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**SMALL BUSINESS
EXPANSION PROJECT**

SMALL BUSINESS EXPANSION PROJECT

Quarterly Report 2 — FY2015

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As of this quarter, SBEP has officially deployed its LEADER initiative in all four regions in which it operates. Even though activities in the Polog and Vardar regions had started in the previous quarter, the initiative was formally launched with kick-off events in February and March respectively.

At the same time, trainings continued in the North-East, with two rounds of workshops in each micro-region. There will be one more round in April to complete the series. Also, the procedure for registering the LAGs with the Central Register has begun. It is expected that the two LAGs in the North-East will be registered before the summer.

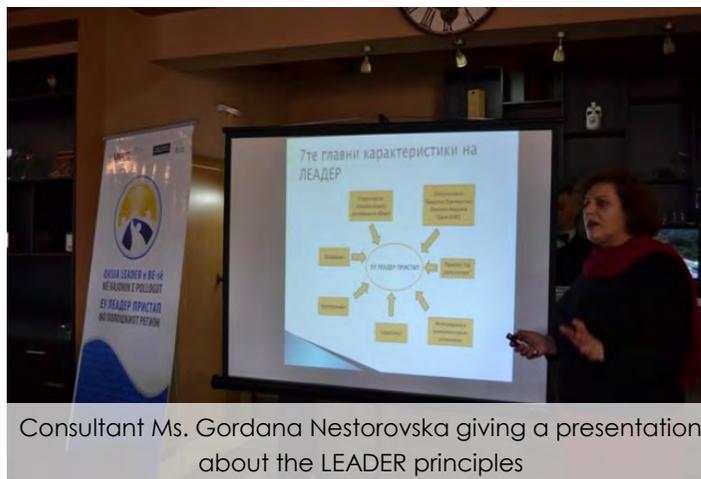
The three LAGs in Pelagonija, which were the first ones that were registered at the Central Register last year, were granted municipal space to use as offices from which they will be able to operate. The offices were officially inaugurated on March 26th, and the events were attended by USAID and Swiss Embassy representatives, local mayors and stakeholders. Each of the three ceremonies included presentations of what has been implemented to date, as well as the LAGs' strategies for the future.

SBEP continues to work on the initiative in terms of policy as well. This quarter SBEP, RDC representatives, and the consultants responsible for leading the process in the four regions met with Mr. Adrian Neal, Team Leader of the "Introduction of new IPARD measure, advisory services and rural network." This EU funded project will be implemented in the next 16 months, and will analyze the state of LEADER implementation in the country and review existing secondary and tertiary legislation pertaining to this IPARD measure. The project will work on the accreditation of LEADER as an IPARD measure

in Macedonia, and create a National Rural Network, while focusing on the capacities of the advisory services. The project will also finance small pilot projects to examine whether the measure as proposed is suitable for implementation in Macedonia.



USAID Mission Director James Stein addressing the attendees during the kick-off event in Polog



Consultant Ms. Gordana Nestorovska giving a presentation about the LEADER principles

IN A NUTSHELL

- ➔ The LEADER kick-off event in the Polog region took place in the village of Vrutok on February 24th, 2015 gathering around 120 attendees, of whom 24 women.
- ➔ In the Vardar region, the kick-off event for the LEADER initiative happened on March 19th, 2015 in the Stobi Winery in Gradsko. More than 180 local stakeholders, including 67 women, were present.
- ➔ In the North-East region, LEADER trainings continued: two rounds of workshops were organized in each micro-region, gathering a total of 90 participants, of whom 46 women. There will be one more training in April to complete the series.
- ➔ In Pelagonija, official events to inaugurate the offices of each of the three LAGs were organized on March 26th, 2015.

EU LEADER



Mayor Zaneta Chaushevaska of Gradsko giving remarks at the LEADER launch event in the Vardar region

“

I believe that this initiative [the EU LEADER approach] will help us realize the ideas that have been ripening for a while now and are looking for a way to be implemented, said Ms. Zaneta Chaushevaska, Mayor of the Municipality of Gradsko

”

EU LEADER



Ms. Katharina Stocker, Deputy Swiss Ambassador (left) and Mr. James Stein, USAID Mission Director (middle) and Mayor Gjoko Strezovski of Resen at the inauguration of the Prespa LAG office



From the inauguration of the Pelagonija LAG office in Novaci

IN A NUTSHELL

SBEP's activities in the Grow More Corn initiative this quarter focused on educational sessions with the new round of farmers who will be receiving drip irrigation equipment. This season's group comprises 160 farmers from the four regions where SBEP operates. In addition to dairy farmers, this year there will be a few broiler farmers who will receive such systems, as corn is also an integral part of the feed for chickens.

During the sessions, the farmers received information and instructions about the usage and benefits of the drip systems, and signed Memorandums of Understanding with SBEP to officialize their participation in the program.

In January, the Minister of Agriculture announced the new round of subsidies during a joint press conference with USAID and Swiss Embassy representatives. Subsequently, the call for applications opened on March 20th, and will last for a month. With the support of the conclusions and recommendations of its White Paper on corn, SBEP has

succeeded in influencing the Ministry to increase the pot of money for subsidizing the use of drip irrigation for corn, sunflower and other forage cultures: it now amounts to approximately US\$280.000 (15,000.000 MKD) under the so-called "50/50 measure". If fully utilized, it will pay for an additional 130-200 hectares of drip systems.

SBEP organized additional workshops on the measure after it was announced with farmers from both this and previous seasons. Also, SBEP has been working with the advisors from the National Extension Agency (NEA), including those who are responsible for the regions outside SBEP's domain, to build their capacities for supporting the farmers in using the drip irrigation equipment, as well as for completing the applications for the governmental subsidies. They were presented with a uniform business plan template as required by the IPARD paying agency, and with a template for acquiring the right for water-usage from wells as required by the Ministry of Environment and Physical Planning.

- ➔ SBEP organized educational sessions with the 160 new farmers participating in the 2015 season of the Grow More Corn initiative.
- ➔ The Ministry of Agriculture announced a new round of subsidies for growing corn and sunflower with drip irrigation, allocating approximately US\$280.000 (15,000.000MKD) under the so-called "50/50" measure.
- ➔ Among the participating farmers this year, there will be a few broiler farmers, who use corn to feed their chickens.



From one of the meetings with the farmers in Pelagonija



With the farmers in the North-East region

GROW MORE CORN INITIATIVE

SBEP also continued working with financial institutions and dairies, to facilitate the farmers' access to this type of farming equipment through crediting the procurement. Agreements have been reached for internal financing with Ideal Shipka, Zdravje Radovo, BiMilk, and Buchen Kozjak dairies, whereby the dairy buys the equipment for the farmer, when he applies for the 50/50 measure, and the farmer pays back to the dairy in milk.



SBEP worked with NEA advisors on building their capacities to help farmers with using drip irrigation equipment as well as filling applications



From the Press Conference in January, where the increased governmental support for procuring drip irrigation equipment was announced

Among the financial institutions, Halkbank is the first local bank, which is planning to offer bank loans for the procurement of drip irrigation systems, and is currently developing such a product. For this purpose, SBEP staff, experts from Maganmak and Peace Corps volunteer Joe Martin held a half-day workshop with

some 20 loan-officers from Halkbank, to acquaint them with the details and dynamics of such a procurement for a farm. The bank plans to start offering the loans to farmers in mid-2015.



In addition to ongoing data collection from the field, SBEP organized a three focus groups with farmers beneficiaries of the Grow More Corn program

GROW MORE CORN INITIATIVE

Coordination activities are underway among adventure tourism stakeholders in Macedonia in preparation for the **Adventure NEXT ~ Balkans**, the first ever Western Balkans Adventure Travel Conference to take place in Ohrid, in May 2016. It is expected that the conference will attract around 350-400 participants from all over the world, and mobilize regional resources for its organization.

In February, in addition to officially announcing Macedonia as the host of the conference, ATTA experts together with the National Tourism Agency, SBEP representatives, and local tourism stakeholders, spent a week defining the program, the venue and pre- and post-conference events.

In March, another EDU event took place, covering the topics of risk management and operational excellence. The purpose of the workshop, which gathered around 50 local tourism industry members, including tour operators, adventure sports associations, accommodations, as well as local and national tourism authorities, was to build their capacities in these areas so that they can render services according to international standards. The workshop was attended by participants from Kosovo, Albania, Serbia and Bosnia, which emphasizes the necessity of this type of capacity development across the region.

As part of the strategy to help expand and promote Macedonia's adventure tourism potential, SBEP will support a number of adventure sports events during the spring and summer of 2015. These will include races and competitions in paragliding, bouldering, mountain biking etc. At the same time, organizing these events will help equip local organizers with skills and experience to host larger international events.



ATTA's Chris Doyle in a meeting with National Tourism Agency Director, Kristijan Dzambazovski



Tourism stakeholders meeting



Press Conference to announce that Macedonia will host the regional Adventure Travel Conference in 2016

IN A NUTSHELL

- ➔ Coordination activities for **Adventure NEXT ~ Balkans**, the regional Western Balkans Adventure Travel Conference in May 2016 continue.
- ➔ The spring and summer of 2015 are filled with adventure sports events all across Macedonia, expected to attract a number of tourists.
- ➔ Around fifty members of the tourism industry in Macedonia attended the EDU workshop which took place in March, covering the topics of risk management and operational excellence.
- ➔ International tour operators started including Macedonia in their offer and global travel media publish stories on the country as a result of the AdventureWeek SBEP organized in August/September last year.
- ➔ SBEP is assisting in the development of a new adventure travel product—a hiking trail in Western Macedonia, which would be a continuation of the Via Dinarica.

MACEDONIA ADVENTURE TRAVEL

Within the Adventure Travel initiative, this quarter SBEP has started assisting the development of a new adventure travel product: the Ljuboten – Ohrid “transversal” hiking trail, which follows the mountain ridges along the Macedonian border with Kosovo and Albania and goes through some of the highest peaks in the country. Despite its natural beauty, the trail is currently underused, because of lack of development and promotion.

To help develop it, SBEP is working towards its inclusion in the Via Dinarica multi-country hiking trail. While the mountain ranges in Macedonia and Kosovo are not technically part of the Dinaric Alps which Via Dinarica follows, they are physical extensions of the chain. Also, both countries are active players in the regional efforts to market the Western Balkans countries as one interconnected tourism product.

For that purpose, SBEP and the National Tourism Agency are working together with local tourism stakeholders, government agencies and development projects in Macedonia and Kosovo, such as the USAID Regional Economic Growth (REG) Project and the USAID EMPOWER Project in Kosovo, towards extending the Via Dinarica trail through Kosovo and Macedonia.

A number of meetings have been organized to discuss the proposed route, its access points and potential extensions. In conjunction with the Via Dinarica Alliance, the Macedonian partners will work on identifying key on-the-ground stakeholders, accommodation needs, and potential tourism experiences along the trail that will enhance hiking trips.

Next steps include marking the trail and a hiking tour along the Macedonian route in July 2015, with tour operators and media who would provide assistance in identifying existing gaps.

Named *Best New Trail* for 2014 by Outside Magazine, the Via Dinarica and its extension through Kosovo and Macedonia represent an excellent opportunity for intensifying adventure travel activities in the region. Once developed, the trail can be proposed to international tour operators to include in their offers.

Some of the participants of last year's AdventureWeek, have already started incorporating Macedonia in their tours: *Whole Journeys* from Colorado developed a pilot tour that will be of-

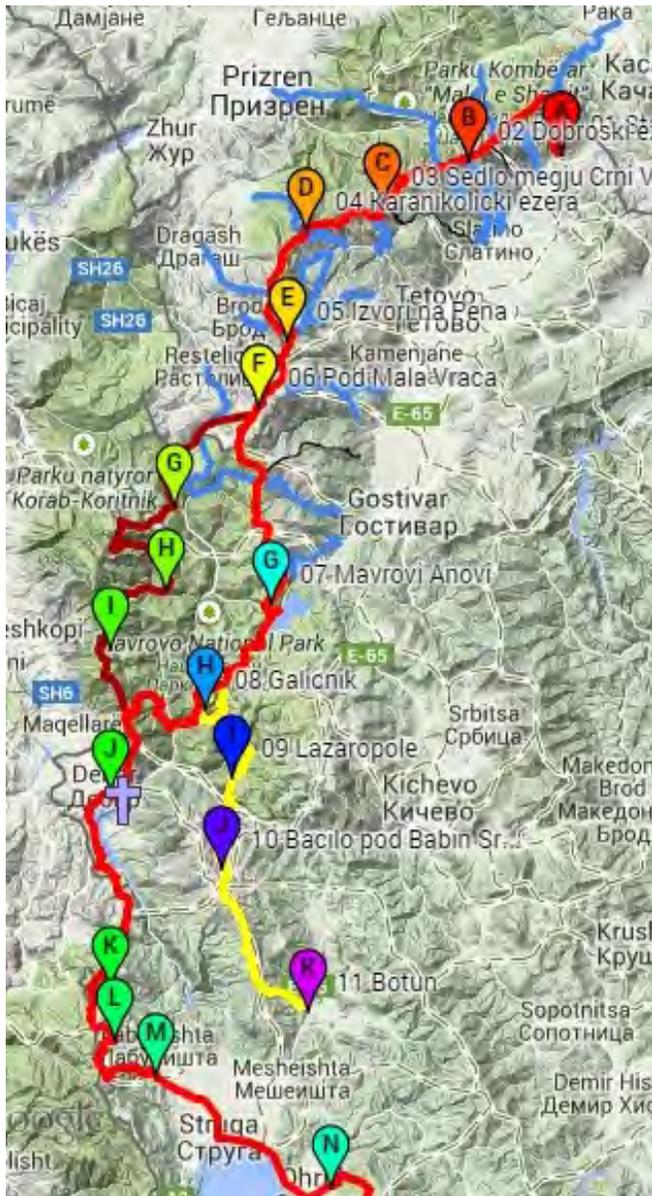
fered in the fall 2015 and/or spring 2016; *Summer Feet Cycling* from Maine is returning to Macedonia to finalize a pilot tour they are developing and *Bike Tours Direct* from Tennessee are developing two or three pilot tours for 2015. Each of these companies have a customer base between 3.0000 and 7.000 adventure travelers.

At the same time, the promotion of Macedonia as an attractive travel destination in international media continues. Macedonia was featured in the print and online editions of the National Geographic, as well as the New York Times, which put [Macedonia at No. 10](#) of the 52 places to go in 2015.



One of the meetings with stakeholders working on including Macedonia and Kosovo in the Via Dinarica trail

MACEDONIA ADVENTURE TRAVEL



The hiking trail that would become the extension of the Via Dinarica in Macedonia starts from Ljuboten on Shara Mountain and ends in Ohrid



Livadicko Lake is a glacial lake on Shara Mountain

SBEP's activities to help develop adventure tourism in Macedonia are in line with the global trends in this tourism category which according to the World Tourism Organization (UNWTO) [Global Report on Adventure Tourism](#) (2014), is growing the fastest and is probably one of the most responsible modes of tourism. As stated in the report: "Increasingly, countries in all stages of economic development are prioritizing adventure tourism for market growth, because they recognize its ecological, cultural and economic value."

MACEDONIA ADVENTURE TRAVEL

IN A NUTSHELL

- A total of 82 new collectors, 18 of whom women, participated in three trainings on sustainable collection of wild-gathered products in the North-East and Vardar regions.
- Since the beginning of the initiative, a total of 1284 collectors have been trained, of whom 280, or 21,8% women.

SBEP continued with the trainings on sustainable collecting practices aimed at collectors of wild-gathered products. This quarter, a total of 82 new collectors, 18 of whom women, participated in three training sessions: two in the North-East, and one in the Vardar region - in the municipality of Chashka. This was the first training which was organized in the Vardar region - another area where the mountains abound with wild herbs and mushrooms and the local population earn their livelihoods collecting and selling these forest fruits.



The first training in the Vardar region took place in Chashka, gathering 25 collectors, of which 3 were women



A total of 1284 collectors, of whom 280 (or 21,8%) women have been trained since the beginning of the initiative

WILD-GATHERED PRODUCTS

SBEP's supply chain consultants continue to work on developing *local supply chains* by searching for matching opportunities between buyers and suppliers, and on developing *new markets* by identifying and facilitating prospects for new local production aimed at import substitution.

As a result of the consultants' work with Demastil – the plastic toy producer from Kriva Palanka – the company was able to purchase additional IML production equipment. With this investment, Demastil has become one of the best equipped companies for this industry in the Balkans. Even though it hasn't yet started producing IML plastic containers for the food industry, as initially planned, the company was able to launch a new line of children's toys for

the beach. The additional equipment entailed the employment of 25 more workers, increasing their total workforce by 35%.

In terms of local supply chain development, the consultants pursued opportunities with a number of local companies: they approached one of the biggest pharmaceuticals firms in the country with a proposal to consider replacing some of their imported IML containers with local ones; had a few meetings with Brako, a local company moving up the value chain, which can be both a supplier and buyer of local products; put two local wood pellet stove producers in touch – Ekotermika from Skopje and Eco Spar from Ohrid – which started discussing potential cooperation and even joint production.



By investing in additional IML production machinery, Demastil from Kriva Palanka was able to diversify their production and increase its workforce

Over time, information about the work SBEP's consultants have been doing has spread among stakeholders and is proving to fill a void in terms of lack of information and coordination regarding the capacities and potential of the light manufacturing industry in Macedonia. Among others, the government institutions charged with attracting FDI, including Invest Macedonia, as well as the Cabinet of one of the Government's Ministers for FDI

IN A NUTSHELL

- After having invested in additional IML production equipment, Demastil – the plastic toy producer from Kriva Palanka – has diversified its production, and increased its workforce by 35%.
- Consultants continue identifying matching opportunities for local supply chain development.
- Government institutions recognize the importance and necessity of the consultants' work and continue to approach them for information and support regarding inquiries from potential foreign investors.

LIGHT MANUFACTURING

have approached the consultants for information and support regarding inquiries from foreign companies. For example, a potential UK based buyer was interested in finding suppliers from Macedonia. The consultants proposed a list of eight local companies, three of which were acknowledged as suitable in terms of quality and delivery terms. Of those, two have pulled out as they could not reach the price points of the request, and the remaining one continues to analyze the information and pricing so as to seize the possibility to become a supplier.

Invest Macedonia also approached the consultants with a request to identify metal-machining companies that can respond to a lead from an Austrian company. Four companies were identified, assessed and proposed to Invest Macedonia, and are now awaiting comments.

Also this quarter, the consultants worked on preparing the participation of MAMEI – the Macedonian Association of Metal and Electrical Industry – at the Hannover Messe 2015 exhibition. One of the consultants is the director of MAMEI and will participate at the fair actively promoting Macedonian technological capacities as well as local supply chains to prospect leads. The Hannover Messe has 6,500 exhibitors and 250,000 visitors and is the world's leading trade fair for industrial technology.

The consultants have been working on another opportunity that had emerged in the previous period: the need for qualified welders. They focused on investigating the details regarding this initiative to develop a workforce re-



Trained and certified welders are well in demand

qualification training program, aimed at welders. The consultants identified a training provider and visited metal-processing companies that are interested to employ welders. The specific curriculum was finalized and the timing and cost of the trainings were agreed upon, as well as the number of candidates. A total of ten candidates will be trained with three companies looking to engage them through internships and ultimately hire them. The training will be done in the facilities of DMB Productions in

Prilep. The list of potential candidates, who are currently unemployed, was received from the Agency for Employment and the companies participating in the program will choose among them. This process will be done during April with the training planned to start by the end of the month.

If successful, the program can be easily replicated in other parts of the country where there will be interest for it.

LIGHT MANUFACTURING

Consultant Argjent Karai, who together with SBEP is leading the activities related to the initiative to renovate a part of Tetovo's Vocational Education and Training (VET) School, has completed the documentation of the project proposal necessary to apply for funding. The project worth 1.7 million US\$ has now been officially submitted at the Norwegian Ministry for Foreign Affairs. Other donors will also be approached, while the Municipality of Tetovo, as a major stakeholder, has provided the land, worth US\$ 215,000, and allocated US\$ 85,000 for renovation in its 2015 budget. The private construction companies from the region, which also have a stake in the initiative will provide training materials and experts in the first year, with an approximate value of US\$ 150,000.

Securing the necessary funding, preparing the project design and hiring staff are next on the agenda and are expected to be finalized by the end of 2015, so that construction can begin in 2016. The plan is for the renovation to be completed by the third quarter of 2016.

In February, SBEP organized another trip to the state-of-the-art vocational school in

Skenderaj, Kosovo, for the team members from the Tetovo municipality and Tetovo VET school who are working on the project. The VET school in Skenderaj opened in 2010 with Norwegian funding, and offers hands-on practical courses in the construction trade to students, who upon graduating are ready to join the workforce. The idea is to create a similar training center within the VET school in Tetovo, in order to create an educated and certified workforce, which would satisfy the requirements of the sizeable construction industry in the Polog region.



The VET school in Tetovo will receive a state-of-the-art training center for the construction trades

IN A NUTSHELL

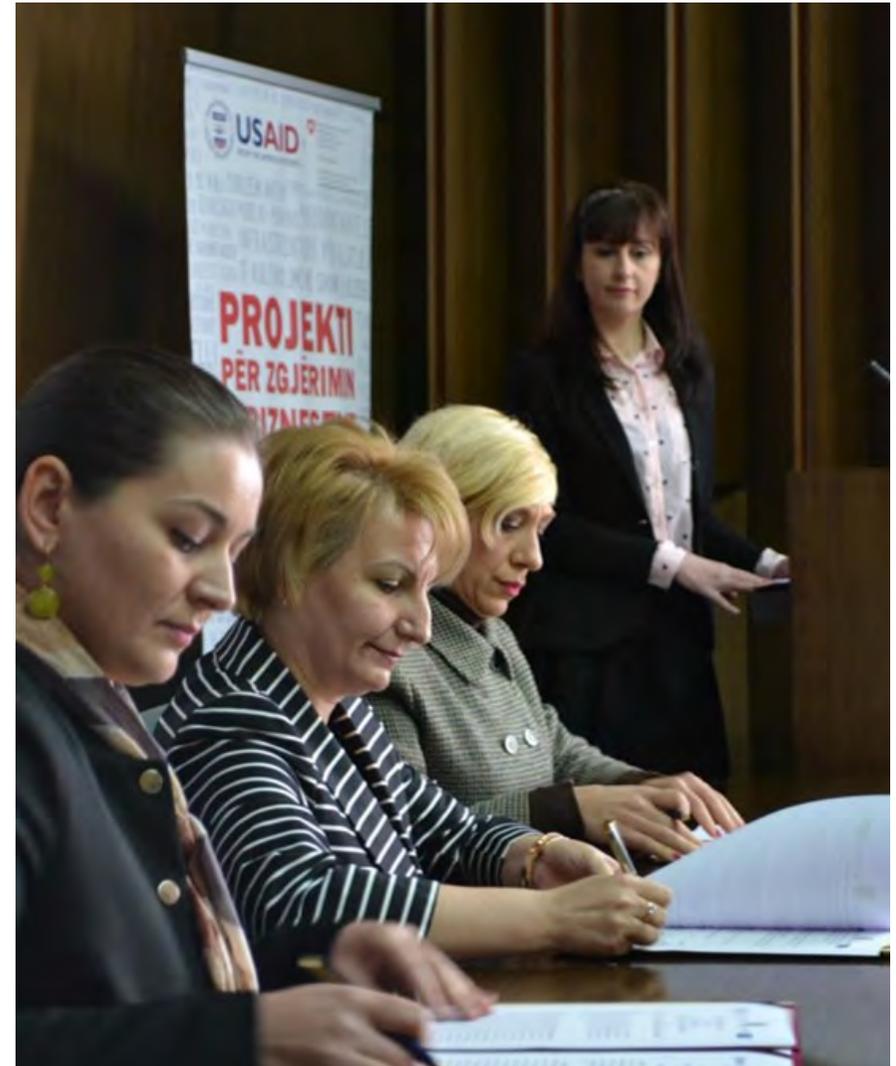
- ➔ The project proposal for renovating the VET school in Tetovo has been submitted for funding at the Norwegian Ministry for Foreign Affairs.
- ➔ A trip to the state-of-the-art construction VET school in Skenderaj, Kosovo, was organized for the Project team members from Tetovo municipality and Tetovo VET school, so as they get acquainted with the Kosovar experience.

WORKFORCE DEVELOPMENT

IN A NUTSHELL

- The Municipality of Tetovo officially joined the Fund for Supporting Women and Youth Businesses, allocating US\$ 6,000.
- Three local businesses from the Municipality of Bogovinje also joined the Fund, with a total contribution of US\$ 10,500 in funds and equipment.
- One new small business—a photo studio owned by 26-year old Hanife Amzai from Gostivar will receive support from the Fund.

This quarter, the Municipality of Tetovo joined the Fund for Supporting Women and Youth Business, by allocating US\$ 6,000. The official signing of a Memorandum of Understanding with SBEP and the Association for Local Rural Development (ALRD) took place in Tetovo on the occasion of celebrating the International Women's Day – March 8th. Tetovo Mayor Teuta Arifi welcomed the newly appointed US Ambassador to Macedonia, Jess Bailey and his wife, who continued their visit in the Municipality of Bogovinje. There, they attended the Women in Business Fair and joined Bogovinje Mayor Hazbi Idrizi for another official signing of Memorandums with three local companies, which also contributed funds and equipment to the Fund worth US\$ 10,500. With these contributions, the Fund is gaining momentum, even more so with neighboring Municipality of Brvenica planning to commit additional US\$ 5,000 in the coming weeks. While small in value, the contributions and commitment of both public institutions and private businesses are a significant step forward, and promise to ensure the sustainability of the Fund after the Project's end.



Mayor Teuta Arifi of Tetovo (middle) signing the Memorandum of Understanding with ALRD and SBEP representatives

WOMEN'S ENTREPRENEURSHIP



“

This is a project for the expansion of small businesses. Women are the real potential for the development of these businesses, thereby strengthening the economic independence of women,

said Tetovo Mayor Teuta Arifi, at the signing of a Memorandum of Understanding with which Tetovo Municipality allocated US\$ 6,000 in the Fund for Support of Women and Youth Businesses

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WOMEN'S ENTREPRENEURSHIP



US Ambassador Jess Bailey among exhibitors and visitors at the Women in Business Fair in the Municipality of Bogovinje



US Ambassador Jess Bailey with Mayor Hazbi Idrizi of Bogovinje

As a result of the discussions between SBEP, ALRD, and EBRD, the Tetovo daycare center for children REA was approved 60% of the funds requested, totaling US\$ 11,300. A local consulting company will provide advice on how to improve their cost management and increase their income by improving existing and developing new services. The company will also assist REA in developing a marketing strategy to promote its services and attract new clients. Other small businesses from the program will benefit from this cooperation with EBRD.

This quarter, the Women's Advisory Board held one regular meeting and reviewed four new initiatives, which were identified in the past few of months. Only one satisfied the criteria and will be supported: the Photo Studio Akon, owned and managed by 26-year old Hanife Amzai from Gostivar. Currently, Ms. Amzai has two full time employees, and seven seasonal ones, but with the support from the Fund, she plans to hire additional full- and part-time workers.

WOMEN'S ENTREPRENEURSHIP

Monitoring and evaluation continues to be an integral part of SBEP's activities, and the team is making sure that relevant data is captured from the activities on the ground and reported in a timely manner by SBEP's partners.

This quarter, in addition to regular tracking of data, SBEP staff conducted three focus groups with farmers from last season's Grow More Corn initiative. The purpose was to find out about their experiences in using the drip irrigation system for growing corn, their intentions for expanding their herds of dairy cows and the obstacles they face in the process. All of them reported increase in their yields after starting to use the drip irrigation systems: if they used to feed five cows with the silage crop from one hectare, now they are able to feed at least 10 to 15 cows, depending on how much their yields have increased. Also, all of them increasing their herds at least 20% per year.

The biggest obstacle they face are the small parcels of land they own, i.e. their land is frag-



Focus groups were organized in Pelagonija, the North-East and the Vardar regions, with farmers using drip irrigation for growing corn for the first time

mented and spread across different areas. As a consequence, the cost for installing drip irrigation systems increases, as they need separate equipment for each parcel. They all increase their land each year, by one or two hectares, but still land consolidation is something that needs to be done so that they could get the maximum from installing and using drip irrigation systems for growing both corn and sunflower.

SBEP Performance Monitoring Plan

While reviewing the figures in the PMPs, SBEP staff detected an unintentional oversight in the breakdown of the final figures for Indicator No. 1 (number of jobs) for FY2014, with regards to the corn farmers, which has recurred in the PMP report for the first quarter of FY2015. Namely, based on the analyses and calculations from the White Paper, it was estimated that 360 new jobs were created or retained, i.e. approximately 3 jobs per farm. However, the figures in the final table were not properly broken down. If we consider that the farms are primarily family-run, 1 of 3 jobs at a farm is done by a woman. Therefore, of the 360 jobs, 120 are held by women. The same goes for youth employment: if 1 of 3 jobs on a farm is held by a young person, the figure for jobs held by young people is 120.

With this in mind, the final breakdown for Indicator No. 1 for FY2014 would be as follows: **a total of 546 jobs**, of which **173 filled by women** (32%), and **120 filled by youth** (22%).

As for the regular collection of data, which feeds into SBEP's indicators of the Performance Monitoring Plan, following are a few highlights from this quarter. We recorded:

- **30 new jobs**, 20 of which are occupied by women.
 - The toy producing company—Demastil from Kriva Palanka—hired 25 new employees (15 women and 10 men), as a result of the investment it made earlier in additional IML production equipment.
 - Three different women-owned small businesses from Polog supported through the Fund, hired a total of five additional workers.
- **US\$ 23.778** worth of investment, including the cost-share of the RDCs and the National Tourism Agency with which SBEP cooperates, as well as the women-owned small businesses within the Women in Business initiative.
- **160 farmers**—owners of small businesses—received technical assistance on using drip irrigation for growing corn, sunflower and other forage cultures, as well as for applying for governmental funding programs.
- **90 participants, of whom 46 women**, took part in LEADER trainings in the North-East region, while another 300 attended the info days and launch events in the Polog and Vardar regions.

The complete PMP table is attached in Annex I to this report.

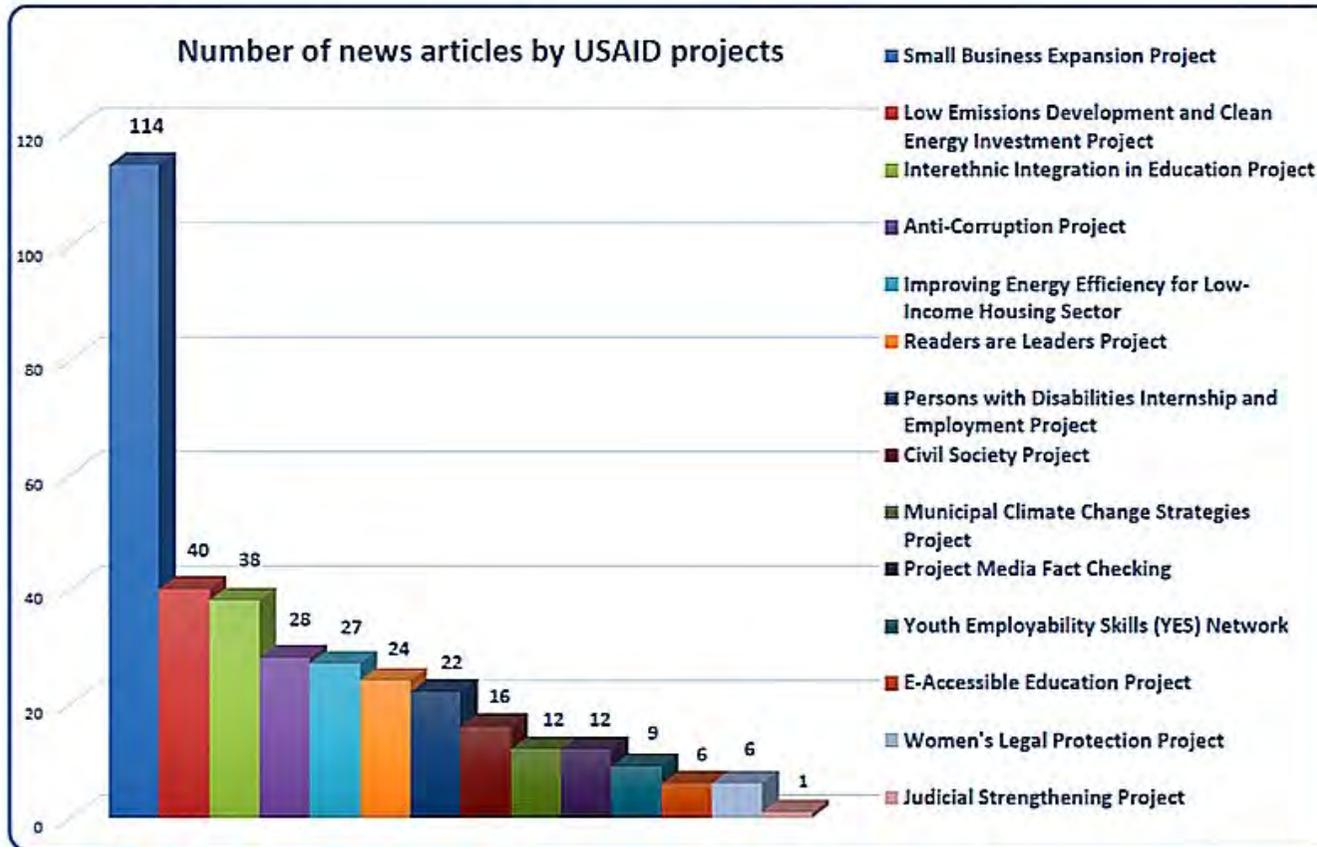
MONITORING AND EVALUATION

ADMIN UPDATE

After receiving additional funding from the Swiss Embassy, and in order to comply with the standards required by the Embassy, SBEP did a financial audit for the period between September 1—December 31, 2014.

CARANA solicited quotations for an external audit from the following four companies, the only ones which have licenses to audit USAID projects: KPMG, Grant Thornton, BDO and Censum. The deadline for submitting the quotations was February 23rd, 2015 via email or hard-copy, and the deadline for the draft audit report was April 1st, 2015.

Three quotations were received: from Grant Thornton, BDO and Censum. After carefully evaluating all the quotations, the committee members unanimously voted for BDO, as it provided the best offer and possessed the richest previous experience. BDO's team completed the task in March, including the field work, preparation and issuing of a draft Audit Report and Draft Management Letter. According to the draft Audit Report, there were no findings for the audited period.



An excerpt from the media coverage report for USAID by their press clipping service for March 2015

SBEP continues to pursue the strategy of ensuring excellent media coverage of its activities and results, so that they resonate with as large a public as possible throughout the country. The media monitoring service conducted by a clipping agency for USAID shows that in March only, there were a total of 114 news articles on SBEP.

Annex I:
Annex II:

SBEP Performance Monitoring Plan table for current reporting period
SBEP Activities and Events Calendar for current reporting period

MONITORING AND EVALUATION