the use of air blower.
A large majority (80%) has purchased or intended to purchase the blower. This has been corroborated by agricultural dealers who have sold over 250 air blowers in the last months.
• **Integrated Pest Management (IPM) – Scouting & traps.** Pilot farmers have reduced plant protection costs with 23% on average due to the use of scouting traps and have reported reduced impact of pests on their yield (mainly Tuta absoluta, a pest common in tomatoes, as the most pilots were conducted at tomato farms).
• **IPM – Pre-harvest intervals.** 97% of farmers stated that it is necessary to reduce the use of pesticides and improve pest management. 67% of the farmers reported that they have started applying some IPM practices due to the project.
• **Trellising hooks.** Most farmers did not know about the hooks and 67% reported that they would be interested to use them, provided that the price is right.
• **Fertigation recipes.** This innovation increased the benefits with 19% to 46% at pilot farmers. Majority of all farmers is convinced that fertigation recipes have positive impact on yield and income but it is challenging for farmers to develop them on their own.
• **Soil moisture sensors.** Water use decreased on average 52% in potato and 18% in cucumber pilots compared to standard practice. This innovation is highly appreciated by farmers, particularly in the Highlands where the cost of water is higher; however, the investment cost of soil moisture sensors is relatively high. A suitable financing solution would help to solve the financial barrier for adoption.
• **Late blight app.** 70% of the farmers who participated in the pilot found the app a useful decision support tool. It has become clear, however, that farmers are not used to data-based decision making so that wider adoption of this kind of solutions needs to be accompanied by sufficient training and support.

Key learnings from the Horti Support project implementation are:
• The criteria for **selection of innovations** as defined at the beginning of the project remained largely valid. The most appreciated innovations were low cost, easy to include in the existing practices and delivered clear benefits. Monitoring of the results and making management decisions based on data remained a challenge; most of the pilot farmers who participated in the project required extended support from FAL's technical staff for monitoring, recording and interpretation of the data.
• **Knowledge transfer** is essential for adoption of innovations. Pilot farmers have appreciated the intensive technical support provided by the project agronomists. Some have, however, expressed their concern for the future as they did not yet feel fully competent to utilise the innovations.
• In terms of **training delivery**, farmers appreciated personal advice the most, followed by group training and information dissemination through social media (videos, webinars).
• The most **effective training** sessions for horticultural farmers are (at least for a part) practical, and do not take up more than 2-4 hours per session. Whenever possible, they are given at a location

close to the target group and the timing takes into account the workload and seasonal activities of farmers. Farmers are usually interested to attend sessions that are organised in cooperation with input suppliers.
• Horticultural SMEs in Jordan are keen to improve their farming income but the majority is reluctant to change. **To drive change**, it is essential to engage lead farmers who in the rule run a larger, professional farm, and are open minded for experimentation and new technologies.
• SME farmers have **limited awareness** of the (long-term) impact of their farming practices on water reserves, soil quality, biodiversity and climate change. While improved awareness of these mutual dependencies is likely to trigger the introduction of new practices to some extent, it is essential to look at the financial consequences of such actions too.
• Farmers tend to be more convinced about innovation when they can **see the results** themselves and hear about the experiences of other farmers. Financial impact of the innovations should be shown clearly and preferably supported by statements of peers.
• **Facebook** has proven to be an effective channel of communication and engagement with famers. Over 4,500 farmers have followed the Facebook page of the Horti Support project and several hundred have registered, watched videos or made inquiries.

Regarding **employment**, based on the findings from previous projects in the sector, despite the challenging situation in horticulture, farmers do not abandon horticulture farming. A slight trend of decreasing the farm size has been signalled, particularly at smaller farms. This was accompanied by a similar decrease of workforce. It is also worth noting that one of the main reasons for decreasing the labour force at horticulture SMEs is economical; i.e. the cost of labour and / or farming in general do not allow for employing additional staff. Improving the productivity of the farm is therefore essential for preservation of jobs in the sector.

Through **promoting innovation** and **eco-efficient solutions**, the project aims to create conditions for a sustainable and thriving sector that will **(a) preserve and create decent employment,** and **(b) stimulate more knowledge-intensive jobs**. Via these interventions the project will impact at least **7,800 farm workers and over 10,000 seasonal workers**, including a significant number of **refugees**, assuming an average of 6 farm workers and 8 seasonal workers per horticulture SME. Currently, the average workforce count at greenhouse-based farms is 8 male and 1.3 female employees, and 6 seasonal workers. For open field farms, the average number of staff is 4.4 male, 1.3 female and 10.2 seasonal, as summarised in the following table.

Average workers per farm	In 2022
Male	Total 5.3 / Tunnel 8.0 / Dunum 4.4
Female	Total 1.3 / Tunnel 1.3 / Dunum 1.3
Seasonal	Total 9.1 / Tunnel 5.9 / Dunum 10.2

Durability

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

AC has designed a project that is geared towards financial, institutional, environmental, technical and social sustainability at various levels. An important component of the project is to build capacity regarding cultivation, (financial) management, post-harvest practices and marketing. These acquired capacities can be retained and further fostered by farmers themselves after the project ends. Furthermore, the project will actively disseminate lessons learnt and best practices so that farmers who are not directly involved can also benefit.

Secondly, at value chain level, the project will enhance linkages between farmers on the one hand and input-suppliers and post-harvest handlers on the other. These linkages will ensure continued provision of products and services beyond the project period.

Thirdly, the project will build the capacities of MoA and NARC, who have their own budgets and staff to continue these activities upon project completion.

An important element of the financial sustainability will be the development and roll-out of 4 financial products via a mobile money platform, which will outlive the project.

Finally, the project will also be linked to other NL supported interventions, further ensuring sustainability of results.

Gender

- **Does the proposal include a gender analysis? If yes, what are the main outcomes? If no, why not?**

The proposal does include a brief gender analysis. An identified bottleneck is that due to cultural reasons, women are underrepresented as heads of farming businesses and as business owners. An identified opportunity is that there is a growing number of well-educated women entrepreneurs in the sector. Also, women are preferred on some positions in the vegetable and fruit processing (e.g. sorting, grading, packing). The applicant has also observed a growing number of female graduates of

agricultural colleges who find employment both in the public and the private sector, contributing to a shift in perception of which jobs are appropriate for women.

- **Does the proposal justify the target group's gender-specific interests and needs (and why)? Please explain.**

Yes, the proposal does address this. The applicant indicates that the project approach is gender sensitive in all of its activities, while it also aims to challenge the status quo in some of its elements. Several strategies have been embedded in the project approach that aim to generate interest and stimulate the engagement of women, such as:

• Encourage female participation in the demonstration and training programmes by organizing dedicated sessions for women.
• The awareness campaigns will explicitly target women and will include women role models to enhance women participation in the project.
• If SME leadership are not willing to work towards improving the position of women in their organisations, the project will not engage with them, this will be a selection criterion for cooperating partners and an eligibility criterion for the Innovation Fund.
• 50% of project management staff positions will be female, demonstrating the commitment to gender equality by example.
• The project will contribute to safe and decent working conditions for women employed in the horticulture sector.

- **Have women and young people been included in the stakeholder analysis? Please explain.**

Yes, both women and young people have been included. The project aims to include youth in all aspects and will stimulate engagement of youth in several ways:

• Offering new and innovative technologies, digital tools and financial solutions that facilitate modern, (eco-)efficient and sustainable farming.
• Providing opportunities for investment and new business linkages.
• Providing a tool for succession plan development aimed at enabling easier transition of farms to the next generation.
• Implementing an awareness campaign through media that are popular among youth.

The project aims to include at least 40% of youth in the core FOF training programme for horticultural SMEs. Innovative, future-oriented technologies and practices and digital tools are likely to generate interest among young farmers, who are in the rule more open for new ideas and solutions. Among the 400 horticultural SMEs who will be supported to adopt innovations through new financial products, AC also target 40% youth.

The succession plan tool that will be developed by the project targets the next generation of horticultural farmers. The project will support 10 young farmers to prepare such a plan and take over the farming operations from their predecessors. The project will train 30 staff of input suppliers who will cooperate on the demonstration sites. Of these staff, 40% are expected to be youth under the age of 35.

HHS2 will work with 10 innovative entrepreneurs in the organic waste sector. It is expected that at least half of these entrepreneurs will be youth. In the knowledge transfer activities with Extension services, the aim is to include at least 40% of young extensionists. Naturally, the 100 students of the JUST University that will be trained are all young people.

Climate change

- **Does the proposal include an analysis of the possible effects of climate change on the activity or its results?**

The project includes an extensive analysis on (the effects of) climate change in Jordan that is resulting in more extreme weather events and increased water shortages. Both have a profound impact on the horticulture sector in Jordan.

- **Does the proposal include any interventions to combat these effects (adaptation/mitigation)?**

HHS2 builds on several Dutch government supported pilot initiatives implemented by Advance Consulting on nature inclusive agriculture. This includes a pilot on composting that will be scaled up under HHS2. These nature inclusive agriculture interventions aim to contribute to enhanced soil fertility and green cover which in turn contributes to carbon sequestration in soils and therefore climate change mitigation. Furthermore, the intervention supports farmers to reduce on farm water use and water efficiency, which is a climate change adaptation measure.

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?**

Wageningen University and Research (WUR) will be an implementing partner for this project, as it was under HHS1. AC will explore collaboration with a range of Dutch horticultural companies such as Holland Greentech, Nectaerra, RijkZwaan, Nunhem Seeds and/or Bakker Brothers, Waterboxxx and Acacia Water to introduce Dutch technology and inputs to the horticulture sector. Regarding composting, there will be cooperation with BVOR, the Dutch Association of Biowaste Producers. For HoReCa there will be collaboration with From Farm to Fork, an Dutch initiative that amongst others promotes culinary

tourism. HHS2 will also connect with the Foresight for Food Systems Transformation (FoSTr) Programme, a three-year foresight programme in five countries across Asia, Africa and the Middle East, aimed at supporting national policy dialogues around food system transformation. Jordan is among the five countries invited to participate in this programme. The FoSTr program will be implemented by Foresight4Food and WUR. There will be close cooperation with the Jordanian government (MoA, NARC) as well as with the World Bank and ILO.

- **How does the activity contribute to harmonisation and/or multi-donor financing?**

The activity contributes to harmonisation through intensive coordination and cooperation with relevant public, private and civil society actors to enhance synergies and avoid duplication.

- **What is the degree of (policy and financial) alignment?**

The activity aligns well with the Policy Document (PD) 2022 of the Ministry of Foreign Trade and Development Cooperation, with the Decent Work and Economic Growth Theory of Change and Results framework of DDE and with the MACS 2023-2026 and Annual Plan 2023 for Jordan.

Digitalisation

- **Have proposed digital technologies been developed or chosen in collaboration with end-users?**

Digitisation will be supported under the project through digital decision support tools for irrigation to reduce water use in agriculture; a digital cropping calendar that will provide advice on the most suitable crops in terms of pricing and water use; and enhancing access to finance for SMEs through the use of mobile money platforms. These digital technologies have been developed based on lessons learnt through engagement with beneficiaries during HHS1.

- **Does the proposal include an analysis of the local digital ecosystem?**

The goal of the intervention is a future-proof, private sector driven horticulture sector in Jordan through scaling and mainstreaming of innovative and eco-efficient solutions. Digital solutions can contribute in certain areas but it is not the key focus of the project. A full analysis of the entire local digital ecosystem would therefore not fit the scope of the intervention and would not be cost effective. An analysis has been made for the specific areas in which interventions take place.

- **Is data security guaranteed?**

Besides mentioned digitization tools, the project beneficiaries will be registered in an Odoo database. AC will never share any data from this database, except for reporting purposes to the donor, and it will ask permission of project beneficiaries for inclusion in the database. Odoo accessibility is arranged via user-rights and role-based settings. This implies that access is only possible via a unique login code in combination with a two-factor authentication. In addition, Odoo distinguishes different roles, and a user can only see data for which he/she has been authorised. Additional information about Odoo's data security can be found in their manuals: Odoo Security.

Other digitization tools will be developed by external software developers. During contracting AC will assure that these tools can only be used by the beneficiaries and that data will not be shared with other parties. AC will also formalize that accessibility will be safeguarded via user-rights and role-based settings.

- **Are digital solutions locally sustainable/relevant?**

The digital interventions are designed to provide sustainable solutions for local agricultural problems related to water use, crop selection and access to finance. So these digital solutions are indeed locally relevant.

- Is duplication avoided?

AC interacts intensively with actors working in the same field to create synergies and avoid duplication.

Additional remarks (if applicable)

Notes

Results

- **What are the main OUTPUTS (services and products) that will be delivered through the activity? Describe briefly.**

See attached image.

- **What are the main OUTCOMES (changes and effects for the target groups) that will be achieved through the activity? Describe briefly.**

See attached image.

- **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.**

See attached image.

- **What method will be used to gather and monitor the data?**

Data collection will be an integrated project activity of the project. For example, the project will develop a 'Farming for the Future' (FOF) assessment tool, which measures the performance of horticulture SMEs on the four FOF tracks. The FOF assessment tool will also be used as M&E tool to monitor the project's performance on eco-efficiency. Reporting will be in accordance with IATI standards, and the project will take a thorough, yet pragmatic, M&E approach, combining qualitative and quantitative methods of data gathering. Odoo will be used for data management, which is a flexible and user-friendly web-based environment.

The **M&E plan** will be created during the first months of project implementation. It will be based on:
• The Theory of Change.
• Logical framework and its definition of key performance indicators (KPIs).
• Methodologies and timing of data collection for different indicators.

- **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).**

The following will be recorded in the results application:

Revised PSD Direct Result Framework:
E Number of MSMEs gaining new or improved access to a value chain business development
F Number of direct jobs supported in individually supported MSMEs
H Number of direct beneficiaries supported with improved labour conditions in accordance with international agreements
J Amount of mobilised private finance (in thousand EUR)
Q Number of MSMEs that obtain financial services access to finance

FNS Results and Indicator Framework 2022:
Outcome: 8 million hectares of farmland converted to sustainable use
Outcome Indicators:
C.1. Number of hectares of farmland under at least 2 conservation practices
C.2. Number of hectares of farmland that agro-ecologically became more resilient to shocks

- **Have these results frameworks been communicated with the contract party?**

The DDE results framework and related documents have been shared with FAL as this project is financed through DDE delegated funding.

- **Do the indicators correspond to one or more of the 17 indicators on which the ministry reports to the Dutch parliament? If not, why?**

Yes, the project to a greater or lesser extent corresponds to indicator 1 'the number of jobs supported through private sector development programs'; to indicator 4 'the number of farmers reached with activities focused on increase of productivity and/or income'; to indicator 5 'the number of hectares farmland reached with activities focused on more eco-efficient usage'; and to indicator 17 'the number of people supported in the developing of income generating activities'.

Notes

Implementing Organisation(s)

Selection of implementing organisation(s)

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

Last year AMM approved the Holland Horti Support II project proposal for the period 01.01.2023 until 31.12.2026. The proposal was submitted by FAL with whom AMM subsequently also signed the contribution agreement. However, during a revision this year it was concluded that since FAL is a Jordanian daughter company of Advance Consulting (AC) in the Netherlands, it is more appropriate to have the contribution agreement with AC instead. Therefore, arrangements have been made to - retroactively - replace FAL with AC as contract partner.

AC is a consultancy firm that in practice operates more like a social enterprise. AC was established in 1999, since then it has implemented many development projects in Africa, Asia (including the Middle-East) and Latin American. AC has built extensive expertise in the agrifood sector. Furthermore, over the last few years AC has been involved with the implementation of various agrifood related projects in Jordan, either as lead implementer or as consortium partner. Therefore, AC is well placed to implement this project.

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)**

    An ORIA has been carried out. The overall assessment was sufficient. Identified points of attention were that (a) the complaints procedure of AC does not contain a procedure for external complaints; and (b) AC has not obtained a 'Verklaring Omtrent Gedrag' (VOG), or a 'certificate of conduct' for its staff or (the equivalent thereof) for its external partners. Therefore, a condition is that by 30.06.2024 AC will have provided an updated complaints procedure that includes a procedure for external complaints and by 31.03.2024 AC will have provided the VOGs for AC staff and (the equivalent thereof for) its external partners.

    - **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.**

Integrity Assessment (including SEAH)

- **Assess the organisation's policy on integrity including sexual exploitation, abuse and harassment (SEAH) and other forms of misconduct? If this has already been done, refer to this previous assessment, taking into account the below. In your assessment, establish whether:**
  - **the organisation has a Code of Conduct and policies in place on the prevention of staff misconduct including SEAH;**
  - **the organisation has procedures in place through which staff can be held accountable for misconduct such as on investigations and disciplinary measures;**
  - **the organisation has a channel (for both staff and external populations) to report incidents such as an Ombudsperson, hotline or other complaint mechanisms;**
  - **the organisation has whistleblower regulations in place;**
  - **the organisation does pre-employment screening of its personnel;**

- **the organisation reports on incidents (such as through an annual report, to its governing and directly to donors where required);**
- **the organisation also addresses integrity and SEAH in its work and agreements with implementing partners.**

If an organization has not embedded the aforementioned safeguards into its working practices, discuss these issues with the organization. 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.

The overall conclusion on SEAH is positive. The condition mentioned above in relation to the ORIA is also relevant for SEAH.

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)
	Changes in political context leading to lower commitment for the agriculture sector from the Jordanian government, specifically MoA and NARC.	Low Probability Agriculture is an important sector for Jordan. The government considers it an essential vehicle for regenerating economic growth and employment after the COVID-19 crisis. The Jordanian King has frequently emphasised the importance of investments in the agriculture sector. It is unlikely that this governmental support would diminish in the near future.	Medium Impact Ease of cooperation might change, the cooperation and capacity building efforts for MoA and NARC might experience delays and/or might not receive the required governmental follow up.	The NL Embassy has built a constructive working relationship with governmental institutions, including MoA and NARC. This has resulted in solid connections at ministerial as well as middle management levels, which will significantly facilitate risk mitigation. **Residual risk: This comprises of new ministerial appointments that would affect commitment and willingness to cooperate (low probability).**

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)
	Increased tensions within neighbouring countries spilling over into Jordan and pulling Jordan into an (armed) conflict prevents activities implementation.	Medium Probability Jordan has a good relationship with all neighbouring countries, and historically such risks have proven very limited.	High Impact In case such a risk would become reality, the impact will be high in Jordan, and would surely impact the movement and operational abilities of staff and thus the foreseen delivery of activities.	Jordan maintains strong ties with its neighbouring countries and its approach has been diplomatically oriented. In this way, Jordan has remained stable throughout the various wars and unrest in the region (making it a safe haven for refugees). The Netherlands will closely monitor the situation and adapt its programming when and where necessary. **Residual risk: Medium probability.**

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)
	Internal security threats that impact Dutch development projects.	Low Probability In spite of the volatile region Jordan maintains a safe and stable security situation, also because of strong and effective nationwide security services, who have every location in Jordan on their radar and proven capacity to deal with security threats.	High Impact In case security threats would occur, it would strongly impact on the project activities. Many of them would have to be suspended due to the importance of field work.	Although stability and security in Jordan are high, there have been terrorist attacks – and some that were thwarted before they could be carried out. These were not particularly directed against foreigners. The Embassy is in close contact with GoJ ministries to monitor the security situation and discuss the best approach. If required, good connections with political partners should help changing the modalities and order of activities, while delivering the same outcomes. A variety of P/CVE activities take place in Jordan, esp. in the North; some financed by NL. **Residual Risk: Low probability.**

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)
	Upon completion of the project, the achieved results will not be sustained.	Low Probability As the project comes to end, there is a risk that certain beneficiaries and other stakeholders would not be able to retain achieved project results. However, the project is especially geared towards sustainability of results at various levels.	High Impact If achieved results cannot be retained this would be a major setback for the implementing partner and NL.	AC is aware of the sustainability risk and has designed a project that is fully geared towards financial, institutional, environmental, technical and social sustainability at various levels. An important component of the project is to build capacity regarding cultivation, (financial) management, post-harvest practices and marketing. These acquired capacities can be retained and further fostered by farmers themselves after the project ends. Furthermore, the project will actively disseminate lessons learnt and best practices so that farmers who are not directly involved can also benefit. Secondly, at value chain level, the project will enhance linkages between farmers on the one hand and input-suppliers and post-harvest handlers on the other. Thirdly, the project will build the capacities of MoA and NARC, who have their own budgets and staff to continue these activities upon project completion. An important element of the financial sustainability will be the development and roll-out of 4 financial products via a mobile money platform, which will outlive the project. Finally, the project will also be linked to other NL supported interventions, further ensuring sustainability of results.

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)
				Residual risk: Residual risks remain, the most important one is the commitment of the involved actors (farmers, traders, government officials) to fulfill their obligations (low probability).
	Project interventions lead to increase in groundwater use.	Low Probability Generally, further investments in agriculture lead to increased groundwater use by farmers. The project takes this into account and has been designed to address this risk. Through other projects, AC has built significant expertise on interventions aimed at reducing water use in the agriculture sector.	High Impact Jordan is one of the most water scarce countries in the world. An increase in groundwater use as a consequence of this intervention would result in less water being available for domestic use and would also negatively impact the reputation of the NL government and AC.	First of all, the project will focus on supporting farmers to reduce on-farm water use. One approach will be selecting new crop varieties that consume less water. Another will be promoting practices and technologies that enable farmers to reduce water use, including irrigation system design services, water catchment of natural rain, increasing the water holding capacity of the soil, irrigation monitoring tools, water gauges, introduction of solar irrigation and introduction of mulching. Currently, the agriculture sector is not efficient when it comes to water use so there is a lot of scope for improvement. Secondly, reduction of groundwater use is an integral part of any NL intervention in the agriculture sector. Therefore, NL government invests heavily in making alternative water resources – treated wastewater, saline water, harvested rainwater – available for the agriculture sector so that groundwater use can be

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)
				reduced. This project will be linked to those developments. Thirdly, AC will design and roll out a specific module in their training program on water management. As such, AC will train 1,300 horticulture SMEs on water use strategies, Good Irrigation Practices, crop requirements and theoretical aspects as evaporation, salinization, fertigation and soil type, as well as the complexity and relevance of water usage in the Jordanian horticulture sector. AC will develop water reduction KPIs on output and outcome level in close cooperation with the Embassy during the inception phase. Finally, NL will continue support for a public-private policy dialogue on water use in agriculture. A GoJ decision for a fixed and limited overall water budget for agriculture would be supportive to address the risk that enhanced water efficiency leads to expansion and therefore – in the end – increase of water use (Jevons paradox). NL will advocate for this. **Residual risk: EKN cannot control actions of individual farmers or GoJ policy and**

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)
				practice. Therefore, it remains possible that individual farmers do increase their water use and that GoJ does not intervene (low probability).

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		The absence of (1) a procedure for external complaints and (2) certificates of conduct (in Dutch 'Verklaring Omtrent Gedrag', VOG) for AC staff or (equivalent of VOG for) external partners could mean that unacceptable behaviour will not be detected and therefore not be addressed.	Low Probability AC has a complaints procedure in place and has shown commitment to addressing organisational matters related to integrity.	High Impact Violation of integrity and infringement of rights of beneficiaries or other persons related to the project. This will also negatively impact the reputation of AC and the Dutch government.	By 30.06.2024 AC will provide EKN with an updated complaints procedure that includes a procedure for external complaints. Furthermore, by 31.03.2024 AC will provide VOG for its staff and VOG (or equivalent) for its external partners. **Residual risk: The complaints policy will also have to be properly implemented (low probability of risk occurrence).**
Financial and administrative management		Although AC has prepared an annual overall financial statement with an accountant's compilation report through an external accountant, these annual financial statements have not been subject to an audit by an	Low Probability AC has a positive track record on financial management. The ORIA states that AC maintains a transparent procurement policy that includes measures to prevent fraud and corruption.	High Impact Should the audit not provide a true and fair view of the financial position and performance of AC, that would be a major incident with multiple negative repercussions.	AC has acknowledged that - in line with the ORIA recommendations - from 2024 onwards, the financial statements will be audited by an external auditor, including an independent auditor's report. **Residual risk: Low probability.**

	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)
		independent external auditor. In that sense, there is a lack of assurance to management and the partner's external stakeholders that the financial information reported gives a true and fair view of the entity's financial position and performance.	Derivatives and financial instruments are not used.		
Quantity and quality of capacity available for the activity		The organisation is not capable of implementing a project of this magnitude.	Low Probability AC has an excellent track record in Jordan and abroad. The organisation has proven to have the required staff capacity and organisational structure and procedures to successfully implement a project of this magnitude.	High Impact Inability to implement this project would mean that outcomes will not be attained. This also impacts negatively upon the reputation implementing organisation and the Netherlands government.	It is important that AC keeps/creates conducive conditions to retain the staff it has recruited and groomed over the last few years. The Dutch government contributes to this by providing a sound perspective for AC and its staff by committing financial support for in total 4 years. It is also important to retain and where possible further strengthen the organisational structure and procedures. Furthermore, as part of its monitoring plan the embassy will carry out at least 2 field visits per annum that will be duly documented and archived. **Residual risk: low probability.**

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		Increase in general corruption and fraud levels, i.a. because of worsening socio-economic context.	Medium Probability Jordan ranks 60 among 198 countries in the Transparency International corruption perception index, making it one of the 'cleaner' countries in the region. The Jordanian economy is struggling. This was already the case and the recent C-19 pandemic has dealt a further blow. Corruption and fraud levels could well rise and it could well be that the position on the corruption perception index will come under pressure	High Impact If corruption and fraud would indeed manage to impact on project activities, it would reflect very badly on the credibility of the project, the NL embassy, AC and the Jordanian government.	Keeping a close eye on corruption developments among (semi-) governmental organisations in general and even more closely monitor the situation with regard to the Ministry of Agriculture (MoA) and the National Agriculture Research Centre (NARC). Furthermore, the design of the project minimises the influence of worsening trends on the project. **Residual risk: In light of measures described above, low probability to impact the project.**
In programme		Risk of corruption, fraud and embezzlement at beneficiary level.	Low Probability AC's policies and procedures to prevent and deal with fraud and corruption are designed to mitigate these risks at all levels.	High Impact If the risk materialises this would lead to inappropriate use of project funds, defined results not being achieved in full and possible bad publicity.	Measures to mitigate the risk of fraud related to the selection of beneficiaries and distributions include: - Clear and transparent selection criteria, communicated widely.

	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)
					- Clear explanation to beneficiaries that AC staff will never demand any goods, money or services in return for its aid. - Post-distribution monitoring provides an additional communication channel with beneficiaries through which irregularities can be picked up. - AC Code-of-Conduct and Anti-bribery, Anti-Corruption and Fraud Prevention policy. - AC will strengthen its external complaints policy and obtain VOGs (see above) which also addresses the risk of fraud and embezzlement. **Residual risk: low probability.**
Within implementing organisation(s)		Organisation's anti-fraud and anti-corruption policy is insufficient to prevent occurrence of fraud or corruption.	Low Probability AC has extensive policies and procedures to prevent fraud and corruption. Therefore, this risk is very low.	High Impact Any occurrence of fraud or corruption would lead to the contract being suspended or terminated, which would have a high impact on the credibility of AC. Furthermore, this would negatively impact on the achievement of project objectives.	AC has a has a zero tolerance approach to fraud. - AC has an Anti-bribery, Anti-Corruption and Fraud Prevention policy that includes formal guidance and steps that individuals can and should take when confronted with such issues. - In addition, AC has a complaints and whistleblowing policy. AC will strengthen its

	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)
					external complaints policy and obtain VOGs (see above) which also addresses the risk of fraud and corruption. **Residual risk: low probability.**

Additional remarks (if applicable):

Risks of Sexual exploitation, abuse and harassment and other forms of misconduct

	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 organisation		The absence of (1) a procedure for external complaints and (2) certificates of conduct (in Dutch 'Verklaring Omtrent Gedrag', VOG) for AC staff or (equivalent of VOG for) external partners could mean that unacceptable behaviour will not be detected and therefore not be addressed.	Low Probability AC has a complaints procedure in place and has shown commitment to addressing organisational matters related to integrity.	High Impact Violation of integrity and infringement of rights of beneficiaries or other persons related to the project. This will also negatively impact the reputation of AC and the Dutch government.	By 30.06.2024 AC will provide EKN with an updated complaints procedure that includes a procedure for external complaints. Furthermore, by 31.03.2024 AC will provide VOG for its staff and VOG (or equivalent) for its external partners. **Residual risk: The complaints policy will also have to be properly implemented (low probability of risk occurrence).**
In activity		Women will not have an equal opportunity to participate in and benefit from the project.	Low AC has a positive track record on promoting involvement of women in development projects.	High Exclusion of women runs contrary to the policies of NL and Advance Consulting. Providing equal opportunity for women and men is a core value.	This is not an easy topic as currently few women in Jordan are active as farmers. AC will encourage female participation in the demonstration and training programmes by organizing separate training

	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)
					groups for women, if required. Furthermore, if SME leadership are not willing to work towards improving the position of women in their organisations, AC will not engage with them. AC will make this a selection criterion for cooperating partners and an eligibility criterion for the Innovation Fund. **Residual risk: low probability.**
In implementing organisation(s)	Same as under 'In organisation', see above.				

Additional remarks (if applicable):

Risk of state aid

When answering the questions, please refer to the *BZ explanatory notes on the questions to determine the risk of state aid.*

Questions (compulsory)	Answers (Yes/No, give reasons)
1. Is an aid measure at issue here? See also the explanatory notes. Are BZ funds being used to provide a grant, loan, guarantee or other form of aid? Be aware of the distinction between granting aid and awarding a contract or concluding an agreement (for example memorandums of understanding and contribution agreements). If BZ is awarding a contract or concluding an agreement, the answer to this question is 'NO'. The award of a contract will have to be checked primarily for compliance with public procurement legislation. If you answer YES, continue to the next question. If you answer NO, this state aid risk analysis is complete.	Yes
2. Is the beneficiary of the BZ aid an 'undertaking' that will use the aid to engage in an 'economic activity'? See also the explanatory notes.An undertaking is 'an entity engaged in an economic activity'. An economic activity is the 'offering of goods or services on a market'. Be aware that non-profit organisations can also engage in economic activities. In the 'Reasons' field, give a brief description of the subsidised activities of the direct and indirect beneficiaries and state whether they are economic activities.	Yes

Questions (compulsory)	Answers (Yes/No, give reasons)
If you answer YES, continue to the next question. If you answer NO, this state aid risk analysis is complete.	
3. Is the advantage that is funded through state resources / the BZ aid granted selectively to certain undertakings? See also the explanatory notes. Is a selective advantage being granted? 'Selective' means an advantage derived from BZ aid that is enjoyed by a limited group of organisations/undertakings or by one specific organisation/undertaking. If you answer YES, continue to the next question.If you answer NO, this state aid risk analysis is complete.	Yes
4. Do the state resources (the BZ aid) confer an economic advantage? See also the explanatory notes. Does the BZ aid confer an advantage on the direct or indirect beneficiary that it would not have obtained under normal market conditions? A grant is assumed by definition to confer an economic advantage that is not in accordance with normal market conditions. When assessing whether an economic advantage is being conferred, take account of any concurrence of grant awards with competitive, transparent, non-discriminatory and unconditional tender procedures. If you answer YES, continue to the next question. If you answer NO, this state aid risk analysis is complete.	Yes
5. Does the aid distort or potentially distort competition and/or affect trade between EU member states in the single market? See also the explanatory notes. Could the BZ aid distort competition and/or adversely affect EU trade? Note that aid to entities that are not established in the EU single market and only conduct activities locally (that is to say, their activities are purely local within an EU member state or in non-EU markets) is not deemed to potentially distort competition or affect trade between EU member states in the single market. If you answer NO, this state aid risk analysis is complete.	No, Advance Consulting is registered within the EU but its operations (development projects) are implemented in various countries outside the EU.

If you answered YES to all these questions, please seek legal advice from the European Law Division of the Legal Affairs Department (DJZ/ER) djz-staatssteun@minbuza.nl.

DJZ/ER advice and guidance

Notes

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.

The implementing organisation will be required to submit annual plans and budgets; annual narrative and financial progress reports; and at the end of the project a final narrative and financial report covering the entire project period. The implementing organisation will also report on IATI and share their annual audited accounts, in which the Dutch contribution for this project should be clearly discernible. Monitoring will take place against the formulated budget; objectives; indicators; and risks and risk mitigation measures. As part of its monitoring plan the embassy will carry out at least 2 field visits per annum that will be duly documented and archived. Furthermore, the embassy will contemplate whether setting up third party monitoring could be useful and add value.

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 budget is less than 5 million Euro’s but nevertheless an external mid-term evaluation is recommended that can take stock on performance against planned results thus far and can recommend adjustments in approach where necessary. The intention is to have mid-term evaluation report completed before 31.12.2024 so that there is sufficient time to factor in recommendations in the remainder of the project period.
In the budget is a MTR and end evaluation foreseen.

Notes

Finance

Budget breakdown

- Include an overview of the activity budget, including overhead costs.

See, snapshot.

- Is the budget arithmetically correct?

Yes, the budget is arithmetically correct.

- Are the amounts/rates in the budget acceptable?

The budget needs to be revised before 31 March 2024.

- Briefly explain the structure of the budget.

The budget is input en output based and in that sense useful for monotoring.

- Are overheads proportional to outputs? What is included? What is recharged?

There is no additional overhead. However, in the tariff per man-day costs are (re)-covered, including fringe benefit, officfe costs etc. The tariff is still under discussion to make sure there is no profit margin.

- 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)

Implementation is going on, however the budget needs to be revised before 31 March 2024.

Earmarking

- Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why.

The Dutch contribution is the only contribution to the program.

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.

Every payment, once per half year since AC is a company, will be booked as pre-payments.

- What is the maximum percentage that can be paid as prepayment, and why?

95% in advance. 5% will be withhold and can be paid once the Grant contribution has been determined after receipt and approval of the final reports (narrative, financial and audit).

- Which are the reporting obligations on the basis of which prepayments can be closed?

Annual narrative-, financial- and audit reports.

Available resources

	EUR
Implementing organisation's own contribution	n.a.
Firm commitments by other donors (for each donor)	n.a.
Dutch contribution	3.039.256
Total available resources	3.039.256
Budget needed	3.039.256
Still to be financed	0
Soft commitments by other donors (for each donor)	n.a.
Uncovered balance	n.a.

- 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?

N.a.

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.

N.a.

Audit opinions

- Is an audit opinion required for the activity (see Help)? Briefly explain.

Yes, due to the nature of the activity annual audit are required.

- 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)?

Yes, an audit opinion is required whereby the auditor will be requested to determine that the reported costs are only costs without a profit margin.

Notes

Commitment

Advance Consulting B.V. Ede

Basic

Name	Advance Consulting B.V. Ede 1
Status	Approved
Amount EUR	3039256
Start date	01-01-2023
End date	31-12-2026
Instrument	Grant
Anonymize open data	No

Details

Bank details	ADVANCE CONSULTING B.V. NL32RABO0376583355
Policy framework	Water and PSD
Payment conditions	Primary; liquidity planning and request for payment (for a period of 6 months) Secondary; timely submission of reports and sufficient progress
Routing	EKN AMM
Date of approval waiver	
Annexes	Proposal Budget Audit protocol
External identification	
Prepayment	Yes

Correspondence

Language of correspondence	English
Name of contact person	Sjoerd Herms
Email of contact person	sjoerd@advanceconsulting.nl
Budget holder mailbox	AMM-regional-controller@minbuza.nl

Notes

Payment schedule

Commitment amount	3039256	EUR
Sum of reservations	3039256	EUR
Payment per	Year	
First payment	604000	EUR

Payment reservations

Payment	2023	604000	EUR
Payment	2024	800000	EUR
Payment	2025	800000	EUR
Payment	2026	683256	EUR
Payment	2027	152000	EUR

Notes

Reporting obligation

Type	Frequency	Period from	Period up to	Deadline submission
Annual auditor's report	Annually	01-01-2023	31-12-2023	31-05-2024
Annual auditor's report	Annually	01-01-2024	31-12-2024	31-05-2025
Annual auditor's report	Annually	01-01-2025	31-12-2025	31-05-2026
Annual auditor's report	Annually	01-01-2026	31-12-2026	31-05-2027
Annual plan/annual budget	Annually	01-01-2023	31-12-2023	01-12-2022
Annual plan/annual budget	Annually	01-01-2024	31-12-2024	30-11-2023
Annual plan/annual budget	Annually	01-01-2025	31-12-2025	31-10-2024
Annual plan/annual budget	Annually	01-01-2026	31-12-2026	31-10-2025
Evaluation	Annually	01-01-2023	31-12-2024	31-12-2024
Evaluation	Annually	01-01-2025	31-12-2026	31-05-2027
Final financial report	One-time	01-01-2023	31-12-2026	31-03-2027
Final narrative report	One-time	01-01-2023	31-12-2026	31-03-2027
Financial progress report	Annually	01-01-2023	31-12-2023	29-02-2024
Financial progress report	Annually	01-01-2024	31-12-2024	28-02-2025
Financial progress report	Annually	01-01-2025	31-12-2025	28-02-2026
Financial progress report	Annually	01-01-2026	31-12-2026	28-02-2027
Narrative progress report	Annually	01-01-2023	31-12-2023	29-02-2024
Narrative progress report	Annually	01-01-2024	31-12-2024	28-02-2025
Narrative progress report	Annually	01-01-2025	31-12-2025	28-02-2026
Narrative progress report	Annually	01-01-2026	31-12-2026	28-02-2027
Other	Annually	01-01-2023	31-12-2024	30-09-2024
Other	Annually	01-01-2025	31-12-2026	31-10-2026

Notes