



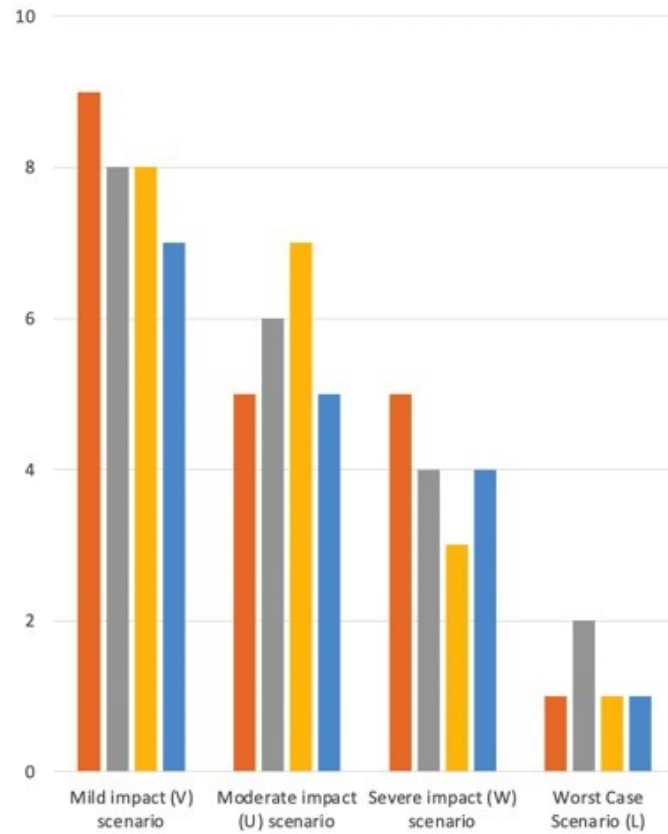
Ministry of Foreign Affairs

Sustainable Water Fund (FDW)

COVID-19 risk, impact and mitigations report

Commissioned by the Netherlands Enterprise Agency

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COVID-19 risk, impact and mitigations report

Based on FDW partnership inputs, by the Netherlands Enterprise Agency's GPG – Water Team [Ministry EZK]

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Executive summary

A detailed assessment of COVID-19-related risks, impact and mitigation strategies was executed amongst Sustainable Water Fund (FDW) partnerships. The Netherlands Enterprise Agency initiated this process to better understand threats and actual project damages from the widespread COVID-19 economic restrictions and recess, as well as support projects in their risk management. Considering the dynamics of the epidemics, both the already achieved FDW results and the remaining goals were expected to be at risk. The assessment also viewed potential opportunities for the strengthening of certain project result areas.

After an initial piloting of the newly designed assessment tool (CRMT) in Q2 2020, twelve partnerships submitted valuable responses in July 2020. Many of these projects have continued to utilise the tool and submitted updated tools to the Netherlands Enterprise Agency. The results of these updates are not incorporated in this report.

This report contains the summary of findings from the submitted COVID-19-related risks, impact and mitigation reports.

The submitting partnerships offered transparent and concrete feedback allowing the formulation of valid and valuable findings. The project-level reporting may contain highly diverse data, but the underlying causes appear consistent and logical. This allows a general formulation of the effect mechanism of COVID-19 on the FDW business cases and project results.

With the viewing of all four risk scenarios – and the reported impact status, the current level of COVID-19-related damage appears *significant but limited* and so far *manageable within the available partnership capacity and financing – for practically all (12) projects. This conclusion is based on the time period up until mid-July 2020.*

With the completed risk analyses, the FDW public-private partnerships indicate that the *returning of a new wave of epidemics may have more severe consequences*. This implies that partnerships may require external support and/or adjusted implementation and business plans.

The assessment reveals that additional, *currently latent damage, may be apparent* in later phases of project implementation.

The assessment also shows that partners are proactively assessing and managing COVID-19 risks, although continued updates are required as situations/contexts evolve. Project examples include increased mapping and monitoring of hardware, virtual learning in technical assistance and innovative data acquisition tactics.

Thanks to the findings of the assessment, the *Netherlands Enterprise Agency's Global Public Goods – Water Team* can continue to monitor the COVID-19 threats of the managed FDW projects, with an improved focus. This includes e.g. better mitigation of COVID-19 risks and remote technical assistance. The team will convene a webinar at the beginning of November 2020 in order to share/discuss the report findings and further motivate partnerships for regular CRMT reporting.

This report also allows for better informing of the Ministry of Foreign Affairs, the co-financier of this programme. on the evolving COVID-19 situation.

Background - COVID-19 assessment for FDW (and GWW)

Following the outbreak and worldwide spreading of COVID-19, the Netherlands Enterprise Agency developed a novel monitoring system to understand the related financial and result delivery implications – including related mitigation efforts - on the managed Sustainable Water Fund (FDW) programme.

In April and May 2020, a quantitative survey format was developed: the CRMT instrument (CRMT – COVID-19 Risk Management Tool). This survey tool was designed to collect COVID-19-specific risks, actual impacts and mitigation measures – in a quantifiable format.

The data collection considered the project aspects of (i) hardware (HW), (ii) software (SW; e.g. technical assistance), (iii) business case (BC) and (iv) partnership (PPP).

The degree of uncertainties in how the worldwide epidemic develops (including its economic impact), prompted the Netherlands Enterprise Agency to develop risk scenarios according to conventional economic depression curves (see the text box hereunder). The CRMT format is summarised in Annex I. This was assessed as justified because the primary impact on FDW interventions was/is economic. A collateral benefit of this approach is that eventual, future economic restrictions fit in one of the four scenarios developed.

COVID-19 SCENARIOS

- I. **MILD (COVID-19) Scenario:** Inspired by a **V-shaped economic recession** - a recession with a sharp economic decline, but with a brief period of stagnation (as a result of lockdown and other restrictions), and a relatively quick bouncing back to the pre-epidemics level.
- II. **MODERATE scenario:** Inspired by a **U-shaped economic recession** - a drastic, one-time recession (similar to the V-form) but with elongated (3+ month) stagnation before bounce back.
- III. **SEVERE scenario:** Inspired by a **W-shaped economic recession** - recurring waves of COVID-19-periods and brief bursts of economic growth. This could be compared to a course of epidemics where the lack of a vaccine would imply repeated lockdown phases and a long-term consideration of the epidemics in project progressing.
- IV. **WORST CASE scenario:** Inspired by an **L-shaped economic recession** - Severe recession where the economy is depressed for years without significant improvement.

Initially, the Netherlands Enterprise Agency piloted this tool with three projects in the Spring of 2020. After positive results, the Agency collected, analysed and aggregated the submitted risk, impact and mitigation information from twelve FDW projects – roughly at the end of the first COVID-19 wave. The submission of a CRMT report was not mandatory (FDW partnerships have a contractual obligation to offer transparency in project affairs including risks and mitigation.)

The CRMT submitting and its assessment

As there was no precedent to such a survey, the Netherlands Enterprise Agency informed all FDW partnerships that the submitting was voluntary and also flexible (i.e. alternative forms of COVID-19 risks/impact reporting were acceptable). The Agency also organised COVID-19 capacitating workshops and informed all FDW projects beforehand on the process and expected benefits.

In July 2020, eleven FDW projects and a GWW initiative submitted their risk assessments. The eleven FDW projects all followed the CRMT format. The submitted surveys originated from Kenya, Uganda, Ethiopia, Rwanda, Somalia, Ghana, India, Indonesia and the Philippines. The reporting projects cover all key aspects of FDW (WASH, productive water (key: agriculture) and IWRM). The general quality of the CRMT's is assessed as good, implying that the partners developed a proper understanding of the tool.

The submitting considered

- (i) *Priority issues at risk* (with actual levels of risk on a scale of 1-10, with '1' implying high risk and '10' implying no significant risk);
- (ii) *Actual impact of COVID-19 measures on the named priority issues* (with actual status of items on a scale of 1-10, with '1' implying full damage and '10' implying no significant impact);

The scenario's I & II (mild and moderate economic impact) are currently in effect in the target countries. The severe scenarios (III&IV) can be seen as a long-lasting COVID-19 relevance with public health & economic restrictions.

To note: while the report considers all four scenarios, the actual worldwide situation in October 2020 strongly resembles that of Scenario II and Scenario III. On 19 October 2020, the Financial Times marked that the situation may resemble a W-shaped economic recovery.

Results of the CRMT assessments

Quality of the CRMT instrument

The CRMT tool proved to be a reliable instrument to collect COVID-19 risk data. However, for future use a small update is advised on

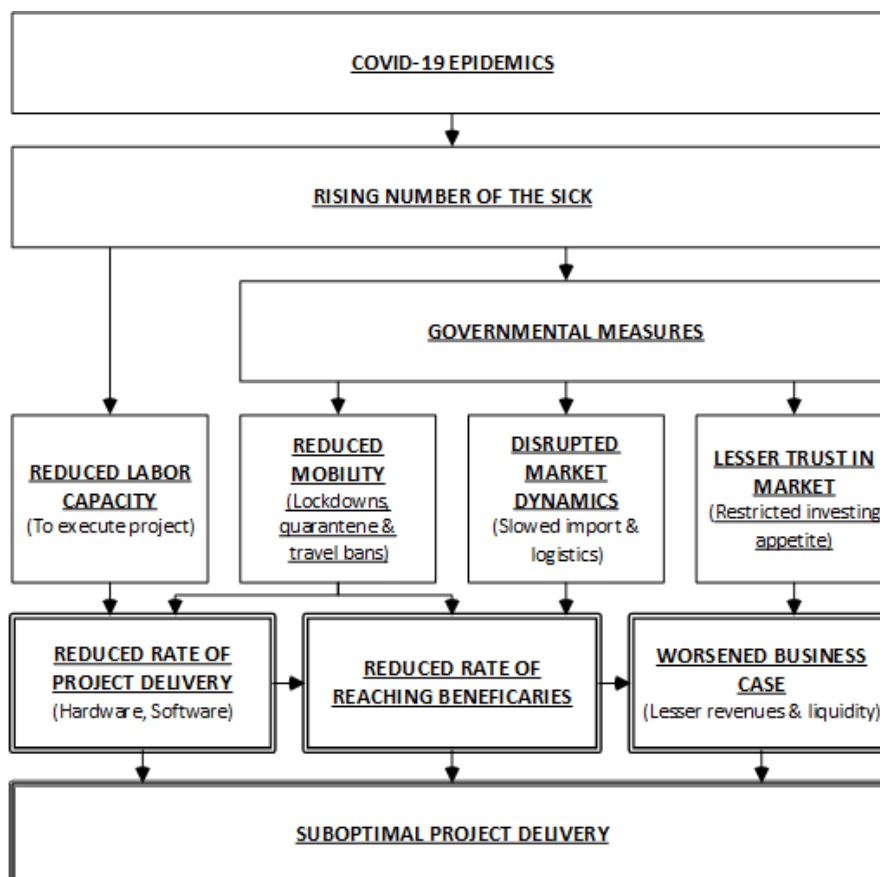
- (i) A small number of ambiguous terms on risk/impact status levels ('1-10')
- (ii) Adjustments in graphs to withstand various operating systems of users
- (iii) Colour code should be aligned with international 5-colour coding of distress
- (iv) Frequency and ad-hoc triggering of CRMT (impact) submitting – e.g. based on milestones

General risk analysis

The submitting partnerships offered clear and logical assessments.

The diversity of project profiles resulted in a highly diverse prioritization of specific HW/SW items in the CRMT reporting. On contrary, the business case and partnership related risk prioritization shows a much lower diversity: basically all projects marked the same priorities of concern.

The general quality of the submitted information allowed not only an inventory of priority issues at risk, but also a preliminary synthesis of the effect mechanism of COVID-19:



General risk expectations include (i) lesser achievements and (ii) higher costs and expanded time periods for optimal result delivery. The described effect mechanism – together with the edited risk, impact and mitigation information is designed to support the development of improved resilience strategies at FDW project level.

On the current state of hardware affairs

Hardware-related risks reported

Very diverse hardware items are reported by the partnerships as priority risks. The aggregated risks clearly indicate that both the input (supply chains of hardware) and output (construction/delivery of hardware) are at risk.

After grouping, the following items are marked as priority risks:

- Rehabilitation and new construction of water points
- Various water distribution network hardware including storage and treatment units
- River management and flood resilience hardware
- Irrigation hardware
- Reforestation activities

Despite some reports of employee quarantines, *practically all risks appear to be related to mobility limitations*: limitations in logistics and the avoidance of working in dense populations (crowding).

The reported risk status in the mild and moderate scenarios – corresponding to a one-time lockdown event with no recurring restrictions – are low.

Ten out of the twelve CRMT reports demonstrate drastically worse risk expectations if the lockdowns and other economic restrictions return or become protracted. (This applies not only for hardware, but for all the four categories). In some cases, the partnerships report that a recurring COVID-19 wave or a lasting economic recess (the *Severe* and *Worst Case* scenarios, respectively) would result in high risks for the delivering of most hardware-related results. This implies that cost and capacity efforts may even become economically prohibitive.

Important to note that the latter scenarios may have a lower quality of prediction. This has to do with the lesser experience with the recurring aspect the epidemic. Yet, this should serve as an indication that enhanced monitoring and the development of anticipatory measures are crucial until the epidemics is subjugated.

Hardware-related impact so far

Significant (i.e. measurable), but - *so far* - *limited delays* are reported by practically all projects. One notable exception is an FDW intervention at the outset of its implementation phase. This project reported sizable damage (including time delays and cost implications beyond their capacity to manage). In concrete, the preliminary activities for hardware implementation may need to be expanded in order to ensure an effective construction phase. (To clarify, this information prompts the managing Netherlands Enterprise Agency advisor to review the case in more detail.)

With only one relevant reporting, it is not possible to determine if starting FDW interventions are more vulnerable to specific COVID-19 restrictions. Theoretically, these initiatives may have more (unspent) financing available to successfully adapt their project planning - when compared to their finishing peers. Also, they have more options for adapted planning, since the project is still at the start.

In the CRMT, all values at or above 7 indicate that the damage is manageable within the partnership's capacity. In the reporting, less than 10% of the prioritised hardware risks are marked with an impact level below 7.

An overlapping – hardware/software – type of risk is reported in the form of direct, international (primarily Dutch) technical assistance for the construction or installation of various hardware items. This challenge may lead to considerable time delays in the relevant projects. (The affected partnerships are marking this as a focal part of their mitigation strategies.)

One notable reporting may have important implications for all FDW projects: a submitting party indicates that the COVID-19/lockdown dynamics resulted in *increased purchase costs for various hardware items*. If costs increase in the purchase alone (next to possible cost increases in logistics and import), then it is likely to have significant implications for the project financing and result delivery alike.

The focus of mitigation efforts - hardware

Partnerships report the following list of mitigation efforts that they either plan or already implement to manage project-hardware related (COVID-19) challenges:

1) Increased scrutiny in project management for timely hardware delivery including;

- a) *Increased monitoring* of hardware status
 - b) *Revision/updating of the originally planned measures*
 - c) *Shifting of hardware imports* to local sourcing (may have implications for Dutch hardware export)
 - d) *Adjusting working plans* through the re-planning of activities to circumvent lockdown periods or avoid high-risk environments including
 - i) the shifting of activities from normally optimal periods to periods of availability (e.g. shifting to an earlier time in the dry period)
 - ii) adjusted working hours in case implementation is to proceed in closed spaces with local labourers present: implementation times changed to the evening and or to weekends to reduce crowding
 - e) *Enhanced preparatory activities* for stand-by and quick roll-out once the lockdown is over or eased
- 2) Increased protection of employees/labourers through**
- a) *Provision of protective gear* (masks, gloves and disinfectants)
 - b) *Development of new protocols* to minimise physical contact (note of the authors: see the following link on the most up-to-date overview on physical contacting risks - mind figure 3 for the actual summary: <https://www.bmj.com/content/370/bmj.m3223>)
- 3) COVID-19-specific linking with public authorities**
- a) *Reach out to mandate-holding public parties* (partners and 3rd parties are approached) in order to obtain exemption of lockdown measures with a 'letter of authorization' to allow the commencing of activities
 - b) to *leverage efforts* in obtaining hardware goods from supplier (the formulation is somewhat ambiguous)
- 4) Communications enhanced**
- a) Increasing of *virtual communications/interactions* to steer project activities
 - b) Development and *application of formal virtual protocols* (at organization level) to minimise personal/physical presence on-site
- 5) Anticipation that projects would require extension in implementation period**

On the current state of technical assistance and other software affairs

Software-related risks reported

Restricted mobility and related time delays affect various software-related activities.

Technical assistance (capacity building and awareness raising) is marked repeatedly as one of the two software-related priority risks. This is enhanced by the need for physical trainings for most for the beneficiary/client groups (e.g. SME's and smallholders are less likely to benefit optimally from virtual trainings).

Knowledge development (gathering of intelligence and subsequent analysis) tasks are reportedly the other priority risk group with specific mentions of

- Execution of feasibility plans
- Operational plan development
- Preliminary designs for e.g. facilities
- Water safety plan development

The CRMT surveys do not mention it but, logically, extensive period(s) of inactivity and changing economic dynamics may imply that some studies would need to be repeated!

Some partnerships mention the time delay risk related to the execution of *financial assistance* activities. One reporting considers that the delay in a financial training may lead to future limitations in access-to-finance.

Technical study delays (e.g. in NRW/non-revenue water) are implicated to reduce the rate of progress in the remaining implementation phase. In the case of NRW, formally connecting of the necessary number of customer connections will require not only adjusted planning but also extra (previously unplanned) efforts.

A specific risk is reported in the form of *cancelled/delayed stakeholder meetings*, which in some cases are part of platform/institutional building efforts. Such delays can be technically caught up with after a lockdown period but may reduce *willingness of cooperation in stakeholder groups*. If yes, this may have consequences e.g. for water allocation discussions and water tariff development. Related delays and risks around the functional delivery of a levying and billing system may also have implications for the projects' business cases.

Software-related impacts so far

Mobility is marked or indicated as crucial for almost all (non-virtual) activities and the lack thereof results in direct time delays. Time delays may be relatively easy to manage for TA activities as the activities in most cases are not dependent on international travel or imports. However, the *delays reportedly deteriorate beneficiary/customer*

trust in the initiative and partnerships expect damage in upscaling of activities later in the implementation phase. This was directly related to water user group setups, staff trainings and community-level interventions.

In general, no significant impact is reported at programme level after the first COVID-19 wave. Some of the partnerships do mark that a *slower and less extensive roll-out of activities* and relatively higher costs are expected to manifest in the long term.

The focus of mitigation efforts – software

Partnerships report the following activities and strategies to minimise damage of software-related issues:

- 1) **Circumventing the lockdown period**
 - a) *Quick status update* of activities right before lockdown (if feasible)
 - b) *Development of plans and preparations* until the lockdown is eased, meanwhile monitoring and prioritization of backlog, for efficient catching up in post-lockdown period
 - c) *Adjustment and reprioritising of SW activities*
- 2) **Professionalization of the communication strategy**
 - a) *Assessment and use of various (including alternative) communication channels*
 - b) *Migration to digital means*: development and utilization of virtual trainings, both for training material and for methods of knowledge transfer
- 3) Explore **new methods of knowledge development** (with a focus on e.g. remote surveying)
- 4) **Analysis and promotion of value addition opportunities** including
 - a) The offering of e.g. *additional trainings* with a specific COVID-19 mitigation focus (primarily for awareness-raising on safe water and hygiene issues)
- 5) **Strengthening of stakeholder connections**
 - a) *Continued motivating of partners & 3rd parties* to maintain level of focus on result delivery
 - b) *Frequent contact with relevant authorities* and - where possible – joint development of COVID-19 mitigation
- 6) **Assessment of future mitigation measures** for (repeated) software activities including e.g.
 - a) *Preliminary assessment of tipping points* in high risk SW issues
 - b) *Investigation of crucial financing needs* and attempts to identify access-to-finance (including eventual Netherlands Enterprise Agency assistance)

On the current state of business model affairs

Business model-related risks reported

Risk of *income generation* in the business model is the most frequently reported priority issue. Reporting offers more reasons for this:

- Delayed service delivery (possibly as a result of limited constructions or trainings)
 - o With lesser trust in the intervention (implying a lesser willingness-to-pay)
 - o Lesser (customer) income as a direct result of non-operation
- Limited opportunities or capacity to collect revenues
- COVID-19-related restrictions may reduce the affordability (ability-to-pay) of the offered services at the beneficiaries/customers

Not only the ultimate beneficiaries (e.g. low-income households), but also the intermediary ones (e.g. private operators) are marked as a risk: they may be *more reluctant to join the FDW intervention*

- Having less liquidity
- Having higher commercial risks as a result of reduced market dynamics or
- Having a lesser trust in the project.

One mention states that the poor market scenarios of beneficiary SME's may lead to suboptimal taking over of TA/technological innovations leading to reduced financial contributions to the developed platform.

The *reduced liquidity* of (future) private operators may also imply that they are less willing to contract new loans. This risk is directly related to the reduced quality of the beneficiary model and may significantly contribute to a worsened roll-out/upscaling of the business case.

The business model impacts so far

No significant impact is perceived after the first COVID-19 wave in 10 of the 12 interventions. This reporting may be optimistic: current impact in HW/SW activities may have considerable implications for the roll-out of the

business models in the FDW interventions. The reporting indicates that this is not (yet) recognised by the partners.

The disparity between the business case status values reported for the lighter (I, II) and the more drastic (III, IV) risk scenarios implies that future impact may be very severe in the latter cases. Even though this project aspect only manifests now as a *latent risk*, the logical expectation is that possibly all business cases may require some form of adjustment in the coming years.

Focus of mitigation efforts – business model

- 1) **Enhanced monitoring** for proper (and regular) assessment of the business case situation
- 2) **Financial re-planning**/revisiting the business model
- 3) **Making a contingency budget**
 - a) As *liquidity support* e.g. for operators (the formulation here is somewhat ambiguous)
 - b) Contacting of local authority for *additional access-to-finance* for private operators
 - c) Related discussions to *assess needs of water utility operators*
- 4) In NRW (non-revenue water) interventions: the **adding of market-based promotion of pre-paid meters** in private connections
- 5) **Intensified promotion on importance of safe water/hygiene** to support business case
- 6) **Development of a simplified/easier registration system** ('ease-of-doing-business') for water operators
- 7) **Development mechanisms for decreasing NRW (payment/commercial)**

On the current state of PPP-related affairs

PPP-related risks reported

Bankruptcy risk of project partners is most often mentioned by partnerships as a priority risk.

As a result of limited project progress (or their own enterprises), eventual *deteriorations in the liquidity situation* of partners implies that the return of COVID-19-related restrictions can significantly worsen the current – low-risk – profile of all interventions. This is indicated as a risk even in case of a slow bouncing back of the economic capacity. The *trend in liquidity expectations* is seen by partners as a risk of

- **Weakened delivery of financial contributions** by project partners (reduced co-financing, with one of the projects reporting that public co-financing may be redirected if situation does not improve)
- **Evaporating willingness to participate** in the FDW intervention.

At present the above reported priority concerns are marked as 'low risk'.

The PPP impacts so far

So far low actual impact in all cases (minor damage, but manageable), but with markings that a prolonged economic recess may already have significant impact in several interventions.

Focus of mitigation efforts - PPP

- 1) **Joint monitoring of situation with project partners** through regular contacts: open, transparent discussions focusing on realistic solutions help
- 2) **Assessment of specific tipping points** for the intervention (partnership & co-financing)
- 3) **Preparation of a financial risk analysis**
- 4) **Identification of additional financing sources** to mitigate activities/results at risk (one mention of appealing to county assembly for support)
- 5) **Prioritization of funding for WASH activities** to manage target location/community willingness to participate
- 6) **Reorienting PPP goals/results** if deemed necessary

Conclusions

Practically all reporting is clear to understand (only minor ambiguities) leading to a relatively easy interpretation.

The submitted information clearly demonstrates that **the COVID-19-related damage so far is limited and – in most cases - manageable within the partnerships' capabilities**. This level of control over – what basically corresponds to Scenario I-II - risks and impacts offers some optimism regarding FDW result delivery.

After a dramatic first COVID-19 wave this is seen as a confirmation of PPP-capabilities. The partnerships (those that submitted) acted swiftly and effectively in mitigating the first signs of threat to their interventions. That said,

there is **latent future impact expected** - especially in case of the business case aspects of the interventions. Eventual returning of economic restrictions is indicated to have a far higher impact on the FDW projects.

The reports on **hardware supply and construction delays** are straight-forward and well-documented. Despite the limited current impact on hardware delivery, caution is advised: delays in hardware obtaining and constructing are likely to have significant cost and capacity implications.

Software concerns seem less challenging and may have lesser implications in the short-term. However, these may impact beneficiary/client motivation and the rate of implementation. With that, result delivery may be impacted (through a slower and more limited upscaling curve). A return of economic restrictions may significantly damage the build-up of beneficiary support.

Business case implications are the least well understood as these may manifest in the future – typically in the latter phases of implementation.

Motivation and co-financing ability of partners is marked a key risk, but so far no real danger that it would manifest in the projects.

Based on the reporting: return of COVID-19 related restrictions (lockdowns, travel and import bans) or a protracted 1st wave should optimally should prompt **new CRMT submitting (or alternative updates)** from the FDW partnerships to the Netherlands Enterprise Agency.

Ultimately, the COVID-19 challenges may be similar to normally occurring challenges, but the extensive number and interlinked nature of the related (external) threats creates a new dynamic: not only in result delivery but also in subsidy accounting.

Annex I. Example of a submitted CRMT form (See also separate file for a standard copy of the CRMT)

Exempt from a submitted risk reporting:

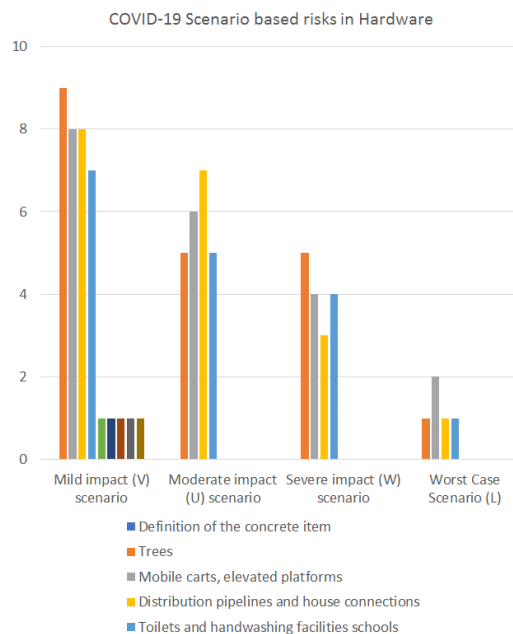
FDW/GWW project #:		FDW16012PH		Expected status of project items in the four scenarios							
Date of submission:		jul-20		See the "how to use this manual" sheet for explanation of the scenarios							
Email contact person:				Mild impact (V) scenario		Moderate impact (U) scenario		Severe impact (W) scenario		Worst Case Scenario (L)	
Main results at risk	Main hardware risks	Definition of the concrete item	Status	Explanation	Status	Explanation	Status	Explanation	Status	Explanation	
2.1.4	150 ha riparian reforestation halted due to travel bans / reduced ownership IPs	Trees	9	Tree planting resumes in July 2020. Lost time 2020 can be recovered	5	Tree planting can resume in January. Not possible as this is start of dry season. Delay to May 2021	5	Tree planting can resume mid 2021	1	Tree planting cannot resume due to continued travel bans. Need to redesign intervention	
3.1.1	Flood resilience infrastructure not completed/maintained. Government agencies delay permitting provision for new construction	Mobile carts, elevated platforms	8	Mobile carts, platforms all delivered and in use. Permit for several projects pending	6	Mobile carts, platforms mostly delivered and in use. Outstanding projects do not receive priority from constructor / government and are delayed until 2021	4	Some mobile carts, platforms delivered, others cancelled. Maintenance is limited as water utility Working Ratio dives below 1, leaving insufficient funds and maintenance budgets are prioritized for primary processes	2	Some mobile carts, platforms delivered, all others cancelled. Focus of water utility management goes to emergency water supply operations and keeping staff safe. Nothing new constructed, what was completed earlier not maintained	
3.2	PureNet model development and knowledge transfer hampered	PureNet software	8	Knowledge transfer and database development delayed several months. January trainings GIS not anchored in staff operations. Database building can continue via digital means	7	Knowledge transfer and database development delayed >10 months. Database building can continue via digital means	5	Knowledge transfer and database development delayed until mid 2021. Reduced motivation for PureNet roll-out, more focus on primary processes	2	Knowledge transfer and database development postponed. Software has to be maintained by FITC until COWD regains capacity to work on new software	
4.1.1	Distribution extension projects for 7,000 households not completed	Distribution pipelines and house connections	8	Construction is continued as per planning. Some backlog due to manpower constraints skeletal work force	7	Extension projects delayed until January 2021	3	Extension projects delayed until mid 2021. New customers do not pay bills. Water utility financially challenged and focuses on existing network rather than expansion	1	All extension projects postponed/cancelled. Focus of water utility management goes to emergency water supply operations and keeping staff safe. Nothing new constructed,	
4.2.1	PRC focus shifts to COVID-19 response, WASH infrastructure delayed	Toilets and handwashing facilities schools	7	PRC fully focused on COVID-19 response in 2020. Insufficient funds for school water supply. WASH construction may resume in 2021, but needs to be reprioritized	5	PRC fully focused on COVID-19 response 2020 into 2021. Reallocation of some project funds necessary. Priority WASH construction may resume in 2021	4	PRC fully focused on COVID-19 response 2020 into 2021. Reallocation of some project funds necessary. Priority WASH construction may resume 2nd half of 2021 or 2022	1	PRC shifts full focus to COVID-19 response, project targets WASH cancelled.	

Exempt from a submitted risk reporting:

COVID-19 IMPACT REGISTER

Group	Specific item	Definition of the concrete item	Current status of the project items at risk			
			June/July	Aug/Sept	Oct/Nov	Dec/Jan
2.1.4	150 ha riparian reforestation halted due to travel bans / reduced a	Trees	9			
3.1.1	Flood resilience infrastructure not completed/maintained	Mobile carts, elevated platforms	8			
3.2	PureNet model development and knowledge transfer hampered	PureNet software	8			
4.1.1	Distribution extension projects for 7,000 households not complete	Distribution pipelines and house connections	8			
4.2.1	PRC focus shifts to COVID-19 response, WASH infrastructure delay	Toilets and handwashing facilities schools	7			

Example of a hardware risk scenario figure:



The following (omitted) sheets complete the CRMT:

- Manual for the CRMT tool
- Background values for the completing of the tool
- Impact register (containing the narratives of mitigation plans/efforts)
- Impact graphs (similar to the risk graphs shown above)

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