**Project Title:** Cooperative Market Development Program (CMDP)

**Project Number:** 00102540

**Implementing Partner:** Ministry of Cooperatives and Poverty Alleviation (MoCPA)

**Start Date:** 2 February, 2018  **End Date:** 31 January, 2023  **PAC Meeting date:** 8 December, 2017

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### Brief Description

Fruits and vegetables are important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruit and vegetables is increasing. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre are imported from various countries, including India. Despite increased demands for fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the fruits and vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of fruits and vegetables to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperatives to regional terminal of Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

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**Contributing Outcome (UNDAF/CPD, RPD or GPD):**

Cooperative market chain established for the increased incomes and livelihood opportunities of farmers

**Indicative Output(s) with gender marker:**

1. Capacity of fruits and Vegetable production cooperatives strengthened for increased production, effective management and marketing (GM – 2)
2. Network of Cooperative market chain of fruits and vegetable established (GM – 2)
3. Policy and institutional capacity of MOCPA and other relevant government entities improved to facilitate cooperative market development of fruits and Vegetable (GM-2)

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### Total resources required:

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### Total resources allocated:

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**Agreed by (signatures):**

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<tr>
<td></td>
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<tr>
<td>Print Name: Rāghu Ram Bista</td>
<td>Print Name: Renaud Meyer</td>
</tr>
<tr>
<td>Joint Secretary, MoCPA</td>
<td>Country Director, UNDP</td>
</tr>
<tr>
<td>Date: 2 February, 2018</td>
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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The agriculture sector contributes one third of the GDP with approximately 15% shared by vegetables including potato. At present, more than two hundred vegetable species are grown in the different climatic zones of Nepal, out of which fifty species and their varieties are grown on a commercial basis. In 2014/2015, production of vegetable was 3,580,159 MT from an area of 266,937 ha at an average yield of 13,412 kg/ha (VDD, 2015). There are 3.2 million vegetable growers in Nepal that accounts to about 69% of the total households.

According to the standards set forth by dieticians and nutritionists, the minimum per capita per day requirement of vegetables is 400 gm, (http://www.who.int/dietphysicalactivity/fruit/en/) whereas the vegetable intake by Nepali people is very low (40%) compared to this standard (Gautam and Bhattarai, 2006). Growing demand for vegetables however is increasing due to gradual shift in people’s food habit from staple food towards more vegetables and fruits. According to a study conducted by UK aid in 2016 “vegetable sector in Nepal: Rapid Post EQ Market Analysis” Nepal’s per capita vegetable consumption has increased from 60 kg to 105 kg over last two decades. Accordingly, demand has increased significantly.

Existing Fruits and Vegetable marketing systems in Nepal are: sale to traders, Haat Bazaar, collection centres, wholesale markets and cooperative marketing. The Kalimati Fruits and Vegetable Wholesale Market, established in 1986, is the leading wholesale market in Nepal. There are 45,243 registered traders in this market. Kathmandu, Lalitpur, Bhaktapur, Dhading, Nuwakot, Kavrepalanchowk and Makawanpur are the major suppliers of vegetables in this market, 296 wholesalers coming from these districts. Since this market was established three decades ago to serve roughly 1.5 million population volumes are now insufficient to meet the demand of the current population of Kathmandu which is already above 4 million and is growing rapidly. Hence, there is a limited space for wholesale marketing space, and problems of waste management and traffic management in Kalimati market.

Population growth rate of Kathmandu valley is three times higher than that of national average. Additionally, according to the Kalimati fruits and vegetable market, in 2014, 29,180 Metric Tonnes (MT) of fruits and vegetables was sold from the market out of which 31% was imported primarily from India. The market for the fruits and vegetables produced in surrounding districts therefore is not a problem. However, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of different layers of middlepersons in the Vegetable supply chain. The middlepersons are taking major share of the benefits and offering low prices to them by creating monopolistic situation, debt-ties and cartel. In addition to the problems of middlepersons in the price fixation of the produce, the farmers also lack technical knowhow of providing quality vegetables in terms of hygiene, grading, packaging etc. Moreover, inefficient and weak post production services; such as inadequate storage, packing and transportation infrastructure; inadequate marketing services; uneconomical scale of commercial production and lack of legal and institutional support for certification are other bottlenecks of fruits and vegetable business. Moreover, there is a need to coordinate with various existing agriculture and fruits cooperatives outlets in major market blocks within Kathmandu valley to ensure easy access to the market for all.

The total production of fruits and vegetables in 2071/72 of proposed six project districts was 445,065 MT (source: Vegetable Development Directorate). The total volume of fruits and vegetables from these districts collected and transacted through Kalimati Fruits and Vegetable market centre in the same year was 97,724 MT (22% of the total district production) worth of NPR. 7.23 billion @ 74 Rupees per kilo (source: Kalimati Fruits and Vegetable Collection Centre).
District-wise production of Fruits and vegetables and their share in Kalimati Market in 2071/72

<table>
<thead>
<tr>
<th>Districts</th>
<th>Chitwan</th>
<th>Dhading</th>
<th>Kavre</th>
<th>Lalitpur</th>
<th>Makwanpur</th>
<th>Nuwakot</th>
<th>Total/Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Production in District in 2071/72, MT</td>
<td>89,824</td>
<td>75,836</td>
<td>134,790</td>
<td>47,920</td>
<td>56,954</td>
<td>39,741</td>
<td>445,065</td>
</tr>
<tr>
<td>%age share in Kalimati market</td>
<td>13%</td>
<td>48%</td>
<td>19%</td>
<td>9%</td>
<td>28%</td>
<td>11%</td>
<td>22%</td>
</tr>
<tr>
<td>2072 Supply Volume (MT) in Kalimati</td>
<td>11,383</td>
<td>36,365</td>
<td>25,517</td>
<td>4,285</td>
<td>15,887</td>
<td>4,284</td>
<td>97,724</td>
</tr>
<tr>
<td>Average Terminal Price</td>
<td>74.00</td>
<td>74.00</td>
<td>74.00</td>
<td>74.00</td>
<td>74.00</td>
<td>74.00</td>
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<tr>
<td>Average Value, NPR. Million</td>
<td>842.4</td>
<td>2,691.2</td>
<td>1,888.4</td>
<td>317.156</td>
<td>1,175.7</td>
<td>317.1</td>
<td>7,231.9</td>
</tr>
</tbody>
</table>

Source: Kalimati Fruits & Vegetable Market Development Board

On an average remaining 78% (after market through Kalimati Market) of the total production of these districts are consumed internally and marketed through different channels into other parts of the country.

Various studies indicate that post-harvest losses of off-season vegetable is approx. 25-50 percent. The high post-harvest losses are primarily due to improper handling, packaging, low-level technology, and poor facilities at collection centres. These post-harvest losses indicate great potential for increasing farmers’ incomes and improving the rural economy, as well as significant potential for import substitution of vegetables.

With the existence of long channel of product flow from farmers to consumers, farmers are not receiving reasonable price of their product on the one hand, consumers are forced to pay high price on the others. Moreover, fruits and vegetables sold in Kathmandu and other cities are not up to the quality. There is a trend of haphazard use of pesticides and insecticides in commercial vegetable production causing serious health problems to the consumers.

Cooperative is considered as a good strategy to address these problems which could help farmers overcome these obstacles by offering their members a variety of services such as group purchasing and marketing, input shops for collective purchases, as well as building small producers skills by providing them with knowledge and information, and helping them to innovate and adapt to changing markets. Importantly, co-operatives facilitate farmers' participation in decision-making processes and help small producers' voice their concerns and interests, and increase their negotiating power to influence policy making processes. In Nepal, there are approx. 33,000 cooperatives with 5 million members. Out of the total cooperatives, 25% of cooperatives with 600,000 members belong to agriculture cooperative, majority of them belong to dairy, and roughly 190 primary cooperatives are producing 52,000 metric tons of vegetable and fruits every year mobilizing more than 24,000 members.

In addition to human casualty and the destruction of roughly 800,000 houses, the devastating earthquakes of 2015 also caused significant damage in production and harvesting of fruits and vegetables especially in 14 most affected districts. As per a study done by UK Aid in 2015/16 jointly with Federation of Fruits and Vegetables Entrepreneurs Nepal (FEFVEN), supply of vegetables to major hubs was severely disrupted in the days immediately after the first earthquake. Of the vegetables that were harvested early on, much of the supply could not reach the market as transportation was not available. For example, the volume of vegetables traded through Kalimati Market dropped sharply from 483,135 kg on the 24 April, 2015 to 59,175 kg on the 27 April,2015. The following table shows the damage and loss of fruits and vegetable production and post-harvest losses due to the earthquake in project districts excluding Chitwan. There was 25-40% loss on the standing crop whereas 15-30% post-harvest loss due to the quake. Moreover, price received by farmers was reduced roughly by 45%.
II. **STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)**

The Cooperative Market Development Program (CMDP) will develop and operationalize cooperative market chain of fruits and vegetables in adjoining districts of Kathmandu primarily targeting the market of Kathmandu valley and Chitwan. By doing this, the project aims at increasing the farmers’ income and other livelihood opportunities primarily in rural areas as well as ensure the availability of fresh and quality vegetables and fruits in a reasonable price to the consumers of Kathmandu valley and Chitwan. This will be done by establishing different marketing networks from primary cooperative to the terminal in Kathmandu valley and Chitwan.

To achieve this objective, the project will work not only on marketing, it will also engage in increasing production and creating enabling policy environment for the promotion of cooperative market development. While market network is important, equally important is to ensure regular and sustained supply of enough fruits and vegetables to meet demand. To increase the production, the project will coordinate with Ministry of Agricultural Development (MoAD) and other service providers to expand the quality extension services including inputs and improved technologies. In parallel, the project will also provide technical support to cooperatives for their effective operation and management.

For the market development, the project will develop collection centres at primary cooperative level, municipal level, as well as collection and marketing terminals at district and regional level. The project will also coordinate and provide necessary support to the existing fruits and vegetable cooperatives outlets in major market blocks within Kathmandu valley. Similarly, use of improved technology for harvesting, collection and transportation will significantly reduce post-harvest losses and enhance efficiency. Private sector will be a key partner to promote and use of technology in production and harvesting/post-harvesting. Equally important is to create policy environment at national and sub-national level for the cooperative market development through the drafting/revision of relevant policies. Creation of a dedicated unit at MoCPA to look after cooperative marketing will facilitate to address policy barriers as well as other capacity building measures for the cooperative members.

**Alignment with State policies**

In addition to government and private sector, Nepal’s constitution recognises cooperatives as one of the three important pillars of economy. National Cooperative Policy 2013 emphasizes cooperatives as a means of economic development and social transformation and has objectives to make the cooperative sector competitive by developing and expanding enterprises promoted by the cooperatives. The Agriculture Development Strategy (2016-2030) considers agricultural cooperatives as one of the key stakeholders.
for the implementation of the strategy, and states that cooperatives will be fundamental vehicle to achieve economies of scale in marketing, finance and logistics. This project directly contributes to the output 3.5 “Competitive agricultural value chains that increase value added and benefits to smallholder farmers and agro-enterprises under outcome 3 “Profitable commercialization”. The current 14th Development plan also puts high emphasis on cooperative to increase production and productivity as well as social empowerment by mobilising local resources, capital, labor and skills. One objective of the 14th plan is to develop and expand production and enterprise based on cooperatives. Key strategies to achieve the objective include – 1) mobilise cooperatives in productive sector, 2) economic and social inclusion through cooperative.

**Gender & Social Inclusion**

Gender and social inclusion will cut across all outputs and will be prioritized at all stages of project implementation. In addition to prioritizing women and people from disadvantaged group in regular project interventions, project will also implement additional capacity building measures to ensure that they can equally benefit from the support provided by the project. While forming and revitalizing cooperatives, the project will ensure that women and people from disadvantaged groups are also included not only as members of primary cooperatives, but will also to support them to take management and executive position at all level of cooperative market chain. They will also be prioritized for the employment opportunities created through this process. Wherever possible, the project will promote women-friendly technology for harvesting and post-harvest management that support to reduce women drudgery.

### III. RESULTS AND PARTNERSHIPS

**Expected Results**

**Output 1: Capacity of Fruits and Vegetable production cooperatives strengthened for increased production, effective management and marketing.**

**Activity 1.1: Identify and select production pocket areas, formation/revitalization and operationalization of cooperatives**

In collaboration with Ministry of Agricultural Development (MoAD), pocket areas will be identified for different fruits and vegetables. The project will facilitate the institution building of existing and new cooperatives in collaboration with the Co-operative Training Centre and Fruits and Vegetable Producers Co-operative Union. Cooperatives will be trained on different aspects of cooperative formation, operationalization, benefit sharing and other welfare aspects. The project will also ensure that all farmers of a specific pocket area are included as member of cooperative. Wherever possible, the project will encourage cooperatives to merge to maximize the opportunities and benefits. The project will also provide necessary support to promote good governance, active member participation, accountability and ownership of the farmer members of a cooperative which are essential for year-round operation of the cooperatives linking to the markets. The project will support to create necessary institutional framework as well as management and operational guidelines and tools of the cooperatives at all levels. Capacity building trainings such as leadership training, book keeping training, business development training will be provided.

**Activity 1.2: Promote the use of quality inputs and improved technologies**

In Nepal, the fruits and vegetable farming is largely done at small scale which prevents the use of efficient and cost effective technologies for increased production and productivity.
In partnership with MoAD and other relevant government and non-government entities as well as private sector, the project will ensure the availability of production inputs and suitable technologies. For example, supply and distribution of quality seeds and saplings of fruits and vegetables, fertilizers, tools and equipment, and other production support will be provided to the cooperative members. To encourage off season vegetables, the project will promote plastic tunnel vegetable farming. The project will support production infrastructure such as irrigation facilities, agriculture roads etc. In terms of technology promotion, tunnel farming, hand tiller, tractor and harvesting equipment will be provided.

In collaboration with the private sector, the project will also support custom hiring to establish farm machinery equipment banks for lending to co-operatives to avail hi-tech and high productive equipment for production and processing activities that helps to offset the adverse economies of scale arising due to small landholding and high cost of individual ownership. This will increase the reach of farm mechanization to small and marginal farmers and to the regions where availability of farm power is low.

**Activity 1.3: Prepare production and business development plan**

Project will support cooperatives to develop production plan to match the market demands. The production plan will include cropping calendar, harvesting schedule, post-harvest management plan. Similarly, farmers will be made aware of their cost of production and their gross benefit margin. For this, cooperative members’ will be trained on site and crop specific Cost Benefit Analysis of their crop of choices. Business plans at different operational level will be developed so that the farmers and co-operatives are aware of their cropping calendar, production cycle and cost of production.

**Output 2: Network of Cooperative market chain of fruits and vegetable established**

**Activity 2.1: Develop physical infrastructure for the cooperative market chain**

The project will invest in establishing market collection sheds in each cooperative, collection center at municipal level and collection plus terminals at District level and two regional terminals/market outlets on cost sharing basis. The project will establish 72 primary collection centres at cooperative level, 18 collection centers at municipal level, 4 terminals at district level and 2 regional terminals in Kathmandu and Chitwan.

The collection centre at production cooperative level will be of a simple truss roofing shed of size 15 to 20 m², the collection centers at municipal level/sub-district level of size 150 to 200 m² with cooling facilities and at the terminal, size varies from 2,000 to 3,000 m² at district level and 3,000 to 4,000 m² at regional level. Terminal complexes at districts and regional levels will be different in size but with almost similar functions. Terminal complex will comprise of collection centres, auction space, wholesale compartment, retail compartment, administrative complex, lodging facilities and other marketing amenities.

The other facilities vary according to size and needs of collection centers. For example, cleaning & disinfecting facilities with advanced packaging at primary cooperative level and additional facilities of cooling, parking, improved waste recycling in municipal level. In addition to cooling, parking facilities, communication facilities such as internet facilities and telephone, electronics/manual display boards, banking facilities, waste management, insecticide testing etc. will be provided to keep market center at the par or compatible with international standard.

Maintenance of proper hygiene and waste disposal will be given due care by the project. The project will support in using appropriate equipment for separating wastes depending upon their types (solid: degradable, non-degradable; and liquid). Degradable wastage will be reused for composting for which a composting plant will be established. For proper wastage disposal an incinerator will be provided in each collection centre at district and regional
collection terminals. Personal safety at all levels will be given top priority for which different hygiene materials like mask, helmet, gloves, gumboots, apron, sunglasses, etc. will be provided by the project.

**Activity 2.2: Safe transportation and establishment of linkages between different operational level.**

Timely and safely delivery of fruits and vegetable product in the market is an important factor for obtaining best prices. Safe and skilful handling of fruits and vegetables is very much important to maintain the quality of the produce till it reaches consumers' table. Using wheels with appropriate carrying boxes not only provide safe transportation of fruits and vegetables, but also reduce human drudgery and save time during transportation. Project will encourage cooperatives to use wheel-based conveyance/ transportation means such as trolley, bicycle, tricycle, motorcycle, van and trucks etc. The types of conveyance/transportation mean usage varies from collection levels and topography of the project areas. For example, use of trolley, bicycle, tricycle at production cooperative levels, Motorcycle, Trolley, Van and Truck at municipal, district and regional levels. Loading/unloading equipment support like trolley, slider, fork lift, pulley lift (manual and electrical) and weighing machine will be introduced. The project will also coordinate with the existing fruits and vegetable cooperative outlets in major market blocks within Kathmandu valley such as Koteswor, Chabahil, Kalanki, Maharajgaj.

**Activity 2.3: Product Marketing and Branding**

In this competitive national and global markets, the products can only survive that have high consistency in quality. The project will support the identification and development of web based mobile or mobile apps based market intelligence information tools system for price, quantity, quality and delivery system. Information technology revolutionize the entire marketing process and reduce the cost of market handling significantly. Adaptation of modern information technology like web or mobile apps is essential for prompt services of product information of price, quantity & quality demand and supply. The project will support the producers and value chain actors with the dissemination of market information (quality, size, price, grading, packaging and branding) for enhancing the quality production and competitiveness of the producers. Support will also be provided to organize Market/Product promotion activities e.g. Market exhibition, Farmer-Trader interaction, Farmer to Consumer interaction, trade fair, exposure visit etc.

Nepal is known for her reach natural micro climatic zones for agriculture production. Tapping these natural advantages is a unique opportunity in agriculture production and business. The project will promote branding of agricultural products produced within the selected project districts with their distinct brand names. A brand guarantees consistent features, quality and performance to consumer. The project will explore and support to attain brand name from the concerned government agencies and achieve the patent right.

**Output 3:**  
*Policy and institutional capacity of MoCPA and other relevant government entities improved to facilitate cooperative market development of fruits and vegetables*  

**Output 3.1 Create enabling policy and institutional environment for fruits and vegetable cooperative market development**

Despite the economic importance and contribution to the nation's population and workforce, the fruits and vegetable sector are still under-represented in the establishment of laws, regulations, investments, and plans. To address this, the project will undertake series of studies on the existing policies, regulations and practices that facilitate the development of fruits and vegetables producers and provide pragmatic recommendations and suggestions to the government to amend the policies and regulations in favour of cooperative market.
development. The project will support different studies, capacity building and advocacy activities for amending or introducing new taxation policies that are required to attract more fruits and vegetable cooperatives (new as well as existing) in the fruits and vegetable production.

**Output 3.2: Capacity Building of MoCPA and other relevant governmental and non-governmental entities for cooperative market development**

Currently, MoCPA has limited capacity to cater its workload. Staff need to be regularly updated with new technologies and equip with new tools and techniques to cope with new evolving challenges for cooperative market development. Efforts will be made for the capacity building of staff of MoCPA, MoAD as well as others which are directly involved in the project so that necessary support to the cooperatives for extension services as well as marketing services is ensured. The project will also support knowledge management, research and development, learning and exposure at national and international level for cooperative market development.

**Resources Required to Achieve the Expected Results**

This is a five-year project with the total budget of USD 11,401,805. MoCPA will assign a Joint Secretary as National Project Director (NPD) who is the executive of the project and will take the full responsibility of project resources and results. Depending on the situation, MoCPA might also assign one Under Secretary to support NPD who will function as National Project Coordinator and assume day to day administrative role delegated by NPD. A project implementation unit (PIU) will be created to support NPD for the implementation of project. PIU will be comprised of a National Project Manager, few specialists/advisors and other administrative and finance staff to run the day to day project implementation. From UNDP side, Deputy Country Director and Assistant Country Director will be the member of Project Executive board. One Program Analyst of UNDP works as a quality assurance officer and coordinate with NPD and project team for the effective implementation and management of project. MoCPA will provide office venue for the PIU. Vehicles and other equipment will be procured as soon as project comes to operation.

**Partnerships**

This is a joint initiative of MoCPA and UNDP and will be implemented by Planning Division of MoCPA. Cooperative Department of MoCPA and Division cooperative offices will be involved in implementation of the project on the ground. MoAD will have key roles to provide extension and other agricultural input services to the farmers/ cooperative members to increase the production of fruits and vegetables. The project will also partner with Cooperative Federation and other cooperative institutions for the formation/revitalization of fruits and vegetables cooperatives and various capacity building trainings to the cooperative members. Local governments will be instrumental for facilitation and effective coordination among various stakeholders. Local level Coordination Committees and other relevant line agencies will also be mobilized for effective implementation of the programme. Wherever possible, the project will collaborate with UNDP's Micro Enterprise Development Program (MEDEP) primarily for skill development and entrepreneurship. Partnership will also be sought with other UNDP’s programs wherever applicable.

**Risks and Assumptions**

In order to the effective operation of the cooperative market chain, various stakeholders will be involved and worked in a coordinated way. There is a need to increase the production of fruits and vegetables significantly to ensure that the supply through cooperative chain is smooth and uninterrupted to be prominent player in the market. To increase the production, project will provide some support, that will strongly rely on farmers’ proactive role and also the extension services provided by the government s. The project will devise some
Interventions to incentivise farmers to increase the production as well as collaborate with MoAD for effective extension services. Land availability for the construction of market sheds/collection centre as well as terminal is fundamental to the achievement of project results. It might be challenging to find sufficient land in suitable and accessible places for construction of collection centres and terminals. The project will collaborate with local municipality government and do necessary advocacy jointly with cooperatives. There are several external forces to regulate markets and prices and hence market including pricing is always a risk. The project will do the surveillance of market and pricing and inform cooperatives to adjust their production and harvest accordingly. Out of the total funding, there is a funding gap of USD 4.4 million. So, mobilising the resources to meet the funding gap poses a big risk. MoCPA and UNDP will jointly explore additional funding opportunities to meet the funding gap.

**Stakeholder Engagement**

Members of primary cooperatives of the program area are the key beneficiaries and the main stakeholders of this project. In collaboration with MoAD, CMDP will first identify and select the pocket areas which have high potential for fruits and vegetables production. The project will select active and existing fruits and vegetable cooperatives within the pocket area. In case there are no such cooperatives, then project will help farmers to create cooperatives. The project will support to ensure that all the farmers doing either of fruits and vegetables production within the pocket area are included. In every cooperative, there will be minimum of 200 members to ensure that the collection centres are economically feasible. Local municipal government will be actively involved in all phases of project implementation. Local municipal government’s role will be crucial primarily to ensure land availability for the construction of collection centres and in providing inputs/support to the farmers.

**South-South and Triangular Cooperation (SSC/TrC)**

The project will explore south-south cooperation in various project interventions. As the project intends to encourage farmers to use improved technology in production, harvesting and post harvesting handling, the project will explore suitable technologies primarily from our neighbouring counties such India, China and South and South-East Asia. South-south Cooperation will also be sought for branding and marketing of the products.

**Knowledge**

The project will have a comprehensive database of production and sale of fruits and vegetables by each primary cooperative as well as by individual farmer. The project will also publish one thematic assessment on annual basis as well as quarterly newsletter covering the project activities, success stories etc. Success stories are disseminated using social media as well as through UNDP and MoCPA website. Media events will also be organised on annual basis for wider dissemination and learning.

**Sustainability and Scaling Up**

This project will be implemented using National Implementation (NIM) modality. Ministry of Cooperative and Poverty Alleviation (MoCPA) will be the primary implementing agency. However, the project will also have strong collaboration with Ministry of Agricultural Development (MoAD) to increase production. Division Cooperative Offices and agricultural extension wings at local level will be actively involved at different phases of implementation. The active involvement of MoCPA and MoAD will ensure full national ownership and capacity building of relevant government entities. Moreover, one of the three outputs (output 3) is dedicated to institutional capacity building of relevant government and other stakeholders.
For the sustainability, MoCPA will continue the project activities as their regular programme after the project phase out. MoCPA will mobilise Department of Cooperatives and Division cooperative offices to sustain the project results. Most importantly, the sustainability is in-built in the project strategy in such a way that the cooperatives and their marketing institutions created during the project period will be automatically sustained after the project is phased out.

The whole idea of this project is to create a model of cooperative market chain from farmers to the consumers, so it can be easily scaled up using this model in other provinces. This project for the time being is targeted to the markets of Kathmandu and Chitwan focusing on six neighbouring districts of province three. This model however can be easily replicated in other provinces considering big markets such as Pokhara, Dharan, Dang, Surkhet, Dhadingdi, Birgunj etc.

### Types of inputs/Support at different level of cooperative market chain.

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<thead>
<tr>
<th>Cooperative Chain</th>
<th>Inputs/support</th>
<th>Budget USD</th>
</tr>
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<tbody>
<tr>
<td>Production</td>
<td>• Production inputs: Seeds, Fertilizer, Tunnel,</td>
<td>2,019,600</td>
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<tr>
<td>cooperative</td>
<td>• Production and Post-harvest equipment- hand tiller, sprinkler, crates/bins,</td>
<td></td>
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<tr>
<td></td>
<td>sprayers, Infrastructure support - Construction of collection center, Irrigation facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Institutional Capacity building – trainings, skill development, financial management</td>
<td></td>
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<td></td>
<td>• Business plan development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Transportation equipment-bicycle, trolley, slider, tricycle, pulley lift</td>
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<td></td>
<td>• Sorting and grading equipment</td>
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<td></td>
<td>• Sanitation and waste management</td>
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<td></td>
<td>• Branding and marketing</td>
<td></td>
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<tr>
<td>Municipal</td>
<td>• Production and Business Plans,</td>
<td>5,323,350</td>
</tr>
<tr>
<td>Level</td>
<td>• Infrastructure support - Construction of collection center, cold storage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Institutional Capacity building – trainings, skill development, financial management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Transportation equipment-motorcycle, trolley, pulley lift, van, truck, forklift</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sorting and Grading equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sanitation and waste management, incinerator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Branding and marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Packaging, cleaning and harvesting equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marketing intelligence and product trader interaction</td>
<td></td>
</tr>
<tr>
<td>District Level</td>
<td>• Production and Business Plans</td>
<td>897,000</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure support - Construction of collection center with banking facilities, testing labs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Institutional Capacity building – trainings, skill development, financial management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Transportation equipment-motorcycle, trolley, slider, pulley lift, van, truck, forklift</td>
<td></td>
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<tr>
<td></td>
<td>• Sorting and Grading equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sanitation and waste management, incinerator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Branding and marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marketing intelligence and product trader interaction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Exposure visit for farmers (inter and intra-district), national and interaction workshop/ seminars</td>
<td></td>
</tr>
</tbody>
</table>
Regional Level

- Infrastructure support - Construction of collection centre with banking facilities, testing labs
- Institutional Capacity building – trainings, skill development, financial management
- Transportation equipment-motorcycle, trolley, slider, pulley lift, van, truck, forklift
- Sorting and Grading equipment
- Sanitation and waste management, incinerator
- Branding and marketing
- Marketing intelligence and product trader interaction
- Linkage and coordination with existing fruits and vegetable cooperative outlets within Kathmandu valley.
- Exposure visit for farmers (inter and intra-district), national and interaction workshop/ seminars

1,228,750

Co-operative Market Chain Governance Structure

The project will be implemented in six districts viz. Lalitpur, Kavre, Nuwakot, Dhading, Makwanpur and Chitwan. Out of these six districts two Regional Terminals will be established in Lalitpur and Chitwan. Each district will have three rural / urban municipality level collection and marketing centres. In each municipality, there will be four Production Marketing cooperatives. Each production cooperative will have at least 200 households as members. The marketing sheds and terminals at local, municipal, district and regional levels will be managed and run by the co-operative members through locally hired staff. The local level farmer coops will form their federated structures at every level of markets to operate and manage their markets on their own.

Fruits and Vegetables Cooperative:

The project will form or revitalize cooperative in fruits and vegetables pocket areas. Each fruits and vegetable cooperative will have at least 200 members to ensure economic viability. The project will encourage all fruits and vegetable farmers in specific pocket areas to join the cooperative. Each cooperative will form Fruits and Vegetable Management Committee at cooperative level for overall management of the collection center. The committee will be comprised of 9 to 13 members elected periodically by all cooperative members. Each cooperative will hire two staff (one Co-ordinator and one Marketing/ Branding officer) for day to day operation. The hired staff should not be member of management committee.
Municipal level collection and marketing committee

Each production cooperative will send 2-3 representatives from the cooperative committee to form a Municipal level collection and marketing committee. Project will form four production cooperatives in each municipality (rural/urban). The Municipal level marketing committee will hire three staff (Manager, Maintenance & Logistic Support Officer and Admin/Finance Officer) to manage day-to-day operation of the Municipal level collection and market center. The staff should not be part of any committee members.

District and Regional Terminal market Committee:

Three Municipal level collection and marketing committees will send four representatives – two each for district level terminal and regional level terminal. The District level marketing committee will hire three staff (Manager, Marketing & Branding Officer and Admin/Finance Officer) whereas the Regional level marketing committee will hire five staff (Chief Executive Officer, M&E Planning Officer, Marketing & Branding Officer, Maintenance and Logistic Support Officer and Admin/Finance Officer) to manage day-to-day operation of terminal markets. The staff should not be part of any committee members.

Production and Cost Scenario of market chain

The average price difference between Farm gate and consumer is roughly 80% against the price of Kalimati market. The difference ranges from 45% to 115% in different districts. If transportation, management and handling cost which is roughly 5% in average is added to the farm gate price, the difference will remain at around 75%. The average price per kg at Kalimati is NPR 74 and the average price per kg difference is NPR 29.8. Considering the existing annual supply from the programme districts to Kalimati as reference volume which is 97,724 MT, NPR 2.9 billion is intended to be transferred to the cooperative farmers annually. The district wise price difference is presented in the table below.
### Economic Analysis of the project

Cost benefit analysis has been carried out for the period of 10 years including five years of project implementation. The total project investment cost is estimated at USD 11,401 million inclusive of all taxes and duties. Analysis also included market center operational cost of USD 615,981 in the year two with 10% increment in the successive years. The revenue is estimated with 5% of the existing traded value USD 10,885 million in the second year to 100% in the sixth year onward. The revenue estimation does not include retail sales and other revenue generated from the developed infrastructure and services. The NPV of project is US$ 25,591 million, BC ratio 2.61 and the IRR 39% at the end of year 10 at discount rate of 10%. The payback period of project is expected to be 5.64 years.

The table below shows the detail economic analysis

<table>
<thead>
<tr>
<th>Expenditure:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project cost</td>
<td>1,297</td>
<td>4,570</td>
<td>4,166</td>
<td>812</td>
<td>557</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Center Operation Cost</td>
<td>-</td>
<td>616</td>
<td>678</td>
<td>745</td>
<td>820</td>
<td>902</td>
<td>992</td>
<td>1,091</td>
<td>1,200</td>
<td>1,320</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>1,297</td>
<td>5,186</td>
<td>4,844</td>
<td>1,557</td>
<td>1,377</td>
<td>902</td>
<td>992</td>
<td>1,091</td>
<td>1,200</td>
<td>1,320</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale</td>
<td>544</td>
<td>2,177</td>
<td>5,443</td>
<td>8,708</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
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<tr>
<td>Retail</td>
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<tr>
<td>Others</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>544</td>
<td>2,177</td>
<td>5,443</td>
<td>8,708</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
<td>10,885</td>
</tr>
</tbody>
</table>

| Profit/Loss | (1,297) | (4,641) | (2,667) | 3,885 | 7,331 | 9,984 | 9,893 | 9,794 | 9,685 | 9,565 |
| Discounted rate | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| Present Value | (1,297) | (4,219) | (2,204) | 2,919 | 5,007 | 6,199 | 5,585 | 5,026 | 4,518 | 4,057 |
| NPV | (5,516) | (7,720) | (4,801) | 207 | 6,406 | 11,990 | 17,016 | 21,534 | 25,591 |
| IRR | (0.42) | 0.01 | 0.22 | 0.30 | 0.35 | 0.37 | 0.39 | | | |
| BC Ratio | (0.92) | (0.76) | (0.37) | 0.18 | 0.83 | 1.39 | 1.87 | 2.28 | 2.61 | |
| Cumulative cashflow | (1,297) | (5,938) | (8,605) | (4,719) | 2,612 | 12,595 | 22,489 | 32,283 | 41,968 |
| Payback Period | 5.64 | | | | | | | | | |

*Source: Kalimati Fruits & Vegetable Market Development Board (2017)*
Economic/Financial Analysis of various level of collection and market centres:

1) Production Cooperative:

The total annual salary of proposed 2 staff (Co-ordinator and Marketing & Branding Officer), is NPR 520,000 per year. Assuming additional 15% operation cost including utilities and other official logistics, the total annual cost to run a production cooperative is NPR 598,000 (USD 5,589) i.e. NPR 49,833 per month. With the projected service charge of 5% on the total volume of fruits and vegetable, a total of NPR. 996,660 of fruits and vegetables is required to be transacted per month (NPR. 33,222 per day). With the average rate of fruits and vegetable @ NPR 40 per kg; a total of 24,916 kg per month (830 kg per day) is required to be transacted from the production cooperative market shed. With an average of 200 cooperative members per production cooperative, each household needs to sell 4.1 kg of fruits and vegetables per day which is quite achievable.

<table>
<thead>
<tr>
<th>HUMAN RESOURCES</th>
<th>Prod Coops</th>
<th>Monthly salary</th>
<th>Total Annual salary</th>
<th>Operation Cost, NPR (15%)</th>
<th>TOTAL, USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO-ORDINATOR</td>
<td>1</td>
<td>25,000</td>
<td>325,000</td>
<td>48,750</td>
<td>3,493</td>
</tr>
<tr>
<td>MARKETING &amp; BRANDING OFFICER</td>
<td>1</td>
<td>15,000</td>
<td>195,000</td>
<td>29,250</td>
<td>2,096</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2</strong></td>
<td><strong>520,000</strong></td>
<td><strong>76,000</strong></td>
<td></td>
<td><strong>5,589</strong></td>
</tr>
</tbody>
</table>

2) Municipal Level:

The total annual salary of proposed 3 staff (Manager, Maintenance and Logistic Support Officer and an Admin & Finance Officer) is NPR 10,40,000. Assuming 20% additional operational cost including utilities and other logistics, the total annual cost to run a Municipal level collection and market centre is NPR. 1,248,000 (USD 11,664) i.e. NPR. 104,000 per month. With the projected service charge of 5% on the total volume of fruits and vegetable, a total of NPR. 2,080,000 of fruits and vegetable is required to be transacted per month (NPR. 69,333 per day). With the average rate of fruits and vegetable @ NPR 50 per kg; a total of 41,600 kg per month (1,386 kg per day) is required to be transacted from the Municipal outlets. With an average of 800 cooperative members for four production cooperatives (One Municipal outlet will give service to 4 Production cooperatives), each municipal outlet will sell at least 3,280 kgs (4.1 kgs per HHs for break-even operation of production marketing sheds) which is almost 3 times than the required transaction volume.

<table>
<thead>
<tr>
<th>HUMAN RESOURCES</th>
<th>Municipal</th>
<th>Rate, NPR.</th>
<th>Total Annual, NPR</th>
<th>Operation Cost, NPR (20%)</th>
<th>TOTAL, USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGER</td>
<td>1</td>
<td>35,000</td>
<td>455,000</td>
<td>91,000</td>
<td>5,103</td>
</tr>
<tr>
<td>MAINTENANCE AND LOGISTIC SUPPORT</td>
<td>1</td>
<td>30,000</td>
<td>390,000</td>
<td>78,000</td>
<td>4,374</td>
</tr>
<tr>
<td>ADMIN &amp; FINANCE OFFICER</td>
<td>1</td>
<td>15,000</td>
<td>195,000</td>
<td>39,000</td>
<td>2,187</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>1,040,000</strong></td>
<td><strong>208,000</strong></td>
<td></td>
<td><strong>11,664</strong></td>
</tr>
</tbody>
</table>

3) District Level:

The total annual salary of the proposed 3 staff (Manager, Marketing & Branding Officer and Admin & Finance Officer) is NPR 11,70,000. Assuming 30% additional operation cost including utilities and other logistics, the total annual cost to run district terminal is NPR. 1,521,000 (USD 14,215) i.e. NPR. 126,750 per month. With the projected service charge of 5% on the total volume of fruits and vegetable, a total of NPR. 2,535,000 of fruits and vegetable is required to be transacted per month (NPR. 84,500 per day). With the average rate of fruits and vegetable @ NPR 60 per kg; a
total of 42,250 kg per month (1,408 kg per day) is required to be transacted from the District terminals. With an average of 3 municipal outlets supplying fruits and vegetables to a district terminal, each municipal outlet will sell at least 3,280 kgs per day i.e. 9,840 kgs from three municipal outlets which is almost 7 times more than the required volume.

<table>
<thead>
<tr>
<th>HUMAN RESOURCES</th>
<th>DISTRICT</th>
<th>Rate, NPR</th>
<th>Total Annual, NPR</th>
<th>Operation Cost, NPR (30%)</th>
<th>TOTAL, USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGER</td>
<td>1</td>
<td>40,000</td>
<td>520,000</td>
<td>156,000</td>
<td>6,318</td>
</tr>
<tr>
<td>MARKETING &amp; BRAND</td>
<td>1</td>
<td>30,000</td>
<td>390,000</td>
<td>117,000</td>
<td>4,738</td>
</tr>
<tr>
<td>OFFICER</td>
<td></td>
<td>20,000</td>
<td>260,000</td>
<td>78,000</td>
<td>3,159</td>
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<tr>
<td><strong>Total</strong></td>
<td>3</td>
<td></td>
<td>1,170,000</td>
<td>351,000</td>
<td>14,215</td>
</tr>
</tbody>
</table>

4) Regional Terminal:

The total annual salary of proposed 5 staff (Chief Executive Officer, M&E Planning Officer, Marketing & Branding Officer, Maintenance and Logistic Support Officer and Admin/ Finance Officer) per regional terminal is NPR 25,35,000. Assuming additional 40% operation cost including utilities and other logistics, the total annual cost to run the regional terminal is NPR. 3,549,000 (USD 33,168) i.e. NPR. 295,750 per month. With the projected service charge of 5% on the total volume of fruits and vegetables, a total of NPR. 70,980,000 of fruits and vegetables is required to be transacted per month (NPR. 2,366,000 per day). With the average rate of fruits and vegetables @ NPR 70 per kg; a total of 84,500 kg per month (2,816 kg per day) is required to be transacted from each Regional terminal. With an average of 3 District outlets supplying fruits and vegetables to a regional terminal, each district outlet will sell at least 9,840 kgs per day i.e. 29,520 kgs from three District outlets which is almost 10 times more than the required volume.

<table>
<thead>
<tr>
<th>HUMAN RESOURCES</th>
<th>REGIONAL TERMINAL COOPS</th>
<th>Rate/ Month, NPR</th>
<th>Total Annual, NPR</th>
<th>Operation Cost, NPR (40%)</th>
<th>TOTAL, USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>1</td>
<td>50,000</td>
<td>650,000</td>
<td>260,000</td>
<td>8,505</td>
</tr>
<tr>
<td>M&amp;E AND PLANNING OFFICER</td>
<td>1</td>
<td>40,000</td>
<td>520,000</td>
<td>208,000</td>
<td>6,804</td>
</tr>
<tr>
<td>MARKETING &amp; BRANDING OFFICER</td>
<td>1</td>
<td>40,000</td>
<td>520,000</td>
<td>208,000</td>
<td>6,804</td>
</tr>
<tr>
<td>MAINTENANCE AND LOGISTIC SUPPORT</td>
<td>1</td>
<td>40,000</td>
<td>520,000</td>
<td>208,000</td>
<td>6,804</td>
</tr>
<tr>
<td>ADMIN &amp; FINANCE OFFICER</td>
<td>1</td>
<td>25,000</td>
<td>325,000</td>
<td>130,000</td>
<td>4,252</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5</td>
<td></td>
<td>2,535,000</td>
<td>1,014,000</td>
<td>33,168</td>
</tr>
</tbody>
</table>

Role of various stakeholder:

As this project is directly linked to Co-operative members for their own development through agriculture, roles of various actors are equally important.

Role of Department of Agriculture and Agricultural Extension Services:

The Department of Agriculture bears overall responsibility for the agricultural growth and development of agriculture sector in Nepal. The DoA provides its services to the farmers at the local level through District Agriculture Development Office (DADO) in all the districts over Nepal. The major role of the DADOs is to provide technical services and extension services to the farmers. The DADOs will provide some subsidies on inputs (seed distribution, plastic tunnels for
mushroom cultivation, plastic crates) and equipment (eg. Power tiller, powers sprayer, secateurs etc) to the farmer groups/ co-operatives. In addition to the subsidies, the DADO provides technical services to the local farmers through its Agriculture Service Centres at VDC level (on an average 1 ASC provides service to 4 to 5 VDCs). The project will collaborate with DADOs of the project districts to identify potential pocket areas for the fruits and vegetable production. The DADO’s help will be critical in preparing crop calendar and business plan of vegetable production.

Department of Co-operative and Division Cooperative Office:
The Department of Cooperative is the National Cooperative Organization responsible for registration; regulation and promotion of cooperative. It has 40 offices altogether including the department. It is the major executive wings of the Government. The in-charge of the cooperative department is Registrar as equivalent to a joint secretary of the government. The Registrar of the Department of Cooperatives delegates the registration authority to the officials assigned in the Division Cooperative offices. Under this Department there is one Central Cooperative Training Centre, 5 Cooperative Training and Division Office and 33 Division Cooperative Office in all over the country. The five Cooperative Training and division Office and thirty three Division Cooperative Office were set up after the dissolution and merging of district cooperative office extended over 68 districts in the country. Several types of cooperatives societies operate in the country such as Saving and Credit, Multipurpose, Dairy, Agriculture, Fruits and Vegetables, Bee Keeping, Tea, Coffee, Consumers, Energy, Communication etc. including production, financial and service. The project will collaborate with Division Cooperative Offices at all the project districts to register the beneficiary farmer cooperatives (register new ones and renewal of inactive cooperatives and also merging two or more cooperatives) as fruits and vegetable cooperative. Help from Department of Cooperatives will be sought providing training to the cooperatives on its operation and governance.

Role of Municipalities:
Collaboration with Rural and Urban municipalities under the new Federal structure will be very much vital. Land acquisition for the building of market outlets at each level, the coordination and cooperation with Rural and Urban municipals is indispensable. The role of the Municipalities is also vital in Monitoring & Evaluation of the project during its implementation.

Role of Federation of Fruits and vegetable Cooperatives

The project will collaborate with the federation for advocacy, mediation, capacity building and researches.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

As explained in the partnership section, this project will collaborate with relevant programs of MoCPA and MoAD. Division Cooperative Offices will be mobilised for formation and revitalization of cooperatives as well as various capacity building measures for primary cooperatives. District Agriculture Development Offices and their extension wings will be mobilised for helping farmers to increase production. Hence, most of the support for production will be provided by DADOs whereas support for cooperative formation and revitalization will come from division cooperative offices. CMDP intends to implement the project interventions in cost sharing basis with the cooperatives so the project will be able to achieve maximum results with the available resources.
Project Management

CMDP will cover 6 districts adjoining to Kathmandu valley primarily targeting the market of Kathmandu valley and Chitwan/Bharatpur metropolitan city. The program districts are - 1) Chitwan, 2) Dhading, 3) Nuwakot, 4) Makawanpur, 5) Kavre and 6) Lalitpur. The project will cover and work with 18 local governments, roughly 30% of the existing 61 local governments in the proposed six districts. In each local government, project will identify and form/revitalize four fruits and vegetable cooperatives. The project implementation Unit (PIU) will be located at MoCPA. The project will have one additional office at Chitwan which will cover three districts (Makawanpur, Chitwan and Dhading) and the rest of the districts will be covered by PIU. This project will closely work with the MoAD’s extension program and also with UNDP’s relevant project such as Micro Enterprise Development Program (MEDEP) for marketing and entrepreneurship skills. Audit will be conducted as per the National Implementation Guidelines (NIM) agreed between UNDP and Ministry of Finance.
V. RESULTS FRAMEWORK

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

- Farmers average annual household income (NPR), Baseline: Target:
- Volume of vegetable and fruits production of program districts (in MT) Baseline: Target:
- Total sale of fruits and vegetables through cooperatives chain (NPR), Baseline: Target:
- Productivity of fruits and vegetable (MT/hectare) Baseline: Target:

Applicable Output(s) from the UNDP Strategic Plan: ?? ??

Project title and Atlas Project Number: Cooperative Market Development Program

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>OUTPUT INDICATORS²</th>
<th>DATA SOURCE</th>
<th>BASELINE</th>
<th>TARGETS (by frequency of data collection)</th>
<th>DATA COLLECTION METHODS &amp; RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td># of farmers registered under vegetable and fruit cooperatives</td>
<td>Central Vegetable and Fruits Producers’ Cooperative Union.</td>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
</tbody>
</table>

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1 UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

2 It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.
| **Output 2**  
**Network of Cooperative market chain of fruits and vegetable established** | **# of cooperative members using improved technologies** | **Project Report** |
<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong># of cooperatives having production and business plan</strong></td>
<td><strong>Project Report</strong></td>
</tr>
<tr>
<td></td>
<td><strong># of collection centre constructed</strong></td>
<td><strong>Project Report</strong></td>
</tr>
<tr>
<td></td>
<td><strong># of cooperatives having modern transportation means</strong></td>
<td><strong>Project Report</strong></td>
</tr>
<tr>
<td></td>
<td><strong># of cooperatives with product branding</strong></td>
<td><strong>Project Report</strong></td>
</tr>
<tr>
<td></td>
<td><strong>#Volume (in kg) of fruits and vegetables sold/transacted</strong></td>
<td><strong>Project Report</strong></td>
</tr>
<tr>
<td></td>
<td><strong># of fruits and vegetables cooperative outlets in major markets blocks within Kathmandu valley supported</strong></td>
<td><strong>Project report 0</strong></td>
</tr>
</tbody>
</table>

| **Output 3**  
**Policy and institutional capacity of MoCPA and other relevant government and non-government entities improved to facilitate cooperative market development of fruits and Vegetable** | **# of policies/regulations/guidelines/directives developed/revised** |  |
|  | **Cooperative market development unit is in place at MoCPA** |  |
|  | **# of officials of government and other stakeholders trained on cooperative marketing.** |  |
VI. **Monitoring and Evaluation**

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

[Note: monitoring and evaluation plans should be adapted to project context, as needed]

<table>
<thead>
<tr>
<th>Monitoring Activity</th>
<th>Purpose</th>
<th>Frequency</th>
<th>Expected Action</th>
<th>Partners (if joint)</th>
<th>Cost (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Track results progress</strong></td>
<td>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.</td>
<td>Quarterly, or in the frequency required for each indicator.</td>
<td>Slower than expected progress will be addressed by project management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Monitor and Manage Risk</strong></td>
<td>Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.</td>
<td>Quarterly</td>
<td>Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Learn</strong></td>
<td>Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.</td>
<td>At least annually</td>
<td>Relevant lessons are captured by the project team and used to inform management decisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Project Quality Assurance</strong></td>
<td>The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.</td>
<td>Annually</td>
<td>Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Review (Project Board)</strong></td>
<td>The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the</td>
<td>Quarterly as per NIM guidelines</td>
<td>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.

<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Partners (if joint)</th>
<th>Related Strategic Plan Output</th>
<th>UNDAF/CPD Outcome</th>
<th>Planned Completion Date</th>
<th>Key Evaluation Stakeholders</th>
<th>Cost and Source of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline Survey</td>
<td></td>
<td></td>
<td></td>
<td>2018 March</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-Term Evaluation</td>
<td></td>
<td></td>
<td></td>
<td>2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>End line Survey</td>
<td></td>
<td></td>
<td></td>
<td>2022 May</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3 Optional, if needed
VII. **Multi-Year Work Plan**

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>Planned Budget by Year</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td>1.1 Activity</td>
<td>270,060 178,840 8,400 8,400 8,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify and select production pocket areas, formation/revitalization and operationalization of cooperatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2 Activity</td>
<td>- 648,000 648,000 141,750 141,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote the use of quality inputs and improved technologies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 Activity</td>
<td>71,700 80,700 9,000 - -</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare production and business development plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total for Output 1 : US $ 2,215,000</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2</td>
<td>2.1 Activity</td>
<td>450,100 2,820,865 2,598,845 12,240 -</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Physical infrastructure for the cooperative market chain</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

4 Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

5 Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.
| Network of Cooperative market chain of fruits and vegetable established | 2.2 Activity  
safe transportation and establishment of linkages between different operational level including coordination and necessary support for the existing fruits and vegetable cooperative market outlets within Kathmandu. | - | 102,885 | 137,180 | 102,885 | - |
|---|---|
| 2.3 Activity  
Product Marketing and Branding | 61,660 | 162,010 | 254,893 | 221,443 | 121,094 |
| **Sub-Total for Output 2**: US $ 7,046,100 |

| Output 3  
Policy and institutional capacity of MOCPA and other relevant government entities improved to facilitate cooperative market development of fruits and Vegetable | 3.1 Activity  
Create enabling policy and institutional environment for fruits and vegetable cooperative market development | 40,000 | 25,000 | 25,000 | - | - |
|---|---|
| 3.2 Activity  
Capacity Building of MOCPA and other relevant government and non-government entities for cooperative market development | 1,000 | 33,500 | 8,500 | 8,500 | 8,500 |
| **Sub-Total for Output 3**: US $ 150,000 |

| Evaluation (as relevant) | EVALUATION | 46,400 | 10,400 | 10,400 | 10,400 | 10,400 |
| Program Support Cost | - | 355,620 | 507,388 | 466,189 | 306,459 | 267,049 |
| TOTAL | - | 1,296,540 | 4,569,588 | 4,166,407 | 812,078 | 55,7192 |

**TOTAL PROJECT COST**: USD 11,401,805
VIII.  GOVERNANCE AND MANAGEMENT ARRANGEMENTS

CMDP is a Nationally Implemented Project and the Ministry of Cooperative and Poverty Alleviation is the implementing partner. The project will have following governance structure.

**Project Steering Committee (PSC):** The PSC provides strategic guidance to the Project and help strengthen coordination with other ministries and departments and other stakeholders as required. The Committee will be chaired by the Secretary of the Ministry of Cooperative and Poverty Alleviation. The composition of the PSC includes:

- Secretary, MOCPA
- Head of IECCD/ MOF
- Joint Secretary/ NPCs
- Joint Secretary/ MOAD
- Joint Secretary/ MOFALD
- Country Director of UNDP
- Representative of donor partner(s),
- Chair/National Cooperative Federation Limited
- National Project Director/ CMDP

Chairperson
Member
Member
Member
Member
Member
Member
Member
Secretary

The PSC shall meet at least twice a year.

**Project Board (PB):** The Project Board is the body responsible for making consensus-based management decisions related to the project activities, including recommendations to implementing partner and Project Management unit. The Project Board will approve annual and quarterly work plans and budget, review progress reports, provide strategic guidance, and steer the project as per its goals and objectives to ensure that the stated results will be achieved. The proceedings of the meeting and all management decisions will be recorded in the minutes and signed by all the participants. The composition of the PB will remain flexible, to accommodate the inclusion of government and donor counterparts.

This project is governed by the Project Board. A Joint Secretary assigned by MoCPA (Implementing Partner) will be executive of the project and assume the overall responsibility of results and resources. Under Secretaries from the Ministry of Agricultural Development and Ministry of Federal Affairs and Local Development (MOFALD) are the members of the project board from beneficiary side whereas UNDP and other donors funding this project will be members of the Project Board from supplier side. UNDP will assign a Program Analyst to work as project assurance. Project Implementation Unit (PIU) will be created to support the NPD for day to day project implementation. PIU is comprised of National Project Manager, relevant program specialist/advisor and the support team including administration and finance. The structure of the Project Board is presented in the following diagram.
Roles and Responsibilities

- **Project Executive Role** – Project Executive role will be played by a Joint Secretary (Gazetted 1st class Administration Service) and head of Planning Division of Ministry of Cooperative and Poverty Alleviation (MOCPA). S/he will chair Project Board meeting and will be responsible for the achievements of results as per the project document.

- **Senior Suppliers** - Senior Supplier role will be played by UNDP Deputy Country Director/Assistant Country Director and representatives of other development partners supporting the project.

- **Senior Beneficiary role** - Senior Beneficiary role will be played by Registrar of Department of Cooperative, representatives of MOAD and MOFALD and the chairperson of the federation of fruits and vegetables.

**Project Assurance**: UNDP programme Analyst assigned for this program will act as the project assurance. The role of project assurance includes the (i) liaising between the members of the Project Board, (ii) ensuring that project activities and budgets are in compliance with approved work plans and budgets, (iii) support to control risks, (iv) maintaining visibility of the project, (v) establishing workable internal and external communications, (vi) ensuring compliance with applicable UNDP rules and regulations, (vii) adhering to Results Monitoring Guidelines for monitoring and reporting requirements and standards, (viii) following the quality management procedures, (ix) ensuring that Project Board’s decisions are implemented, x) managing project
revisions according to the required procedures, and xi) providing technical support to the project team.

National Project Coordination (NPC): To support National Project Director for day to day management of the project, MOCPA will assign an Under Secretary (Gazette 2nd class General Administration service) and chief of planning section of Ministry who will work under the overall guidance of the NPD. NPD will delegate authority to NPC in writing as per the National Implementation Guidelines (NIM).

National Project Manager (NPM): The NPM is a full-time project-funded staff member who will be recruited as per NIM Guidelines, and will report to the National Project Director. The NPM is responsible for the day-to-day administration of project activities. S/he will monitor work progress and support National Project Director to ensure timely delivery of outputs in a cost-effective manner as per the Annual Work Plans and the Project Results Framework. The NPM will support NPD to ensure a high quality of project planning, management, implementation, technical and financial compliance, progress reporting and monitoring.

Project Management and Support Staff: The Project Management Unit will be housed at the Ministry of Cooperative and Poverty Alleviation. As reflected in the above diagram, the project team will be composed of 10 staff including National Project Manager. The Project staff will be hired by the project as per the NIM Guidelines for the entire duration of the project to ensure delivery of results as specified in the Project Results Framework.

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Cooperative and Poverty Alleviation (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.


5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner’s (and its consultants’, responsible parties’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may
be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.
Annex 1: Existing market outlets and collection centre within Kathmandu

<table>
<thead>
<tr>
<th>S.No.</th>
<th>District</th>
<th>Market</th>
<th>Address</th>
<th>Type</th>
<th>Established Date</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kathmandu</td>
<td>Kalimati Fruits and Vegetables Wholesale Market</td>
<td>Kalimati, Kathmandu</td>
<td>Wholesale</td>
<td>2041</td>
<td>45 Ropani</td>
</tr>
<tr>
<td>2</td>
<td>Kathmandu</td>
<td>Kuleswor Fruits and Vegetable Wholesale market</td>
<td>Kuleswor, Kathmandu</td>
<td>Wholesale</td>
<td>2059</td>
<td>21 Ropani</td>
</tr>
<tr>
<td>3</td>
<td>Kathmandu</td>
<td>Balkhu Fruits and Vegetable Wholesale market</td>
<td>Balkhu, Kathmandu</td>
<td>Wholesale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kathmandu</td>
<td>Kathmandu Upaj Bazaar</td>
<td>Balaju – 16</td>
<td>Retail</td>
<td>3/18/2062</td>
<td>2.6 ropani</td>
</tr>
<tr>
<td>5</td>
<td>Kathmandu</td>
<td>Tarkari Khudra Bazaar</td>
<td>Kirtipur-5, Nayabazaar</td>
<td>Retail</td>
<td>2058</td>
<td>1 Ropani</td>
</tr>
<tr>
<td>6</td>
<td>Kathmandu</td>
<td>Pharping Naryan Dabali</td>
<td>Sheshnarayan - 2</td>
<td>Retail</td>
<td>2030</td>
<td>0-1-0 Bigah</td>
</tr>
<tr>
<td>7</td>
<td>Kathmandu</td>
<td>Bhedasingh</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Kathmandu</td>
<td>Ranamukteswor</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Kathmandu</td>
<td>Maitedevi</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Kathmandu</td>
<td>New Baneswor (near trolley bus stand)</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Kathmandu</td>
<td>Old Baneswor</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Kathmandu</td>
<td>Chabahil</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Kathmandu</td>
<td>Sankhu</td>
<td>Sankhu</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Kathmandu</td>
<td>Panga</td>
<td>Kathmandu Mun.</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Kathmandu</td>
<td>Thankot</td>
<td>Thankot</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Kathmandu</td>
<td>Budhanilkantha</td>
<td>Bishnu VDC</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Kathmandu</td>
<td>Gokarna</td>
<td>Gokarna</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Kathmandu</td>
<td>Indrayani</td>
<td>Indrayani</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Kathmandu</td>
<td>Tokha</td>
<td>Tokha</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Kathmandu</td>
<td>Balambu</td>
<td>Balambu</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Kathmandu</td>
<td>Sundarijal</td>
<td>Sundarijal</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Kathmandu</td>
<td>Dharmasthari</td>
<td>Dharmasthari</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Kathmandu</td>
<td>Sitapaila</td>
<td>Sitapaila</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Kathmandu</td>
<td>Samakhushi</td>
<td>Samakhushi</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Kathmandu</td>
<td>Gongabu Town Planning</td>
<td>Gongabu</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Kathmandu</td>
<td>Samakhushi, Ranibari Chowk</td>
<td>Samakhushi</td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Kathmandu</td>
<td>Agriculture Production Collection Centre</td>
<td>Chhaimale</td>
<td>Collection Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Kathmandu</td>
<td>Agriculture Production Collection Centre</td>
<td>Sankhu</td>
<td>Collection Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Kathmandu</td>
<td>Agriculture Production</td>
<td>Jarsinghpauwa</td>
<td>Collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collection Centre</td>
<td>Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Kathmandu Agriculture Production Collection Centre</td>
<td>Kavresthali Collection Centre</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>31</td>
<td>Kathmandu Ugrawaj Farmer Group</td>
<td>Bajrayogini 8, Sankhu Collection Centre</td>
<td>2069/70</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Kathmandu Nawikaran Krishi Cooperative Ltd</td>
<td>Nanglebhir Collection Centre</td>
<td>2071/72</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>33</td>
<td>Kathmandu Lakila Farmers Group</td>
<td>Indrayani - 9 Collection Centre</td>
<td>2071/72</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Project Quality Assurance Report

3. Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).


<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigating Measures (included in the various activities of the project)</th>
<th>Likelihood of Occurrence</th>
<th>Impact, if Risk occurs</th>
</tr>
</thead>
</table>
| Production risks: Individual farmers and other relevant service providers do not work in a coordinated way to increase production | • Partnership with the service providers to ensure extension services to the farmers  
• Incentive mechanism to the cooperative member farmers                                                                  | Low                      | Medium                 |
| Land Availability: Availability of suitable land for the construction of collection sheds/centers and terminal complex     | • continued advocacy and collaboration with municipal governments  
• promote long term leasing of land                                                                                          | Medium                   | High                   |
| Natural risk: attacks form pests and insects, disease, natural disasters such as floods, landslide etc may cause the reduction of production. | • Encourage farmers for crop insurance  
• Promote community seed banks,  
• Capacity building of farmers to cope with the various disasters.                                                        | Medium                   | Medium                 |
**Policy risks:** Necessary policy reforms to promote cooperative market chain might take longer that may hamper in operationalizing cooperative market in a timely manner and effective way.

- Continued lobbying and advocacy for policy reforms
- Technical support to MoCPA and other government bodies in drafting/revising policies.

**Market risk:** External interference in distorting market price and supply chain.

- Introduce improved technology and optimization to reduce cost of production
- Periodic Market survey to inform farmers about pricing mechanism

**Funding Gap:** The project may not be able to mobilize the funding gap which may undermine the achievement of project results.

- UNDP and MoCPA will jointly explore other funding opportunities to address the funding gap.
- To ensure maximum value for money, the project will prioritize and sequence activities to optimize the results from the available resources

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>Medium</th>
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<tbody>
<tr>
<td>Policy risks</td>
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<tr>
<td>Market risk</td>
<td></td>
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<tr>
<td>Funding Gap</td>
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</tbody>
</table>
# Terms of Reference (ToR)
## For National Project Manager

### I. Position Information

<table>
<thead>
<tr>
<th>Post Title</th>
<th>National Project Manager</th>
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</thead>
<tbody>
<tr>
<td>Level</td>
<td>SB 5 Peg II</td>
</tr>
<tr>
<td>Project</td>
<td>Co-operative Market Development Programme (CMDP)</td>
</tr>
<tr>
<td>Number of Position</td>
<td>1</td>
</tr>
<tr>
<td>Duty Station</td>
<td>Kathmandu</td>
</tr>
<tr>
<td>Duration</td>
<td>Contract issued annually</td>
</tr>
</tbody>
</table>

### II. Background Information

Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring a National Project Manager. Reporting to the National Project Director and National Project Coordinator, and under the strategic guidance of the Assistant Country Director, Head of the PIU, the incumbent will be responsible for managing and providing vision and strategic direction to the overall implementation of the CMDP.

### III. Objectives of assignment

**Summary of key functions:**

A. Day to day operational management and the delivery of outputs and activities in a timely and efficient manner in liaison with the National Project Coordinator.

B. Coordinate all aspects of human resources to ensure a working environment conducive to optimum staff performance.

C. Coordinate, manage and monitor financial, administrative, procurement and logistical matters.

D. Provide Managerial support to the monitoring and evaluation, planning and reporting responsibilities.

E. Develop and maintain effective relations with the implementing partners and counterparts.

F. Manage the development and implementation of trainings/ workshops on CMDP approaches.
Terms of Reference (ToR)  
For  
National Project Manager

G. Contribute to the knowledge management and development of knowledge products.

The Key objectives of assignment are:
Under the direct Supervision of the National Project Director (NPD) and National Project Coordinator (NPC) and in close coordination with the Assistant Country Director, Head of the PIU, the National Project Manager will support the day to day management of the CMDP.

a. Day to day operational management and the delivery of outputs and activities in a timely and efficient manner in liaison with the National Project Coordinator.

1. Ensure that all outputs and activities are implemented in a timely manner and adhere to project results, human resources and monitoring and evaluation plans, ensuring quality and relevance to the context of Nepal and periodically update the National Project Director (NPD), NPC and the ACD-PIU of the same.
2. Work closely with GoN partners to establish initial baseline and time bound targets for CMDP implementation.
3. Lead the preparation of Annual Work Plans (AWP), Quarterly Work Plans (QWP), Human resource (HR), Procurement and Monitoring and Evaluation (M&E) plans for approval from the Project Board with guidance from the NPD, NPC and the ACD-PIU.
4. Oversee implementation of activities outlined in the project document, with a focus on results and impact, liaising with the technical advisor for advice on technical details;
5. Manage and monitor project risks, identify and submit new risks to the Project Board for decisions and update the risk log periodically.
6. Update the NPD, NPC and ACD-PIU on necessary adjustments during project implementation to ensure strategic flexibility.
7. Work closely with the NPD and NPC and the Field Coordinators to identify potential issues and problems and to prepare a set of recommendations and to obtain any support/ advice required for the management, planning and control of CMDP.
8. Coordinate aspects of data collection, reporting and M&E aspects of the project.
9. Liaise with the UNDP Program Analyst to ensure full compliance of operations with UNDP rules, regulations and policies and monitoring of achievement of results as per the NIM Guidelines.
10. Support and contribute to the development of contingency plans to address anticipated challenges.
11. Advise on planning of new activities, in close consultation with relevant Government partners.
12. Result based management with a focus on result-based reporting demonstrating actual impact of activities.
13. Contribute to the preparation of relevant proposals, concept notes, project documents and other key materials for resource mobilization.
14. Liaise with the technical advisor to ensure that all substantive, strategic and technical aspects of reporting needs are in line with current strategic thinking and direction of the program and is done in a timely manner.
15. Explore options for coordination and synergies with other GoN, UNDP programmes, other UN agencies and bilateral partners, providing detailed advice to NPC and NPD.
16. Manage the documentation of activities and achievements of the project
17. Perform other tasks as required.
b. Coordinate all aspects of human resources to ensure a working environment conducive to optimum staff performance.
1. Planning and day-to-day management of human resources.
2. Ensuring that CMDP is optimally staffed reflecting Nepal’s diversity.
3. Directly supervise the National Project Manager, Cooperative Policy Specialist, Infrastructure Development Expert/Engineer, Marketing and Business Development Specialist, Monitoring and Evaluation Officer, Communication and Reporting Officer, Cooperative Management Officer, Admin and Finance Officer, Admin and Finance Assistant and Drivers.
4. Coordinate individual staff work plans and work load.
5. Contribute to an environment in which each staff member can achieve the objectives of their post.
6. Address staff disputes or other conflicts within the team.
7. Coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables.
8. Maintain close contact with country office to ensure coordination on human resources administration of both national and international staff, as well as coordinate the recruitment process.
9. Support the development of Terms of References of all required consultants and staff and actively participate in the recruitment process as required.

c. Coordinate, manage and monitor financial, administrative, procurement and logistical matters.
1. Ensure effective, transparent and accountable management of financial resources, as per the rules and regulations in the UNDP NIM Guidelines.
2. Ensure timely narrative and financial reports, thematic technical papers and policy notes for the Project Board.
3. In close coordination with the Administrative and Finance Associate prepare accurate and reliable financial reports.
4. Coordinate and support all activities leading to the annual audit exercise and follow up of the audit recommendations.
5. Coordinate the preparation of Atlas budget revisions and Annual Work Plans for further discussion and clearance from the NPD.
6. Coordinate the use of programme vehicles.
7. Perform other tasks as required.

d. Provide Managerial support to the monitoring and evaluation, planning and reporting responsibilities.
1. Coordinate timely programme reporting - both internal and external - following project requirements and established procedures according to the NIM guidelines.
2. Contribute to the establishment and maintenance of a dynamic system of monitoring and evaluation as a central element of the CMDP. Support full implementation of the M&E system.
3. Oversee the organization of Steering Committee and Project Board meetings and coordinate all aspects of development of progress reports and other documentation as required.
4. Work closely with the NPD and NPC to generate quarterly and annual Combined Delivery
Terms of Reference (ToR)
For
National Project Manager

5. Support the NPD and NPC in preparing the TORs and coordinating evaluation exercises as required.
6. Perform other tasks as required.

e. Develop and maintain effective relations with the implementing partners and counterparts.
1. Maintain close coordination with the relevant PIU Programme Officer and the ACD PIU on all aspects of CMDP implementation.
2. Represent when necessary, CMDP in relevant GoN and UNDP Country Office meetings, events and other activities.
3. Contribute to the development of appropriate working relations with national stakeholders.
4. Liaise with contractors and other key stakeholders that impact project delivery in order to ensure project outcomes are met in a timely manner.
5. In close collaboration with the NPC, liaise with GoN and UNDP management and partners as necessary.
6. Support resource mobilization efforts by coordinating the preparation of quality reports and other such documents.
7. Perform other tasks as required.

f. Manage the implementation of trainings/ workshops on CMDP approaches
1. Plan and manage the implementation of training/workshops on CMDP as mentioned in the Project document.
2. Liaise with the UNEXPRES Roster to utilize the expertise of senior technical experts for training as and when required.

g. Contribute to the knowledge management and development of knowledge products.
1. Coordinate and develop the document of best practices and lessons learned on an ongoing basis.
2. Coordinate and contribute to the development of knowledge products.
3. Coordinate and develop knowledge networks and communities of practice.
## V. Impact of Results

Effective management of the CMDP project and delivery of project objectives in compliance with UNDP rules and procedures with regards to Nationally implemented projects.

1. CMDP outputs are delivered and activities are implemented in a timely and politically sensitive manner.
2. CMDP is appropriately staffed with optimum efficiency and staff morale.
3. Financial, administrative, procurement and logistics are efficiently managed and reported in a timely manner as per prescribed rules.
4. All necessary reporting deadlines are met and M&E processes built into the project.
5. Constructive relationships are built and maintained with all relevant actors that impact project delivery.
6. Knowledge products, that capture best practices, are developed and disseminated
7. Capacity development action plan and strategy developed and implemented.
8. Appropriate support provided to GoN institutional mechanisms related to armed violence reduction and community security.
9. Relevant knowledge product developed and best practices documented.

## VI. Competencies.

### Corporate Competencies:
- Result based management
- Demonstrate high moral integrity by modeling the UN’s values and ethical standards, sound political judgment as well as diplomacy, impartiality and discretion and proven capacity of initiative, discretion and autonomy.
- Promotes the vision, mission and strategy of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies:

#### Knowledge Management and Learning.
- Share knowledge and experience.
- Encourage knowledge sharing.
- Excellent understanding of peace building, conflict prevention strategies and value chain approaches.
- Develop substantive knowledge in the MDG’s and peace building context of Nepal.

#### Development and Operational Effectiveness.
- Ability to lead strategic planning, result based management and reporting.
- Ability to lead formulation, implementation, monitoring and evaluation of CMDP as well as resource mobilization skills.
- Ability to implement new systems and affect staff behavioral and attitudinal changes.

#### Leadership and Self Management.
- Positive, constructive attitude
- Strong oral and written communication skills.
- Exhibits openness to change and ability to manage complexities.
- Ability to work and act under pressure with discretion in politically sensitive environment with a minimum of comfort.
- Respond positively to critical feedback and differing points of view.
- Solicit feedback from staff about the impact of his/her own behavior.
Terms of Reference (ToR)
For
National Project Manager

VII. Qualifications

Education:
- Masters in Agricultural Economics or other related fields.

Experience:
- Experience of leading as a Team Leader or Manager of at least one big size project over 2 million USD.
- Minimum of 10 years of project management experience
- Good understanding of Nepal’s Agriculture (Fruit and Vegetable Production) and value chain efforts in Nepal would be an asset.
- Experience and Knowledge of the UNDP systems and procedures would be an asset.

Language Requirements:
- Fluency in spoken and written English and Nepali.
## Terms of Reference (ToR) For Cooperative Policy Specialist

<table>
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<tr>
<th>I. Position Information</th>
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<tbody>
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### III. Duties and Responsibilities

- Coordinate the policy studies to be done under the programme on cooperative policies, regulations and practices
- Provide policy inputs to MoCPA on behalf of the programme on cooperative development issues
- Lead the designing of resource material to be made for stakeholders regarding cooperative policies, laws and regulations
- Provide policy inputs to the local governments situated in the project areas regarding cooperative policy
- Identify the policy gaps about cooperatives and provide inputs to programme periodically
### Terms of Reference (ToR)  
**For**  
**Cooperative Policy Specialist**

- Lead the knowledge management component of the programme

### V. Qualifications and Experience

**Education and Experience:**
Masters in Economics, management or related fields with more than 10 years of work experience in Cooperative planning, Cooperative Policy Issues

**Language Requirements:**
Excellent speaking and writing skills in English and Nepali are essential.
# Terms of Reference (ToR)
## For
### Infrastructure Development Specialist

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## III. Roles and Responsibilities:

The Infrastructure Development Specialist, under direct supervision of NPM and in close consultation with and guidance from the NPD, shall be required to provide coordination, monitoring & supervision, technical backing and reporting the project activities at assigned duty station level. S/he will also be responsible for providing technical support related to programme implementation, for designing and estimating, for guidance and supervision, for overall monitoring of the project, and for liaising with key government, non-government, and development partners at district level. More specifically, the engineer shall be responsible for the following areas.

- **Coordination Function**
  - Build rapport with district authorities and stakeholder for coordination and cooperation in community infrastructure support activities
  - Collect information at the field and feed to IPs and project for proper planning implementation project activities
  - Facilitate to link reconstructed/rehabilitated community infrastructure with integrated and sustainable livelihoods of the affected communities
Terms of Reference (ToR)
For
Infrastructure Development Specialist

- Supervision Function
  - Timely supervise the activities of Infrastructure development implemented for the achievement of intended outputs
  - Supervise the design, estimate and construction activities of technical staff at critical time and stages
  - Carry out on-the-site inspection of community infrastructure with the Users committee members

- Technical Support Function
  - Ensure the project is implemented upon the agreed implementation plan following proper estimate and design
  - Provide technical support and guidance to users, Project staffs and partners technical staff
  - Support IP in preparing technical report, final design as per built areas, completion report with actual BOQ in compatible with existing government and UNDP norms and practices

- Monitoring Function
  - Ensure the quality and quantity of the infrastructure in the project areas
  - Monitor & identify project risks and update the status of these risks to project team
  - Ensure Gender Equality and Social Inclusion (GESI) is fully adopted as per UNDP global and national policy
  - Provide instant updates of progress with field notes, photographs, data, report

- Reporting and Documentation Function
  - Timely prepare the reports for UNDP, donors, the Government, and other stakeholders.
  - Provide periodic (weekly activities, monthly progress), analytical report and factual report with feeding audio visual clips; thematic report (technical, coordination, monitoring, case studies etc.)
  - Prepare case studies of different facets of the project activities, outcomes and impacts
  - Keep all process documentation of project activities

IV. Required Education and Experience
Completion of Masters Degree in Civil engineering/ Architectural Engineering with 3 years experience OR Bachelors Degree in Civil engineering/ Architectural Engineering with more than 5 years experience in designing and construction of infrastructures.

Computer Skills:

Proficient use and knowledge of office computer applications (e.g. MSWord, Excel etc.); Autocad

Language: Fluency in both spoken and written Nepali and English languages is required.
Terms of Reference (ToR)  
For  
Marketing and Business Development Specialist

<table>
<thead>
<tr>
<th>I. Position Information</th>
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</thead>
<tbody>
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The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring a Marketing and Business Development Specialist. Reporting to the National Project Manager, and under the strategic guidance of the NPD, the incumbent will be responsible for linking the Fruits and Vegetables Cooperatives to the Market outlets at different levels.

<table>
<thead>
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<th>III. Objectives of assignment</th>
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</thead>
<tbody>
<tr>
<td><strong>The Key objectives of assignment are:</strong></td>
</tr>
</tbody>
</table>

- **Under the direct Supervision of the National Project Manager (NPM) and in close coordination with the Assistant Country Director, Head of the PIU, the Marketing and Business Development Specialist will carry out the following activities:**
  1. Prepare Business Plan for cooperatives at all the levels of marketing operations
  2. Advise on planning of new activities, in close consultation with relevant Markets at local and regional levels.
  3. Represent when necessary, CMDP in relevant GoN and UNDP Country Office meetings, events and other activities.
  4. Perform other tasks as required.
  5. Plan and manage the implementation of training/workshops on Agribusiness plan development.
Terms of Reference (ToR)
For
Marketing and Business Development Specialist

6. Coordinate and develop the document of best practices and lessons learned on an ongoing basis.

### IV. Qualifications and Experience

- Masters in Agricultural Economics; Masters in Business Administration or related field with more than 10 years' experience.
- Good understanding of Nepal's Agriculture (Fruit and Vegetable Production) and value chain efforts in Nepal would be an asset.
- Experience and Knowledge of the UNDP systems and procedures would be an asset.

**Language Requirements:**
- Fluency in spoken and written English and Nepali.
Terms of Reference (ToR)
For
Monitoring & Evaluation Specialist

I. Position Information

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III. Duties and Responsibilities

- Lead development of and oversee the review of project level Monitoring & Evaluation (M&E) plan and associated workplans for each activity (as reflected in the results framework),
- Develop TORs for M&E tasks to be carried out for consulting firms e.g. the design of surveys, evaluations (mid-term and final evaluation), etc. using a combination of quantitative and qualitative methods.
- Support technical work such as reviewing M&E methods, data-base management, designing M&E tools and advising M&E technical assistance.
- Oversee and participate in evaluation and assessments.
- Ensure quality control of M&E outputs, supervise design and implementation of the survey, data verification, and analytical tasks conducted under the contract.
- Closely cooperate and coordinate with communication specialist for the design, quality,
## Terms of Reference (ToR) for Monitoring & Evaluation Specialist

- development and completion of all assessments, analytical reports, case studies, success stories.
- Ensure incorporation of project information on UNDP corporate reporting systems
- Develop and maintain M&E database for the project
- Coordinate and cooperate with project team for promoting information sharing on all aspects related to project activities among stakeholders.
- Review monitoring and evaluation system/mechanism, process and procedures.
- Monitor project progress through frequent field trips and offer feedback.
- Keep regular communication with related field and centre level staff.
- Serve as focal point for providing M&E inputs on reporting as per the Results and Resources Framework.
- Accomplish other tasks related to preparing, monitoring, evaluation and MIS as per the need of project.

### IV. Competencies

**Functional Competences:**

- Core competency and skills related to Monitoring and Evaluation, Research, Information and Database management.
- Experience in the Result based management and reporting, M&E frameworks and tools.
- Excellent data analytical skills and interpretation. S/he must have ability to write clearly and concisely, and have sound quantitative skills (managing, analyzing and interpreting data).
- Effective communication skills at all levels of the organization and ability to establish good working relationships in a sensitive environment. S/he must be able to respond quickly to requests for information.
- Demonstration of cultural sensitivity and appreciation.
- Ability to pay great attention to detail and exercise sound judgment.
- Self - motivation and ability to recommend options for resolution of issues.
- Strong service orientation.

### V. Qualifications

**Education:**

- Advanced degree (Master or higher) in Agricultural Science, Environmental Science/Management, Rural Development or related fields

**Experience:**

- At least 7 years of experience in planning, monitoring and evaluation.
- Experience in information management and report writing.
- Sound computer skills and experience using web based applications
- Willingness to undertake frequent monitoring visits
- Contribute in indicator development, data collection and analysis
- Good knowledge and concept on quality assurance and Result based M&E and reporting

**Language Requirements:**

- Excellent speaking and writing skills in English are essential
Terms of Reference (ToR)
For
Communication and Reporting Officer

I. Position Information

Post Title : Communication and Reporting Officer
Level : SB 4 Peg II
Project : Co-operative Market Development Programme (CMDP)
Number of Position : 1
Duty Station : Kathmandu
Duration : Contract issued annually

II. Background Information

Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring a Communication and Reporting Officer. Reporting to the National Project Manager, the incumbnet will be responsible in designing and implementing the communications and reporting plan of the project. In addition, the incumbnet will also be involved in the programme team to streamlining the media and communications activities and producing the periodic reports.

Additionally, the incumbnet will be responsible for the partner institutions in their communications needs particularly in identifying the strategic options for augmenting their visibility, media relations, and managing their knowledge products.

III. Duties and Responsibilities

Under the direct supervision of the National Project Manager, the incumbnet will perform the following tasks:

- Ensure that information and data from the field is captured, documented, analysed and reported in a results-based and timely manner;
- Ensure effective communications, visibility and knowledge management;
- Contribute substantially to the proposal development process;
- Develop, implement and monitor a project communication and visibility plan, facilitate better understanding among partners about programme progress, and adhere to UNDP and
Terms of Reference (ToR)  
For  
Communication and Reporting Officer

- development partner guidelines on communications and visibility;
- Undertake field visits to gather the information and results related to the programme;
- Assist the all components of the programme in producing and documenting all kinds of programme related reports including visibility material;
- Establish and maintain fully operational state-of-art programme documentation unit;
- With input from the national monitoring and evaluation officer, produce high quality quarterly, six-monthly and annual programme progress reports;
- Provide high quality editing and formatting for all programme related documents;
- Support programme staff in organizing and managing seminars, workshops, press conferences and field visits as required;
- Prepare and edit press releases, programme related progress reports and documents;
- Provide relevant expert services to the project management unit, programme components and implementing partners on reporting and communications and act as a facilitator or trainer;
- Provide through progress reporting continuous analysis of the achievements, facilitate project review, evaluation and audits;
- Ensure the maintenance of sound filing system and appropriate use and recording of all project experience, activities and results;
- Implement all reporting and communication work of the programme
- Perform any other duties assigned by the project management unit and DNPM as per need of the programme.

IV. Competencies:

Functional Competencies:
- Remain open to change and ability to manage complexity
- Ability to work and act under pressure and with discretion in a politically sensitive environment
- Demonstrate capacity to plan, prioritize and deliver tasks on time to meet goals in a high pressure environment
- Maturity and confidence in dealing with high ranking official of government institutions, international institutions and non- government institutions
- Respect and sensitivity towards cultural, gender, ethnicity and religious diversity
- Competency on training and facilitating various programmes.

Corporate Competencies:
- Demonstrate integrity by modelling the UN’s values and ethical standards;
- Promote the vision, mission, and strategic goals of UNDP;
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treat all people fairly without favouritism;
- Fulfil all obligations to gender sensitivity and zero tolerance for sexual harassment.

V. Required Skills and Experience

Education:
- Master’s degree in Mass communications, social sciences or related areas.

Experience:
- Five years relevant working experience.
- S/he should have an extensive experience in communication and diffusion strategies and
Terms of Reference (ToR)
For
Communication and Reporting Officer

- Techniques, reporting, documentation, publication, and audio-visual material preparation in relation to conservation and development fields.
- S/he should possess excellent writing, editing, and speaking skills in both English and Nepali.
- S/he should be well versed in the latest electronic publishing and graphics methods.
- Priority will be given to candidates who demonstrate a high level of motivation and good communication, social, and interpersonal skills.

**Computer Skills:**
- S/he must be well versed in MS Word, Excel, Access, PowerPoint and Nepali language typing.

**Language:**
- S/he must be fluent in both spoken and written Nepali and English languages.
## Terms of Reference (ToR)
### For
#### Cooperative Management Officer

<table>
<thead>
<tr>
<th>I. Position Information</th>
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<tbody>
<tr>
<td><strong>Post Title</strong></td>
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<tr>
<td><strong>Level</strong></td>
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<tr>
<td><strong>Project</strong></td>
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<tr>
<td><strong>Number of Position</strong></td>
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<tr>
<td><strong>Duty Station</strong></td>
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<tr>
<td><strong>Duration</strong></td>
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</table>

### II. Background Information

Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring a Cooperative Management Officer. Reporting to the National Project Manager, the incumbent will be responsible for providing support in Cooperative policy related issues of the CMDP.

### III. Duties and Responsibilities

- Advice and lead training related plans and activities
- Design training content based on coop principles, values, norms and business model and prepare methodology, training material and training manual
- Prepare training reports, conduct M&E of training, and prepare training database
- Conduct/coordinate coop related level training at national/regional/local level
- Support cooperatives to identify individual and organizational training needs
- Facilitate local cooperatives to adhere the coop principles; work for quality control
- Liaison with cooperatives for training related activities
- Work any other training related activities as per immediate needs and priorities as required.
## Terms of Reference (ToR)

**For**

**Cooperative Management Officer**

<table>
<thead>
<tr>
<th>V. Qualifications and Experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Education and Experience:</strong></td>
</tr>
<tr>
<td>Masters in Economics, management or related fields with more than 5 years of work experience in Cooperative planning, Cooperative Policy Issues</td>
</tr>
<tr>
<td><strong>Language Requirements:</strong></td>
</tr>
<tr>
<td>• Excellent speaking and writing skills in English and Nepali are essential.</td>
</tr>
</tbody>
</table>
Terms of Reference (ToR)
For
Administration and Finance Officer

I. Position Information

Post Title: Administration and Finance Officer
Level: SB 4 Peg II
Project: Co-operative Market Development Programme (CMDP)
Number of Position: 1
Duty Station: Kathmandu
Duration: Contract issued annually

II. Background Information

Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1 (poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CDP is in the process of hiring an Administration and Finance Officer. Reporting to the National Project Manager, the incumbent will be responsible in managing financial resources entrusted to the project in compliance with NIM guidelines. The AFO is responsible for overseeing all aspect of financial, administration and human resource management as per the NIM guidelines.

III. Duties and Responsibilities

Under the direct supervision of the National Project Manager, the incumbent will perform the following tasks:

The Admin/Finance Officer (AFO) is responsible for managing financial resources entrusted to the project in compliance with UNDPs standard policies and procedures. The AFO is responsible for overseeing all aspect of financial, administration and human resource management and ensure that UNDP's policies and procedures are effectively implemented and comply with by the project team. The AFO will also ensure that systems and procedures are in place and being properly implemented that ensure the proper management and stewardship of the project resources, both human and financial. The AFO reports to the NPM, and is expected to spend approx 50% of available time in financial management, 20% in Human resource management/capacity building, 15% in procurement and assets management, and 15% in logistics management.
Terms of Reference (ToR)
For
Administration and Finance Officer

Specific responsibilities include the following:

**Financial Management**
- Perform effective strategic and operational financial planning, monitoring and reporting to enhance the decision-making process by the project team and improve the quality of programme delivery.
- Fund disbursements to district project branch offices on timely manner & monitoring of disbursements
- Management of internal & external audit
- Respond to key audit findings/recommendations, including preparation and implementation of audit action plan for follow up

**Human resource management/capacity building**
- Capacity building of Department of Cooperatives, cooperatives in terms of finance and administration
- Monitor work force diversity, inclusiveness in staff selection process
- Support NMP and District Field Officers (DFOs), in the preparation of project’s annual budget, expenditure progress report and keep NPM abreast of the project’s financial status

**Procurement and assets management**
- Ensure that all project finance and accounting functions, including asset management in accordance to the procurement policies of UNDP
- Ensure payments to staffs and vendors are made on timely manner;
- Ensure timely preparation of project’s costed procurement plan and procurement of project assets as per UNDP’s standard procurement policies
- Ensure registration of assets and maintenance of project’s updated assets inventory and asset disposal plan.

**Logistics management**
- Ensure timely preparation of staff contracts, contract renewal, orientation to new hires and maintenances of updated staff personal files

**Quality Assurance:**
- Ensure that all project finance and accounting functions, including budget, asset management, cash flow management, financial variance and accounts analysis is conducted in accordance to accounting principles, financial policies, procedures and guidelines of UNDP
- Ensure that appropriate finance systems are maintained and that all procedures and controls are implemented
- Ensure that all project financial transactions are carried out and recorded in accordance with UNDP’s standard financial procedures
- AFO will ensure quality assurance of district office in preparing financial reports and ensuring quality reports for Fund Flow Analysis (FFA)
- Produce project financial reports in an accurate and timely manner

**IV. Required Skills and Experience:**

| Education: | The candidate will have Master's Degree in Business and Administration, Finance and Accounting, Economics. |
| Experience and Competency: | • Proven skills/competencies in the preparation of project budget, budget/sub-grant monitoring & accounting; • Experience in the preparation financial report; • Experience in supporting capacity building of local partners on financial management and donor compliance; • Experience in the preparation of audit action plan & follow up; • Experience in logistic & HR management |
| Language Requirements: | • Excellent written and spoken English and Nepali |
Terms of Reference (ToR)
For
Admin Finance Assistant

I. Position Information

<table>
<thead>
<tr>
<th>Post Title</th>
<th>Admin Finance Assistant</th>
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<tbody>
<tr>
<td>Level</td>
<td>SB 3 Peg III</td>
</tr>
<tr>
<td>Project</td>
<td>Co-operative Market Development Programme (CMDP)</td>
</tr>
<tr>
<td>Number of Position</td>
<td>1</td>
</tr>
<tr>
<td>Duty Station</td>
<td>Kathmandu</td>
</tr>
<tr>
<td>Duration</td>
<td>Contract issued annually</td>
</tr>
</tbody>
</table>

II. Background Information

Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring an Admin Finance Assistant. Reporting to the National Project Manager, the incumbent will be responsible in managing financial resources entrusted to the project in compliance with NIM guidelines by assisting Admin and Finance Officer.

III. Duties and Responsibilities

AFA will report to the NPM but closely work with the Admin Finance Officer on a day to day basis to facilitate various administrative, financial, and programme implementation related operational and logistical processes. More specially the AFA will be responsible for the following:

Support for project management and implementation:
- Assist National Project Manager (NPM) and the project team in the development of project work plans including Annual and Quarterly Plans with particulars attention to Human resource and Procurement plan;
- Support timely and effective implementation of HR and procurement plans by preparing all necessary documents as per UNDP rules and supporting the HR and Procurement units at UNDP;
- Undertake quality assurance of project procurement i.e. technical bids, financial bids, proposals and contracts;
- Provide support to resource mobilization by analyzing information on donors, preparation of donors’ profiles and their country strategy papers;
Terms of Reference (ToR)
For
Admin Finance Assistant

- Support in drafting internal and external correspondence especially related to procurement, recruitment, resource mobilization, partnership building etc.
- Support in organizing workshops, seminars, training including arrangement for venue, logistics, transportation and documentation of events;
- Provide logistic support in organizing the Steering Committee and Project Board Meetings.
- Ensure all project related materials are properly documented and easily accessible;
- Maintain a filing system for CMDP

Financial Management support:
- Assist in drafting Letter arrangements, Memorandum of understandings, cost-sharing arrangements, contracts with implementing partners and other such documents as per NIIM guidelines.
- Assist in managing the various contracts with implementing partners-government entities, NGOs etc.
- Provide training to implementing partners related to financial management, audit, reporting and project implementation.
- Assist in doing budget revision as and when required;
- Provide support to monitor budget expenditure as per approved budget;
- Assist in preparing for project audit and in responding to audit queries, UNDP CO and government queries related to project budget, financial resources and expenditures;
- Provide backup to project Administration and Finance Officer as and when required;
- Undertake other financial and administrative task assigned by the supervisor.
- Support in day to day logistic/operation management; room booking for meeting, workshop and seminar, vehicle booking, security clearance, if needed hotel arrangement, prepare vouchers for DSA claim, preparing meeting minutes.

IV. Required Skills and Experience:

<table>
<thead>
<tr>
<th>Education:</th>
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<tbody>
<tr>
<td>• Bachelor’s degree in management, finance, accounting, administration or human resource management</td>
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<thead>
<tr>
<th>Experience and Competency:</th>
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<tbody>
<tr>
<td>• At least 5 years of work experience in administration and finance.</td>
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<tr>
<td>• Proven ability to work with multiple partners such as the Government, NGOs, local government, UN agencies etc.</td>
</tr>
<tr>
<td>• Knowledge of Project planning, project finance and project management procedures that UNDP follows will be a distinct asset.</td>
</tr>
<tr>
<td>• Ready to work independently, under pressure and tight deadlines.</td>
</tr>
<tr>
<td>• Good understanding of the socio-economic, cultural and political context of project districts.</td>
</tr>
<tr>
<td>• Excellent knowledge of computer including MS office, spreadsheets.</td>
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<table>
<thead>
<tr>
<th>Language Requirements:</th>
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<tbody>
<tr>
<td>• Excellent written and spoken English and Nepali</td>
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</tbody>
</table>
Terms of Reference (ToR)
For
Driver

I. Position Information
Post Title: Driver
Level: SB 1 Peg II
Project: Co-operative Market Development Programme (CMDP)
Number of Position: 3
Duty Station: Kathmandu
Duration: Contract issued annually

II. Background Information
Fruits and Vegetables are gradually emerging as important sub-sector in Nepal and contributes to roughly 15% of total agriculture produce. Demand for fruits and vegetables is in increasing trend. According to the Kalimati fruits and vegetable market centre, which is the largest fruits and vegetable centre in Nepal, roughly 31% of fruits and vegetables sold by the centre is imported from various countries including India. Despite increased demands of fruits and vegetables, there is a huge difference between vegetable farm gate price and the retailer price due to the presence of various layers of middlepersons in the vegetable supply chain. This Cooperative Market Development Program (CMDP) is a joint initiative of Ministry of Cooperatives and Poverty Alleviation (MoCPA), Government of Nepal and United Nations Development Program. The overall objective of the project is to establish and operationalize cooperative market chain of vegetables and fruits to increase farmers’ income and other livelihood opportunities, which in turn will contribute to the poverty reduction in Nepal. The project will achieve this outcome by ensuring establishment of an efficient and sustainable vegetable and fruits collection centers starting from primary cooperative to regional terminal in Kathmandu valley and Chitwan. The project covers 6 districts adjoining to the Kathmandu Valley and will establish 72 primary collection centres at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminals/markets. Approximately 14,400 households of 72 fruits and vegetables cooperatives will be linked to this cooperative market chain and will directly benefit from this project. The project contributes directly to SDG1(poverty) and 2 (hunger, nutrition).

The Project designed for Nationally led Implementation was officially signed on February 2018 by the Ministry of Cooperatives and Poverty Alleviation (MoCPA) and UNDP. Currently, the CMDP is in the process of hiring Drivers, the incumbent will provide reliable and secure driving services to facilitate project activities both in field as well as in the office.

III. Duties and Responsibilities
Summary of key functions:
- Provision of reliable and secure driving services.
- Proper use of vehicle.
- Day-to-day maintenance of the assigned vehicle.
- Maintain vehicles documents, records and supplies available and updated.

Responsibilities:
1. Ensure provision of reliable and secure driving services by:
   - Driving office vehicles for the transport of authorized personnel, other high-ranking officials and visitors and delivery and collection of mail, documents and other items, goods and supplies;
   - Ensure that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

2. Ensure cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.

3. Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
Terms of Reference (ToR)
For
Driver

4. Ensure availability of all the required documents, records and supplies including vehicle insurance, vehicle logs, office directory, map, first aid kit, and necessary spare parts in the assigned vehicle.
5. Liaise with the project’s AFO for vehicle maintenance, renewal of registration, and other aspects.

<table>
<thead>
<tr>
<th>V. Competencies and Selection Criteria</th>
<th>Description of Competency at Level Required</th>
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<tbody>
<tr>
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<td>(For more comprehensive descriptions please see the competency inventory)</td>
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</table>

In this section list all 5 core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.

**Innovation**
- **Level 1:** Ability to make new and useful ideas work.

**Leadership**
- **Level 1:** Ability to persuade others to follow.

**People Management**
- **Level 1:**
  - Ability to improve performance and satisfaction.
  - Respect for Diversity: Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciate difference in values and learning from cultural diversity.

**Communication**
- **Level 1:**
  - Ability to listen, adapt, persuade and transform.
  - Responds to information and instruction with professionalism and accuracy
  - Self-management and emotional intelligence: Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behavior towards others.

**Delivery**
- **Level 1:**
  - Ability to get things done.
  - Work in team: Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.
  - Organizational Awareness: Demonstrate corporate knowledge and sound judgment

**Functional Competency**
- Excellent driving skills.
- Knowledge of driving rules and regulations, chauffeur protocol and courtesies, and local roads and conditions, and defensive driving skills.
- Skill in minor vehicle repairs.
- Professional appearance and punctuality.
Terms of Reference (ToR)
For
Driver

- Good interpersonal and communication skills.

<table>
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<tr>
<th>VI. Recruitment Qualifications</th>
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<tbody>
<tr>
<td><strong>Education:</strong></td>
</tr>
</tbody>
</table>
| **Experience:** | • At least three years of driving experience (in Terai region/ Hilly region)  
• Familiarity with basic knowledge of vehicle Repair and Maintenance is required.  
• Good understanding of UN rules and its system and working in UNDP/Projects would be an advantage  
• Supporting admin related activities. |
| **Language Requirements:** | • Fluent in Nepali both oral and written  
• Fair communication skills in English |
| **Other:** | • Holding Valid Driver's License with a clean driving record  
• Required computer skills and making photocopy  
• Defensive & offensive AV driving training is clear advantages |