



PROGRAMME IMPLEMENTATION MANUAL (PIM)

Government of Nepal
Ministry of Agriculture and Livestock Development
Resilient High Value Agricultural Programme (R-HVAP)
Programme Coordination Office (PCO)
Kirtipur, Kathmandu
November, 2025


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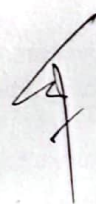

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This Programme Implementation Manual (PIM) is a fundamental document that provides the basis for implementation of the programme and activities oriented towards achieving the goals and targets in line with Financing Agreement (FA) and incorporated the elements of Programme Design Report (PDR) document. This document has been approved by the Government of Nepal (GoN), Ministry of Agriculture and Livestock Development (MoALD) on 2082/08/09 BS (25th November 2025 AD) with IFAD's no objection (NO) on 2082/07/19 BS (5th November 2025 AD).

This is a living document, that can be subject to amendments as per necessity during the implementation. Such amendments shall be operational only after approval from the MoALD with IFAD's NO.


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ABBREVIATIONS AND ACRONYMS

%	Percentage
AECD	Agroecological Cluster Delineation and Analysis
ADBL	Agriculture Development Bank Limited
AEPC	Alternative Energy Promotion Center
ASDP	Agriculture Sector Development Programme
ASHA	Adaptation for Smallholders in Hilly Areas Project
AT	Agriculture Technician
AWPB	Annual Workplan and Budget
B2B	Business-to-Business
B2S	Business-to-Service
CAL	Central Agricultural Laboratory
CBD	Convention on Biological Diversity
CGAS	Computerize Government Accounting System
CM	Community Mobiliser
CO	Corridor Office
DFTQC	Department of Food Technology and Quality Control
DLS	Department of Livestock Services
DoA	Department of Agriculture
DoC	Department of Customs
DPR	Detailed Project Report
DTCO	District Treasury Controller Office
DUDBC	Department of Urban Development and Building Construction
EIA	Environmental Impact Assessment
EoI	Expression of Interest
ESCMP	Environmental, Social and Climate Management Plan
FA	Financing Agreement
FAO	Food and Agriculture Organization
FCGO	Financial Comptroller General Office
FEBL	Financial Education and Business Literacy
FMIS	Financial Management Information System
FNCCI	Federation of Nepalese Chambers of Commerce & Industry
GALS	Gender Action Learning System
GB	Gene Bank
GESI	Gender Equality and Social Inclusion
GoN	Government of Nepal
GRM	Grievance Redress Mechanism
GTI	Geographic Targeting Index
Ha	Hectares
HH	Household
HVAP	High Value Agriculture Project in Hill and Mountain Areas
HVC	High Value Commodity
ICP	IFAD Collaboration Platform
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development

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IFRs	Interim Financial Reports
IPM	Integrated Pest Management
IPRM	Integrated Project Risk Matrix
KM	Knowledge Management
KMS	Knowledge Management Strategy
KUBK	Improved Seed for Farmer Programme
LF	Lead Farmer
LMBIS	Line Ministry Budget Information System
M	Meter
m ²	square meter
M&E	Monitoring and Evaluation
MAPs	Medicinal and Aromatic Plants
MFIs	Micro Finance Institutions
MIS	Management Information System
MoALD	Ministry of Agriculture and Livestock Development
MoEWRI	Ministry of Energy, Water Resources and Irrigation
MoF	Ministry of Finance
MoFE	Ministry of Forests and Environment
MOGAP	Market Operational Guideline and Action Plan
MoICS	Ministry of Industry, Commerce and Supplies
MoLMAC	Ministry of Land Management, Agriculture and Cooperative
MoUD	Ministry of Urban Development
MMC	Market Management Committee
MSME	Micro, Small and Medium Enterprise
MSP	Multi-Stakeholder Platform
mt	metric ton
MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
MUS	Multi-Use water Systems
NARC	Nepal Agricultural Research Council
NDC	Nationally Determined Contribution
NO	No Objection
NPC	National Planning Commission
NTFPs	Non-Timber Forest Products
NUS	Neglected and Under-utilized Species
O&M	Operations & Maintenance
OPEN	Online Project Procurement End-to-End System
PAP	Palika Agroecological Plan
PAR	Participatory Action Research
PCO	Programme Coordination Office
PCR	Programme Completion Report
PDR	Programme Design Report
PEP	Policy Engagement Plan
PGS	Participatory Guarantee System
PIM	Programme Implementation Manual
PLMBIS	Provincial Line Ministry Budget Information System

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PMO	Provincial Programme Management Office
PO	Producer organizations
PP	Procurement Plan
PPSC	Provincial Programme Steering Committee
PQPMC	Plant Quarantine and Pesticide Management Centre
PSC	Programme Steering Committee
PwD	Persons with Disabilities
RET	Renewable Energy Technology
R-HVAP	Resilient High Value Agricultural Programme
SECAP	Social, Environmental and Climate Assessment Procedure
SMCC	Semlar Market Coordination Committee
SPIU	Semlar Market Sub-Programme Implementation Unit
SPS	Sanitary and Phytosanitary
SQCC	Seed Quality Control Center
TA	Technical Assistance
TEPC	Trade and Export Promotion Center
ToR	Terms of References
ToT	Training of Trainers
USD	United States Dollar
VITA	Value chains for Inclusive Transformation of Agriculture
WA	Withdrawal Application
WUC	Water User Committee
WWTP	Waste Water Treatment Plant

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1. INTRODUCTION

The Government of Nepal (GoN) and International Fund for Agricultural Development (IFAD) have signed the Financing Agreement (FA) for the implementation of the Resilient High Value Agricultural Programme (R-HVAP) on 15th November, 2024 at Kathmandu, Nepal and Rome, Italy with the objective of reducing poverty and improving resilience of small holder farmers by transforming agriculture into inclusive, agroecological and profitable agri-food systems. R-HVAP adopts a stratified approach to target poor smallholder farmers, Producer Organizations (POs) and Micro, Small and Medium Enterprises (MSMEs) while ensuring the participation of women and youth. It is designed as a foundation building initiative that establishes the necessary capacity, service provision, infrastructure and enabling policy and regulatory frameworks for initiating the transition towards self-reliant agroecological farming systems that produce a range of commodities for domestic and export markets. The programme will cover three provinces in Western Nepal: Lumbini, Karnali and Sudurpashchim and operates in 80 Local levels (Palikas). The Ministry of Agriculture and Livestock Development (MoALD) is the lead programme agency and will work in coordination with the Ministry of Finance (MoF), the Ministry of Urban Development (MoUD), the Ministry of Industry, Commerce and Supplies (MoICS), the provincial Ministries of Agriculture and other relevant agencies/stakeholders.

1.1 Programme Implementation Manual (PIM)

The Programme Implementation Manual (PIM) serves as an initial guiding document for all programme components and will be a roadmap for smooth and consistent implementation of programme activities. It aims to enhance the capacity and understanding of the Programme Coordination Office (PCO), Semlar Market Sub-Project Implementation Unit (SPIU), Provincial Programme Management Offices (PMOs), Corridor Offices (COs) and the stakeholders on the aspects related to programme implementation. It includes brief summaries of the concept and rational of the programme and sets out principles with detailed procedures needed for programme implementation. It is prepared as a fulfilling provision of FA's schedule 1, part II, clause 11 in line with elements of the Programme Design Report (PDR) and feedbacks collected from different stakeholders. It is a living document and will be subject to periodic review and updating.

1.2 Purpose of PIM

The overall purpose of the PIM is to provide comprehensive guidelines for the effective implementation of the programme. It aims to enhance the understanding of the programme and seeks to promote good management practices by fostering uniformity in understanding among stakeholders through collaboration and consistency.

1.3 Framework of PIM

This manual consists of eleven (11) sections; viz. (i) Introduction, (ii) Programme summary, (iii) Targeting strategy, (iv) Programme implementation approach, (v) Programme components and activities, (vi) Organizational framework and implementation arrangement, (vii) Planning, coordination, monitoring, evaluation and knowledge management, (viii) Financial resource management, (ix) Sustainability and exit strategy, (x) Grievance handling and (xi) Programme risk and mitigation measures.


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2. PROGRAMME SUMMARY

2.1 Background

R-HVAP has been developed in alignment with the GoN's current policy priorities and strategic objectives, including its Long-Term Vision-2043, the Fifteenth Plan and the Sixteenth Plan. The programme will directly contribute to federal and provincial agricultural development strategies, ensuring coherence with Nepal's decentralized governance framework.

The programme also supports the strategic objectives of IFAD's country strategic opportunities programme; accelerated inclusive and sustainable rural economic growth and recovery through greater market participation, improved resilience of rural communities to the impacts of climate change and to economic and other shocks; and strengthened rural and community institutions to effectively meet development needs under the decentralized federal system. This integrated approach ensures R-HVAP fosters holistic rural transformation anchored in national and international frameworks.

2.2 Rationale

Agriculture, employing 50.4% of country's workforces, is vital but faces significant challenges. Dominated by small-scale, subsistence farmers, the sector struggles with fragmented landholdings, labor shortages, poor infrastructure and limited access to finance, markets and advisory services. Farmers are facing risks due to volatile production, high post-harvest losses, inadequate storage/processing and inefficient market linkages which are further exacerbated by climate change. Further, commercialization is hindered by unsupportive policies and decreased private investment.

The workforce is increasingly feminized due to male migration, yet women face severe disadvantages: 76% are unpaid, only 10% own farms and lack access to land, finance, services and decision-making due to socio-cultural barriers. Rural youth also struggle, with limited education, training, employment and civic engagement, driving migration that further depletes agricultural labor.

Transitioning to a resilient, self-reliant and sustainable agricultural system is thus imperative. This requires shifting from conventional practices to a market-oriented agroecological approach. Focusing on producing "safe food" driven by demand will enhance productivity and food security. This transformation promises increased production, revenue generation, import substitution, export growth, reduced trade deficits, improved environmental health and greater resilience to climate shocks and other disruptions.

2.3 Goal and objective

The goal of the programme is to reduce poverty and improve resilience of smallholder households (HHs) while, the objective is to support smallholder farming transition towards sustainable food systems that are profitable, inclusive and agroecological.

2.4 Programme area

The programme will cover three provinces in Western Nepal: Lumbini, Karnali and Sudurpashchim and operates in 80 Local levels (Palikas). The provinces have been selected

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based on the highest incidence of multi-dimensional poverty, impacts of COVID-19 on rural livelihoods, location of the Semlar Regional Wholesale Market for national and international distribution and a landscape perspective to facilitate the building of an agroecological foodshed.

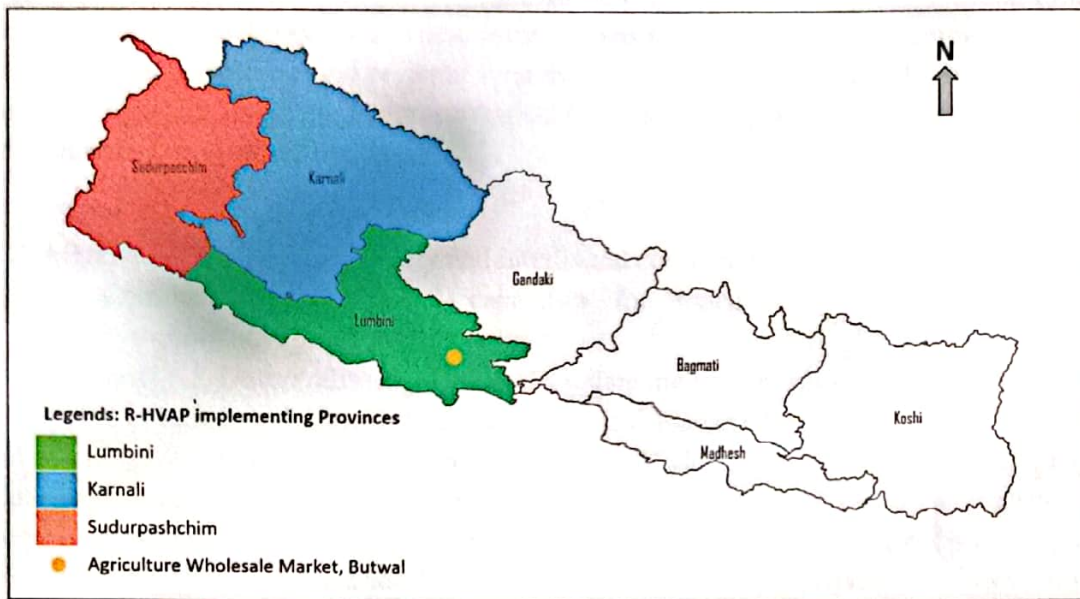


Figure 1. R-HVAP's target provinces

2.5 Programme participants and outreach

R-HVAP is estimated to support 60,000 HHs or 258,000 individuals. Of these, 45,000 HHs will benefit from market-oriented agroecological production packages, whereas 15,000 HHs from capacity building and extension services, demonstration farms, market and service linkages and from public infrastructures.

The primary beneficiaries of the programme will be poor smallholder HHs engaged in mixed farming systems and deriving most of their income from agricultural production at different scales: subsistence, semi-commercial and commercial. Women-headed HHs, women farmers, youth (including returnee migrants) and minority communities (dalits and janajatis/indigenous people) will be prioritized. Women and youth will constitute at least 50% and 40% of the total programme participants respectively.

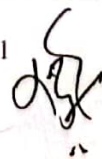
In line with the new IFAD Targeting Policy (EB 2023/138/R.3), R-HVAP will provide need-based services for: (i) ultra-poor; (ii) poor (including both poor and medium poor); and (iii) near-poor HHs. Poor and ultra-poor farmers will together constitute 80% of programme participants.

2.6 Programme approach

The programme is based on agroecological approach of farming that will contribute to enhance product quality and therefore will allow producers to access better remunerative markets, both domestically and internationally. By promoting the production and use of bio-inputs, the programme will facilitate the expansion of certified organic production that can access foreign markets and fetch higher prices for smallholders and generate foreign currency inflows. Agroecology is an innovative approach that has become a holistic approach over time as the


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integration of ecology, economy and society in food systems. Agroecological transition can be realized gradually by increasing efficiency and recycling the use of resources leading to substitution and reduction of synthetic chemical inputs and redesigning the farming system according to ecological processes. These interventions ultimately promote commercialization and transformation of local and regional food systems. This programme will create the basis foundation required for long term agroecological transition which will be complemented by the later programme/project efforts.

2.7 Programme components

R-HVAP features four complementary and interlinked components.

- i. Component 1: Enhanced capacities for transitioning to market oriented agroecological production systems.

Sub-component 1.1. Decentralised agroecological planning and coordination: The programme will support formulating 5-Year Palika Agroecological Plans (PAPs) for selected Palikas via local planning, facilitated by PMOs and COs. PAPs will identify potential participants, High-Value Commodities (HVCs), best farm practices, market demands, compliance standards, enterprise opportunities and infrastructure needs. Priorities eligible for R-HVAP financing will be consolidated with the annual local planning process to leverage Local level co-investment and integrate into Local level development plans.

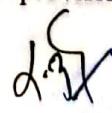
Sub-component 1.2. Knowledge and capacity for establishing agroecological farming: R-HVAP will leverage existing sustainable agriculture knowledge by upgrading resources and disseminating practices via Training of Trainers (ToT) for Officers, Agriculture Technicians (ATs) and Community Mobilisers (CMs) along with technicians of Palikas. It will establish one agroecological demonstration farm in each Palika with lead farmers (LFs), combined with technical training, Financial Education & Business Literacy (FEBL) and Gender Action Learning System (GALS) to empower women and enhance HHs skills. The sub-component includes youth agroecology apprenticeships and Farmer-to-Farmer exchanges to build a community-of-practice. Additionally, participatory research activities will monitor ecological/economic/social impacts of market-oriented agroecology.

Sub-component 1.3. Market-oriented agroecological production expanded: In this component, the programme will support at least 1,600 POs, representing approximately 45,000 HHs. Multi-Stakeholder Platforms (MSPs) will link POs with MSMEs and buyers via prioritized Business-to-Business (B2B) and Business-to-Service (B2S) linkages, leveraging private sector market intelligence for planning and investment decisions. Guided by PAPs, R-HVAP will co-invest PO's capacity building and farm-level investments in agroecological practices for identified production packages. Special co-investment packages will be made available for ultra-poor and poor HHs through inclusion fund while all category of participants will be encouraged to acquire loans from cooperatives and financial institutions including support from IFAD's Value chains for Inclusive Transformation of Agriculture (VITA) programme.

Sub-component 1.4. MSME ecosystem for agricultural service market strengthened: The programme will mobilize PMO's experts to develop MSME services supporting agroecological value chains. Co-investment will target decentralized bio-input production units and post-harvest value-addition services through different provisions of co-investment. Supported


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MSMEs must serve R-HVAP beneficiaries proportionally, initially reaching 25,000 HHs, with scaling strategies for broader outreach. Additionally, youth initiatives include Agri-TVET skills training (400 youth) and business incubation for enterprise development (300 youth).

ii. **Component 2: Improved access to climate resilient productive infrastructure.**
R-HVAP will fund for the development of infrastructure to complement production activities under sub-component 1.1. Under the PAP process, climate resilient infrastructure for smallholders and POs will be identified and selected. These will include: (i) water related systems such as small-scale irrigation schemes, water storage facilities, multi-use water systems (MUS) etc.; (ii) collection points and storage facilities for efficient commodity aggregation; and (iii) post-harvest primary processing facilities. All infrastructure interventions will be synergetic with other programme interventions and include Operations and Maintenance (O&M) measures. Renewable Energy Technologies (RETs) will be supported for lift irrigation, primary processing and postharvest handling activities.

iii. **Component 3: Improved wholesale aggregation and distribution of agroecological commodities for domestic and export markets.**

R-HVAP will support the first phase of the construction of the Semlar Agriculture Regional Wholesale Market in Butwal Sub-Metropolitan City, Lumbini province. The proposed market will facilitate the aggregation of commodities from a large catchment area, targeting R-HVAP supported POs, for improving distribution of agroecological commodities to both domestic and export markets.

iv. **Component 4: Strengthened policies, regulations and institutions for smallholder agroecological production and trade.**

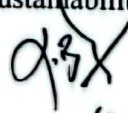
R-HVAP will work to establish and strengthen enabling policies, regulations and other supporting frameworks for profitable smallholder agroecological production, facilitated by participating institutions and communities. In addition, to support export of agricultural produce, the programme will establish certification systems, enhance the capacity for compliance with Sanitary and Phytosanitary (SPS) measures, support trade facilitation and negotiations and participation in national/international trade events as well as ethnical and bio-trade fairs.

v. **Programme management, monitoring and evaluation, knowledge management and learning.**

It establishes the core structure and systems for effective programme delivery, continuous learning and adaptive management. Implementation is driven by a defined institutional setup comprising the PCO, SPIU, PMOs/COs in Lumbini, Karnali and Sudurpashchim, governed by Programme Steering Committee (PSC), Semlar Market Coordination Committee (SMCC) and Provincial Programme Steering Committees (PPSCs) respectively. A robust M&E system ensures transparency and accountability, tracking progress against targets while proactively identifying risks and verifying mitigation measures. This is complemented by evidence-based knowledge management (KM) which systematically captures, analyses and disseminates lessons to enhance intervention effectiveness throughout implementation. Essential manuals and guidelines, developed as integral annexes to this PIM, underpin operational integrity, ensuring fairness, transparency, accountability and sustainability across all activities.


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2.8 Programme outcomes, indicators and targets

The programme has four major outcomes targeting 60,000 HHs, organized as components as well as indicators and targets listed below.

Table 1. Programme outcome, indicators and targets

Outcomes	Outcome Indicators	Target	
Component 1: Enhanced capacities for transitioning to market oriented agroecological production systems	HHs satisfied with programme-supported services	70%	42,000 HHs
	HHs reporting they can influence decision-making of local authorities and programme-supported service providers	60%	36,000 HHs
	Persons with new jobs/employment opportunities	50%	30,000 HHs
	Supported rural enterprises reporting an increase in profit	70%	42,000 HHs
	Rural POs reporting an increase in sales	70%	42,000 HHs
	HHs reporting adoption of environmentally sustainable and climate-resilient technologies and practices	70%	42,000 HHs
	Number of HHs reporting market-oriented diversification of production	70%	42,000 HHs
	Total private investment in value chains by smallholder producers, MSMEs and other actors	-	USD 30 million
	Land brought under climate-resilient management (ha)	-	13,500
Component 2: Improved access to climate resilient productive infrastructure	HHs reporting improved physical access to markets, processing and storage facilities	70%	42,000 HHs
	Market-led infrastructures (Number)	-	135
	Area under irrigation (ha)	-	2,400
	Local governments co-financing Palika Agroecological Plans (PAPs)	-	50
Component 3: Improved wholesale aggregation and distribution of agroecological commodities for domestic and export markets	Semlar agricultural wholesale market constructed	1	
	Number of supported commodities (Agroecologically produced) accessing export markets through Semlar Regional Wholesale Market	5	
Component 4: Strengthened policies, regulations and institutions for smallholder	Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment	8	
	Domestic	80	


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Outcomes	Outcome Indicators		Target
agroecological production and trade	Number of rural PO and MSME representatives participating in trade fairs and events	International	40

2.9 Programme duration

R-HVAP is a foundation building initiative that establishes the necessary capacity, service provision, infrastructure, enabling policy and regulatory frameworks for initiating the transition towards self-reliant agroecological farming systems that produce a range of commodities for domestic and export markets. Therefore, as the first phase, it covers a period of eight (8) years starting from 2024 till 2033 AD.

2.10 Implementation arrangements

The MoALD will serve as Lead Programme Agency, collaborating with the MoICS, Department of Urban Development and Building Construction (DUDBC) of the MoUD, Provincial Ministries of Agriculture and other stakeholders, while the MoF provides overall oversight. Governance includes a PSC chaired by MoALD's Secretary with representatives from MoF, MoICS, Ministry of Forests and Environment (MoFE) and DUDBC/MoUD, alongside three PPSCs in Lumbini, Karnali and Sudurpashchim chaired by Provincial Secretaries of ministry related with agriculture and representatives of relevant ministries of provinces. Implementation structures comprise a PCO hosted by MoALD, a SPIU under DUDBC/MoUD, three PMOs and three COs under Provincial Ministries of Agriculture. These implementation structures will have government seconded staffs supported by auxiliary staffs in the three key areas of the programme: agroecology, PO professionalization and MSME development.

2.11 Programme costs and financing

The total cost of the programme is estimated at USD 120.97 million. The financiers and contributions are: (i) IFAD loan USD 70.93 million (58.6%); (ii) GoN USD 24.59 million (20.3%) comprising of, (a) USD 19.59 million (16.2%) covering duties, taxes, salary and operational cost of deputed staff and (b) USD 5.0 million (4.1%) cash contribution for the Semlar wholesale market; (iii) provincial government USD 0.5 million (0.4%); (iv) local government/Palikas USD 1.52 million (1.3%); (v) PO-HHs USD 20.87 million (17.3%); and (vi) MSMEs USD 2.56 million (2.1%). Similarly, programme cost for component 1 is USD 66.055 million (54.61%), component 2 is USD 10.081 million (8.33%), component 3 is USD 31.25 million (25.83%), component 4 is USD 1.367 million (1.13%) and USD 12.217 million (10.10%) for Programme management, monitoring and evaluation, knowledge management and learning.


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3. TARGETING STRATEGY

The main target group of R-HVAP will consist of poor smallholder HHs engaged in mixed farming systems organized in POs which are groups, cooperatives, committees, association or any other organized structures present in programme area that are registered in concerned authorities and willing to participate in production activities. Similarly, the programme will work with MSMEs to boost production, improve input production and supply, carry out marketing functions and provide different services to POs. MSMEs are private entities including commodity associations and cooperatives legally registered in concerned authorities that are or will carry out entrepreneurship functions in R-HVAP provinces.

The programme will apply a combination of self-targeting and direct targeting methods. Some activities like PAPs, community irrigation, small-scale cold storage and market infrastructure will be of interest for the community as a whole, while some activities will focus on women, youth and transformation drivers. Similarly, activities to utilize fallow land will also be prioritized. In any case the programme will ensure that benefits will reach to the most needy, vulnerable and disadvantaged groups of the programme area while facilitating value chain development through B2B and B2S linkages. Women, youth, indigenous (janajati) and dalit communities will be prioritized.

The programme will apply a combination of targeting, HH mentoring and monitoring strategies to involve the poor and facilitate social inclusion. Targeting strategy will include: i) Self-targeting; ii) Geographic targeting; iii) Economic targeting; and iv) Gender and social inclusion (GESI).

3.1 Self-targeting

The programme will mainly work with POs (approximately 2,200) composed of members with diverse socio-economic backgrounds (ultra-poor, poor and near-poor), gender and age groups. POs composition will be driven by self-targeting principles. POs will conduct participatory wellbeing ranking of their member HHs for poverty classification (ultra-poor, poor and near-poor).

3.2 Geographic targeting

R-HVAP has adopted an agroecological cluster-based approach for geographic targeting. The Geographic Targeting Index (GTI) developed for the selection of Palikas has included following criteria: (i) presence of target groups (poor and vulnerable communities, women and youth); (ii) production potential; (iii) market accessibility; (iv) presence of ongoing or recently completed IFAD-financed programmes (ASDP, ASHA and Improved Seed for Farmer Programme- KUBK); and (v) agroecology potential. Palikas with the highest scores were identified based on the GTI. Palikas with lesser scores but adjacent to Palikas with high GTI scores were also prioritized as a means to create a contiguous agroecological cluster. A total of 80 Palikas (Karnali-32, Lumbini-31 and Sudurpashchim-17) have been prioritized for implementation listed in the table 2. In addition, Semlar Market will be constructed in Butwal Sub-metropolitan City, Rupandehi.


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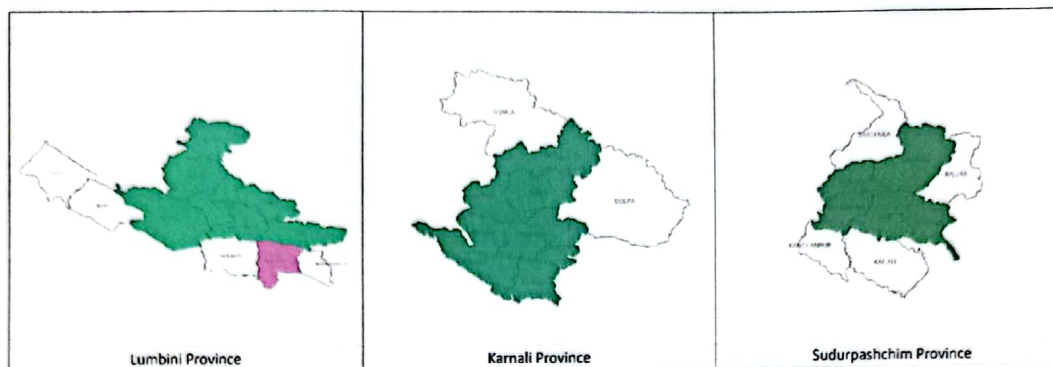


Figure 2. R-HVAP implementing districts

Agroecological cluster delineation and analysis (AECDA) of 80 Palikas will be done to demarcate and analyse agroecological production clusters for priority commodities that have proven domestic and export market demand. The prioritization and selection of clusters within the Palikas will be done using the following criteria: (i) poverty incidence; (ii) presence and maturity of POs; (iii) proximity to road corridors; and (iv) credible market opportunities where smallholders can profitably compete. More remote clusters will be brought into operation once the supply chains adjacent to road corridors are operational.

PPSC will determine the annual rollout schedule for Palikas under the programme and create a prioritized list tagging each Palika with its specific implementation year based on following indicators.

- i. Accessibility of the road and the market
- ii. Commitment of the Palikas
- iii. Progress in farmers registration programme initiated by MoALD
- iv. Presence of the targeted groups (disadvantaged, Dalits, indigenous and other)
- v. Avoiding duplication with another programme
- vi. Other criteria felt necessary by the PPSC

During this process, PPSC will ensure that all 80 Palikas will be covered within third year of the implementation. The PMO will forward the prioritized list to PCO for necessary facilitation and information. In course of implementation, if any prioritized Palika shows unwillingness to formulate PAP or does not adhere to the PAP, the programme will switch to another Palika through process of new Palika selection.


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Table 2. List of prioritized Palikas along with districts and provinces for programme implementation

S. N.	Provinces	Districts	Palikas	S. N.	Provinces	Districts	Palikas	
1	Karnali	Dailekh	Aathabis	42	Sudur-pashchim	Palpa	Musikot	
2			Bhagawatimai	43			Satyawati	
3			Bhairabi	44			Mathagadhi	
4			Mahabu	45			Purbakhola	
5		Jajarkot	Junichande	46		Pyuthan	Rambha	
6			Nalagad	47			Rampur	
7			Shiwalaya	48			Ayirabati	
8		Jumla	Chandannath	49		Pyuthan	Gaumukhi	
9			Hima	50			Jhimruk	
10			Kanakasundari	51			Mallarani	
11			Patrasi	52			Mandavi	
12			Sinja	53			Sarumarani	
13			Tila	54			Rolpa	Lungri
14		Kalikot	Raskot	55		Madi		
15			Sanni Tribeni	56		Pariwartan		
16			Tilagufa	57		Runtigadi		
17		Mugu	Khatyad	58		Rukum east		Sukidaha (Gangadev)
18		Rukum West	Aathbiskot	59				Suwarnabati (Sunilsmriti)
19			Banfikit	60				Tribeni
20			Sani Bheri	61		Bhume		
21		Salyan	Bagchaur	62		Rupandehi*	Putha Uttar ganga	
22			Bangad Kupinde	63			Sisne	
23			Chhatreshwori	64		Rupandehi*	Butwal (Semlar Market)	
24			Darma	B			Sub-total	8 districts
25			Kalimati	65		Sudur-pashchim	Accham	Dhakari
26			Siddha Kumakha	66				Kamalbazar
27		Surkhet	Barahtal	67				Mellekh
28			Chaukune	68				Turmakhad
29			Chingad	69			Baitadi	Purchaudi
30			Gurbhakot	70				Sigas
31			Lekbeshi	71			Bajhang	Bithadchir
32			Panchpuri	72				Bungal
A	Sub-total	8 districts	32 Palikas	73	Chabispathivera			
33	Lumbini	Arghakan chi	Bhumekasthan	74	Durgathali			
34			Chhatradev	75	Kedarseu			
35			Malarani	76	Thalara			
36		Dang	Banglachuli	77	Dadeldhura		Ajaymeru	
37		Gulmi	Chandrakot	78			Nawadurga	
38			Chatrakot	79	Doti	Badikedar		
39			Dhurkot	80		Bogtan		
40			Isma	81		Jorayal		
41			Madane	C	Sub-total	5 districts	18 Palikas	
				Total (A+B+C)	21 districts	81 Palikas		

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3.3 Economic targeting

During the course of the programme implementation, R-HVAP will facilitate the conduction of the wellbeing ranking survey to classify smallholder. The HHs will be classified based on extent of their engagement in agriculture and food sufficiency.

a) **Ultra-poor HHs:** These vulnerable HHs experience severe food insecurity (<3 months sufficiency from all sources) due to socioeconomic disadvantage and social exclusion (e.g., landless, Persons with Disabilities-PwD, women-headed HHs, dalit, janajati). Income relies on agricultural labour, irregular farm earnings and potential government support. Limited by fragmented, marginal land and lack of inputs/motivation, they rely on traditional subsistence farming. They represent 5-10% of target HHs but have potential for increased production with improved water access, inputs, capacity building and financial support.

b) **Poor HHs (including medium-poor):** These HHs maintain moderate food security (3-12 months sufficiency) through combined agriculture/forestry, off-farm work and seasonal remittances. Typically farming ≤ 0.7 ha, they grow vegetables and raise modest livestock herds (e.g., buffaloes, goats) using rangelands. Constituting 70-75% of target HHs, their productivity is limited by unreliable water access and irrigation.

c) **Near-poor HHs:** They have more than 12 months of food sufficiency from their own farm production and all other sources of income. However, they are only marginally above the poverty line and lack affordable inputs, finance, connectivity to networks and markets, technical capacity and scale. They are full time involved in agriculture production and have the potential to provide consistent increased volumes and quality of their output to meet safety compliance standards and market requirements. They represent 20% of the targeted HHs.

3.4 Gender and social inclusion (GESI):

a) **Inclusion of women:** Women will constitute $\geq 50\%$ of participants (~30,000; including 9,000 women-headed HHs). Under Component 1, they will be organized into producer groups to receive tailored training on agroecology opportunities. Training covers improved production (via demonstration farms), FEBL-GALS-lite and leadership development. Leadership focus ensures women's active participation in PAP formulation and MSPs to embed their perspectives at all levels.

b) **Inclusion of youth:** Youth will be organized into groups based on interests and participation levels (e.g., existing farmers, agri-entrepreneurs, labourers, returning migrants). At least 40% (24,000 aged 16-40) will join POs for market-oriented agroecological training under Component 1. Similarly, youths will receive targeted support through vocational training, business incubation and agroecology apprenticeships with LFs. These direct interventions will enable enterprise development/self-employment for 2,000 young entrepreneurs and skilled employment for 1,000 youth. This set of direct targeted activities will support: (i) enterprise development and self-employment for 2,000 youths and (ii) employment for 1,000 youth trained in skills development, including apprenticeships.

Moreover, the programme will develop a gender, youth and social inclusion strategy during the implementation.


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3.5 LF and agri-entrepreneurs (Transformation drivers):

LFs are experienced, progressive practitioners who train, mentor and demonstrate improved agricultural methods, driving knowledge transfer and innovation adoption. Similarly, agri-entrepreneurs combine farming with business acumen to enhance profitability and sustainability. Both will serve as transformative agents in commercial clusters, demonstrating agroecology's viability to increase rural resilience and create development pathways for the poor through market-led enterprise development.

3.6 PO graduation:

Starting with the existing POs, the programme employs a 'graduation' strategy to maximize inclusion of disadvantaged individuals and HHs. POs will be formed inclusively, uniting like-minded small-scale producers within communities who possess varying resource levels and starting incomes. Initially, more capable and less risk-averse producers will self-mobilize into groups to establish joint market linkages. As buyer and service provider relationships solidify, poorer or risk-averse individuals will be progressively integrated into these POs with active support from the programme and existing members. This phased growth enables POs to achieve operational scale, attract enhanced buyer/service provider interest and extend benefits to all members.

3.7 Orientation and outreach:

The targeting strategy centres on intensive initial mobilization in all clusters, led by PMOs/COs. This includes focused discussions with women, youth, indigenous groups, dalits and other marginalized communities. Beneficiary selection follows: (i) programme introduction campaigns; (ii) participatory HH wellbeing ranking for poverty classification; and (iii) validation by local leaders to ensure inclusion integrity.


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4. PROGRAMME IMPLEMENTATION APPROACH

The R-HVAP is anchored in a transformative theory of change designed to transition Nepal's smallholder farming systems into resilient, inclusive and profitable agroecological food systems. Smallholder farmers face systemic challenges including food and nutrition insecurity, unsustainable production practices, climate vulnerability, limited profitability, exclusionary barriers, deficient infrastructure and support services and weak institutional and policy frameworks.

To address these farm-level constraints, the programme implements integrated interventions: agroecological cluster analysis; participatory five-year PAP; advanced knowledge management tools; market-oriented extension services; and capacity development through demonstration farms, financial literacy training, youth apprenticeships and exposure visits. Concurrently, it deploys performance monitoring, Information and Communication Technology (ICT) based traceability systems, PO market linkages, production co-investment, inclusive financing, decentralized bio-input production and post-harvest value addition via processing, branding and marketing.

Infrastructure and service gaps are tackled through climate-resilient community irrigation systems, enhanced storage and processing facilities and RET supplemented by O&M training. At the policy level, the initiative drives reform by supporting organic agriculture policies, quality certification systems, equitable pricing mechanisms, strengthened SPS standards and participation in domestic and international trade fairs.

These efforts collectively generate six key outputs: decentralized agroecological planning frameworks; expanded knowledge and capacity for sustainable farming; market-aligned production systems; a robust MSME ecosystem for agricultural services; improved water and market infrastructure; and trade-facilitating policy environments. These outputs catalyse four strategic outcomes:

Outcome 1, transitions farmers to profitable, market-driven agroecological systems—increasing incomes and reducing costs through co-investment, technical support and MSME development for bio-inputs and value-added products; Outcome 2, lowers production expenses and post-harvest losses by scaling efficient technologies like solar pumps and cold storage while replacing agrochemicals with locally produced bio-inputs; Outcome 3, strengthens agricultural marketing via enhanced aggregation and distribution networks for domestic and export markets; and Outcome 4, fosters an enabling policy environment for agroecological trade.

Ultimately, the programme achieves its overarching goal: establishing sustainable, profitable and inclusive food systems that increase farm incomes, empower marginalized communities and strengthen ecological resilience—thereby reducing poverty and enhancing HH livelihoods. The details of theory of change of this programme are given in the figure 3:


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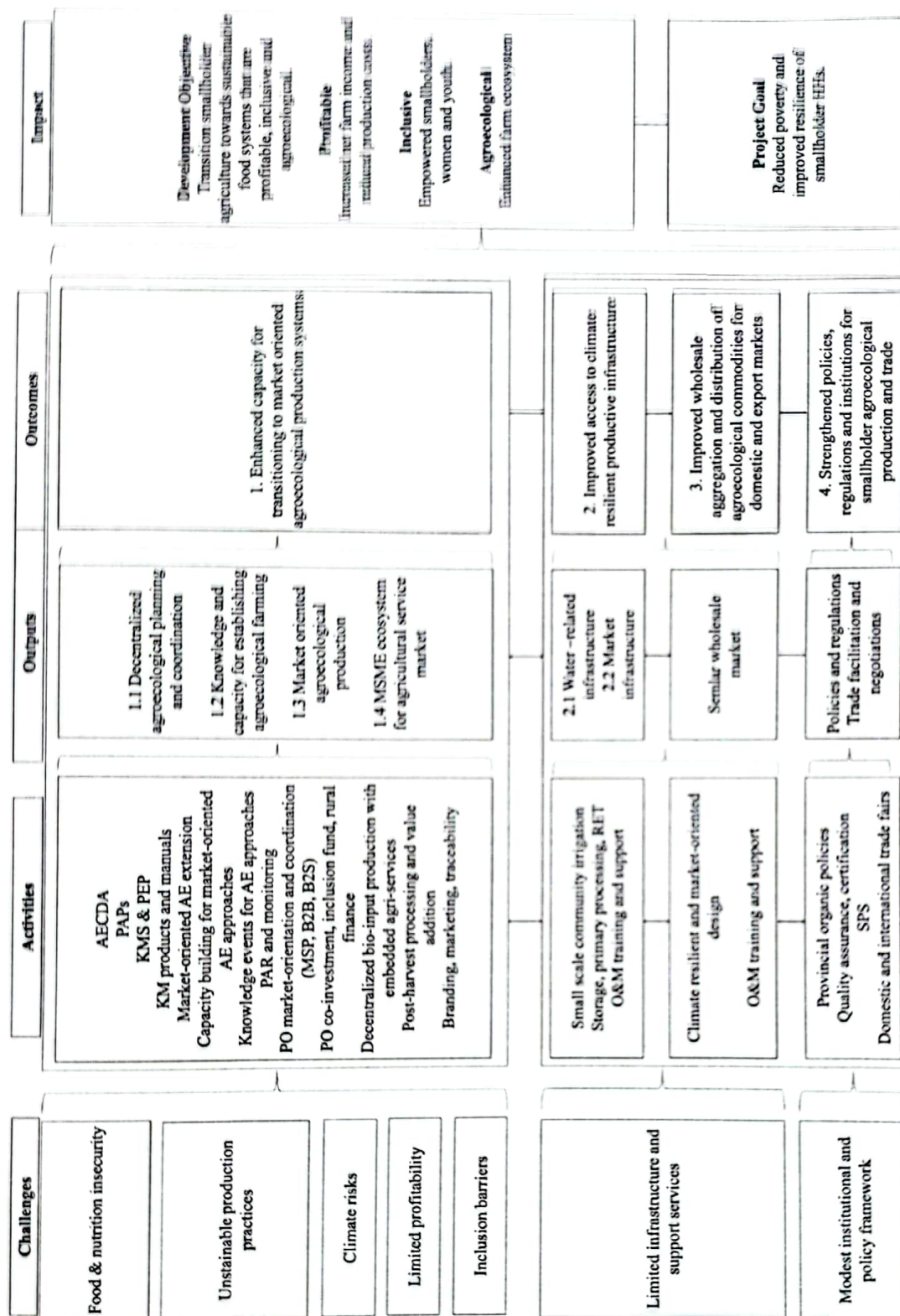


Figure 3. Theory of change


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5. PROGRAMME COMPONENTS AND ACTIVITIES

R-HVAP scales market-oriented agroecological farming systems to deliver economic benefits for smallholders alongside environmental and food system gains. The approach is to identify HVCs through PAPs/MSPs for nesting within an agroecological farming system to transition smallholder agriculture towards inclusive, profitable and agroecological food system through four interlinked components.

5.1 Component 1: Enhanced capacities for transitioning to market oriented agroecological production systems

5.1.1 Sub-component 1.1: Decentralised agroecological planning and coordination

PAPs will be developed through participatory territorial planning processes in selected Palikas to facilitate a transition to agroecological farming. These 5-year PAPs serve as the primary mechanism for integrating market-oriented HVCs into smallholder agroecological production systems. The key objectives include the identification of HVCs compatible with agroecological farming system and identification of supporting services to improve production, aggregation, primary processing and logistics.

5.1.1.1 Agroecological planning framework

The PAP will function as the Palika's agricultural sector development plan, as it will provide a strategic roadmap for improving smallholder farmer incomes through a systematic transition to agroecological farming. The PAP will include a 5-year plan of action that details sequentially the investments necessary for high-yield agroecological production, public goods (irrigation, aggregation etc.) and private investments (bio-input production, primary processing etc.). The plan of action will detail the different sources of financing for each activity, including the funds to be provided by R-HVAP, the Palika's own resources and private sector co-investments. As such, the plan will function as the Palika's Agricultural Medium-Term Expenditure Framework (A-MTEF). The PAP formulation process will include: (i) AECDA and (ii) Development of the PAP Manual.

5.1.1.1.1 Agroecological Cluster Delineation and Analysis (AECDA):

The programme will conduct participatory AECDA to identify knowledge and capacity gaps among smallholder communities (production) and government representatives (policy) for transitioning to market-oriented agroecological systems. This exercise will demarcate production clusters for priority commodities with proven domestic/export demand. An agroecological cluster is a geographic area within and among Local levels sharing common agroecological features and potential for diverse commodity production, including market-driven HVCs.

Cluster delineation involves landscape-level analysis of agroecological conditions, production levels, farming practices, food/nutrition security, climate risks, infrastructure, market access/value chains, potential participants (poor, women, youth, indigenous peoples, dalits, POs) and their transition needs. Similarly, capacity/knowledge gaps (e.g. advisory services, bio-input production


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infrastructure, PO-MSME partnerships, action research, processing, geographical branding, traceability, Participatory Guarantee System (PGS) certification, e-commerce) and suitable HVCs with farm/landscape-level agroecological best practices will also be assessed.

The findings of this exercise will guide the implementation of sub-component 1.2 in particular, to the development of the programme Knowledge Management Strategy (KMS) and Policy Engagement Plan (PEP).

5.1.1.1.1 Palika Agroecological Plans (PAPs) manual

A PAP Manual will be developed prior to the launch of PAP formulation process, informed by the AECDA findings. This manual will standardize the participatory planning process, providing 5 years planning template and community-based monitoring mechanisms aligned with PGS. Each PAP will assess cluster-specific challenges, opportunities and gaps in agroecological production/services. It will include a detailed 5 years action plan with annual priorities, investments, locally adapted farm-level best practices meeting domestic/export compliance standards, market demands and certification requirements, agri-service and enterprise opportunities, public goods and infrastructure needs, potential participants for agroecological/MSME support and community-based monitoring protocols. Following the PAP Manual development, facilitators including 40 ATs and 80 CMs will be trained for guiding the PAP process.

5.1.1.1.2 Palika agroecological planning

The agroecological clusters identified within the programme area through the AECDA will form the geographic units for the formulation of 5 years PAPs. PAPs will be formulated through a community level participatory process. Within each Palika, MSP will be conducted, comprising of key stakeholders including representatives of potential POs, MSMEs, marginalised communities, Micro Finance Institutions (MFIs), traders, service providers and ward and local governments, that will engage in the development of their respective PAPs.

5.1.1.1.2.1 Drafting of PAP

The PAP formulation process will begin with programme staff drafting the initial plan, grounded in cluster delineation and analysis findings and aligned with the PAP Manual's framework. This draft is informed through community-level MSP consultations and key informant interviews with ward/community representatives. Following this, a palika-level MSP workshop will review and finalize the PAP. To ensure market orientation, major traders and enterprises—identified through ongoing sub-component 1.3 (PO development) and 1.4 (MSME development) processes—will be invited to participate in MSP dialogues during both draft formulation and finalization stages. PAPs will function as "living plans" undergoing annual (or as-needed) reviews and revisions by their respective MSPs. Consequently, finalized PAPs will guide PO and MSME business planning by clarifying cluster-specific opportunities, gaps and partnership potentials in production and services.


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5.1.1.1.2.2 PAP committee formation

During the MSP workshop for PAP finalization, a PAP committee will be formed to facilitate the implementation, monitoring and progress review processes. The committee will be led by a Palika representative and will include 5-7 members from POs, MSMEs and other key stakeholders. It will (i) support the Palika for endorsement and integration of PAP activities into Palika plans, (ii) participate in corridor level coordination, networking and review events and (iii) facilitate the identification and selection of community resource persons such as LFs.

5.1.1.1.2.3 Palika plan integration

The PAP activities eligible for programme financing will be consolidated at the ward and Palika level. Following the Local Government Operation Act, 2074 (2017) and with the support of the PAP Committee, the programme will participate and present the PAPs in respective ward and Palika planning processes for endorsement. The PAP development process will be aligned with the annual local planning process for identification of Palika co-financing and integration into the Palika annual development plans. The PAP will be the basis for developing the programme AWPB through the aggregation at Palika, provincial and federal levels. In addition, the PAPs will also be used as a multi-year agroecology strategy to inform the respective Local levels' agriculture sector development plans that will be periodically updated as per Palika's needs. In initial years when PAP formulation and integration is underway, PPSC will provide necessary guidance to PMOs and COs for implementation of programme and activities in alignment with AECDA.

5.1.1.1.2.4 Implementation arrangements

The PAP formulation process will be facilitated by PMOs/COs, in coordination with local government representatives and other stakeholders to mainstream agroecological approaches and practices.

5.1.1.1.2.5 Indicative activities

Table 3. Indicative activities under sub-component 1.1

S.N.	Activities	Responsibility	Partner	Expenditure details
1	Agroecological planning framework			
A	AECDA 1) Develop ToR 2) Selection/Hiring of service provider 3) Agroecological analysis and cluster identification 4) Monitoring & supervision 5) Report validation and handover	PCO	Service provider, PMOs, COs and Palikas	Cost estimate according to ToR
B	PAP Manual Development	PCO	Service provider, PMOs, COs	Cost estimate according to ToR


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S.N.	Activities	Responsibility	Partner	Expenditure details
C	PAP Manual Publication	PCO		Cost for publication
D	ToT on MSP and PAP facilitation for Officers, ATs, CMs, Palika's technicians	PCO, PMO	Palikas, COs	Cost for participants/ trainer's allowances and logistics
2	Palika Agroecological Planning			
A	PAP formulation in MSP setting 1) Stakeholder mapping for Palika and community consultation 2) Community level consultation in MSP settings and key informant interviews involving Palikas representatives 3) Draft PAP formulation by programme staffs - with linkages to agroecological analysis - integrating agroecological principles 4) PAP finalization in Palika level MSP setting 5) Formulation of PAP committee during PAP finalization MSP	PMO, CO	Palikas, PCO	Cost for organizing meetings, workshops including logistics
B	Local level plan integration 1) PAP integration - Ward/ community level planning process - participation 2) Facilitate and support Palika for PAP endorsement & implementation 3) Facilitate PAP integration in Ward level planning Process	PMO, CO	Palikas, PAP Committee	Cost for organizing meetings, workshops including logistics
C	Corridor level PAP coordination, networking and review	PMO, CO	Palikas	
D	Facilitation of co-investment	PCO, PMO, CO	Palikas	According to co-investment and infrastructure development guideline

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5.1.2 Sub-component 1.2: Knowledge and capacity for establishing agro-ecology farming

The programme will enhance existing agroecology knowledge by upgrading resources and disseminating best practices through ToT for Officers, ATs and CMs. Agroecological demonstration farms will be established with LFs in each Palika, complemented by technical training on agroecological farming, FEBL and GALS lite modules. This sub-component further includes youth agroecology apprenticeships and Farmer-to-Farmer exchanges to build a community-of-practice. Finally, participatory research and monitoring will develop an analytical framework to track ecological, economic and social impacts of market-oriented agroecological systems.

5.1.2.1 Knowledge products

5.1.2.1.1 Knowledge Management Strategy (KMS) and Policy Engagement Plan (PEP):

The programme prioritizes evidence-based knowledge management to support implementation and policy development. A unified KMS and PEP will address the communication needs of all stakeholders—programme participants, provincial/local governments and the programme team. The KMS directly responds to findings from the AECDA, targeting identified knowledge gaps among smallholders (production) and government (policy) for transitioning to market-oriented agroecology. It will establish both horizontal (peer-to-peer) and vertical (multi-stakeholder) knowledge pathways to build trust and mitigate risk perception issues along with the development of the knowledge management plan.

Concurrently, the PEP will address priority research areas and evidence requirements identified by the cluster analysis. This plan ensures robust data collection through M&E systems and thematic studies, generating evidence-based policy inputs—particularly via participatory research and monitoring activities—to inform decision-making.

5.1.2.1.2 Agroecology curriculum and handbook:

The programme will enhance existing knowledge base in sustainable agriculture and agroecology concept by integrating market-oriented approaches for greater economic viability which will be elaborated in the form of agroecology curriculum and handbook. These materials will serve as core resources for enhanced FEBL courses and technical trainings on demonstration farms to collectively boost smallholders' capacity for profitable agroecological enterprises.

5.1.2.1.3 Extension through videos and social media:

The programme will produce instructional videos (in vernacular) on agroecology approaches and technologies for facilitating wider up-take among farmers. Further, social media platforms will be used as a knowledge repository and medium for dissemination.

5.1.2.2 Market oriented agroecological extension service providers

5.1.2.2.1 Market-oriented agroecology extension agents:

A cadre of 40 ATs and 80 CMs will receive integrated in-class and on-farm training in market-oriented agroecological farming, PAP preparation and cluster coordination (including MSPs and B2B/B2S linkages). Potential professionals working on regenerative agriculture will facilitate


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these trainings. This trained group will deliver outreach services, agroecological extension support, HH-level investment planning, M&E and conduct farm level trainings.

5.1.2.2.2 Enhanced FEBL facilitators:

The programme will train approximately 700 FEBL facilitators. Each facilitator will deliver FEBL courses to about 3 POs, covering financial literacy and women's empowerment through combined FEBL and GALS lite methodologies. FEBL facilitators will additionally support farm diary maintenance as well as recording of sales and financial data. Facilitators will receive remuneration for both training delivery and farm diary data collection support. Facilitators will be selected within the POs and communities supported.

5.1.2.3 Capacity building for agroecological approaches

5.1.2.3.1 Agroecological demonstration farms:

The programme will establish one agroecological demonstration farm per Palika, with addition of potential farms through co-investment financing. The existing government farms in the programme provinces can also be supported to expand agroecological technologies. The demonstration farm establishment and management will be detailed in the guideline. During PAP development, interested LFs will be identified to host these farms in strategic locations. Selected LFs will receive agroecology training to transform their existing operations into fully functional demonstration sites. These farms serve three core purposes: (i) Operating as on-farm training centres to build capacity among beneficiaries and POs for market-oriented agroecological transitions; (ii) Providing youth apprenticeship opportunities; and (iii) Hosting Participatory Action Research (PAR) on selected demonstration farms. Programme financing will cover establishment costs, supplemented by LFs' in-kind contributions. LFs may also access MSME co-investment support to establish agroecological enterprises.

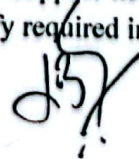
5.1.2.3.2 Market-oriented agroecology orientation and investment planning:

After selecting the interested POs for production support (Sub-component 1.3), a 2-day orientation training will be held for each PO on commercially viable and gender empowered agroecological farming, followed by the preparation of investment plans informed by respective PAPs. Where possible, these orientations will be held in demonstration farms.

5.1.2.3.3 Enhanced FEBL and GALS-lite for POs:

Enhanced FEBL courses will be delivered to PO members, prioritizing women. These courses equip participants with essential financial/business skills to transition toward commercial farming and collective enterprise management. Training occurs via 1-2 weekly peer-to-peer sessions facilitated by programme-trained FEBL facilitators, with each facilitator supporting approximately 3 POs. The 60-70 hours curriculum (32 sessions) integrates, (i) Technical agroecological farming practices, (ii) GALS lite modules, (iii) FEBL modules, (iv) Farm business operations and (v) Group enterprise management. Similarly, FEBL-GALS-lite sessions advance women's economic empowerment by addressing socio-cultural/economic barriers. Participants use the GALS visioning tool to map challenges, opportunities and support needs. FEBL facilitators and CMs monitor these roadmaps to track progress and identify required interventions. After mastering the


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methodology, women will replicate visioning exercises at HH level, supported by peer networks to acquire family support and eliminating gender-based violence.

The LF will provide 6 technical sessions (2-3 hours per session) on more in-depth training on specific aspects of agroecology (beneficial soil micro-organisms, plant guilds and Integrated Pest Management (IPM) etc). The sessions will focus on agroecological farming approaches and delivered on-farm by the LFs and ATs having sound practical knowledge of agroecological farming system in the demonstration farm established under the programme. The CMs will provide regular backstopping and supervision of the facilitators and facilitate the participation of suitable resource persons from relevant institutions to attend selected sessions of the FEBL training course. The operation procedure of Enhanced FEBL-GALS-lite detailed in the guideline.

5.1.2.3.4 Youth agroecology apprenticeships at demonstration farms

LF will host youth agricultural trainees for a 6-month apprenticeship covering two cropping cycles. In exchange for their labor, trainees receive knowledge and USD 200 per month to cover board, lodging and a stipend. Accommodation will be with LF or in nearby homestays. Lessons from this pilot will guide significant scaling of the programme through additional co-investment.

5.1.2.3.5 Knowledge events for agroecological approaches

To foster knowledge sharing and build a large Community of Practice, the programme will enable peer-to-peer exchanges between POs and MSMEs. These exchanges will specifically connect more advanced entities with those seeking advancement, within and across provinces.

5.1.2.3.6 Participatory research and monitoring

An analytical framework will be developed to monitor the ecological, economic and social impacts of agroecological systems in collaboration with NARC. Guided by the KMS and PEP and building on existing tools like IFAD's Resilience Design and Monitoring Tool (RDMT) and Food and Agriculture Organization's Tool for Agroecology Performance Evaluation (TAPE), the framework will design research activities at demonstration farms. It will focus on key programme outcomes, enabling factors and constraints such as profitability, ecological health, resilience during extreme events and foreign exchange impacts. This framework will support intervention, monitoring, course correction, evidence-based knowledge generation and policy products.

5.1.2.3.7 Participatory Action Research (PAR):

The programme will enable joint experimental learning and PAR at 10 demonstration farms with researchers, optimizing agroecological practices for multiple benefits. To systematize monitoring and learning for scaling and adaptation, it will partner with NARC, PhD researchers and other relevant institutes. The LF will get remuneration of USD 50 per month for research, monitoring and data collection.

5.1.2.3.8 Farm diaries:

The programme will make use of simplified farm business diaries for all supported POs to allow monitoring of ecological, economic and social outcomes of agroecological systems. Wherever


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feasible, tablets/mobile phones will enable digital data entry into the Management Information System (MIS) for real-time outcome analysis.

5.1.2.3.9 Indicative activities

Table 4. Indicative activities under sub-component 1.2

S.N.	Activities	Responsibility	Partner	Expenditure details
1	Knowledge products and manuals			
A	KMS and PEP	PCO	PMOs, COs and Service provider	According to ToR and cost estimate
B	Develop agroecology curriculum and handbook	PCO	PMOs, service provider	According to ToR and cost estimate
C	Agroecology handbook publication	PMO, CO		Cost of publication
D	Enhanced FEBL Manual development with agroecology and GALS-lite	PCO	PMO	According to ToR and cost estimate
E	Enhanced FEBL Manual publication	PMO, CO		Cost of publication
F	Instructional videos on agroecology approaches and technologies	PCO, PMO	Service providers	According to ToR and cost estimate
G	Set-up and operate social media platform	PCO, PMO		According to ToR and cost estimate
2	Market oriented agroecology extension service providers			
A	ToT for Officers, ATs, LFs, CMs and Palika's Ats	PMO	PCO, CO, Training consultant	Cost for participants/trainer's allowances and logistics
B	Enhanced FEBL-GALS-lite training for FEBLF	PMO	PCO, CO, POs, Community	Cost for participants/trainer's allowances and logistics
3	Capacity building for agroecological approaches			
A	Support to set-up agroecological demonstration farms	PMO, CO	PCO, NARC, LFs, PAP Committee	According to demonstration farm guideline

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S.N.	Activities	Responsibility	Partner	Expenditure details
B	Youth agroecology apprenticeships at demonstration farms	PMO, CO	PAP committee	
C	Market oriented agroecology orientation and investment planning	PMO, CO	POs, MSMEs, SP-Trainer	Cost for participants/ trainer's allowances and logistics
D	Enhanced FEBL-GALS-lite sessions to POs	PMO, CO	FEBLF, POs	According to Enhanced FEBL-GALS-lite guideline
E	PO group dynamics and leadership training	PMO, CO	POs	Cost for participants/ trainer's allowances and logistics
4	Knowledge events for agroecological approaches			
A	Peer-to-peer exposure and learning visits – POs	PMO, CO	POs	Cost for participants/ trainer's allowances and logistics
B	Peer-to-peer exposure and learning visits – MSMEs	PMO, CO	MSMEs	
C	Joint monitoring of agroecological impacts with Palikas and other stakeholders	PMO, CO	PCO, Palikas, other stakeholders	Cost for participants allowances and logistics
5	Participatory research and monitoring			
A	Analytical Framework development	PCO	Service provider, PMO CO	According to ToR and cost estimate
B	NARC technical support on framework development, supervision and M&E	PCO, PMO, CO	NARC	According to ToR and cost estimate
C	System development for traceability and participatory monitoring (incl. ICT)	PCO	Service Provider, PMOs, COs	According to ToR and cost estimate
D	ICT and equipment for demonstration farm	PMO, CO	PCO	Cost of equipment and installation
E	Remunerations to LF for research, monitoring and data collection	PMO, CO		According to demonstration farm guideline
F	PhD support for PAR	PCO	MoALD, MoLMAC	According to MoU between PCO and

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S.N.	Activities	Responsibility	Partner	Expenditure details
				academic institution facilitated by MoALD
G	Farm diary (light) development and printing	PMO, CO	PCO	Align with traceability parameters
H	Thematic studies (As required)	PCO	Service provider, PMO, CO	According to ToR and cost estimate

5.1.3 Sub-component 1.3: Market-oriented agroecological production expanded

5.1.3.1 Producer Organization (PO) graduation:

The programme will support at least 1,600 POs representing ~45,000 farmers. To build PO capacity and facilitate graduation, it will conduct well-being ranking and categorization. Progress toward professionalization will be measured using a PO capacity assessment tool. Core assessment elements include:

1. PO profile, products/productivity, membership
2. Organizational structure & systems (admin, bylaws, accounting)
3. Financing, input supply, member credit
4. Training/ICT, commercialization, storage/transport
5. Certifications, environmental resilience (water, climate), social inclusivity (gender, youth)

5.1.3.2 Multi-stakeholder platforms (MSPs):

MSPs will connect POs and MSMEs at cluster/provincial levels, facilitating B2B (agribusiness/traders) and B2S (service providers) linkages for profitable trading. Prioritized from programme start, these platforms will forge early market connections and leverage private-sector intelligence to guide investments, compliance standards and risk reduction. PMO/CO staff will initially facilitate, with producers/businesses eventually sustaining the platforms independently. The implementation of MSP is given in the guidelines.

5.1.3.2.1 Commodity-specific multi-stakeholder platform (MSP)

5.1.3.2.1.1 MSP Setup:

MSPs will be central to R-HVAP, driving prioritized high-value commodities in target clusters. Through recurring meetings, MSMEs/agribusinesses identify opportunities and coordinate actions to enhance local industry growth and competitiveness – solving challenges beyond individual capacities. Commodity- and location-specific MSPs will operate at corridor, regional, or national levels. These platforms unite stakeholders (producers, traders, service providers, government, researchers, educators, insurers) to address shared challenges via trust-building, joint learning, collaborative decisions and collective action.


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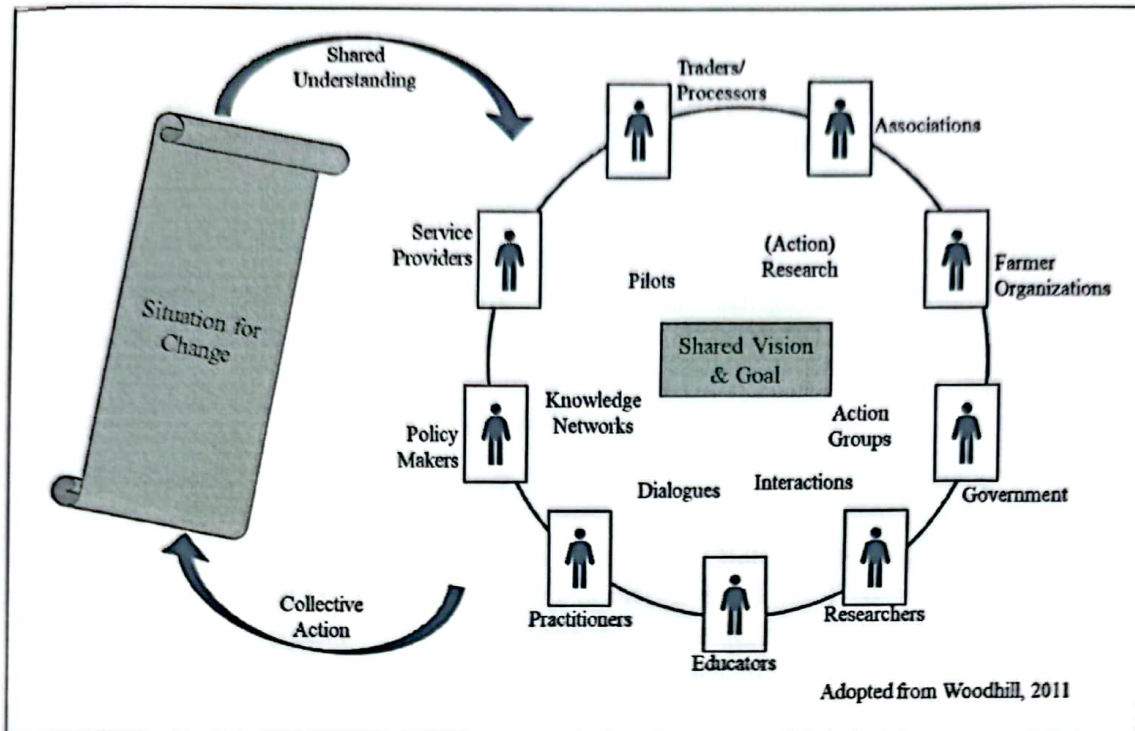


Figure 4. MSP stakeholders

MSP-specific results include:

- Shared stakeholder vision of growth opportunities/constraints
- Prioritized interventions for value chain bottlenecks
- B2B linkages
- B2S linkages
- Stakeholder coordination & partnerships
- Knowledge exchange
- Policy advocacy for business environments

For POs, MSPs forge profitable relationships with businesses/service providers. For governments and supporters, they clarify development opportunities and optimize public resource targeting for maximum impact.

5.1.3.2.1.2 MSP organization:

MSP will be organised at regular intervals in the Programme separately for each HVC driven by the actors both at the province/corridor and cluster level with anticipated objectives evolving in a gradual manner, starting with a focus on creating ownership stimulating B2B/B2S linkages relationship. MSPs require the voluntary active participation of a range of agribusiness/buyers, POs, technical and financial service providers as well as government agencies. The agenda should be led jointly by the businesses and POs while public sector agencies facilitate them. In their role

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as “Honest Broker” the programme team act as the host/convener of the MSP process for the first 2-3 years. As businesses and POs become more familiar with the process, leadership and coordination of the MSP process are handed over to local industry leaders – typically with several business leaders and leaders of POs working together to lead the process.

5.1.3.2.1.3 Implementation arrangement:

PMO and CO staff will facilitate MSPs in coordination with stakeholders to institutionalize the mechanism. They will support MSPs' transition to self-governing forums owned by producers/businesses and alignment with emerging Provincial/Palika institutions. This includes regular facilitation of B2B/B2S interactions at group/cluster levels, followed by ongoing support and monitoring for joint action plan implementation.

5.1.3.2.2 Commodity-specific Business-to-Business (B2B) and Business-to-Service (B2S) Linkages

B2B/B2S brokering facilitates new profitable relationships: B2B connects agribusinesses/buyers with POs, while B2S links POs with commercial service providers. B2B meetings specifically negotiate market-led production/sourcing plans to secure reliable supplies with competitive advantages in volume, seasonality and varietal diversity. This process creates mutually beneficial partnerships between producers and buyers, ensuring alignment with market demands and sustainable value chain development.

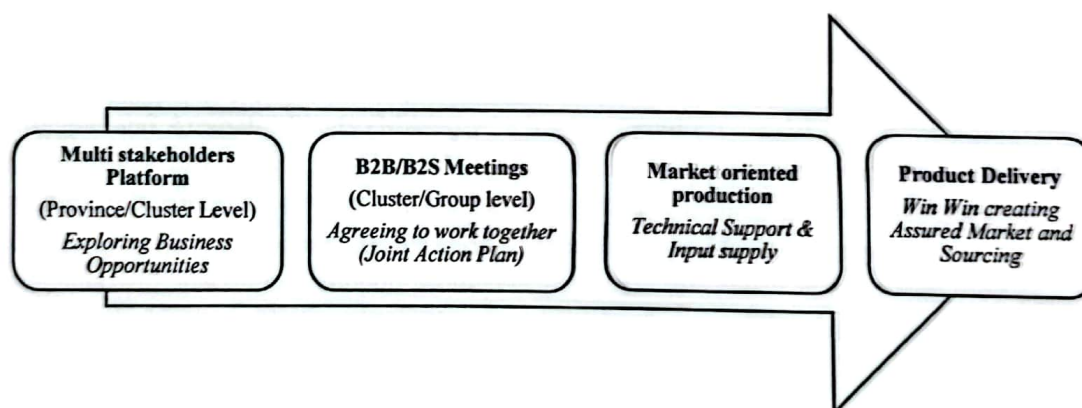


Figure 5. MSP and B2B interaction sequence to Product delivery

5.1.3.2.2.1 B2B / B2S organization:

Following province/cluster-level MSPs, B2B and B2S linkages will evolve with a focus on building trust and developing POs into reliable partners. B2B meetings (2-3 times per year, commodity-dependent) will connect POs with buyers/processors to establish financing plans, while B2S meetings will link producers with service providers (inputs, technical, financial) to deliver services enabling agroecological transition and business growth. Both interactions strengthen value chain partnerships initiated through MSPs.


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5.1.3.2.2 Implementation arrangement:

The B2B/B2S brokering process involves:

- i) Preparing POs for partner meetings and post-discussion decision-making;
- ii) Facilitating introduction between compatible POs, businesses and service providers;
- iii) Moderating and monitoring bilateral negotiations;
- iv) Guiding contractual agreements covering:
 - a. Pricing mechanisms and quality/quantity specifications,
 - b. Processing/packaging requirements,
 - c. Quality assessment protocols,
 - d. Market-price adjustment clauses,
 - e. Reference pricing (e.g., wholesale indices),
 - f. Embedded support (materials/advances),
 - g. Non-fulfilment remedies and
 - h. Dispute mediation partners; and
- v) Providing backstopping support during the initial 2-3 years of trading as relationships mature.

5.1.3.3 Smallholder co-investment and access to rural finance for agroecological production

5.1.3.3.1 Co-investment packages

Building on PAPs, the Programme will co-invest in PO capacity building and farm-level co-investments in agroecological farming practices for two complementary HVCs that have potential comparative advantage. These co-investments will stimulate private investment in market-oriented commodities like crops, livestock, agroforestry, honey, Non-Timber Forest Products (NTFPs) and Medicinal and Aromatic Plants (MAPs) which were found successful in previous programmes. This approach promotes farm diversification, resource efficiency and recycling to enable the transition towards profitable agroecological enterprises. Commodity combinations with varied gestation periods will ensure steady short-to-medium-term income streams, while low-labour perennials will specifically support women-headed HHs and PwD. Initial diversified packages identified during programme preparation (outlined in the accompanying table) will be refined during implementation through AECDA.

Table 5. Indicative diversified agroecological production packages

Possible Production packages	Purpose
Year-round vegetable production: polytunnels, water-efficient systems, seeds, bio-fertilisers and IPM practices	Self-consumption, commercialisation of surplus for local and regional markets (import substitution).
Goat and dairy combined with improved sheds for manure management (compost)	Main source of income. Commercialisation for local and regional markets (import substitution).


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Possible Production packages	Purpose
and forage/fodder plantation and native chicken	
Native crops and Neglected and Underutilized Species-NUS such as, millet, buckwheat, barley, Karnali beans	Important staple food source. Commercially potential for domestic and export markets.
Apiculture for commercial honey production with butter trees (Chiuri - <i>Diploknema butyracea</i>) (20 hives model), pollination and nutrition (2 hives model)	Multiple benefits: nutrition, income generation, pollination, potential for export
NTFPs/MAPs, such as Indian prickly ash or Timur, soap nuts, Cinnamon	Commercialisation for domestic and export markets
Spices (ginger, turmeric, cardamom)	Under-supplied export markets. Shade tolerant species
Shade grown coffee and cover crops	Production of certified quality coffee in Lumbini and Karnali provinces for export markets
Agroforestry systems (apple/walnut/citrus/ fodder trees with cover crops)	In conjunction with existing and upcoming orchards
Seed potato production	Local inputs supply chain supported. Commercialisation for local and regional markets (import substitution)

5.1.3.3.2 Co-investment share:

Approximately 45,000 smallholder HHs will be eligible for two tailored production support packages through co-investment funds managed as per guideline (Annex-I: Co-investment and infrastructure development guideline). The co-investment share for POs for expansion of agroecological production will be 50% of total cost with maximum limit of USD 500 per HH. Eligibility criteria, investment areas, share and approval processes will be structured in the guideline. Programme field staff will provide technical support to develop HH investment plans within POs, consolidated into common plans. Package selection will follow PAP guidance and market demand validated through commodity-specific MSP/B2B processes, while mandating minimum agroecological practices (soil/water management) for all packages. Total programme investment of USD 45.8 million (IFAD: USD 19.5 million; GoN: USD 6.8 million; beneficiary/PO contributions: remainder) will promote market-oriented agroecological production and climate-resilient diversification. In addition to the above, R-HVAP will provide support for community-based irrigation infrastructure development to POs that will enhance the farming system.


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5.1.3.3.3 Inclusion fund:

About 3,000 ultra-poor HHs will be eligible to access the inclusion fund for additional subsidised support. Through this, the cofinancing amount for ultra-poor HH could be increased up to USD 800 (regular USD 500 + additional USD 300). Various PRA tools including the participatory wellbeing ranking will be practice to identify the ultra-poor and poor members in the community. This funding mechanism will enable them to join POs and gradually increase their income for transitioning from subsistence-based agriculture to more commercially oriented agroecological farming. For these members / HHs including those from marginalized groups (janajatis, dalits and indigenous people), the co-investment fund will be 100%.

5.1.3.3.4 Rural finance:

The programme participants will be eligible to access financial products of IFAD's on-going VITA programme implemented by the Agriculture Development Bank Limited (ADBL). The programme will also facilitate the linkage of POs with financial institutions and access financial services through support to business plan development and through the development of innovative finance and insurance products in partnership with private banks including ADBL, co-operatives, MFIs and insurance companies.

5.1.3.3.5 Indicative activities

Table 6. Indicative activities of market-oriented agroecological production

S.N.	Activities	Responsible	Partners	Expenditure details
1.	POs graduation PO categorization and HH wellbeing ranking (poverty classification for inclusive fund)	PMO, CO	POs, MSMEs, Palikas	Logistics and other costs for conduction of events
2.	MSP Set-up and coordination	PMO, CO	POs, MSMEs, MSP members	Cost for organizing meetings, workshops including logistics
3.	Market-oriented agroecological production (Co-investment packages)	PMO, CO	Palikas, POs, MSMEs	According to co-investment and infrastructure development guideline

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S.N.	Activities	Responsible	Partners	Expenditure details
4.	Inclusion fund administration	PMO, CO	Palikas, POs, MSMEs	Additional USD 300 to ultra poor HHs
5.	MSME ecosystem for agricultural service market			
A.	Bio-fertilizer and pesticide production units	PMO, CO	Palikas, POs	According to co-investment and infrastructure development guideline
B.	Seeds and sapling (nurseries)	PMO, CO	Palikas, POs	
C.	Breeding units (resource centres)	PMO, CO	Palikas, POs	
D.	Agro-vet/Tools	PMO, CO	Palikas, POs	
E.	Cold storage facilities	PMO, CO	Palikas, POs	
F.	Small scale processing units	PMO, CO	Palikas, POs	

5.1.4 Sub-component 1.4: Micro, small and medium enterprises (MSME) ecosystem for agricultural service market strengthened

The programme will mobilise specialised experts at PMO/CO level to facilitate the development of an ecosystem of MSME services to meet upstream and downstream needs of agroecological multi-commodity value chains. Co-investment support will be provided to: (i) Decentralized MSME units for affordable and high-quality bio-input production; and (ii) MSME service market for post-harvest value addition.

5.1.4.1 MSMEs co-investment:

The programme will co-invest with MSMEs to boost production, adopt innovative technologies, business models and services—including marketing infrastructure, satellite processing units, export-grade packhouses, modern slaughterhouses, multi-chambered cold storage and rural aggregation facilities—to reduce post-harvest losses and add value across producer groups, agribusinesses and processors. Eligible MSMEs must present business plans along with scaling-out strategies to serve expansion of POs. Co-investment will target demonstrated innovations that develop competitive, subsidy-free supply chains generating turnover, income, tax revenue and employment. The co-investment share for MSMEs will be 50% of total cost. Co-investment and infrastructure development guidelines will define eligibility criteria, investment areas, share, with field staff providing technical support for feasibility studies and investment plans. It will support production, value addition, post-harvest loss reduction, agrotourism, branding, traceability, bio-inputs, nurseries and resource centres critical for agroecological expansion. Additional co-investment covers legal/technical/marketing consultants, organic certification, chain-of-custody systems, standards development and international trade participation—ensuring certification premiums ultimately benefit small-scale producers.


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5.1.4.2 MSME services to smallholder POs:

MSMEs must develop scaling-out strategies to progressively serve more HHs, initially targeting 25,000 smallholders with priority for women, youth, indigenous and dalit communities. Service coverage will be proportional to co-investment: 4 HHs per USD 1,000 (e.g., USD 20,000 = 80+ HHs). Youth-specific support includes Agri-TVET skills training (400 youth) and business incubation (300 youth). MSMEs will secure producer markets while providing embedded support: crates, tools, processing equipment, cluster aggregation facilities and training (organic inputs/production/grading). On-farm technical assistance will build sustainable business trust. Priority engagement will go to ethical trade-aligned companies promoting agroecological commodities and certifications (organic/fair trade etc.), per Component 4 guidance.

5.1.4.3 Indicative activities

Table 7. Indicative activities of MSME ecosystem strengthening

S.N.	Activities	Responsible	Partners	Expenditure details
1.	Enterprise development			
A.	Market analysis and technical feasibility studies (bio-inputs and post-harvest)	PCO	Palikas, PMO, CO, MSMEs	According to ToR and cost estimate
B.	Branding and marketing support to MSMEs	PMO, CO	Palikas, POs, MSMEs	According to Co-investment and infrastructure development Guideline
C.	Traceability system support to MSMEs	PCO, PMO, CO	Palikas, POs, MSMEs	
D.	Skills development for youth enterprise development	PMO, CO	Palikas, POs, MSMEs	Cost related to conduction of skills development training
E.	Business incubation support for youth enterprise development	PMO, CO	Palikas, POs, MSMEs	Logistics and allowances for youth incubation and skill development

5.2 Component 2: Improved access to climate-resilient productive infrastructure

R-HVAP will support for infrastructure needs to complement production activities under sub-component 1.1. Under the PAP process, starting from AECDA, climate resilient infrastructure for smallholders and POs will be identified and selected. These will include: (i) water related systems such as small-scale irrigation schemes, water storage facilities, MUS etc.; (ii) collection points and

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storage facilities for efficient commodity aggregation; and (iii) post-harvest primary processing facilities. All infrastructure interventions will be synergetic with other programme interventions. R-HVAP will facilitate development of these infrastructures with at least 15% contribution in cash or kind from communities. In case of public infrastructures that provide wider benefits beyond the working area of a PO, programme will collaborate with respective Palika for their contribution. The detail process of infrastructure development is given in guidelines (Annex-I).

5.2.1 Sub-component 2.1: Water-related infrastructure

The programme will fund rehabilitating, upgrading and constructing water systems. Eligible infrastructure includes small-scale crop irrigation (channels/pipes with drip/sprinkler), MUS for crops/livestock and piloted water storage models (lined ponds, concrete tanks). It supports both existing and new Farmer Managed Irrigation Systems – simple/small scale, community-run surface systems serving 1-10 ha. A total of 485 water sub-projects will be developed. Subprogrammes will be identified during planning using criteria for inclusiveness and sustainability. Each irrigation unit is capped at USD 10,000. Ecological context, catchment conservation and climate-proofing measures (based on cost-benefit and vulnerability assessments) will guide design, supported by PMO/CO engineering teams. Compliance with IFAD's Social, Environmental and Climate Assessment Procedure (SECAP) guidelines will ensure sustainability.

5.2.2 Sub-component 2.2: Market-led productive infrastructure

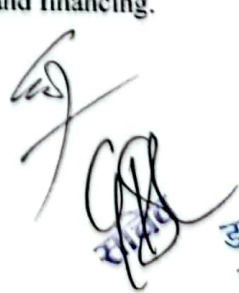
The programme will support community-based small-scale infrastructure for post-harvest activities: primary processing, aggregation, storage and packaging. Eligible facilities, determined by commodity and market demand, include collection points, drying equipment (floors, solar dryers), sorting, shelling, pressing, primary extraction (honey, MAPs), packaging and storage (warehouses, small cold storage). Investment areas will also be elaborated during the PAP planning stage using criteria for inclusiveness and sustainability. This infrastructure complements larger MSME operations.

The programme will scale up appropriate RET. Priority will be given to areas with HVCs prone to postharvest losses and poor grid connectivity. Solar dryers, biogas, solar pumps as well as portable pumps will also be deployed where suitable.

These PAP-identified investments will involve POs, MSMEs (buyers, processors, etc.), Wards and Palikas, facilitated by PMO/CO teams. Business plans, incorporating IFAD's SECAP risk screening, will assess profitability and sustainability. A total of 85 market-led infrastructure sub-projects and 162 PO-level RETs will be developed as detailed in co-investment and infrastructure development guidelines. Community-based organizations and POs will implement and manage subprogrammes with PMO/CO support, which also oversees design and supervision for quality and sustainability. POs are responsible for operation, maintenance and financing.


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To enhance sustainability, the programme will support early formation and capacity building of O&M committees / Water User Associations. These committees coordinate construction, manage O&M and collect user fees for routine costs. Palikas, involved in scheme approval and potentially contributing equity, will fund major repairs per their mandate, accounted as Palika contributions.

5.2.3 Indicative activities

Table 8. Indicative activities under climate-resilient productive infrastructure

S.N.	Activities	Responsible	Partners	Expenditure details
1.	Water related infrastructure support (new, upgrading and maintenance)	PMO, CO	Palikas and POs	Process as detailed in co-investment and infrastructure development guideline with minimum 15% contribution of community in cash or kind
2.	Market led productive infrastructure (new and upgrading)	PMO, CO	Palikas and POs	
3.	Productive RETs at POs level (Solar dryer, incubators)	PMO, CO	Palikas, POs, MSMEs, AEPC, AEPC listed companies	
4.	Training on communities' water system (O&M)	PMO, CO	Palikas, POs, MSMEs	According to cost estimate

5.3 Component 3: Improved wholesale aggregation and distribution of agroecological commodities for domestic and export markets

The Programme will support constructing the state-of-the-art, Semlar Agriculture Regional Wholesale Market in Butwal, Rupandehi District. This facility will feature wholesale shutters for fruits, vegetables, cereals and priority commodities, facilitating collection, processing, branding and aggregation from R-HVAP-supported agriculture clusters. It aims to connect smallholder products to domestic and export markets. The construction will be led by the DUDBC, with overall oversight from MoALD. A SPIU under DUDBC, staffed by government and recruited professionals, will manage day-to-day construction.

A technical & financial feasibility study and Environmental Impact Assessment (EIA), commissioned by Invest International and endorsed by GoN (29 Sept 2023), confirmed the market's potential to capture substantial volumes of regional produce (fruit, vegetables and other). Establishing this export-oriented wholesale market aligns with GoN's development agenda and national agricultural strategies.

5.3.1 Outcomes and anticipated positive impacts:

The market will act as a nodal point for moving agricultural commodities from satellite markets facilitating exports. It will stimulate socio-economic development in the target area by creating jobs, especially for women and youth. Furthermore, it will address current infrastructure and environmental issues in Butwal's wholesale market by providing adequate facilities to meet


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demand, reduce traffic congestion and ensure efficient logistics and flow of people and products. The Semlar market will also be equipped to protect against the environmental pollution and debris from the city.

5.3.2 Market design:

Based on the Feasibility Study and EIA preliminary design, the Semlar Market SPIU will prepare the detailed engineering design. Construction will then be phased in consultation with MoALD, MoUD (DUDBC) and IFAD. The R-HVAP-funded first phase will build the main market units to establish a functioning wholesale facility. Subsequent expansion will depend on market performance, surplus production and availability of additional financing. This phased approach enables GoN to mobilize supplementary co-financing for market upgrades/expansion and for constructing a satellite market to improve product flow to Semlar.

5.3.3 Main elements of the Semlar market design:

- (a) **Wholesale Shutters:** The market will feature ~120 wholesale shutters (40-60 mt/m² capacity). A 6 m front canopy facilitates loading/unloading and temporary storage. Some shutters, convertible to cold storage (based on operational best practice), will enhance commodity shelf-life.
- (b) **Processing Facilities:** The market will have cleaning, washing, sorting, grading and packing facilities housed in a separate block. Cold storage facilities for key commodities will be available.
- (c) **Support Facilities:** The market will include a water supply system with overhead and underground tanks. Primary electricity will come from the grid, supplemented by renewable energy (solar, biogas). Additional facilities will comprise fire safety systems, sanitation, conference/meeting rooms, parking and an auction block for commodity trading.
- (d) **Pesticides Residues Laboratory:** A "Rapid Bioassay Pesticide Residue Laboratory (RBPR)" is one of the key facilities at the market where contaminants present in the commodities collected from different production pockets will be tested. The laboratory will also be equipped to undertake testing of the effluent from the onsite wastewater treatment plant.
- (e) **Waste management facilities:** The market will feature an integrated waste management system. Biodegradable waste will be outsourced to an approved operator for compost conversion. Non-biodegradable waste will be sustainably landfilled by the municipality, minimizing environmental and community impact.
- (f) **Waste Water Treatment Plant (WWTP):** Wastewater generated from washing undercarriages of trucks and products, other processing, grey water and toilets will be treated in a WWTP. The final discharge will meet the GoN and IFC environmental protection criteria.
- (g) **Administration Block:** The market will have an administration block to house the programme management and administrative staff. The block will be fully equipped with

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information technology, telecommunication facilities as well as a conference room for conducting meetings and other events.

5.3.4 Quality standards and design norms:

The Semlar wholesale market construction will comply with all the relevant federal and local policies, acts and regulations. This includes Nepal's two-tier regulatory framework (federal and local), covering: The Land Use Policy, 2072; Nepal Land Act, 2021; Building Act, 2055; Fundamental Construction Standards for Settlement Development and Butwal Sub-Metropolitan City's Building Construction and Planning Standards, 2072. Adherence to applicable building codes is mandatory, including Nepal National Building Code (NBC) provisions: NBC 206 (Architectural Design), NBC 105 (Seismic Design) and NBC 202 (Load Bearing Masonry).

5.3.5 Operationalization of the Semlar market

The programme will formulate a Semlar Market Coordination Committee (SMCC) to facilitate the construction of market infrastructures. In the operation phase, MoALD will collaboratively develop a Market Operational Guideline and Action Plan (MOGAP) including provisions to guarantee long-term smallholder (especially R-HVAP beneficiaries) access to the market. Both R-HVAP and IFAD will monitor smallholder engagement and facilitate MOGAP development using lessons from similar programme.

5.3.6 Implementation schedule and timeline:

It is estimated that about four and a half years would be required for construction. The Semlar market is scheduled for implementation and operationalization in three phases: (a) Pre-construction; (b) Construction; and (c) Operational phase. The key activities envisaged under each phase is listed in the table below:

Table 9. Semlar market key activities by phases

	Implementation Phases		
	Pre-Construction	Construction	Operation
Key activities	• Feasibility (technical and financial) study • EIA approval based on feasibility study • Detail design report development having all components for detail programme report (DPR) • Acquisition of permission for construction of buildings at site as per final design • Land transfer of the programme site from MoFE to MoALD	• Site clearance • Earthwork and site preparation • Formation of SMCC • Hauling of construction materials and equipment • Construction of the programme structures and facilities • Installation of equipment	• Operation of the market (wholesale and retail) • Operation of the processing and storage facilities • Transportation of produces • Establishment of Operation and Reserve Fund • Market information system development and operation

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	Implementation Phases		
	Pre-Construction	Construction	Operation
	• Forest clearance approval from the MoFE • Implementation in the field according to EIA • Establishment of construction camp	• Landscaping and rehabilitation of the site • Formulation of MOGAP	

5.3.7 Semlar market implementation steps:

The programme will coordinate, arrange and implement the following activities under this component.

Table 10. Implementation steps for the Semlar wholesale market

S.N.	Key activities	Activity description	Responsible
1	EIA approval	• Finalize the EIA and get approval from the MoFE based on the feasibility (technical and financial) study	Investment International, IFAD, MoALD, CAIMDP
2	Disclose EIA along with appendixes	• Disclose ESIA 120 days prior to Board Meeting as a mandatory requirement	IFAD, MoALD, CAIMDP
3	Flood risk assessment	• Conduct detailed flood risk assessment for Semlar wholesale market and integrate mitigation measures to ESCMP (Environmental, Social and Climate Management Plan) and design	SPIU
4	Implement EIA and ESCMP	• Ensure to i) integrate EIA and ESCMP recommended mitigation measures into the design and ii) quality implementation.	SPIU, PCO, IFAD, MoALD
5	Detail Design for Execution	• Decide on appropriate procurement options provided in the Feasibility study to initiate the detail design of Semlar market. • Issue RFPs/EOI and Bidding Documents in consultation with IFAD Procurement Specialist.	IFAD, MoALD, DUDBC, PCO, SPIU
6	Implement Technical Assistance (TA) to Support the procurement / bidding and execution process	• Agree on the TA implementation modalities.	IFAD, MoALD, DUDBC, PCO, SPIU

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S.N.	Key activities	Activity description	Responsible
7	Evaluation of Bidding Proposals & Award of Contract	- Evaluate the bids received in accordance with the GoN/IFAD guidelines. - Award the detail design work. - Start execution at site as per final detailed design.	IFAD, PCO, SPIU
8	Execution of Works	- Site Acquaintance - Contractor mobilization - Construction of the programme structures and facilities as per detailed design - Installation and erection of equipment - Equipment testing and commissioning - Landscaping and rehabilitation of the site	Contractor, SPIU, PCO, IFAD, Butwal Sub-metropolitan
9	Hiring of staffs for Semlar Market operation	Develop operational plans (O&M, financial, waste management, traded commodities etc.) for smooth operation and management of markets	MoALD, DoA, CAIMDP, Butwal Sub-metropolitan
10	Construction, Supervisions and Quality Assurance	- Depute field engineers for establishing market. - Develop construction and quality assurance mechanism as per detailed design. - Implement the monitoring and quality assurance mechanism. - Conduct regular spot checks by the PCO/IFAD/II staff and provided strategic guidance during execution. - Conduct material quality tests as specified in the detailed design/required as per local/national standards.	SPIU, PCO, Butwal Sub-metropolitan
11	Operationalization, Management and Sustainability of the Semlar Market	- MoALD will make necessary legal and managerial provision through MOGAP, clearly delineating the roles and responsibilities of all stakeholders. - Operate and manage with professionally sound and best management practices as articulated (previously) in the operational/management plans.	MoALD, PCO, Butwal Sub-metropolitan
* The provisions of the Public Procurement Act and Regulation of GoN will be followed during construction.			

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5.4 Component 4: Strengthened policies, regulations and institutions for smallholder agroecological production and trade

The R-HVAP will aim at establishing and strengthening enabling policy, regulations and other supporting frameworks for profitable smallholder agroecological production, facilitated by participating institutions and communities. In addition, in support to promoting export trade of agricultural products, the programme will enhance the capacity for compliance to SPS measures, support trade facilitation and negotiations and participation in national/international trade events as well as ethnical and bio-trade fairs.

This component will be implemented in coordination with MoICS, MoALD, Department of Customs (DoC), DoA, Department of Livestock Services (DLS), Department of Food Technology and Quality Control (DFTQC), Seed Quality Control Center (SQCC), Plant Quarantine and Pesticide Management Centre (PQPMC), Gene Bank (GB), the Federation of Nepalese Chambers of Commerce & Industry (FNCCI), the provincial line ministries and the Trade and Export Promotion Centre (TEPC).

5.4.1 Sub-Component 4.1: Support to review of policies and regulations for stimulating smallholder agroecological production and trade

The programme will facilitate the participation of the small-scale producers as well as other actors in the organic or agroecology value chains in policy dialogues. This will collaborate to identify systemic barriers that will be addressed by policies and regulations at Palika, Province or the Federal level. Policies and regulation barriers, opportunities and proposed actions that can be implemented at the Palika or Provincial level will be included in the PAPs. The programme will mainly focus in development and review of the provincial organic policies; quality assurance, certification and pricing for bio-inputs; and registration of resilient landraces/local varieties.

5.4.1.1 Provincial organic policies:

The programme will support the development of organic policies for Lumbini and Sudurpashchim, similar to the Karnali Organic Mission, aiming to promote safe and organic agriculture while phasing out the use of agro-chemicals in coordination with the provincial agriculture ministries. Furthermore, the programme will assist in revision of the Karnali Organic Mission for contextual arrangement in coordination with the provincial agriculture ministry.

5.4.1.2 Quality assurance, certification and pricing protocols of bio-inputs:

The programme will provide technical assistance and work with the relevant divisions in MoALD, DoA, Central Agricultural Laboratory (CAL), provincial agriculture ministries, provincial soil or plant protection or/and integrated laboratories and relevant stakeholders to develop the protocols and regulations for quality assurance, certification and pricing of bio-inputs with differentiated requirements for farm, community/micro enterprise factory and industrial produced bio-inputs.

5.4.1.3 Registration/preservation of landraces/local varieties:

Policies or regulation relevant with the registration of resilient landraces/local varieties, seed mixtures and populations will be reviewed in coordination with MoALD, SQCC, provincial


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agriculture ministries and provincial agriculture directorate. In addition, the protocols for preservation or conservation of these varieties will be developed/revised with technical assistance of GB, provincial agriculture Ministries/Directorates.

5.4.1.4 Policy studies for trade promotion:

The programme will identify the policy and regulatory frameworks to facilitate the exports of the HVCs in compliance with national and international regulations. Policy development initiatives will include the development of related action plans and a M&E framework. Where relevant, policy monitoring indicators will be linked with indicators related to reporting commitments towards international conventions like Land Degradation Neutrality targets, Nepal's National Determined Contributions (NDC), the Convention on Biological Diversity (CBD), etc. Furthermore, the programme in coordination with the MoALD will work with Palikas and provinces wherever required to develop a legal framework for leasing of fallow and abandoned lands for the agroecology producers.

5.4.2 Sub-Component 4.2: Trade facilitations and negotiation

5.4.2.1 Export facilitation

The programme will support to build technical capacities of concerned authorities to overcome structural and systemic export barriers, export procedures, trade facilitation and negotiation for organic and/or agroecology products.

5.4.2.2 Sanitary and phytosanitary (SPS) measures

The adherence to stringent SPS standards, the programme will enhance the capacity of public agencies (DoA, DLS, DFTQC, PQPMC, central/provincial laboratories) in conducting pesticide residue analysis to comply with SPS regulations of importing countries. The programme will provide capacity building support to laboratories at border checkpoints along south to operate and maintain the facilities and equipment and for accreditation of the laboratories. This will increase competitiveness and facilitate export trade to neighbouring countries and beyond. R-HVAP will also support upgrading of the biotechnology laboratory in Surkhet and provide capacity support to the laboratory staff. This facility will be involved in conducting quality analysis for both bio-inputs and agricultural products.

5.4.2.3 Trade facilitation and negotiations

5.4.2.3.1 Business matching and trade facilitation

The programme will conduct business matching and trade facilitation in partnership with provincial and federal line agencies. Similarly, MSPs will facilitate business matching between POs and MSMEs for increasing access to export markets.

5.4.2.3.2 Participation in national/international trade events and international ethical & bio-trade fairs

Support will be provided to POs and MSMEs for attaining the national and international trade fairs/events aiming to explore the export potentialities by understanding the SPS requirements, certificates of origin, logistics, legal agreement and customs clearance. These events will also

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enhance the capacities of wholesale agriculture market constructed under component 3 to access international markets.

5.4.3 Indicative activities

The programme will coordinate, arrange and implement the following activities under this component.

Table 11. Indicative activities under component 4

S.N.	Indicative activities	Responsible	Partner	Expenditure details
1.	Develop organic and agroecological strategies and action plans	PCO, PMOs	MoALD, MoLMAC, MoICS	According to ToR and cost estimate
2.	Policies and implementation guidelines for PGS, certification schemes and quality assurance	PCO, PMOs	FNCCI, TEPC, MoALD, DoA, DFTQC, DLS, PQPMC, SQCC, DoA	According to ToR and cost estimate
3.	Policy studies for developing or upgrading trade related policy frameworks, regulations and protocols	PCO, PMOs	MoALD, MoICS, MoLMAC, DoA, DFTQC, DLS, PQPMC, SQCC, DoA	According to ToR and cost estimate
4.	Participation to national and international fairs and events (organic, ethical trade)	PCO, PMOs, COs	POs, MSMEs	Logistics, allowances and cost related to event management ensuring minimum 15% contribution of beneficiaries
5.	Support to industry association (National Organic Associations and others)	PCO, PMOs	Industry associations	Facilitation to cover costs related to upgrading HVC value chain
6.	Support to border checkpoint laboratory facilities	PCO, PMOs	DoA, DFTQC, DLS, PQPMC, MoLMAC	According to cost estimate
7.	Capacity building for border checkpoint staffs	PCO, PMOs	PQPMC, DoA, DLS, DFTQC, MoLMAC	Cost of capacity building activities


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S.N.	Indicative activities	Responsible	Partner	Expenditure details
				(logistics and allowances)
8.	Upgrading and capacity building for bio-technology or provincial laboratory	PCO, PMOs	MoLMAC, Directorate of Agricultural Development, Provincial laboratory and other	According to cost estimate

5.5 Programme management, monitoring and evaluation, knowledge management and learning
This aspect is related to the operational arrangement of the programme. The programme will invest in robust M&E and evidence-based knowledge management. The coordination and management teams will develop guidelines and plans, manage studies and surveys to facilitate the implementation of activities while ensuring knowledge sharing.

5.5.1 Manuals and guidelines:

A critical number of manuals and guidelines will be developed to support the Programme management especially implementation arrangement for fairness, transparency, accountability and sustainability. These manuals and guidelines will be prepared and maintained as annexes of this PIM.

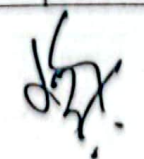
5.5.2 Major indicative activities

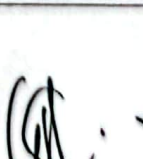
The programme will coordinate, arrange and implement the following activities under this component.

Table 12. Indicative activities under programme management, M&E, knowledge management and learning

S.N.	Indicative activities	Responsible	Partner	Expenditure details
1.	PCO, SPIU, PMO and CO establishment and operation	PMOs, PCO	MoALD, MoUD (DUDBC), MoLMAC	According to ToR
2.	Guidelines/Manuals development and operation	PCO, PMOs, COs	IFAD, MoALD, MoUD (DUDBC), MoLMAC, PMOs, COs	According to ToR and cost estimate
3.	PSC and PPSC	PCO, PMO	MoALD, MoLMAC	Cost for logistics and allowances


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S.N.	Indicative activities	Responsible	Partner	Expenditure details
4.	Programme start-up workshop	PCO, PMOs		
5.	Programme Planning and Review workshop	PCO, PMOs	IFAD, MoALD, DUDBC	
6.	Coordination meeting and workshop	PCO, PMOs, COs	Stakeholders	
7.	Supervision / Implementation Support Mission	PCO, PMOs, COs, SPIU	IFAD, MoALD, DUDBC	
8.	Programme MTR / PCR mission	PCO, PMOs, COs	IFAD	According to ToR and cost estimate
9.	M&E System Development			
A	Programme M&E and MIS workshop	PCO, PMOs		Cost for logistics and allowances
B	MIS system development	PCO	Consulting Service	According to ToR and cost estimate
C	Monitoring and data collection training	PCO, PMOs, COs	MoLMAC	Cost for logistics and allowances
10.	Studies and Survey			
A	Baseline/Mid-line/End-line survey	PCO, PMOs, COs	Consulting service	According to ToR and cost estimate
B	Data Collection	PCO, PMOs, COs		According to ToR and cost estimate
C	Annual Outcome survey	PCO, PMOs, COs		According to ToR and cost estimate
11.	Knowledge generation and management			
A	Knowledge product development and publication	PCO, PMOs, COs		According to ToR, cost estimate and publication cost
B	Knowledge sharing workshop	PCO, PMOs, COs	MoALD, DoA, DLS, DFTQC, AITC	Cost for logistics and allowances
C	Policy formulation workshop	PCO, PMOs	MoALD, MoLMAC	Cost for logistics and allowances
D	Media trips: Video benchmarking	PCO, PMOs, COs	Consulting service	According to ToR and cost estimate
12.	Programme Completion workshop	PCO, PMOs	IFAD	Cost for logistics and allowances

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6. ORGANISATIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENT

6.1 Implementation structure

The implementation arrangements of this programme will be led by MoALD in coordination with the respective Provincial Ministries of Agriculture (Lumbini, Karnali and Sudurpashchim) and the MoUD/DUDBC. Governance structure of programme consists of a PSC, SMCC and three PPSCs. The outline of implementation structure is given in figure 6.

6.2 Steering committees

6.2.1 PSC at Central level: A PSC, chaired by the Secretary of MoALD with the representatives from relevant line ministries (MoF, MoFE, MoFAGA, MoICS, provincial agricultural ministries) and stakeholders (NPC, NARC, DUDBC, DoA, DLS, DFTQC, AEC) will be formed at central level with ToR detailed in 6.2.1.1. The minutes of PSC will jointly be certified by chairperson and Programme Coordinator (Member Secretary).

6.2.1.1 ToR of PSC

1. Recommend for approval of the programme manuals, guidelines and procedures.
2. Provide directions for policy and administrative reforms to achieve programme goals.
3. Coordinate and cooperate with the PPSC for the effective programme implementation
4. Monitoring and evaluation of programme implementation.
5. Discuss the budget and activities of the programme and recommend for approval.
6. Review the achievements of the programme along with financial progress as well as environmental and social issues.
7. Review internal and external audit reports and provide guidance for timely implementation of recommendations and suggestions.
8. Reduce or add the members of the committee as needed.
9. Solving problems/challenges of programme implementation in a timely and effective manner.

6.2.2 PPSC at Provincial level: Three PPSCs will be formed along with its ToR in Lumbini, Karnali and Sudurpashchim provinces chaired by the respective Provincial Secretary of Agriculture, including members from the PCO, relevant provincial line ministries and stakeholders. The Programme Manager of the PMO will serve as Member Secretary, with the PMO acting as the PPSC Secretariat. The minutes of PPSC will jointly be certified by Chairperson and Member Secretary.

6.2.3 SMCC: The SMCC will be chaired by the Mayor of Butwal Sub-Metropolitan City with the Programme Manager of the SPIU serving as Member Secretary. Members include representatives from the MoUD/DUDBC, PCO, CAIMDP, MoALMC, Chief Administration Officer of Butwal Sub-metropolitan city, relevant ward Chairperson and the provincial ministries related to industry, forest and environment.


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6.3 Management structures

The programme's management structure comprises three key elements: a PCO established at the federal level hosted by the MoALD; one SPIU under DUDBC/MoUD; three PMOs in the Lumbini, Karnali and Sudurpashchim and subsequently, one CO will be established in Lumbini with two COs in Karnali. These COs will host technical staff providing specialized expertise in the required fields of agroecology, agriculture and livestock, engineering, social inclusion and business development.

6.3.1 Programme Coordination Office (PCO)

PCO holds overall responsibility for programme planning, technical guidance, implementation oversight and monitoring/supervision of PMOs and COs. Staffing comprises government-deputed personnel (Programme Coordinator, Deputy Programme Coordinators, Agriculture Officers, Planning Officer, Account Officer, Agriculture Engineer, Admin Assistant and Junior Technician) and contracted staffs. The functions of the PCO are given below:

1. Act as the secretariat for the PSC.
2. Prepare necessary manuals, guidelines, directives and procedures for programme implementation and submit them to MoALD for approval after PSC's recommendation.
3. Regularly coordinate and collaborate with relevant stakeholders (including MoALD, departments, IFAD, provincial ministries and local governments) to achieve programme objectives.
4. Handle overall programme planning, activity implementation and budgeting.
5. Regularly coordinate and provide necessary support for programme operation and implementation to the SPIU, PMOs and COs. Facilitate the process of the new Palikas selection.
6. Carry out activities related to capacity development of the stakeholders and the preparation of resource materials.
7. Develop, improve and implement the online/offline MIS required for programme reporting.
8. Monitor, evaluate and supervise overall programme implementation.
9. Manage the programme's mission and undertake joint monitoring activities.
10. Manage the process of claiming expenses/reimbursements from donor agencies (specifically IFAD). Overall management, expenses, reimbursement and appraisal of fund from financiers.
11. Prepare and submit progress reports, financial management reports and consolidated internal and external audit reports to relevant authorities (including IFAD) as required.
12. Maintain and ensure the security of programme records and documentation of achievements.
13. Studies related to effective programme implementation and achievement of the targets.
14. Perform any other tasks as outlined in the programme documents.


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6.3.2 Semlar Market Sub-Programme Implementation Unit (SPIU)

A SPIU will be established in Butwal Sub-Metropolitan City, Rupandehi District, Lumbini Province for day-to-day supervision of the construction of Semlar market infrastructure. Staffing comprises government-deputed Senior Divisional Engineer from DUDBC serving as Project Manager, supported by technical staff (Engineers, Assistant Engineers), administrative personnel (Account Officer and Admin Assistant) and staffs deputed by MoALD (Agriculture Officer and Agriculture Engineer). This team will be complemented by contracted specialists.

6.3.3 Provincial Programme Management Office (PMO)

PMO will be responsible for delivering the programme services and interventions in the three respective target provinces. Staffing comprises provincial government-deputed personnel (Programme Manager, Planning and Monitoring Officer, Agriculture Officer, Account Officer, Engineer, Admin Assistant and Junior Technician) and contracted staffs. The functions of PMOs are given below:

1. Serve as the secretariat for the PPSC.
2. Provide guidance, facilitation and capacity building to COs for achieving programme objectives.
3. Coordinate with stakeholders for programme planning and implementation.
4. Allocate budgets as per the agreements with GoN and assure provincial cofinancing in coordination with the provincial ministry of agriculture.
5. Coordinate with PCO for reporting, quarterly disbursements and financial releases.
6. Prepare and aggregate monthly/quarterly/semi-annual/annual progress reports, audit reports and submit to PCO and relevant bodies.
7. Assist in developing PAPs and MSPs at Local level.
8. Build capacity of POs and MSMEs and support technology adoption.
9. Conduct demonstration activities to influence the adoption of new technologies and innovations in the community, facilitate trials through farmers and verify the success of the innovations.
10. Monitor, evaluate and supervise all programme activities under the provinces.
11. Facilitate development and dissemination of resource materials.
12. Operate according to PIM, guidelines and procedures and propose amendments if necessary.
13. Coordinate with stakeholders to resolve policy/technical/management issues during implementation.
14. Implement and maintain online/offline MIS for reporting.
15. Assist PCO in mission management and joint monitoring tasks.
16. Prepare progress reports, financial reports and audit reports for PCO/relevant bodies.
17. Maintain and secure achievement records.
18. Perform other tasks specified in programme documents.
19. For Sudurpashchim Province: Perform dual functions of PMO and CO.


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6.3.4 Corridor Offices (COs)

COs will be established in one district in Lumbini Province and two districts in Karnali Province. Staffing comprises provincial government-deputed personnel (Chief, Junior Technician, Accountant and Admin Assistant) and contracted staffs. The functions of COs are given below:

1. Coordinate with Local levels to select regions and implement programme to achieve the objectives.
2. Assist in the development of the PAPs and the conduction of MSPs at the Local level.
3. Build the capacity of POs & MSMEs and facilitate the adoption of technologies.
4. Implement programme according to the PIM, procedures and guidelines related to the programme.
5. Conduct demonstration activities to influence the adoption of new technologies and innovations in the community, facilitate trials through farmers and verify the success of the innovations.
6. Manage the necessary resource materials for capacity development.
7. Use the MIS to input progress and data.
8. Prepare monthly, quarterly, semi-annual and annual progress reports and submit them to the PMO.
9. Maintain and secure achievement records.
10. Perform other tasks specified in programme documents.

6.4 Programme staffing

6.4.1 Government deputed staff

The MoALD and MoUD will second staff to the PCO and SPIU respectively. Similarly, provincial ministries will second staff to their respective PMOs and COs. The federal and province ministries may revise the organization and management survey as needed during the implementation of programme in consultation with PCO. The representative organogram of the R-HVAP cost centers is as detailed in figure 7.

6.4.2 Recruited staff

Based on the recruitment guidelines, specialized experts and programme management staff will be recruited, focusing on PO professionalization, agroecology and MSME development. This staff team will be accountable to the chief of the respective cost center or staff assigned by him/her. A research consortium led by NARC will be integrated into the implementation structure for designing, promoting and monitoring the agroecological approach.


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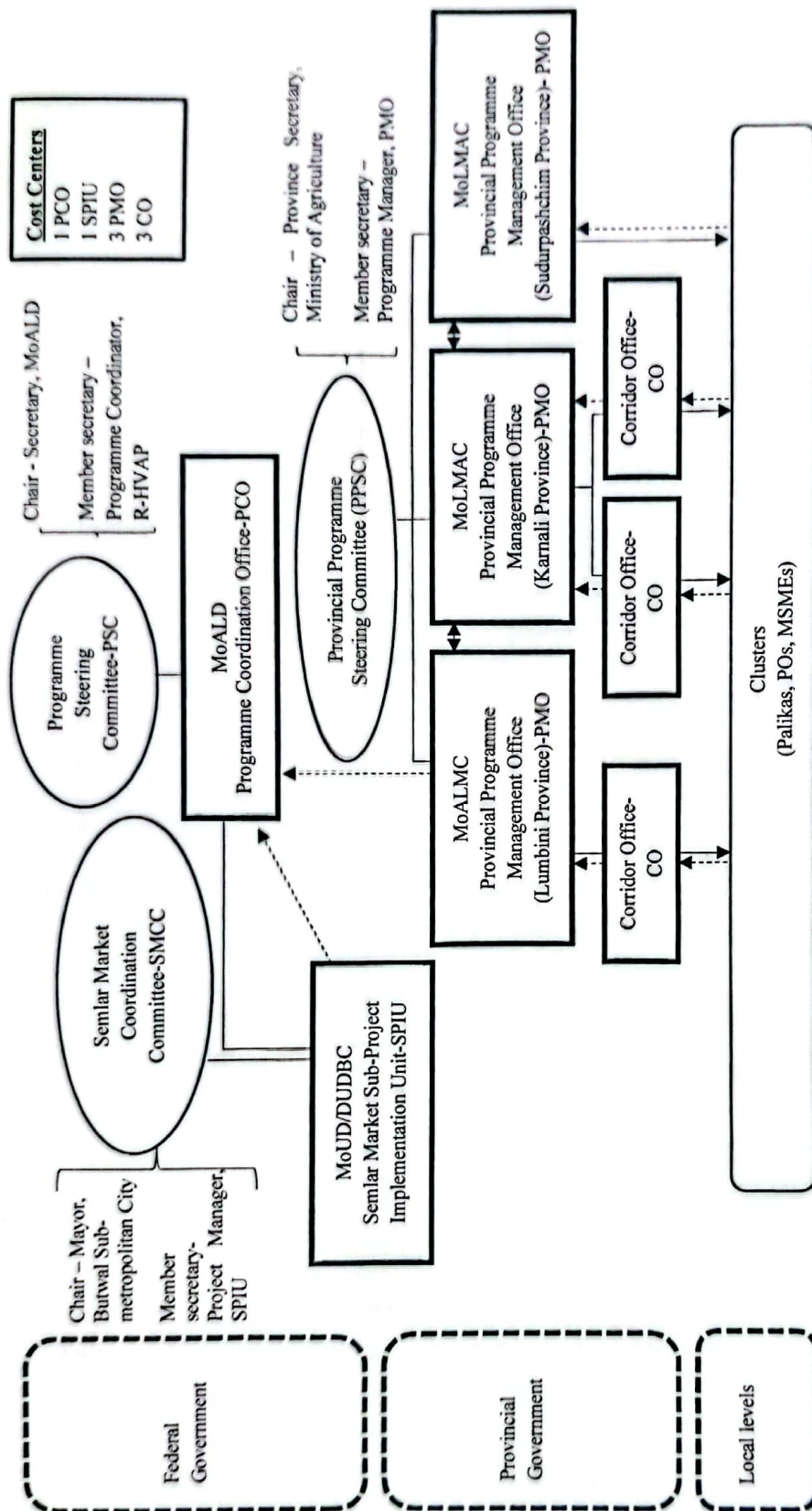


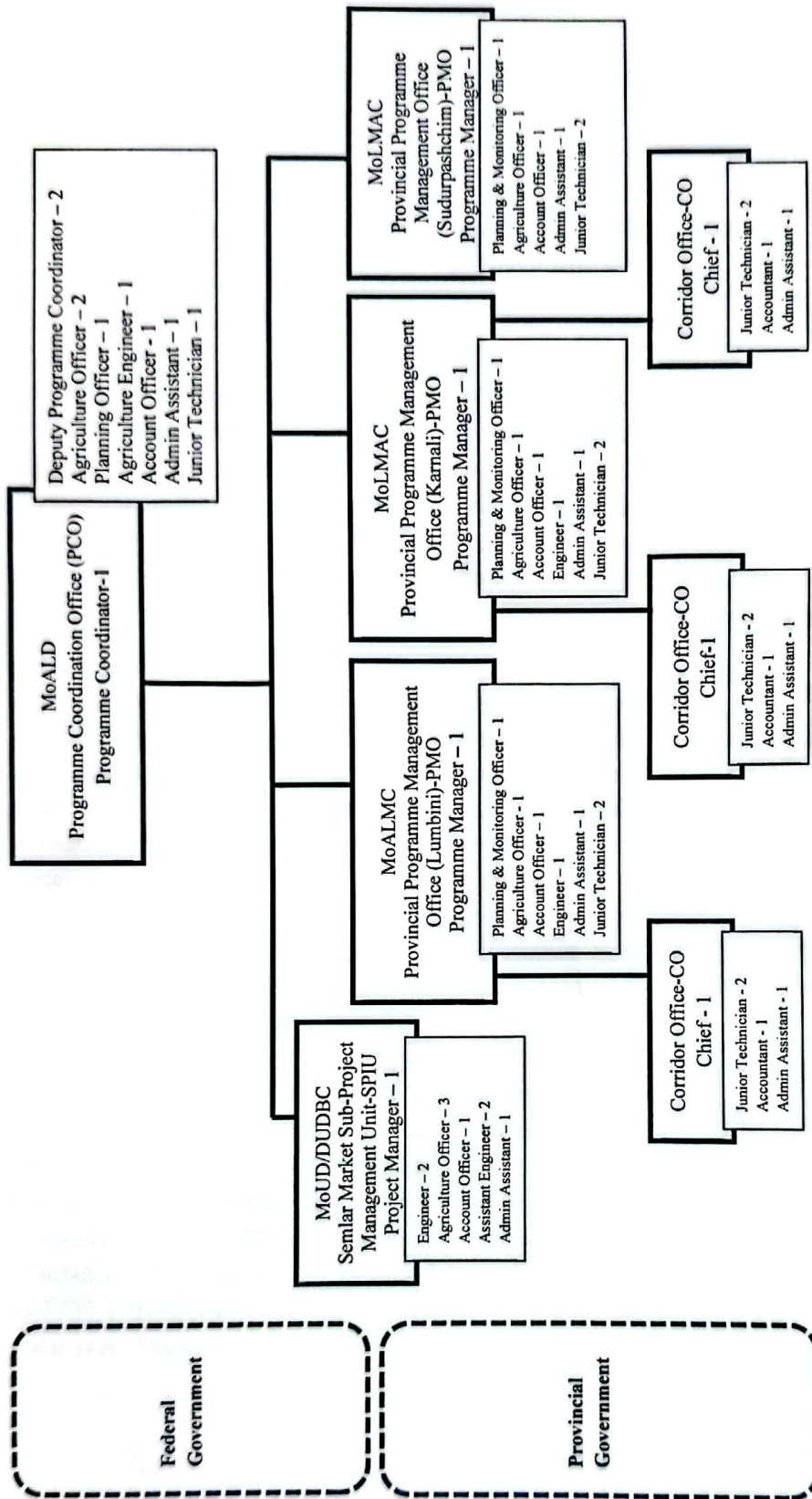
Figure 6. Implementation structure of R-HVAP

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* Each cost center team will be complimented by contracted staffs.

Figure 7. Organogram of R-HVAP

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7. PLANNING, COORDINATION, MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT

7.1 Planning

R-HVAP's planning framework will align with the GoN's mainstream planning cycles and adhere to IFAD's Annual Work Plan and Budget (AWPB) procedures. All programme cost centres will develop their AWPB through a participatory process that systematically integrates inputs from government institutions (across federal, provincial and local levels), private sector entities, farmers' groups and communities. Furthermore, findings and management implications emerging from trimester/annual stakeholder review and planning workshops will be formally incorporated into the AWPB preparation cycle to ensure adaptive and responsive programme planning.

7.1.1 Annual Work Plan and Budget (AWPB)

The R-HVAP budget process will be conducted in line with national procedures, which require consultation with all stakeholders, including beneficiaries. In Year 1, the PCO will conduct training workshops for implementing agencies on Programme strategy, AWPB and procurement to ensure unified understanding. PAPs will be developed through participatory processes at the Local level, ensuring inclusion of disadvantaged groups. The PCO will consolidate AWPBs from all three PMOs, the SPIU and its own operations; secure IFAD's no objection (NO); and enter activities into the Line Ministry Budget Information System (LMBIS). Approved activities are published in the federal *Red Book* post-parliamentary approval, with the MoF disbursing funds to provinces as conditional grants.

PMOs, based on federal conditional grants, then enter provincial AWPB data into PLMBIS for approval and publication in provincial *Red Books*. Upon parliamentary approval at both levels, the Financial Comptroller General Office (FCGO) and provincial treasuries load budgets into the Financial Management Information System (FMIS), enabling real-time access at District Treasury Controller Offices (DTCOs). The *Red Books* specify budget codes and funding sources, with strict adherence to GoN accounting rules and financier ratios. Planning of subsequent year will be led by PCO with allocation of resources to SPIU/ PMOs/COs based on the performance of ongoing fiscal year. The complete planning process is visually detailed in the accompanying figure 8.


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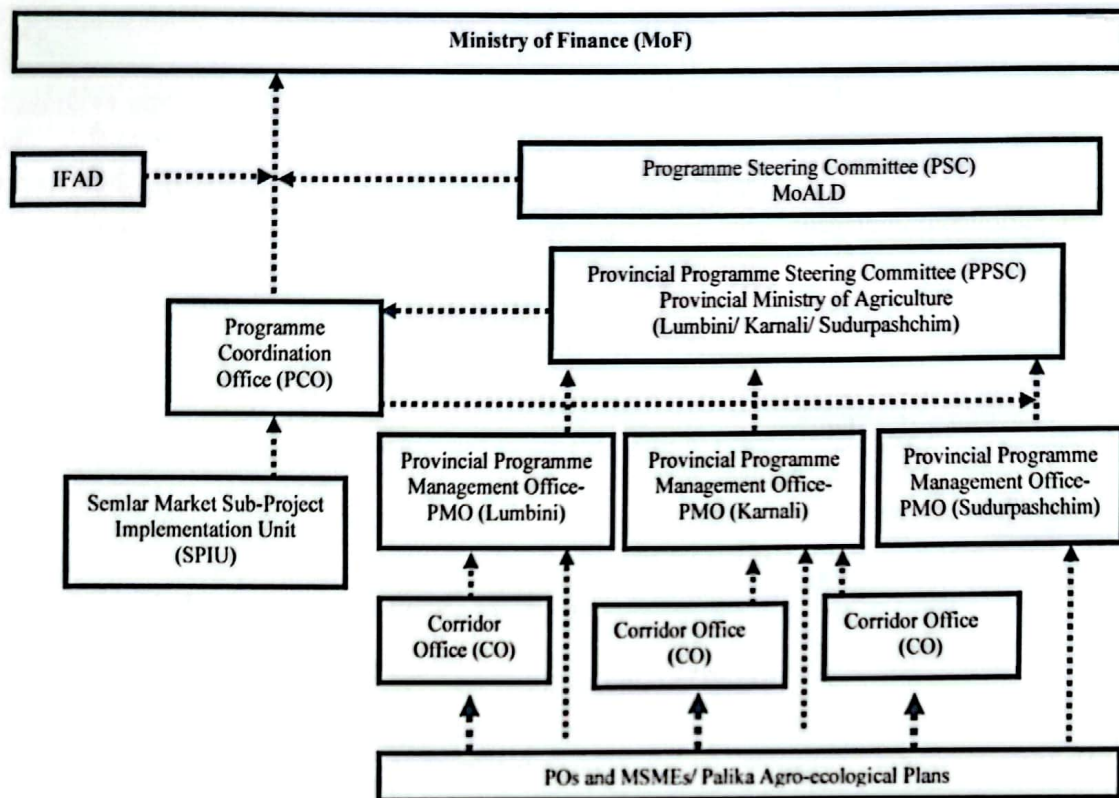


Figure 8. Planning of R-HVAP activities

7.2 Coordination

Coordination with keys stakeholders will be carried out to prevent conflict and duplication while promoting effectiveness and synergy of activities. R-HVAP employs key coordination strategies: establishing MSPs that unite government, private sector, POs and MSMEs for aligned agroecological development; implementing clear role definitions to eliminate task overlap; conducting integrated planning with provincial/local governments to harmonize activities with existing agricultural policies; enabling data sharing & communication through robust M&E and MIS systems for efficient resource use; and utilizing continuous M&E to proactively identify and resolve implementation challenges.

7.2.1 Coordination among the three tiers of governments

R-HVAP ensures effective implementation and avoids duplication through coordinated action across federal, provincial and local governments. This includes: federal alignment with national agricultural policies and ministerial collaboration for funding; provincial partnerships for region-specific programme implementation and resource distribution; and local engagement with Local levels for direct farmer support. Key mechanisms enabling this synergy are intergovernmental committees, joint planning, policy harmonization and cross-tier capacity building. Governance is structured through committees: the PSC, PPSC, SMCC and PAP committees.

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7.2.2 Coordination among the stakeholder

The programme will coordinate with different stakeholders (table 13) that will play crucial role in directly or indirectly implementing programme activities at different levels.

Table 13. Role and responsibilities of stakeholders

S.N.	Stakeholders	Role and responsibility
1	NPC	- Facilitation in programme planning, budgeting, monitoring and evaluation. - Facilitation for incorporation and updating of programme activities in National Project Bank. - Facilitate the prioritization of Semlar Market as a national project.
2	MoFA	Facilitation for participation in international trade fairs.
3	MoF	- Facilitate budget assurance, allocation, entry, transfer of conditional grants and contribution of GoN/Provinces/Palikas. - Facilitation in operation of the dollar account.
4	MoALD	- Perform as leading authority for implementation of the programme. - Supervise overall activities of PCO. - Facilitate policy formulation and administrative management. - Coordination with donor and implementing stakeholders (MoUD, Provincial Ministries of Agriculture). - Provide necessary guidance for solution of implementation related problems.
5	MoUD/ DUDBC	- Establish and operate SPIU. - Perform as higher authority of SPIU for approval of cost estimate, work completion report and other tasks as stated in Public Procurement Act and Regulation. - Participation and technical backstopping in federal level activities related to construction of Semlar Market. - M&E of developed Semlar market infrastructures prior to handover.
6	MoFE	- Facilitate for the approval of EIA/supplementary EIA related to Semlar market. - Facilitation for mobilization of community forest user groups in implementing programme activities. - Facilitate for collection and utilization of forest by products. - Facilitate the process of land acquisition for Semlar market.
7	MoICS/TEPC	Provide required policy, institutional and promotional support for the export of HVCs.


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S.N.	Stakeholders	Role and responsibility
8	NARC	• Provide research and knowledge support for programme implementation. • Facilitate PAR in the field level coordinating with the PCO/PMOs/COs. • Ensure supply of quality inputs and technologies. • Provide technical support for the establishment of demonstration farms.
9	Provincial Ministries of Agriculture	• Establish and operate PMOs and COs. • Perform as higher authority of PMOs/COs for approval of cost estimate, work completion report and other tasks as stated in Public Procurement Act and Regulation. • Facilitate budget assurance, allocation, entry and contribution of Provinces. • Support PCO programme implementation. • Interprovincial, Palika and stakeholder coordination and learning.
10	Butwal Municipality	• Facilitate land acquisition, construction and operation of Semlar market.
11	Other line agencies (DoA, DFTQC, DLS, SQCC, PQPMC, AITC, FNCCI, AEC, Cooperatives, commodity related alliances)	• Provide necessary support for programme implementation as per the scope and ToR of respective office.
12	POs/MSMEs	• Participate in production, processing and marketing of HVCs, bioinputs and infrastructure development as per the spirit of the programme. • Active participation in PAP formulation and MSPs implementation. • Facilitation in the process of wellbeing ranking and classification of HHs. • Develop the capacity of HHs in the production and marketing of commodities. • Abide by the contract with PMO/CO, ensure accountability and responsibility for timely work completion. • Facilitate B2B/B2S networking.

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7.3 Monitoring and Evaluation (M&E)

The M&E system will monitor performance and assess the impact of programme activities. Monitoring will focus on activities/inputs, outputs, outcomes, performance and risks, while evaluation will assess the relevance, efficiency, effectiveness and impact on poverty reduction, agri-business environment growth, empowerment and partnership, sustainability, replicability, lessons learned and knowledge up-take. The M&E system will cover both the operational and financial aspects of the programme and has two primary roles: (i) tracking implementation progress (including AWPB execution, outreach and targeting effectiveness) and (ii) periodically measuring programme results (outputs, outcomes and impact) against set targets. To a large extent, the M&E system will be participatory, involving the supported POs, MSMEs and Palikas in data collection and management. Detailed M&E process will be explained in manual.

7.3.1 Monitoring

The monitoring system will be basically based on outreach monitoring and georeferenced MIS. The system will track the number, gender, age and ethnicity of direct participants receiving each key programme output for outreach and targeting monitoring. This will specifically monitor the inclusion of young smallholders, women, marginalized groups, migrant families and returning migrants, directly assessing targeting performance. Similarly, georeferenced MIS will be established which will be accessible online/offline via internet and mobile devices/tablets, providing timely data for adaptive management. Key features will include:

- Unique IDs for participants/HHs to ensure transparency, prevent duplication and track change over time.
- Georeferencing of infrastructure for remote verification via satellite imagery.
- Indicator integration including outcomes (income, employment, PO/MSP activity) and ESCMP indicators for international monitoring.
- Alignment with VITA's MIS for beneficiary lending tracking where feasible.

The MIS interface will be simplified for accessibility, especially for decision-makers. Moving beyond static snapshots, it will feature dynamic spatial and temporal visualizations (e.g., trendlines for outreach, financial/physical progress, income, production, sales). PO data will be disaggregated by annual batches for trend analysis. Crucially, data entry into the MIS is mandatory for disbursing co-investment funds.

Similarly, data collected through quantitative and qualitative baseline, mid-term and end line surveys will measure socio-economic changes in participant HHs against logical framework and IFAD core indicators. Specific additional metrics include a HH resilience scorecard (using IFAD's RDMT), MPI, SOM and MDDW. Value chain tracking uses "rolling baselines" at intervention start and Annual Cluster Tracking Surveys (ACTS) from Year 2. Under Component 1, data collection will primarily use farm business diaries and records from agroecological LFs/CMs equipped with tablets/smartphones and incentives for direct field data entry into the MIS.


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A large part of the monitoring and indicators will be collected and communicated by the programme beneficiaries. The monitoring will provide trimester and annual feedback on the extent to which the programme is achieving its outputs, implementing the activities, identifying potential problems at an early stage and proposing possible solutions. Media bench marking and base line study will be carried out in the initial stage of cluster delineation and PAP formulation to compare the contribution of programme as per the set goal. The accessibility of the programme to all sectors of the target population, as well as the technical and financial efficiency will be monitored and possible improvements suggested. Georeferencing will be used to the extent possible.

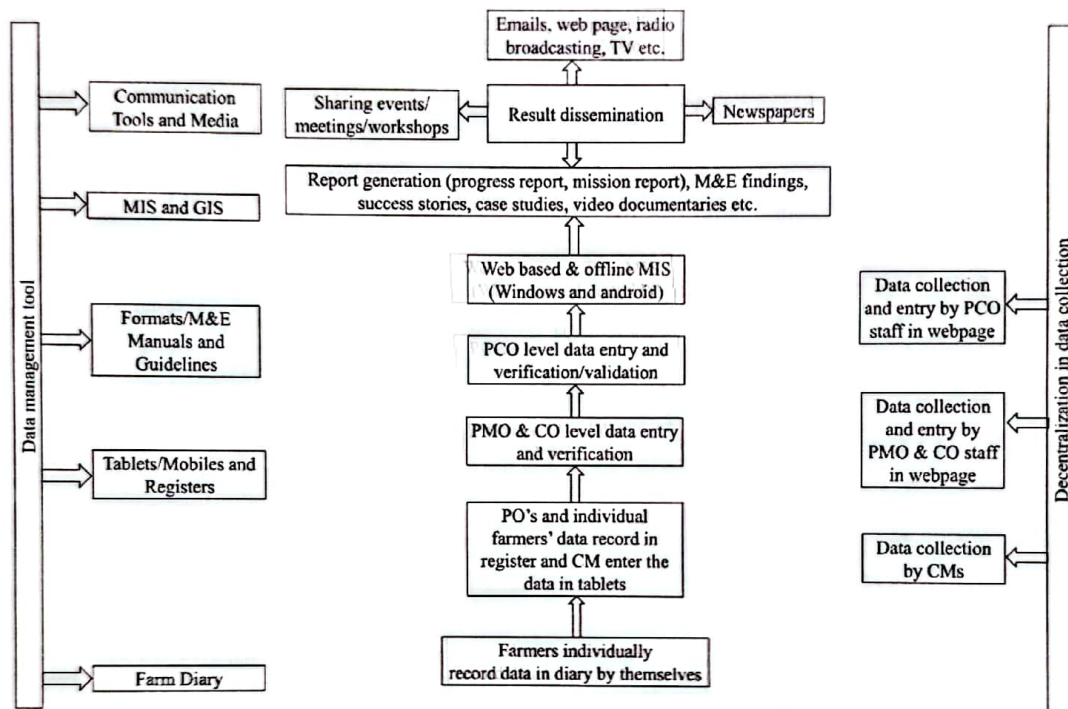


Figure 9. Data management framework of R-HVAP

7.3.2 Annual and periodic reporting

R-HVAP will follow a structured and tiered process of reporting. PMOs, COs and SPIU are responsible for preparing regular progress reports (monthly, quarterly, half yearly and yearly) according to formats specified by the NPC and IFAD. Implementing agencies at the Local level, including POs and MSMEs will provide their progress data to respective cost centres as essential inputs. The report documents both financial and physical progress against the results-based targets outlined in the AWPB, serves as a harmonized narrative source that highlights key trends. The PCO will compile these provincial reports into consolidated submissions, which will then be shared with the MoALD and IFAD for feedback and database management.


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7.3.3 Supervision

The R-HVAP at coordination and implementation level will jointly be supervised by IFAD, with the participation of MoALD, MoF, province and local governments, in accordance with the on-going arrangements in Nepal. The IFAD's country office will manage the mission assisted by PCO. GoN and IFAD staff as well as consultants will attend the programme start-up workshops and also will continue to be involved in supervision and implementation support missions. The initial supervision and implementation support mission will take place soon after programme commencement. Further supervision missions will be undertaken as required and complemented by short and focused follow-up implementation support missions as appropriate. Supervision will be based on IFAD's operational modalities and practices.

7.3.4 Evaluation

Programme evaluation will be done by IFAD and GoN. It includes assessment of annual outcome, impact evaluations, thematic studies and major reviews during mid-term and programme-end.

- **Annual Outcome Monitoring:** The PCO/PMOs will conduct annual surveys using a small sample of beneficiaries and a control group. These surveys measure HH-level changes, provide early evidence of success/failure, enable timely corrective actions, assess targeting efficiency and gauge annual progress towards objectives.
- **Impact Evaluation:** Programme impact will be rigorously measured using baseline, mid-term and completion surveys. These surveys will revisit the same georeferenced HHs to track changes in livelihoods, directly informing the MTR and PCR.
- **Thematic Studies:** The PCO will commission specific studies to deeply analyse the impact of programme activities which measure HH changes, provide performance feedback for corrections and assess targeting. Key focus areas include: poverty impacts of market support, microcredit effects on women, effectiveness of collective models, SME job creation for the poor, pluralistic extension, local agricultural reform, co-investment impacts and links between income/behaviour change and nutrition/women's empowerment.
- **Major Reviews:** Joint IFAD-GoN MTR and PCR will comprehensively assess the key indicators of the programme outcomes. The review areas include: progress against AWPB targets; partner performance; TA efficacy; component relevance; implementation efficiency; expected impact on livelihoods, gender, nutrition, environment; sustainability/risks; and recommendations for improvement, including potential component changes. Completion will include stakeholder workshops for evaluation, accountability and identifying sustainability factors.


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7.4 Knowledge management and learning

R-HVAP will implement a robust, evidence-based Knowledge Management (KM) system, integral to achieving programme objectives and informing policy. A KMS and PEP will be developed at the outset, tailored to the needs of all stakeholders (participants, governments, programme team). This strategy will focus KM activities around five core themes: private investment in hill-area value chains; poor HHs' responses to agribusiness; gender-responsive value chain development; sustainable pluralistic extension services; sustainable rural finance; and impacts on women's empowerment and nutrition. KM is integrated into all staff roles, requiring tools, capacity building and buy-in across the programme. Geo-tagging will track all interventions and field visits systematically.

The programme will actively generate and manage knowledge through structured events and activities. This includes quarterly review meetings at the PCO to assess progress, challenges and document lessons; annual programme reviews evaluating overall performance, beneficiary feedback and progress towards objectives using outcome surveys; and production of at least two evidence-based knowledge pieces annually derived from implementation experiences on the core themes. The programme will systematically document lessons learned, best practices and success cases from various sources (reports, interviews, M&E data). Learning conferences/seminars at state and federal levels will facilitate sharing experiences with other stakeholders. A comprehensive programme lessons learnt report will be developed, incorporating feedback and a short film documenting impact will be produced.

The PCO will be responsible for collating, analysing and widely disseminating informational and promotional materials (newsletters, pamphlets, brochures, audio-visual products) using diverse channels (web, mail, print/digital media, workshops, conferences, radio, public broadcasting). The developed communications and KMS will identify optimal tools to share successes, increase programme visibility and raise R-HVAP's profile nationally. A designated information officer will act as the programme spokesperson and provide information to stakeholders.


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8. FINANCIAL RESOURCE MANAGEMENT

8.1 Financial resources

The total budget of the programme is estimated at USD 120.97 million. Financing sources and contribution details are provided in the accompanying table 14. IFAD loan will be mainly used in implementation of core programme activities while GoN and PGoN will contribute for taxes and major operating cost including salary and allowances. Local level and other financiers (POs/MSMEs) will contribute through co-investment share in accordance with PAP. The programme will develop a financial management manual to adhere all the financial resources.

Table 14. R-HVAP total budget (USD in million)

S.N.	Financiers	Amount	Contribution (%)	Remarks
1	IFAD	70.930	58.6	Loan
2	GoN	24.594	20.3	Cash and others contribution USD 5.0 and 19.594 million respectively
3	PGoN	0.497	0.4	
4	Local levels	1.518	1.3	
5	Other financiers	23.431	19.4	POs USD 20.871 million and MSMEs USD 2.560 million
	Total	120.97	100	

8.1.1 Programme cost by components and financiers

Structured around four technical components and programme management functions, the R-HVAP programme allocates its USD 120.97 million budget as follows: Component 1 (54.61%, USD 66.055 million), Component 2 (8.33%, USD 10.081 million), Component 3 (25.83%, USD 31.25 million), Component 4 (1.13%, USD 1.367 million) and Programme Management, M&E, KM & Learning (10.10%, USD 12.217 million). Comprehensive cost details by component and financier appear in the table 15.

Table 15. Programme cost by components and financiers (USD in million)

Components	GoN	GoN cash	PGoN	IFAD	Local levels	Other financiers	Total
1	9.718	0.000	0.000	34.324	0.000	22.013	66.055
2	1.511	0.000	0.000	5.680	1.518	1.372	10.081
3	4.250	5.000	0.000	22.000	0.000	0.000	31.250
4	0.207	0.000	0.034	1.080	0.000	0.046	1.367
Programme Management, M&E, KM & Learning	3.908	0.000	0.463	7.846	0.000	0.000	12.217
Total	19.594	5.000	0.497	70.930	1.518	23.431	120.970

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8.1.2 Programme cost by expenditure categories and financiers

The R-HVAP programme's total budget is distributed across four expenditure categories: (I) Works (e.g., infrastructure/civil works) receive USD 42.764 million (35.35%); (II) Goods, Services & Inputs (core programme resources) constitute the largest share at USD 65.320 million (54.0%); (III) Training (capacity development) accounts for USD 3.242 million (2.68%); and (IV) Operating Costs (administrative overhead) total USD 9.644 million (7.97%). This allocation—with over half the budget to Goods, Services & Inputs—signals a strong focus on direct implementation resources, while operating costs remain lean at under 8% of total spending. A comprehensive breakdown of these expenditures by category and financier is provided in table 15.

Table 16. Programme cost by expenditure categories and financiers (USD in million)

Categories of Expenditures	GoN	GoN cash	PGoN	IFAD	Local levels	Other financiers	Total
(I) Works	5.839	4.624	0.034	27.400	1.462	3.405	42.764
(II) Goods, Services and Inputs	9.711	0.343	0.000	35.230	0.056	19.980	65.320
(III) Training	0.463	0.033	0.000	2.700	0.000	0.046	3.242
(IV) Operating Costs	3.581	0.000	0.463	5.600	0.000	0.000	9.644
Total	19.594	5.000	0.497	70.930	1.518	23.431	120.970

The description of different categories is given below:

Categories	Descriptions
I. Works	Works and infrastructure-related expenditures
II. Goods, Services and Inputs	Goods, equipment and materials, non-consultancy, consultancy services and grant for co-investment packages
III. Training	All training and workshop-related expenditures incurred within programme activities
IV. Operating costs	All expenditures for salaries and allowances related to the Programme's management and coordination and other operating expenditures and including salaries and operational costs of deputed staff that will be financed by GoN

8.1.3 Programme cost by components and year

The programme's total budget will be expended over an eight-year implementation period, with distinct annual phasing: Year 1 initiates operations at 8% (≈USD 9.68 million), followed by peak investment in Years 2-4 at 23% (Year 2), 32% (Year 3) and 26% (Year 4) – collectively representing 81% of total expenditure during the core implementation phase. Subsequent years scale down progressively to 4% (Year 5), 3% (Year 6), 3% (Year 7) and 1% (Year 8), transitioning toward completion and evaluation activities. This expenditure curve prioritizes intensive resource


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deployment during mid-programme years while maintaining lean bookend allocations. Comprehensive annual cost distributions by component are detailed in table 17.

Table 17. Programme cost by components and year wise overview (USD in million)

Component	Year								Total
	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	
1	3.3248	14.9971	25.2735	18.2394	1.8456	1.2161	1.1484	0.0056	66.0505
2	0.847	1.8386	2.885	2.2615	1.005	0.448	0.4524	0.3471	10.0846
3	3.2889	9.281	9.237	9.4486	0	0	0	0	31.2555
4	0.036	0.3249	0.3042	0.1733	0.121	0.2075	0.1252	0.0759	1.368
Programme Management, M&E, KM & Learning	2.3632	1.3875	1.3356	1.4714	1.4514	1.468	1.4961	1.2438	12.217
Total	9.8599	27.8291	39.0353	31.5942	4.423	3.3396	3.2221	1.6724	120.97

8.2 Disbursement arrangements and flow of funds

8.2.1 Disbursement arrangements

8.2.1.1 The IFAD loan structure and account setup

The IFAD will disburse a USD 70.93 million loan over an eight-year period, concluding on the eighth year of the programme's effective date. Upon the agreement's entry into force, IFAD will establish a dedicated loan account for the full amount. Funds will be released according to the financing agreement and IFAD's standard disbursement protocols. The financial operation will be facilitated through a Foreign Debt Reimbursement Account at Nepal Rastra Bank in the name of Central GoN opened in USD maintained by FCGO. Initially the expenditure will be made from the treasury of GoN which will be later reimbursed by IFAD in exact amount corresponding to the exchange rate.

8.2.1.2 Reimbursement mechanism

The GoN will provide initial funding for programme activities through a pre-financing arrangement. The Central Treasury's actual expenditures will subsequently be reimbursed by the programme on a quarterly basis. This reimbursement will utilize IFAD's report-based disbursement modality, requiring formal documentation of expenses before funds are transferred.

8.2.1.3 Withdrawal authority and signatory protocol

The Programme Coordinator and Account Officer hold exclusive authority to sign WAs once formally authorized. To establish this authority, the PCO must request the MoALD to coordinate with the MoF for specimen signature authentication. The authenticated authorization evidence must reach IFAD before the first withdrawal transaction. Any future changes to authorized signatories require immediate formal notification to IFAD.


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8.2.1.4 Withdrawal Application (WA) procedures

Disbursements operate exclusively through IFAD's Withdrawal Application (WA) system. The Account Officer will initiate the process by submitting the first WA with supporting documentation to request an initial advance to the designated account. Subsequently, the programme will prepare WAs quarterly. The Account Officer must rigorously verify documentation completeness before clearance.

The PCO will submit consolidated quarterly Interim Financial Reports (IFRs) within 45 days of each quarter-end. These reports integrate with IFAD's digital ecosystem: Fund requests are processed through IFAD's Online Programme Procurement End-to-End System (OPEN), while financial documentation is managed via the IFAD Collaboration Platform (ICP), specifically its Financial Execution Module (FEM). In this workflow, the PCO (as 'Borrower Author') uploads IFRs to ICP, links them to corresponding WAs and routes them through approval chains before final IFAD submission.

8.2.1.5 Compliance and accountability

The programme shall ensure accuracy, documentation completeness and timely submission of WAs. Supporting documents attached to WAs must strictly follow requirements outlined in IFAD's Disbursement Handbook. Original expenditure records must be securely archived locally for at least ten years after programme completion to facilitate audits as per IFAD's General Conditions.

8.2.2 Flow of funds

Following the planning phase and formal publication of budgets in federal and provincial Red Books, the approved R-HVAP budget will be systematically allocated to implementing units: the PCO, SPIU, PMOs and COs. Budget accessibility for federal and provincial cost centres commences only after the budget is formally entered into two parallel financial systems: the federal FMIS, administered by FCGO and the respective Provincial Treasury Offices' FMIS platforms. Upon system entry, the allocated funds will be disbursed to all R-HVAP cost centres through the operational network of DTCOs, which serve as the final distribution points. The complete budgetary flow – from central allocation to field-level disbursement – is visually detailed in the accompanying figure 10.


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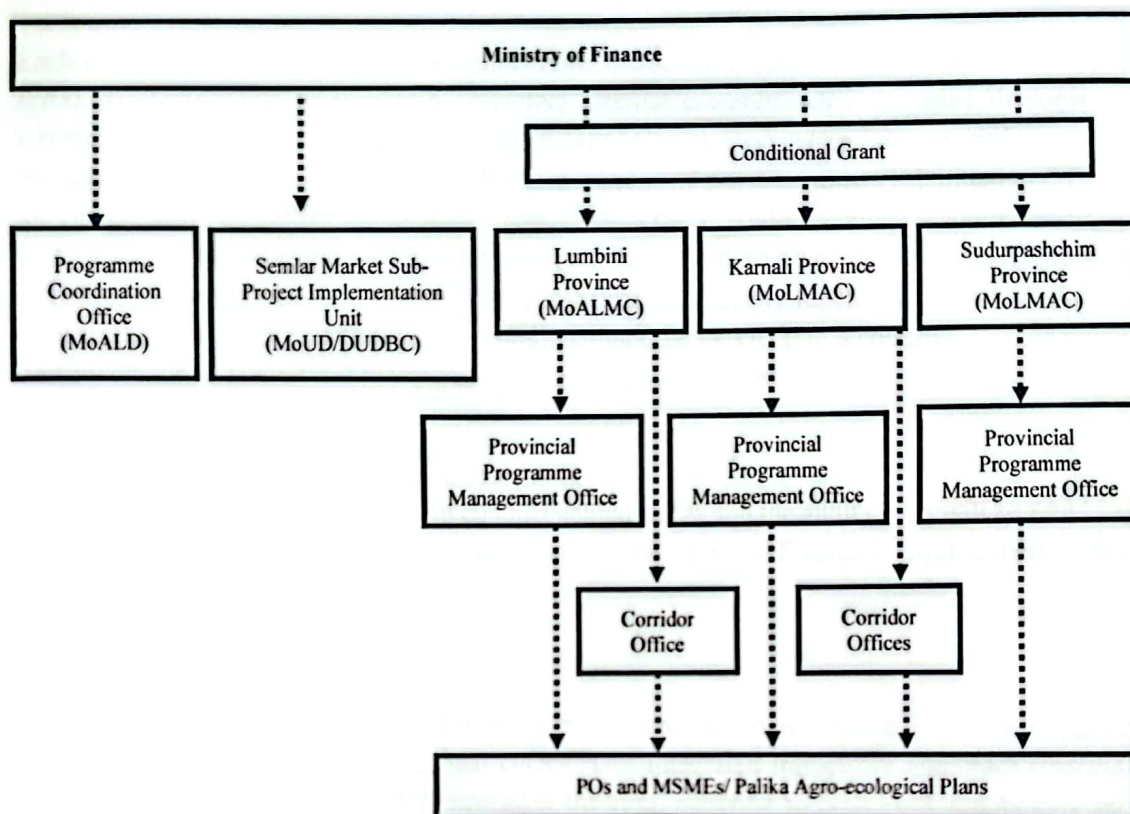


Figure 10. Flow of funds

8.3 Accounting system and financial reporting

8.3.1 Accounting systems

The R-HVAP will adhere to the GoN budgeting/accounting rules as well as the percentage of financing of activities from the various financiers. The PCO, SPIU, PMOs and COs will use Computerize Government Accounting System (CGAS) for accounting record keeping and financial reporting. The recording of transactions under the programme follows the Nepal National Accounting Standards which allows for the recognition of cash inflows in the period they are received and the reporting of expenses in the period those expenditures are paid.

8.3.2 Internal control

The R-HVAP programme will implement robust internal controls to ensure operational efficiency, reliability of financial reporting and strict compliance with applicable laws, regulations and FA conditions. DTCOs will conduct systematic internal audits of all programme cost centres on a trimester or semi-annual basis, adhering to GoN procedures. These audits will scrutinize voucher documentation to verify alignment with budget allocations, annual work plans, legal requirements and FA stipulations.


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Each cost centre bears primary responsibility for maintaining accounts according to GoN and IFAD standards while implementing effective internal controls. All units must demonstrate economical, efficient and effective use of financial resources. Cost centres are required to resolve previous audit observations promptly and ensure subsequent payment orders submitted to DTCOs for cheque issuance reflect implemented corrective actions. Audit recommendations issued by DTCOs will be implemented within established timelines. The programme's financial operations, including payment processing, funds flow mechanisms and treasury functions, will strictly follow GoN financial regulations and treasury operational guidelines, creating a cohesive accountability framework across federal and provincial implementation structures.

8.3.3 Audit compliance, content and accountability

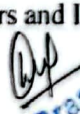
The Office of the Auditor General will conduct annual audits and the audit report will be provided to IFAD immediately, maintaining compliance with IFAD's financial requirements while accommodating operational realities.

8.3.4 Financial reporting

The R-HVAP programme will implement a multi-tiered periodic reporting system covering monthly, quarterly, half-year and annual cycles. This integrated framework combines financial management with programme implementation tracking, adhering to both GoN regulations and IFAD guidelines. Reports will primarily utilize data generated through the programme's MIS, supplemented by periodic internal/external assessments including baseline survey, MTR and PCR.

As the central coordination authority, the PCO will consolidate inputs from all implementing agencies. COs will submit progress reports to their respective PMOs, which review and compile submissions before forwarding to the PCO. The SPIU will submit reports directly to the PCO. All agencies must provide quarterly progress reports within two weeks of period closure, enabling the PCO to prepare consolidated reports for the PSC and IFAD within one month of each reporting period.

Financial reporting will follow Nepal National Accounting Standards, with key deliverables including semi-annual progress reports to IFAD within 45 days; quarterly WAs for expense reimbursement; and annual financial statements submitted within four months of the fiscal year-end. The PCO will additionally prepare consolidated half-yearly/ yearly progress reports for IFAD and PSC, a PCR and specialized reports on IFAD's COSOP-aligned indicators. All reports will harmonize narrative progress data with financial performance, highlighting trends and measuring achievements against AWPB targets. The PCO bears ultimate responsibility for ensuring reports accurately reflecting programme implementation status and financial integrity before submission to government stakeholders and IFAD.


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8.4 Procurement procedure

All project-funded procurement of goods, works and services will strictly adhere to GoN's Public Procurement Act & Regulations (2007) or IFAD's Procurement Guidelines (2010). Goods and works will follow national/international competitive bidding, national shopping or direct contracting methods while service selection will use quality and cost-based selection, fixed budget selection, least cost selection, consultant's qualification selection or single source selection as mentioned in procurement manual. The PCO in support with SPIU, PMOs and COs will prepare and consolidate an annual Procurement Plan (PP) reflecting implementation need, with approval of IFAD.


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9. SUSTAINABILITY AND EXIT STRATEGY

9.1 Sustainability

As the next phase of R-HVAP will be started after the completion of first phase, the programme is designed based on a scaling up strategy. In this regard, the programme will adopt a “graduation” approach among supported small-scale producers and groups that will support to existing POs that have already been established, organised, trained and coached for taking them to the next level.

Except the export-oriented wholesale market, at Semlar, R-HVAP does not have any large value construction activities that trigger social, environmental or health and hazard issues in wider scale. However, to address any environmental, social, climate change and health and disaster risks, all infrastructure activities under component 1, adequate provision to mitigate the risk shall be provisioned at all stage of procurement (bidding document, specification, contract clause, O&M and self-declaration form) so that climate adaptive interventions are in place at each step of the implementation process. Moreover, the programme will follow IFAD’s SECAP guidelines and requirements to ensure sustainability of the infrastructure. Besides this, R-HVAP will support for the formation and capacity building of O&M committees/water user associations responsible for O&M, at the early stage of the process. These committees will be involved in coordinating the construction and in managing O&M of related infrastructure. For major repairs and maintenance, the Palika and Provincial government sharing co-investment according to PAP will take responsibility as per their role.

To ensure the successful operation and long-term sustainability of the Semlar market, effective governance and management structures will be established. A MMC will be formed according to MOGAP, comprising key stakeholders such as farmers, POs, wholesale traders and government authorities. This committee will operate with sufficient autonomy to make timely and transparent decisions, ensuring the market’s efficient and fair functioning. By fostering collaboration among stakeholders, the MMC will enhance accountability, streamline operations and support the market’s overall sustainability. Different units of the wholesale market will be contracted to professionally capable and experienced entities that can manage relevant technical aspects of market operations, such as, lab testing, machine maintenance, transportation, utilities, waste management, MIS etc.

9.2 Exit strategy

The exit strategy development is a process that needs to be owned by local stakeholders, consider local implementation challenges, programme changes and shall later lead to a sustainability plan to be signed by relevant entity that need to commit to specific actions. R-HVAP will adopt the following approaches for addressing the sustainability issues,

- a) Phasing down: This approach is a gradual reduction of programme activities, utilizing local organizations to sustain programme benefits while the original donor or implementing agency deploys fewer resources.


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- b) **Phasing over:** It entails a transfer of responsibility for activities aimed at accomplishing programme goals to another entity. This responsibility will be transferred to the beneficiary community (provided it has enough capacity to deal with it) or to existing organizations.
- c) **Phasing out:** It refers to a withdrawal of programme inputs (food, services provision, technical assistance, etc.) without making explicit arrangements for the inputs or activities to be continued by any other entity, because the programme itself resulted in changes that are likely to be sustainable without these.

Based on the above approaches, R-HVAP will adapt the following exit strategies for the different activities:

1. **POs and MSMEs**

POs will implement agroecological farming systems, supported by PMOs and COs through tailored co-investment packages and integrated capacity building across value chains. Robust market connectivity will be established via B2B/B2S models, forging strategic backward-forward linkages with MSMEs. Within four years post-graduation, POs will achieve operational self-sufficiency with market-driven production systems. Their agricultural enterprises will transition to demand-responsive models, where commercial pull directly shapes production planning and sales strategies in collaboration with MSMEs.

2. **Irrigation schemes**

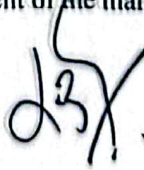
This programme will operationalize self-governance of co-invested irrigation schemes by transferring assets to Water User Committees (WUCs) within two years. Comprehensive capacity building will span across pre-construction, construction and handover phases, equipping WUCs with technical and managerial capabilities. Post transfer, WUCs will assume full management responsibility, financing routine maintenance through member-contributed monthly savings. Institutional partnerships with local/provincial governments and agencies will provide critical support for major rehabilitation, ensuring sustained functionality.

3. **Infrastructures (Semlar market, post-harvest, processing, RETs at PO level)**

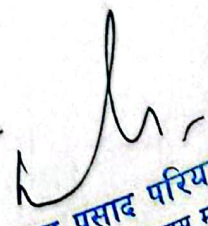
Collective infrastructure developed through PO co-investment will transition to O&M committees composed of PO members while public infrastructures will be handed over to Palikas. POs level committees will institute user-fee systems to fund routine upkeep, while strategically engaging local/provincial governments for major repairs. Concurrently, committees will forge market linkages with private enterprises to expand commercial opportunities. Targeted capacity building will enhance POs' and committees' technical, managerial and market-access capabilities. A structured four-year transition culminates in full asset handover to O&M Committees post-PO graduation, implementing a phased exit strategy that ensures sustainable community ownership. However, in case of the Semlar Wholesale Market, the MoALD will formulate an MOGAP which will guide the sustainable operation and management of the market.


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10. GRIEVANCE HANDLING

A comprehensive Grievance Redress Mechanism (GRM) will be developed and used as fundamental to fostering transparency, building stakeholder trust and maintaining a positive, equitable environment across all R-HVAP initiatives. This proactive system will empower individuals, communities and partner organizations to formally raise concerns spanning workplace conditions, discrimination, interpersonal conflicts, or policy violations to ensure every voice is heard and addressed with urgency and impartiality.

To ensure accessibility and local ownership, a community-level reporting mechanism will be established. Each cost center will appoint staff trained in grievance handling who will be responsible for collecting and documenting concerns (both verbal and written), facilitating transparent communication, maintaining confidential records and reporting trends to management. Crucially, the GRM will be widely publicized through appropriate channels, ensuring all stakeholders understand their rights and procedures. Multiple access points – including dedicated hotlines, physical complaint boxes, email portals, postal addresses and in-person reporting – will be available to maximize accessibility for beneficiaries and community members.

All grievances undergo a standardized five-stage resolution process designed for fairness and efficiency. First, grievances are formally received and acknowledged, with immediate confirmation provided to the complainant. Next, a thorough review and impartial enquiry phase involves evidence collection, witness interviews and policy analysis. This is followed by facilitated discussion and mediation at the community or PO level, aiming for collaborative resolution. If unresolved, a formal decision with binding corrective actions is issued. Finally, systematic follow-up verifies implementation effectiveness and gathers complainant feedback to close the loop. Resolution at this initial level is prioritized, with outcomes communicated to concerned parties within 7 to 15 working days of submission.

Should complainants remain dissatisfied with the community/PO-level outcome, they retain the unequivocal right to escalate the matter. The relevant programme team must then forward the complete case file – including the original grievance, decision documentation and resolution rationale – to the designated cost centres within 48 hours for impartial higher-level review. For grievances concerning environmental or social impacts arising from programme activities, the chief of cost centres hold ultimate accountability. In alignment with government practices, posters featuring the photo, name and contact details of the designated Information Officer will be prominently displayed in all offices. Physical complaints and suggestion boxes will also be installed at every cost centre.


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11. PROGRAMME RISK AND MITIGATION MEASURES

The programme faces inherent, interconnected risks spanning integrated implementation, climate vulnerability, environmental and social impacts, procurement processes and financial management. To systematically address these challenges, the programme utilizes an Integrated Project Risk Matrix-IPRM. This comprehensive matrix catalogues potential risks identified during the design phase, along with newly emergent threats and pairs each with specific, actionable mitigation strategies.

Responsibility for maintaining the IPRM as a living document rest with the PCO. It will proactively hold discussions with SPIU, PMOs and COs on the matrix quarterly, ensuring it reflects the risk faced, documents mitigation measures applied and proposes new actions for evolving threats. This continuous review process guarantees risk responses remain agile and relevant throughout the programme lifecycle. Similarly, the most current version of the IPRM, showcasing the programme's ongoing risk landscape and management efforts, will be formally included as a core component within each annual programme report. This practice ensures full transparency for stakeholders and demonstrates the programme's commitment to robust governance and adaptive management in the face of uncertainty.

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Annex-I: Co-Investment and Infrastructure Development Guideline
(Related to Section 5.1.3, 5.1.4 and 5.2)

1. **Objective:** This guideline is designed to facilitate uniform, transparent and effective implementation of co-investment and infrastructure development provisions under sub-component 1.3: Market-oriented agroecological production expanded, sub-component 1.4: Micro, small and medium enterprises (MSMEs) ecosystem for agricultural service market strengthened and component 2: Improved access to climate-resilient productive infrastructure.
2. **Scope:** The programme will facilitate for co-investment and development of public infrastructures in the following activities.

Scope	Co-investment support		Development of public infrastructure
Purpose of interventions	Agroecological production and area expansion	Establishment and upgrading input production unit and marketing infrastructures	Climate resilient productive infrastructure (CRPI)
Area of interventions	Fixed and variable cost required for supporting production and area expansion (Excluding family labour)	Construction cost, genetic materials, machineries and equipment, including technical support, traceability, branding/marketing cost and embedded services (for establishment of new or upgrading existing business)	Construction, machineries and equipment for establishment of new system or upgrading existing system/business

3. **Windows:** The provisions of co-investment and infrastructure development are categorized into following windows;

3.1 Window 1 (Smallholder co-investment for expansion of agroecological production)

To facilitate the provision of co-investment described in 5.1.3.3, R-HVAP will stimulate private investment by providing partial funds of total investment, to POs. Following AECDA or PAP, R-HVAP will co-invest PO capacity building and farm-level investments in agroecological farming practices for two complementary HVCs as per the indicative investment packages given in 5.1.3.3.1.

3.1.1 Eligibility criteria: POs as defined under section 3 (Targeting Strategy) working in R-HVAP Palika clusters.

3.1.2 Co-investment share and limit: Eligible and selected POs will be co-invested up to 50% of total cost estimated for farm level production activities of two complimentary HVCs, with maximum limit of USD 500 per HH. Ultra poor HHs will be required to contribute only in the form of family labour through inclusion fund.


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3.2 Window 2 (MSME's co-investment for farm-level input production and marketing function along with agroecological production)

This package will provide co-investment support to micro and small enterprises to establish farm level input production units and/or to carry out marketing functions including agrotourism. Wherever possible, such enterprises will also be supported in expansion of agroecological production of indicative investment packages given in 5.1.3.3.1.

3.2.1 Eligibility criteria: MSMEs as defined under section 3 (Targeting Strategy) working in R-HVAP Palika clusters and having at least 1 year of experience.

3.2.2 Co-investment share and limit: Eligible and selected micro and small enterprises will receive 50% co-investing to establish/upgrade input production units and marketing functions including agrotourism and agroecological production with maximum co-investment limit of up to USD 15,000 per MSME.

3.3 Window 3 (MSME's co-investment for medium-scale input production and marketing function)

Under this window, the MSMEs will be encouraged to adopt new technologies, business models, services and functions leveraging investment to carry out aggregation, processing, branding, packaging, marketing, traceability and storage for value addition and reduction of post-harvest losses including the establishment of bio-inputs, plant nurseries and other resource centres for both producers' groups/cooperatives, agribusiness and processors. The co-investment will make use of identified opportunities and demonstrate innovations in the rural enterprise sector that facilitate wider adoption and scaling-up to develop competitive supply chains creating overall growth without government subsidy and helping create turnover, income, tax revenues and employment.

3.3.1 Eligibility criteria: MSMEs as defined under section 3 (Targeting Strategy) working in R-HVAP Provinces and having at least 2 years of experience.

3.4 Co-investment share and limit: The programme will co-investment MSMEs for establishment of input, service and marketing functions including provisions for recruiting legal, technical, and marketing consultants, organic certification schemes, chain-of-custody and traceability, standards development, branding and market promotion for enhanced access to domestic/export markets. Selected business investments will receive up to 50% of co-investment with maximum limit of USD 100,000.


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3.5 Window 4 (Development of Climate Resilient Productive Infrastructures-CRPI)

This window will facilitate the development of public infrastructure described in 5.2. Infrastructure needs related to water related systems (small-scale irrigation schemes, water storage facilities), RETs, collection point and storage facilities for efficient commodity aggregation and post-harvest primary processing facilities will be identified and listed during AECDA and/or PAP process. These infrastructures will be developed by PMO/CO in the collaboration of POs and Palikas. These infrastructures will complement the efficacy of the interventions made under window 1, 2 and 3.

3.5.1 Eligibility criteria: POs and public entity (Palika, government farms etc).

3.5.2 Contribution and limit: R-HVAP will facilitate development of infrastructures with at least 15% contribution in cash or kind from communities with maximum limit of USD 10,000 to establish/upgrade water related systems, USD 15,000 for market-led infrastructures and USD 1,950 for promotion of RETs.

4. Support to smallholder POs

Each supported MSME will be required to transfer benefits and services to R-HVAP POs (prioritising women, youth, indigenous and dalit communities). The minimum number of HHs to be serviced will be proportionate to the co-investment support provided. For every USD 1,000 of co-investment, the MSME will be mandated to provide services to at least 4 HHs. The MSMEs will provide demonstration effect, an assured market of the produce along with embedded support and services as well as on-farm technical support to the producers HHs. This service is fundamental in building trust and sustainable business relationship among the MSMEs and producers.

5. Co-investment and infrastructure development committee

To facilitate the implementation of the packages there will be co-investment and infrastructure development committee at Provincial and Corridor level.

5.1 Province level co-investment and infrastructure development committee

Chairperson:	Programme Manager
Member:	Agroecology Crop Officer
Member:	Agroecology Livestock Officer
Member:	Account Officer
Member:	Rural Finance Officer
Member:	Value Chain and Business Development Specialist
Member-Secretary:	Planning and Monitoring Officer

5.2 Corridor level co-investment and infrastructure development committee

Chairperson:	Chief
Member:	Agroecology Crop Officer
Member:	Agroecology Livestock Officer
Member:	MEAL officer/Business Development Officer
Member:	Accountant
Member-Secretary:	Junior Technician


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The chairperson of the committee can add up to 3 representatives from concerned authorities as and when needed.

6. ToR of committees: The ToR of committee according to 5.1 and 5.2 will be as follows;
- Identify and update the packages of commodities for PO co-investment, agribusinesses for MSME co-investment and market led infrastructures based on AECDA, PAP, MSP meetings and other stakeholder consultations.
 - Facilitate the process of EoI call and submission from POs and MSMEs and decide upon additional documents to be submitted with EoI.
 - Make necessary arrangements for continuous desk review and shortlisting.
 - Formation of sub-committee for field verification and final selection of EoIs based on evaluation criteria.
 - Conduct B2B and B2S meetings.
 - Recommend PMOs/COs for approval of Investment/Business plan.
 - Add terms and conditions to the template of agreement as per requirement.
 - Monitoring and evaluation of co-investment and infrastructure development activities.
 - Facilitation for final verification and fund disbursement.
 - Make necessary arrangement for handover of the infrastructure to POs/MSMEs/Palika/Government farms along with exit mechanism of PMOs/COs.

7. Special provision

To facilitate the evaluation of MSMEs co-investment above USD 50,000, three additional members given below will be invited in the co-investment and infrastructure development committee. These members will be paid NPR 7,500 for facilitation of evaluation of each proposal and the concerned office shall bear the cost of travel and DSA (Officer level) if necessary.

- Business/Management Expert with Master's degree in Business/Management studies and five years' relevant experience
- Subject matter specialist with Master's degree in Agriculture/Livestock/ Agroforestry etc. and five years' relevant experience
- Finance expert with Master's degree in Business/Management/Commerce related studies and five years of experience in financial sector

The roster of these expert members will be maintained and regularly updated by PMOs of respective province. Both PMO and CO level co-investment and infrastructure development committee will mobilize these experts.

8. Implementation process:

The implementation process of co-investment and infrastructure development will follow a systematic, transparent and inclusive process that will focus on target groups, avoid duplication of resources and ensure that programme interventions are producing intended results. Furthermore, it will proactively ensure that the information reaches the grassroots through widespread community mobilization efforts and strategic media dissemination. Crucially, the PMOs and COs will proactively access and identify potential co-investment and infrastructure development


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opportunities and empower beneficiaries with the necessary support and motivation to confidently apply and participate in the process. The step wise implementation process is given below;

(i) Prerequisites:

The prerequisites for implementation of different co-investment and infrastructure development activities are;

- a) Window-1, Window-2 and Window-4: PAP document prepared and endorsed by Palika (Agroecological clusters delineated with HVCs/packages and CRPI identified).
- b) Window-3: Investment priorities identified by MSPs according to PAP.

Note: In Palika, where PAP formulation is undergoing, co-investment and infrastructure development activities will be carried out based on AECDA report.

(ii) Announcement of EoIs and application collection:

- a. PMOs and COs will publish a notice for the year-round, do continuous call for EoIs with list of necessary documents required for submission. This notice will appear in national or local newspapers/media once in the first trimester of every fiscal year and will be displayed at PMO/CO offices, websites, palika offices, and Federal/Provincial Chambers of Commerce, including relevant commodity associations. Furthermore, to ensure maximum outreach and participation, PMOs/COs will recirculate the published notice in the start of every subsequent quarter to all the aforementioned stakeholders through the same channels. The templates for EoI submission by POs and MSMEs are given in sub-annex-1.1.
- b. Information of received EoIs will be maintained in a separate register with a specific identification number registered in first come first served basis.
- c. For Window-4 in collaboration with Palika, PMOs/COs will prepare a Memorandum of Understanding indicating the roles and responsibilities of both parties, operational plan and fund disbursement mechanism.

(iii) Selection of EoIs:

- a) PMO/CO will make necessary arrangement for desk review of registered EoIs in the last week of every month. Respective co-investment and infrastructure development committee will facilitate this process against the criteria given in sub-annex-1.2.
- b) The PMO/CO will make a public notice of shortlisted EoIs that qualified for the next stage in the first week of next month. This notice will also include the list of EoIs that were unable to make their way to the next stage along with reasons. Screen out POs/MSMEs will be able to submit EoIs in future rounds by addressing the notified issue/s.
- c) Qualified shortlisted EoIs will then undergo field verification by a sub-committee formed by decision of the co-investment and infrastructure development committee, based on the criteria stipulated in sub-annex-1.3.
- d) Final selection of EoIs will be done by co-investment and infrastructure development committee based on field verification report and scoring. This list will be published for public information.


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- e) Along with the list of selected EoIs, PMO/CO will also publish a waiting list of eligible applicants that were not selected due to constraints of the annual budget ceiling. These waitlisted EoIs will be considered for the next stage of selection if any chosen PO or MSME withdraws during the process. Furthermore, the waiting list may be eligible for consideration in the following year's cycle without requiring the abovementioned process, subject to the decision of the co-investment and infrastructure development committee.

(iv) Formulation of investment/business plan and evaluation:

- a) Selected POs and MSMEs will be oriented about market oriented agroecological production, business ideation, and climate resilient construction through workshops, trainings, B2B & B2S meetings and interactions.
- b) Co-investment and infrastructure development committee will assign responsibility to the office staffs to facilitate formulation of co-investment and infrastructure development plan/business plan/detailed survey/design/cost estimate for Window 1 and Window 4. MSMEs, however, can ask for necessary technical guideline from PMOS/COs while preparing their business plan.
- c) The co-investment and infrastructure development plan/business plan/ detailed survey/design/cost estimate prepared will be evaluated and appraised by co-investment and infrastructure development committee.
- d) PCO will finalize the format for co-investment and infrastructure development plan, business plan and detailed survey/design/cost estimate by incorporating SECAP and IRMM of PIM.
- e) Plans/detailed survey with co-investment above USD 50,000 will be evaluated and appraised according to the provision 7 with IFAD's NO.

(v) Signing of contract and implementation:

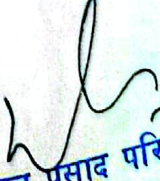
- a) Based on the recommendation of the co-investment and infrastructure development committee, PMO and CO will enter into contractual agreements with successful POs and MSMEs. These agreements, structured in accordance with template given in sub-annex-1.4, will explicitly define terms and conditions along with fund disbursement mechanisms and required documentation.
- b) PMOs and COs will add relevant terms and conditions in sub-annex 1.4, in accordance to prevailing laws and regulation of GoN, to make it more implementable according to the local context.
- c) Immediately after contract signing, POs and MSMEs will receive orientation and comprehensive clarification on the agreement's clauses and procedures, along with guidance for establishing required subcommittees (Monitoring and Procurement) within POs, HH well-being ranking, PO categorization, and MSME service delivery mechanisms to POs.

(vi) Monitoring, evaluation and fund disbursement

- a) PMOs and COs will make sure that necessary support is made available to POs and MSMEs for implementation of investment and business plan throughout the timeline.


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- b) Staffs of PMO/CO will regularly and closely monitor the implementation of the co-investment and infrastructure development sub-projects, provide technical backstopping and report to PMOs and COs.
- c) POs and MSMEs after completion of stipulated activities in compliance with the agreement will prepare a work completion report as per the format given in sub-annex-1.5. The work completion report of construction activities will however, be prepared by engineer/sub-engineer/assistant sub-engineer of PMO/CO.
- d) Recipients then shall formally request the PMOs/COs for fund disbursement, submitting all necessary supporting documentation including work completion report concurrently. The office will then deploy a team to verify deliverables against submitted documents and work completion report (including report from engineer/sub-engineer/assistant sub-engineer) and prepare a final payment bill adhering to sub-annex-1.6.
- e) Approved funds according to the final bill, will be disbursed directly to the beneficiaries' designated bank accounts. Similarly, provision of running disbursement can also be made as per the agreed ratio in the contract linked with achievement of the milestones mentioned in business/investment plan.

(vii) Management, administration and transparency

- a. The agreement can be modified, if felt necessary, by the contracting parties during implementation. All such modifications will need approval from co-investment and infrastructure development committee.
- b. Proper land acquisition will be assured before conducting any permanent construction activities.
- c. The construction and procurement of goods and services by POs and MSMEs will be done according to the prevalent laws and regulations of GoN.
- d. Recipients shall maintain a dedicated book of accounts exclusively for co-investment and infrastructure development activities, supported by all relevant documentation including bills, receipts, quotations, meeting minutes, and other financial records. These records must be securely maintained and made available for inspection immediately upon request by authorized representatives of the GoN or IFAD.
- e. Ownership of all facilities purchased or constructed using the funds, along with full responsibilities for their repair and maintenance, shall vest solely with the recipient. R-HVAP and PMOs/COs shall bear no financial obligations for any subsequent upkeep, repairs, or associated costs related to these assets.
- f. Recipients shall conduct a public hearing at the project site to disclose all co-investment and infrastructure development activities, expenditures, and outcomes to stakeholders. Concurrently, they will install a permanent display board prominently at the implementation site as per sub-annex-1.7.


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Sub-Annex-1.1
Templates of EoI
(Related to Sub-section 8.ii.a)

A. EoI template for Windows 1

1. Information about producer organization (PO)

Name of PO							
Address							
Date of registration and office							
Name of chairperson							
Contact person 1 st and contact number							
Contact person 2 nd and contact number							
Total number of Households							
Composition of HHs							
Total Members	Women	Men	Dalit	Janajati	Women headed	Person with disability	Youths
POs savings/Share capital							
Distance from black topped road							
Distance from feeder road							
Distance from walking trail							

2. Current agroecological status

Major crops/Livestock	Tentative area (Ropani) or number	
	Improved	Local
a. Rice		
b. Wheat		
c. Maize		
d. Vegetables		
e. Poultry		
f. Goat		
g.		
Status of fertilizer use		
Status of machineries used		
Status of bio-security measures		
Plant and animal pest/disease management		
Irrigation source and methods		
Source of technical knowledge		
Leadership of PO (Experience and capacity)		

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3. Current marketing status

Name of market		
Distance of market		
Major commodities marketed last year		
Commodity	Marketed quantity (Kg)	Price (NPR) per kg

4. Proposed agroecological production for co-investment and infrastructure development

Crop/livestock	Area/number

5. Co-investment and infrastructure development plan of the PO

S.N.	Activity	Unit	Quantity	Rate (NPR)	Total cost (NPR)	Contribution		Remarks
						PO	R-HVAP	

6. Agroecological production expansion plan

S.N.	Name of Farmer	Address	Crop/livestock	Current status	After programme support		
					Year 1	Year 2	Year 3

7. Declaration and Signature

I declare that this organization has not obtained co-investment from any government or non-government authority in last 3 years to conduct afore mentioned activities.

Name:

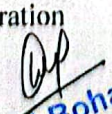
Stamp:

Post:

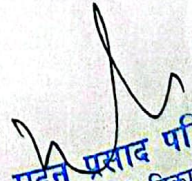
Signature:

8. Documents submitted

a. Certificate of registration


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- b. PAN and tax clearance letter (If applicable)
- c. Decision of POs
- d.
- e.

B. EoI template for windows 2 and 3

9. General information of sub-project		
Name of Sub-project		
Sub-project Period	From:	To:
Total investment	In number:	
	In words:	

10. Information about applicant	
Name of organization	
Registered office and date of registration	
PAN number	
Address	
Contact person and number	
Email	

11. Introduction of Organization	
Legal status, Experience, Current activities, Turnover, Market linkages, Manpower etc.	
12. SWOT analysis	
Strengths	Weakness
Opportunity	Threats
13. Proposed interventions	
What the organization wants to do and how it will help them overcome their weakness and build strength?	
14. Expected outcomes	


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15. Support to POs
Modality of support and linkage

16. Co-Investment and infrastructure development Plan								
S.N.	Activity	Unit	Quantity	Rate (NPR)	Total Cost (NPR)	Contribution		Remarks
						MSME	R-HVAP	

17. Declaration and signature	
I declare that this organization has not obtained contribution from any government or non-government authority in last 3 years to conduct afore mentioned activities.	
Name:	Stamp:
Post:	
Signature:	

18. Documents submitted

- Certificate of registration
- PAN and tax clearance letter (If applicable)
- Decision of POs
-
-

C. EoI template for window 4**1. Information about applicant**

Name of organization	
Address	
Registered office and date of registration	
Contact person 1 st and contact number	
Contact person 2 nd and contact number	

2. Information about CRPI

Details	For water-related infrastructure	For market-led infrastructure/RETs
---------	----------------------------------	------------------------------------

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Introduction of PO/MSME	(Provide brief explanation)	(Provide brief explanation)
Details of the intervention	New construction, maintenance or use of the technology, area expansion	(Provide brief explanation)
Information about construction site	Source of water, conflict on water source, technology of irrigation	Land ownership, Road access, Electricity
Operation and maintenance modality	Individual or Community or Committee or	(Provide brief explanation)
Beneficiaries' information	Number of beneficiaries and area coverage	(Provide brief explanation)
Proposed activities	New construction: Maintenance: Use of the technology: Area expansion: And others.....	(List of activities)

3. Estimated cost and contribution

Activities	Specification details	Estimated cost (NPR)	Contribution from applicant	R-HVAP contribution

1. Quality assurance and marketing strategy (In case of market led infrastructure)

2. Financial projection (In case of market led infrastructure)

a. Costs

Capital investment	Activities	Cost (Year 1)	Cost (Year 2)	Cost (Year 3)
Fixed cost	Activities	Cost (Year 1)	Cost (Year 2)	Cost (Year 3)
Variable cost	Activity	Cost (Year 1)	Cost (Year 2)	Cost (Year 3)

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Total Cost				

b. Expected income

Goods/ Services	Unit	Quantity	Rate (NPR)	Income (Year 1)	Income (Year 2)	Income (Year 3)

c. Projected cashflow

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Operational Capacity (estimated)	40%	60%	75%	90%	100%
Expected income					
Depreciation (less)					
Variable cost (less)					
Profit before tax					

3. Declaration and signature

I declare that this organization has not obtained contribution from any government or non-government authority in last 3 years to conduct afore mentioned activities.

Name:

Stamp:

Post:

Signature:

4. Documents submitted

- Certificate of registration
- PAN and tax clearance letter (If applicable)
- Decision of PO
-

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Sub-Annex-1.2
Criteria for desk review and shortlisting
(Related to sub-section 8.iii.a)

A. Window 1

S. N	Check list	Result	
		Yes	No
1	Formally registered		
2	PO maturity (Experience, linkage with service providers etc.)		
3	Number of HHs willing to carryout agroecological production (10-25 members)		
4	Located in target Palikas and within the delineated clusters		
5	Current production pattern		
6	Presence of women, youths and targeted communities		
7	Willingness to conduct production activity of two complementary packages on agroecological principles		
8	Possibility of area expansion		
9	Assess to market		
10	PO leadership		
Recommended for field verification		Accept	Reject

B. Windows 2 and 3

S.N.	Check list	Result	
		Yes	No
1	Formally registered		
2	Strengths and opportunities identified		
3	Technically feasible and commercially viable		
4	Sufficient experience and management ability		
5	Assurance of service to POs		
6	Assurance of land for construction		
7	Involvement in production activities		
8	Business identified and prioritized by AECDA or MSPs		
9	Proximity to clusters		
10	Contribution assurance		
Recommended for field verification		Accept	Reject

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C. Window 4

S.N.	Check list	Result	
		Yes	No
1	Infrastructure identified by PAP/AECDA		
2	Contribution assurance		
3	Technically feasible and commercially viable		
4	Sufficient experience and management ability		
5	Beneficial to POs		
6	Situation of conflict during operation		
7	Potential contribution to expand agroecological production		
8	Proximity to clusters		
9	Climate resilience and disaster averse infrastructure		
10	Use of renewable technology		
Recommended for field verification		Accept	Reject


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Sub-Annex-1.3
 Field verification criteria
 (Related to Sub-section 8.iii.a)

A. Field verification criteria for Window 1

1. Information about the PO			
Name			
Address			
Registration detail			
Investment packages			
Agroecological production expansion		Number of members	Area/Number
Total cost	NPR	Contribution of PO	R-HVAP co-investment
Name of contact person			
Contact number			

2. Field verification Criteria			
S. N	Check list	Marks	
		Full	Score
1	Information aligned with EoI	10	
2	Technical feasibility	15	
3	Aligned with R-HVAP objectives		
	a. Profitable	10	
	b. Inclusive	10	
	c. Agroecological	10	
4	Group dynamics (cohesion among members, state of non-conflict, regular meetings, experience, leadership etc.)	10	
5	Possibility of expansion of agroecological production	5	
6	Availability of productive infrastructure	5	
7	No duplication of activities with other agencies	5	
8	Alignment with AECDA/PAP/MSP	5	
9	Financial capacity to co-investment	5	
10	Linkages with market	10	
	Total	100	
Proceed for investment plan formulation		Accept	Reject

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B. Field verification criteria for Windows 2 and 3

1. Information about the MSME			
Name			
Address			
Registration details			
Proposed activities			
Total cost	NPR	Contribution of MSME	R-HVAP co-investment
Name of Contact person			
Contact number			

2. Field verification Criteria			
S. N	Check list	Marks	
		Full	Score
1	Information aligned with EoI	10	
2	Technical feasibility	15	
3	Business viability	10	
4	Type of Services to POs	20	
	a. Direct benefits (20)		
	b. Cost sharing/reduction (15)		
	c. Indirect (10)		
5	Managerial capacity and experience	5	
6	Self-involvement in Agroecological Production	5	
7	Land acquisition and legal clarity for construction	5	
8	No duplication of activities with other agencies	5	
9	Recommendation of MSP	10	
10	Financial capacity to co-investment	5	
11	Socially and environmentally sound	10	
	Total	100	
Proceed for Business plan formulation		Accept	Reject

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C. Field verification criteria for window 4

1. Information about the PO/MSME			
Name			
Address			
Registration details			
Proposed activities			
Total cost	NPR	Contribution of MSME	R-HVAP contribution
Name of Contact person			
Contact number			

2. Field verification criteria			
S.N	Check list	Marks	
		Full	Score
1	Information aligned with EoI	5	
2	Technical feasibility/business viability	10	
3	Benefits for POs	20	
	a. Direct benefits (20)		
	b. Cost sharing/reduction (15)		
	c. Indirect (10)		
4	Land acquired for construction and or no conflict in water source	10	
5	Availability and use of local construction materials	5	
6	Use of Renewable technology and climate resilience	5	
7	Viability of operational modality	10	
8	Investment identified by AECDA or PAP	10	
9	Capacity to contribute	5	
10	Socially and environmentally sound	10	
	Total	100	
Proceed for detail estimate/ business plan formulation		Accept	Reject

[Signature]
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Sub-Annex-I.4

**Template for co-investment and infrastructure development agreement
(Related to Sub-section 8.v.a)**

Agreement

The Resilient High Value Agricultural Programme (R-HVAP), Provincial Programme Management Office (PMO)/Corridor Office (CO), (hereinafter referred to as the Programme in this document) and..... (hereinafter referred to as the recipient in this document), agreeing to implement the following mentioned sub-project by adhering to the terms and conditions specified, have entered into this agreement.

1. Information about recipient

Name of Recipient	
Detailed address	
Total beneficiary members	
Contact person's name and citizenship number	
Contact number and email	

2. Information about sub-project and budget

Sub-project name		
*Code of the sub-project		
Duration	From:	To:
Total cost	In numbers	
	In words	
Contribution by recipient	In numbers	
	In words	
Programme contribution	In numbers	
	In Words	

3. The following documents shall be deemed to form and be read and construed as part of this Agreement, viz.:

- the programme notification to the recipient of Award.
- the detailed agreement signed by the recipient and the programme.
- (Indicate any other documents required as appropriate.)

Signatories

For programme	For recipient
Signature:	Signature:
Name: Seal of organization	Name: Seal of organization
Designation:	Designation:
Official contact no. and email:	Contact no. and email:
Date:	Date:

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Detailed Agreement

The Resilient High Value Agricultural Programme ((R+HVAP), Provincial Programme Management Office (PMO)/Corridor Office (CO), (hereinafter referred to as the Programme in this document) and..... (hereinafter referred to as the recipient in this document), agreeing to implement the following mentioned sub-project by adhering to the terms and conditions specified, have entered into this agreement.

Sub-project name	
*Code of the sub-project	

1. General terms and conditions

- This agreement shall be effective from the date it is signed by both parties.
- The recipient shall implement the work as per the co-investment and infrastructure development plan /Business plan / Detailed survey and estimate approved by the Programme for this sub-project within the stipulated time, with required quality, and under the technical supervision and direction of the Programme.
- The recipient shall, while undertaking procurement and construction works, adhere to Nepal's prevailing laws, regulations, and public procurement procedures.
- The recipient assumes complete responsibility for safeguarding, utilizing, and maintaining (including repairs) all infrastructure assets acquired or built pursuant to this Agreement.
- In the event of any obstruction or challenge during sub-project implementation, or if work completion within the stipulated timeframe becomes unfeasible, the recipient shall immediately notify the Programme. The Programme shall then take necessary initiatives within its capacity for its resolution.
- During sub-project implementation, the recipient shall securely maintain all-expense-related bills, payment vouchers, decisions, and other documents. Similarly, it shall maintain a separate register containing data on production, marketing, and other relevant records generated during and after programme implementation. All such details and documents shall be made available to the Programme upon request.
- The recipient shall extend full cooperation to personnel engaged in programme monitoring, including facilitating site access for inspections of conducted activities, and promptly submitting all documentation demanded during such visits.
- In the case of Cooperatives and MSMEs, the recipient shall submit the audited financial report and tax clearance certificate to the Programme within six (6) months following the end of the relevant fiscal year.
- The recipient shall install and maintain a public information board at an accessible community location, visibly detailing the sub-project's objectives, activities, and funding sources to ensure transparency.

2. Objectives of Sub-project

Objectives:	Activities	Unit	Quantity

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3. Co-investment and contribution plan

S.N.	Activities	Unit	Quantity	Price	Total	Co-investment and infrastructure development plan						Remarks
						Year 1			Year 2			
						Quantity	Price	Total	Quantity	Price	Total	
1.	Construction											
2.	Machineries											
3.	Variable cost											
4.	Other costs											
Total												
Co-investment and contribution by the Programme												
Contribution of recipient												

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4. Disbursement of Funds

- a. Payment for the Sub-project shall be disbursed in installments through running bills or by single final payment after completion of the work.
- b. Payments to the recipient shall be processed electronically to its pre-registered bank account. No cash disbursements shall be permitted under any circumstances.
- c. The documents, conditions, timeline and requirements for fund disbursement are given below.
 - i. Conduction of public hearing of cost and contribution
 - ii. Submission of work completion report by recipient
 - iii. Field verification report and recommendation of the programme staffs
 - iv. In case of payment in installments.....
 - v. Documents required

5. Other Provisions

- a. The programme shall not provide any additional support beyond the activities expressly specified in this Agreement.
- b. The recipient shall utilize funds exclusively for activities specified in this agreement. Misuse of funds shall result in immediate termination of this Agreement and full repayment of all disbursed amounts.
- c. The recipient shall bear full and exclusive responsibility for all mishaps, accidents, losses, or third-party claims arising from any cause during Sub-project implementation. Under no circumstances shall the programme be held liable for such incidents or obligated to provide compensation."

6. Termination of Agreement

- a. Should the programme obtain credible evidence that funds are being utilized for activities outside this Agreement's scope, it may terminate this Agreement by issuing a 15-day written notice. Prior to termination, the recipient shall be afforded a reasonable opportunity to present a written defense.
- b. The recipient may request to terminate this Agreement by providing 15 days' written notice if it is unable to implement prescribed activities due to internal constraints or external circumstances beyond its reasonable control.
- c. Upon receiving termination request from the recipient citing inability to perform, the programme shall investigate the claimed constraints. If satisfied that the reasons are substantiated and unavoidable, it may terminate the Agreement.

7. Extension of Agreement time

- a. The recipient may request a timeline extension, prior to 15 days of agreement termination, if unable to complete activities due to unavoidable circumstances. The programme may such extensions only after verifying the justification and ensuring compliance with Nepal's prevailing laws.

8. Amendments to the agreement

- a. Any amendment to this Agreement will be made on written consent from both parties.


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9. Application of prevailing laws

- a. Notwithstanding any provisions herein, all prevailing laws and regulations, GoN shall govern matters not explicitly covered by this Agreement.

Signatories	
For programme Signature: Name: Seal of organization Designation: Official contact no. and email: Date:	For recipient Signature: Name: Seal of organization Designation: Contact no. and email: Date:
Witness Signature: Name: Designation: Contact no. and email: Date:	Witness Signature: Name: Designation: Contact no. and email: Date:

Note:

- There will be two original copies of this agreement, one for the programme and another for the recipient.
- This agreement should be signed in each page and should also have seal of the organization.
- PMO/CO shall add necessary clauses as per local context to make the sub-project more implementable.


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 (Joint Secretary)






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Sub-Annex- 1.5

Template for work completion report to be submitted by POs/MSMEs
(Related to Sub-section 8.vi.c)

Date:

1. Name of sub-project:
2. Subproject implementation period: to
3. Implementation areas:
4. Implementing organization (PO/MSME):
5. Beneficiaries:

Category	Male	Female	Total
Dalit			
Janajati			
Brahmin/chettri			
Madhesi			
Youth			
Differently abled			
Others			

6. Subproject cost and contribution

Source	Budget (NPR)	Amount received till now (NPR)	Receivable (NPR)
Programme			
PO/MSME contribution			
Total			


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S. N.	Activities	Unit	According to contract		Progress		Remarks
			Quantity	Budget (NPR)	Quantity	Expenditure (NPR)	
	Total						

For construction activities work completion report of engineer/sub-engineer/assistant sub-engineer should be attached.

S.N.	Indicators	Target	Achievement	Remarks
	Total			

Submitted by:

Name:

Designation:

Contact number: Stamp

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Sub-Annex- 1.6
Template for final payment bill
(Related to 8.vi.d)



Final field verification bill

S. N.	Activities	Unit	According to contract			Work done as per field verification			Difference in Work done	Remarks
			Quantity	Rate (NPR)	Total (NPR)	Quantity	Rate (NPR)	Total (NPR)		
1.	Construction									According to work completion report of Engineer/ Sub-engineer/ Assistant sub-engineer
2.	Machineries									
3.	Variable cost									
4.	Other costs									
	Total									
Value of total work done NPR										
Contribution of recipient NPR										
Net payable amount NPR										
										In percent
										In percent

Prepared By:

Representative of POMSME:

Approved By:


Gokul Prasad Bohara
Programme Co-ordinator
(Joint Secretary)


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क्षेत्रीय विकास मन्त्री



Sub-Annex- 1.7
Template for Display Board
(Related to Sub-section 8.vii.f)



..... Province Government
Ministry of
Resilient High Value Agricultural Programme (R-HVAP)
Provincial Programme Management Office (PMO)/Corridor Office (CO)



.....
Name of Sub-Project:

Address:

Total Budget:

Programme Contribution (NPR):

Beneficiaries Contribution (NPR):

Sub-project start date:

Sub-project end date:

Direct beneficiaries:

Indirect beneficiaries:

* Other necessary details of the sub-project can be incorporated.


Gokul Prasad Bohara
Programme Co-ordinator
(Joint Secretary)







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कृषि तथा पशुपन्थी विकास मन्त्री

Annex-II: Recruitment Guideline (Related to Section-6.4.2)

1. Objective

This guideline is developed to promote a transparent, inclusive and fair hiring process for the effective selection, deployment and mobilization of capable and competent staffs for Programme implementation.

2. Scope and applicability

This guideline will facilitate the recruitment of staffs at the PCO, SPIU, PMOs, and COs. It provides a clear, step-by-step process to be followed by the PCO and PMOs to address both initial and interim staffing needs.

3. Position and level of human resources

A total of 25 positions, together with their respective levels and cost centers, are detailed in Sub-annex-2.1 and Sub-annex-2.2. Recruitment for these positions shall be carried out in accordance with programme requirements and within the limits of the approved budget. The areas of expertise/syllabus and ToR applicable to these positions are provided in Sub-annex-2.3.

Notwithstanding the foregoing, the respective cost centers shall procure expert-level positions in accordance with the provisions set forth in the FA, preferably through the Individual Consultant Selection method as stipulated in the IFAD Procurement Handbook, and within the eligibility criteria and budget ceilings specified under the relevant costabs. All aspects related to the tenure of the procured staff shall be clearly stipulated in the contract document. The contract shall be subject to annual review and, if required, renegotiation through the issuance of a new contract each fiscal year.

4. Eligibility criteria

Nepalese citizen below the age of 55, at the time of application deadline, having the minimum educational qualifications and experiences of respective positions outlined in the Sub-annex-2.4 will be eligible to apply for the recruitment procedure.

5. Evaluation Method

The recruitment process will be carried out in two stages:

Stages	Method	Responsible authority
First	Written Exam	PCO/PMO
Second	Interview	PCO/PMO

6. Recruitment committees

To facilitate the process of recruitment of position other than expert-level, there will be committees at PCO and PMO.

6.1 PCO level recruitment committees

Chairperson: Deputy programme coordinator, PCO
Member: Under Secretary/Officer (Administration), deputed by MoALD
Member: Under Secretary/Officer (Law), deputed by MoALD
Member-Secretary: Officer (deputed by Programme Coordinator), PCO

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6.2 PMO level recruitment committee

Chairperson:	Programme Manager, PMO
Member:	Representative from PCO
Member:	Officer (Administration), deputed by Provincial Ministry of Agriculture
Member:	Officer (Law), deputed by Provincial Ministry of Agriculture
Member-Secretary:	Officer (Deputed by Programme Manager), PMO

The chairperson of the committees can add up to 3 representatives at a time from concerned authorities as and when needed.

6.3 ToR of recruitment committees

6.3.1 The ToR of the PCO level recruitment committee

The ToR of the PCO level recruitment committee will be as follows;

- Finalize the list of staffs to be recruited along with their level and numbers based on the necessity of the PCO, SPIU and PMOs, in line with the provisions of Sub-annex-2.2.
- Provide necessary direction for application collection at both PCO and PMO level.
- Facilitate the preparation of question papers for both PCO and PMO level exams according to this guideline.
- Facilitate verification of the documents and publication of final list of eligible candidates for written exams.
- Provide support to PMO level recruitment committees to conduct written exams and interviews.
- Provide necessary guidance to enhance the transparency and effectiveness of the recruitment process.
- Facilitate periodic recruitment processes along with decision on appointments to vacant positions.
- Resolve any issues regarding overall recruitment process including document verification, authenticity and equivalence.

6.3.2 The ToR of the PMO level recruitment committee

The ToR of the PMO level recruitment committee will be as follows;

- Assess the staffing need at PMO/CO level according to the provisions of Sub-section-3 and forward it to PCO.
- Facilitation for verification of applications and conduction of written exam in support of PCO.
- Facilitation of interview and preparation of final merit list along with alternative list.
- Recommend PMO for appointment of selected staffs.
- Facilitate periodic recruitment processes along with decision on appointments to vacant positions.

7. Recruitment procedure

7.1 Preparations before announcement of vacancy

The PCO will initiate the recruitment process with the support of the PCO level recruitment committee and carry out the following functions prior to the announcement of the vacancy. At

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each stage, due attention will be given to maintaining the confidentiality and privacy of the evaluation process, while ensuring competition, fairness, inclusion and impartiality.

- i. Finalize the positions to be recruited along with their numbers based on Sub-annex-2.3 and budget availability.
- ii. Ensure 45% inclusion (Women 33%, Indigenous Nationalities 27%, Madhesi 22%, Dalit 9%, persons with Disabilities 5%, and Backward Regions 4%). Positions reserved for inclusion shall be automatically converted to open competition if no applications are received and no one passes from the inclusion groups.
- iii. Ensure the availability of necessary budget.
- iv. Publish a 15 days' notice for preparation of roster of potential subject matter specialists for facilitation in the preparation of question paper and interview. The list will be formulated in such a way that at least 3 specialists will be available to facilitate the preparation of question paper for each position.

7.2 Announcement of vacancy

Based on the decisions of the PCO level recruitment committee, the PCO will publish a 21-day vacancy announcement in a national newspaper and ensure its dissemination through the PCO, SPIU, PMOs & COs. Vacancies will be collectively announced for PCO, SPIU, PMOs and COs along with different vacant positions under their working domain. The announcement will include the following information:

- i. Application format (as per Sub-annex-2.5)
- ii. Position and advertisement number
- iii. Minimum eligibility criteria
- iv. Type of evaluation process
- v. List of required documents (self-attested by the applicant)
 - a. Copy of citizenship certificate
 - b. Copy of all academic documents (including equivalence, if necessary)
 - c. Copy of relevant work experience (applicable for work duration at specified institutions of at least one year at an institutions)
 - d. Copy of inclusion certificate (if applicable)
 - e. Other as decided by recruitment committee

Interested applicants must submit their applications in the prescribed format along with all required documents at designated office or designated platform within the specified time frame. The applicants shall be completely responsible for authenticity of the documents.

7.3 Verification of applications

Applications received under each advertisement position will be registered with a unique registration number. The PCO/PMO level recruitment committee will then verify each application against the minimum requirements. Verified applications will be published by PCO/PMO for the first stage evaluation according to the format given in Sub-annex-2.6.

7.4 Evaluation process

7.4.1 First stage evaluation

After publication of list of verified candidates, the PCO and PMO will make the necessary arrangements for the written exam. Recruitment committee at PCO and PMO levels will facilitate this process. There will be 100 multiple choice questions for written exams for each position.



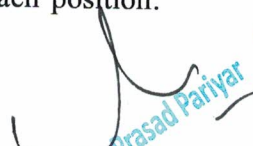




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Standard protocols for receiving, opening and sealing will be followed to maintain confidentiality of the question papers. The execution of written exams will be carried out systematically through following process:

- i. **Preparation of questions and answer key:** The PCO-Level Recruitment Committee shall request at least three subject matter specialists, as listed under Clause 7.1(iv), to prepare and submit sealed question papers along with the corresponding answer keys for each position. In cases where the examination for the same post is scheduled to be conducted on different dates among the provinces, the number of subject matter specialists shall be increased proportionately. Three set of question papers will be then mixed and moderated by PCO level recruitment committee with the help of a subject matter specialist to prepare a final set of question paper with 100 questions and its answer keys. The question papers and respective answer keys will be then printed in adequate numbers as per the requirement of the PCO and PMOs and sealed in separate envelope. PCO will store these sealed envelopes securely.
- ii. **Preparation of answer sheets and verification:** The structure of answer sheets with necessary provisions inbuilt for coding and decoding is given in Sub-annex-2.7. Required number of answer sheets according to the requirement of each post will be printed and signed by chairman of recruitment committee and sealed securely in an envelope.
- iii. **Delivery of question papers, answer key and answer sheets:** Sealed question papers, answer key and answer sheets will be delivered to the respective PMO through the designated officer of PCO who will also represent as the member of recruitment committee of respective PMO and facilitate the process of undertaking written examination, checking and publication of written results.
- iv. **Conduction of written exams:** PCO/PMO will facilitate the necessary arrangements for conduction of written exams, distribution of admission cards, invigilators, center chiefs and mobile monitoring units in coordination of local administration office. Candidates who fail to appear for the written exam will be automatically excluded from the selection process. Recruitment committees will open sealed envelopes of question papers and answer sheets 15 minutes prior to the examination time and distribute them securely to the invigilators for examination. Invigilators will collect both question paper and answer sheet from the applicants and seal them in an envelope and bring back to respective recruitment committees through chief of exam center.
- v. **Coding of answer sheets:** Immediately after receipt, recruitment committees will facilitate coding of answer sheets in a secure place. The coding process should be necessarily monitored by chairman of committee.
- vi. **Checking of answer sheets:** After coding is finished, recruitment committees will make necessary arrangements to check the answer sheets. The sealed envelope of answer key will be opened by the committee just prior to the start of checking. The pass mark for written exams will be 45%.


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- vii. **Assigning number to the codes:** Checking of one answer sheet will be done by two persons to eliminate possibility of any human errors. After checking is completed, the numbers assigned to the respective codes will be listed/assigned.
- viii. **Decoding of the scores:** The scores obtained by applicant codes will be then decoded to their names and a merit list will be prepared according to the scores obtained by the applicants and kept securely. Number of candidates for second stage evaluation will be then selected according to Sub-annex-2.8 and forwarded to recruitment committees along with sealed envelopes of marks scored. Recruitment committees will then publish the alphabetical list of the selected candidates for second stage evaluation.

7.4.2 Second stage evaluation

Upon receiving the list of candidates for interview, the PCO and PMO will make the necessary arrangements to conduct the interviews as soon as possible. Selected candidates must be present at the designated interview date and venue, with fully filled form of Sub-annex-2.5, the original documents and one set of notarized photocopies of all previously submitted documents which will be reviewed by PCO and PMO before interview. Candidates who fail to appear for the interview without prior information of genuine and unavoidable reasons will be automatically excluded from the selection process. Recruitment committees will make necessary decision as well as arrangements for alternative interview for such exceptional cases by obtaining the formal letter from candidate at least 3 days prior to the interview. There will be a following interview committee at PCO and PMO level to facilitate this process,

7.4.2.1 PCO level interview committee

Chairperson:	Joint Secretary, deputed by MoALD
Member:	Subject matter specialist
Member:	Specialist with the experience in project implementation
Member:	Programme coordinator/assigned staff, PCO

7.4.2.2 PMO level interview committee

Chairperson:	Officer 9 th level or above deputed by Provincial Ministry of Agriculture
Member:	Subject matter specialist
Member:	Representative from office under MoALD in the district
Member:	Programme manager/assigned staff, PMO

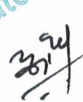
7.4.2.3 ToR of the interview committees

- Evaluate the candidates based on the criteria as outlined in Sub-annex-2.9 and submit the evaluation sheet to the respective recruitment committees.

7.5 Aggregation of scores and recommendation for appointment

The recruitment committees will calculate the final interview score for each candidate by averaging the individual scores given by each member of the interview committee, using the format provided in Sub-annex-2.10. The sealed scores from the first stage evaluation will then be opened and an average score in second stage evaluation will be compiled in accordance with the provisions of Sub-annex-2.11. Based on compiled final scores, the recruitment committees will recommend the successful candidates, along with waitlisted candidates in the format prescribed in Sub-annex-2.12. PCO/PMO level recruitment committee will forward the above-mentioned list of

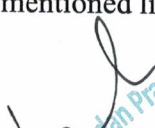

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candidates to PCO for necessary information. PCO will then compile the list of successful candidates from all cost centers and forward it to the IFAD for necessary information.

8. Contractual agreement and renewal procedures

8.1 Execution of employment contracts

Selected candidates shall be required to contact the concerned PCO/SPIU/PMO within the time period specified in the notice for the execution of a written contract, setting out the terms and conditions, tenure, and other relevant provisions. Upon execution of the contract, the respective PCO/SPIU/PMO shall issue an official appointment letter and notify the same to the PCO. The selected candidate shall be required to assume duties within one week from the date of receipt of the appointment letter, unless delayed due to unavoidable circumstances duly justified. In the event that any selected candidate fails to execute the written contract within the stipulated time or does not assume duties within the time period specified in the contract, the candidate placed on the waiting list for the same position may be considered for appointment, subject to the decision of the respective recruitment committees.

8.2 Performance evaluation mechanism

The performance of all the contracted staffs will be evaluated based on the quality and timely completion of tasks specified in their ToR and other provisions. Specific performance indicators will be developed in alignment with the annual targets and will be mutually agreed upon after the contract is signed. Performance assessments will be conducted by the concerned office twice per fiscal year (mid-year and year end) as per Sub-annex-2.13. Based on the evaluation result, the office (PCO and PMO) will take decision on renewal or termination of the contract. The concerned office should submit the copies of evaluated performance assessment to PCO within 15 days for information.

8.3 Contract renewal

The programme will renew staff contracts during the first month of each fiscal year and facilitate the corresponding contract signing process. Contracted staff intending to resign must provide at least three months prior notice to their concerned office. The contract period, salary structure and ToR are subject to annual review and may be revised based on the programme planning trajectory, design modifications, joint review/ supervision mission's recommendations or lessons learned during implementation. The renewal process of the procured expert staffs will be based on procurement principles and terms and conditions of written contracts.

8.4 Termination

The contract will be terminated if the appointed candidates fail to join the designated office within two weeks of appointment. In addition, the staff termination will be on the poor performance assessment and violations of the professional code of conduct. However, in the interest of fairness and transparency, the candidate will be given a one-time opportunity to submit a written defense or explanation within 7 days of receiving the termination notification. The defense will be reviewed by the chief of the cost center before a final decision is made. A written resignation application of the individual will be considered as automatic termination.

8.5 Future recruitment of vacant positions

For the purpose of filling any vacant post, candidates on the waiting list within the concerned office shall be contacted in accordance with the ranking order. If no suitable candidates are


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available on the waiting list of the concerned office, candidates on the waiting list for the same position in other cost centers may be contacted. In cases where only a few officer-level positions become vacant within the cost centers and the time and cost required to undertake a full recruitment process are not justifiable, the respective SPIU/PMO/CO, with the consent of the PCO, may procure such officer-level positions using the procurement method prescribed for expert positions. A new recruitment process shall be initiated in accordance with the provisions of this guideline as a last resort.

9. Compensation, benefits, and service conditions

9.1 Remuneration structure: Salary and allowances

Salaries and allowances for different positions will follow the structure outlined in Sub-annex-2.14 and Sub-annex-2.15. The salary levels are determined based on the pay scales and approved budget used by other projects in the country, current market rates and provisions of PDR in line with the budget allocations of Costabs. Travel and Daily Subsistence Allowance (DSA) will be provided in accordance with prevailing GoN rules for official travel outside the duty station. Salary increments will be performance-based and adjusted for inflation.

Staff with satisfactory performance shall be eligible for an annual increment in basic salary, as determined by the PSC prior to the end of each fiscal year. Staff with unsatisfactory performance shall be subject to termination in accordance with applicable rules and contractual provisions. Recruited staffs will be provided additional one month salary and allowances as a festival allowance after 6 months of job contract. Income tax on salaries will be deducted as per GoN tax regulations. Similarly, the respective cost center shall make necessary provisions to reimburse the local transportation costs of staff deputed in the Palika, in accordance with the approved travel order or field mobilization timeline.

9.2 Capacity development and training opportunities

Different capacity building training and workshops will be organized and provided to the contracted staffs as designed in the programme documents by the PCO / PMO.

9.3 Professional code of conduct

The recruited staff should follow the code of conduct as detailed in the Civil Service Act, and Regulation, of GoN basically related with the personality, punctuality and regularity, discipline obedience and confidentiality.

9.4 Leave entitlements

The recruited staff will be provided leave on all public holidays including home or casual leave, maternity leave and mourning leave. S/he will be provided 12 days of home or casual leave annually, which will not be carried on for next year. Similarly, the programme will provide 98 days maternity, 15 days paternity and 15 days mourning leave without any additional allowance or remuneration. Additionally, 12 days sick leave per year will be provided with requirement of medical certificate for absence more than 3 days. Unused sick leave can be accumulated up to a maximum of 45 days. Encashment will be made in proportion to last month's salary upon resignation or job termination applicable only after 3 years of tenure.

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9.5 Insurance and risk coverage

The staff shall be encouraged to participate in available social security schemes, life insurance policies, or accidental insurance policies on their own for insurance and risk coverage. The programme will reimburse 50% of the annual insurance premium of policies to provide coverage up to five lakh rupees only, and within the available budget. Staff must submit a copy of the insurance policy and the receipt for reimbursement. Detailed provisions on insurance and risk coverage shall be incorporated in the employment contract.

9.6 Probationary period and conditions

The probation period of the contracted staff will be of six months. The above-mentioned benefits, particularly the leave and reimbursement of the insurance premium, will be effective only for those who have successfully completed the probation period. The concerned PMO shall be responsible for the initial placement and transfer of staff within the province. Inter-provincial transfers of similar posts may be done after completion of two years of service with mutual consent between the concerned staff members. Any transfer of staffs will be subject to the concurrence of the PCO.

10. General provisions

10.1 Confidentiality obligations and ethical standards

The contracted staff shall not divulge confidential information about the programme without authorization, nor misuse for personnel gain or allow the use of information that has not been made public and is known to them by virtue of their official position. These obligations will continue beyond separation from service. Similarly, the contracted staff shall have the highest standard of ethics during the programme implementation. He/she must explicitly forbid offering, accepting, or soliciting bribes and require compliance with relevant laws that could influence impartiality, requiring disclosure of any significant offerings.

10.2 Compliance with applicable laws and regulations

The contracted staff shall adhere to all applicable national laws and regulations as well as IFAD anticorruption policy.

10.3 Documentation

The application as well as other supporting documents and evaluation records will be securely maintained by the recruitment offices for future use. The use and handling of Sub-annex-2.10 and 2.11 will be strictly confidential, and appropriate measures will be taken to ensure that they cannot be viewed or accessed by anyone during transfer or transmission.

10.4 Authority to revise and amend the guidelines

The PCO in consultation with PSC will have the exclusive right to revise and amend the guideline as per the needs and necessity during the implementation of the programme.

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Sub-annex-2.1
Details of positions to be recruited along with salary and allowances
(Related to the Sub-section-3)

S.N.	Position	Level	Remarks
1	PME & KM Coordinator	Expert	To be procured by the respective cost centres
2	Financial Management Specialist		
3	Procurement Specialist		
4	GESI and Targeting Specialist		
5	Agroecological Specialist		
6	VC & Business Development Specialist		
7	Env. & Social Safeguard Specialist		
8	ME and KM Specialist		
9	Engineer	Officer	To be recruited through evaluation method stated in Sub-section-5 in involvement of PCO and PMO
10	Rural Finance Officer		
11	Community, Farmer and Trader Liaison Officer		
12	Agroecology Crop Officer		
13	Agroecology Livestock Officer		
14	Business Development Officer		
15	Procurement Officer		
16	Fund and Financial Management Officer		
17	POs Strengthening Officer		
18	MEAL Officer		
19	MIS & Data Management Officer		
20	Financial Management Assistant	Senior assistant	
21	Sub-engineer / Overseer		
22	Agricultural Technicians / JT (Plant Science)		
23	Agricultural Technicians / JT (Animal Science)	Assistant	
24	Asst Sub-engineer / Sub-Overseer		
25	Community Mobilizer /JTA level		

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Sub-annex-2.2

Human resources to be recruited according to the cost centers
(Related to Sub-section-3)

S.N.	Position	Number of staffs to be recruited in the different cost centers										Total
		PCO	SPIU	PMOL	PMOK	PMOS	COLPu	COKJu	COKJa			
1	PME & KM Coordinator	1	-	-	-	-	-	-	-	-	1	
2	Financial Management Specialist	1	-	-	-	-	-	-	-	-	1	
3	Procurement Specialist	1	-	-	-	-	-	-	-	-	1	
4	Env. & Social Safeguard Specialist	-	1	-	-	-	-	-	-	-	1	
5	GESI and Targeting Specialist	-	-	-	1	-	-	-	-	-	1	
6	Agroecological Specialist	-	-	-	1	-	-	-	-	-	1	
7	VC & Business Development Specialist	-	-	1	1	1	-	-	-	-	3	
8	ME and KM Specialist	-	-	1	1	1	-	-	-	-	3	
9	Community, Farmer and Trader Liaison Officer	-	1	-	-	-	-	-	-	-	1	
10	Engineer	-	-	1	1	1	-	-	-	-	3	
11	Rural Finance Officer	-	-	1	1	1	-	-	-	-	3	
12	Agroecology Crop Officer	-	-	1	1	1	1	1	1	1	6	
13	Agroecology Livestock Officer	-	-	1	1	1	1	1	1	1	6	
14	Business Development Officer	-	-	1	1	1	1	1	1	1	6	
15	Procurement Officer	-	1	1	1	1	-	-	-	-	4	
16	Fund and Financial Management Officer	-	-	1	1	1	-	-	-	-	3	
17	POs Strengthening Officer	-	-	1	1	1	-	-	-	-	3	
18	MEAL Officer	-	-	1	1	1	-	-	-	-	3	
19	MIS & Data Management Officer	-	-	1	1	1	-	-	-	-	3	
20	Financial Management Assistant	-	-	1	1	1	-	-	-	-	3	
21	Sub-engineer / Overseer	-	-	-	-	-	1	1	1	1	3	
22	Agricultural Technicians / JT (Plant Science)	-	-	4	3	4	4	3	3	3	21	
23	Agricultural Technicians / JT (Animal Science)	-	-	3	2	4	5	2	2	3	19	
24	Asst Sub-engineer / Sub-Overseer	-	-	1	1	1	1	1	1	1	6	
25	Community Mobilizer/JTA Level	-	-	14	10	17	17	10	12	12	80	
	Total	3	3	35	31	39	31	20	23	23	185	

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Sub-annex-2.3

Area of Expertise/Syllabus and ToR for different positions to be contracted
(Related to the Sub-section-3)

1. PME and KM Coordinator

Area of Expertise
A. Project Monitoring & Evaluation Systems 1. M&E Framework Development: Theory of Change and logical framework (log frame), Indicator development (output, outcome, impact), Baseline, midline, and endline assessments, Data Collection & Management, Quantitative and qualitative data tools, Digital data collection systems (e.g., Kobo, ODK), Data quality assurance and verification 2. Reporting & Analysis: Progress reporting against targets, Data analysis and visualization tools, Use of findings for adaptive management B. Knowledge Management & Learning 1. KM Strategy & Implementation: Knowledge capture, storage, and sharing systems, Development of learning products (case studies, briefs), Community of practice and learning forums 2. Communication for Development: Internal and external knowledge dissemination, Use of storytelling and evidence in advocacy, Digital platforms and social media for KM 3. Organizational Learning: After-action reviews and reflection sessions, Documentation of best practices and lessons learned, Feedback loops into programme planning C. Programme Planning & Management 1. Strategic Planning: Annual workplan and budget development, Activity scheduling and resource planning, Risk assessment and management planning 2. Programme Operations: Coordination with partners and stakeholders, Implementation tracking and support, Problem-solving and operational adaptation D. Capacity Building & Coordination 1. Staff & Partner Training: M&E and KM capacity needs assessment, Training design and facilitation, Coaching and mentoring support 2. Stakeholder Engagement: Government, donor, and community coordination, Networking and relationship management, Reporting to stakeholders and donors E. Sector-Specific Knowledge 1. Rural Housing & Vulnerability Context: Housing, settlement, and disaster risk reduction, Climate adaptation and resilient construction, Socio-economic and gender inclusion in housing 2. Project-Specific M&E Requirements: Donor compliance and reporting frameworks, Sectoral indicators and standards, Integration of cross-cutting themes (gender, environment) F. Professional Competencies 1. Leadership & Team Management: Leading M&E and KM teams, Time management and task prioritization, Conflict resolution and consensus building 2. Ethics & Accountability: Ethical data collection and management, Transparency and accountability mechanisms, Do-no-harm and safeguarding principles.
Terms of Reference

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- Prepare aggregated AWPB in consultation with the SPIU/PMO/CO.
- Perform regular analysis and provide feedback on AWPB implementation, project performance, outcomes, and impact.
- Get feedback for planning process through planning workshops and consultation with different cost centers.
- Operate and maintain programme M&E system according to guidelines.
- Operate MIS for the recording of M&E data and the preparation of standard consolidates tables for the tracking of activities, outputs and outreach along with other Log frame indicators.
- Prepare the ToR for different studies including baseline, mid-term and completion surveys as well as provide appropriate guidance to the selected service providers in order to ensure timely and reliable survey reports.
- Design and conduct periodic qualitative outcome surveys, including Annual Cluster Tracking Surveys in order to collect data and evidence of early outcomes or feedback from beneficiaries.
- Provide the necessary initial training and continuous guidance and technical support to all staff and grassroots implementer in charge of data collection in order to ensure data quality and reliability.
- Verification of the accuracy, validity and completeness of M&E data and provide feedback for improvement.
- Prepare quarterly, half-yearly and annual progress reports, thematic survey reports, and other technical reports.
- Prepare different formats, frameworks and other data tables, and regular update of Log frame indicators.
- Identify implementation problems, bottlenecks or delays and inform Programme Management about the need for corrective actions.
- Prepare a KM strategy and Plan identifying the key knowledge areas, tools and processes for the collection of required data, information and evidence and sharing of knowledge, lessons learned and best practices.
- Ensure that lessons learned, and best practices are properly identified and documented through various means (studies, videos, case studies, print and web articles) and that they are regularly shared to the relevant audience (Programme partners, policy makers, development partners) through appropriate means (including the participation in relevant meetings and events).
- Regularly maintain and update information of programme activities and progress on website, knowledge platforms, social media etc. to communicate about programme as well as sharing news and success cases.
- Facilitates knowledge sharing workshops and events.
- Carry out other activities as instructed by Programme coordinator.

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2. Financial Management Specialist

Area of Expertise

A. Accounting & Financial Reporting

1. Accounting Standards & Frameworks: Nepal Financial Reporting Standards (NFRS) and Nepal Accounting Standards (NAS), International equivalents (IAS/IFRS) and their application, Fair value measurement, financial instruments recognition, presentation, and disclosure
2. Case Study Application: Analyzing real-world accounting and auditing scenarios, Prescribing solutions based on standards and best practices

B. Auditing & Assurance

1. Auditing Standards & Regulations: Prevailing Nepal Auditing Standards, Guidance Notes and Practice Statements
2. Internal Control & Compliance: Evaluating internal control systems, Risk-based auditing approaches, Due Diligence Audits (DDA) for mergers and acquisitions

C. Financial Laws & Regulations

1. Financial Legislation: Financial Institutions Act, Company Act, Insolvency Act, Secured Transactions Act, Anti-Money Laundering laws, Foreign Exchange regulations
2. Insurance laws, Tax laws, Contract laws, Cyber laws, Consumer protection laws, Arbitration laws

D. Financial Sector Management

1. Financial Stability & Strategy: Financial Sector Development Strategy (FSDS), Corporate governance in financial institutions
2. strategic plans and monetary policy: Financial Consolidation & Restructuring, Mergers, acquisitions, and corporate restructuring, Merger negotiations, SWAP ratios, and due diligence
3. Risk Management: Liquidity, credit, operational, and market risks, BASEL III norms, ICAAP, and stress testing
4. Money & Capital Markets

E. Financial Management & Corporate Finance

1. Managerial Finance: Financial planning, budgeting, and control, Working capital management, Long-term investment decisions under certainty and risk
2. Capital Structure & Valuation: Cost of capital, dividend policy, capital asset pricing model (CAPM), Capital budgeting techniques: NPV, IRR, payback period
3. Corporate Strategy & Planning: Strategic financial planning and capital allocation, Leasing, pricing strategies, and debt financing
4. Portfolio Management: Portfolio analysis, performance measurement, Efficient market hypothesis, use of derivative securities, Ethical, legal, and professional standards in portfolio management

F. Economic & Regulatory Environment

1. Nepalese Economic Overview: Key economic indicators, trends, and challenges, Interaction between monetary and fiscal policies


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2. Financial System Structure: Banking and non-banking financial institutions, Current issues and challenges in Nepal's financial system

G. Case Study & Problem-Solving

1. Applied Financial Analysis: Real-world problem-solving financial management, Critical analysis, synthesis, and evaluation of financial scenarios, Recommendation formulation based on standards and practices

Terms of Reference

- Assist in preparing the AWPB.
- Prepare annual Fund flow plan based on the AWPB.
- Calculate the annual fund requirement for programme activities as per the AWPB.
- Assess the necessary accounting and management report requirements including trial balance, bank reconciliation (cash flow statements) and WA.
- Assist the Account officer for the preparation of Programme expenditure by category, by component and activity and the MIS requirement.
- Maintain essential financial recording, stock management and reporting system as per the PIM.
- Assist the Programme coordinator and the Account Officer in timely WA with supporting documents and sent to IFAD within the agreed time schedules.
- Timely preparation and submission of all programme consolidated reports to relevant offices.
- Facilitate flow of funds in accordance with the approved AWPB in-line with FA.
- Facilitate annual audit by the Auditor General's Office and ensure the submission of audit reports to IFAD.
- Facilitate in the preparation and maintenance of consolidated programme, Log of Audit Observations and Table of Summary Report of Audit Observations on a regular basis for their settlement.
- Assist PCO/SPIU/PMO/CO accountants in the preparation of statements of accounts for regular reporting and auditing, and in the speedy resolution of audit objections and observations (Monthly).
- Ensure collection of timely statements from SPIU/PMO/CO.
- Assists in orientation and necessary training to Admin & Finance Officer and other staff involved in programme financial management.
- Prepare financial reports to be submitted to the GoN and IFAD.
- Ascertain that the activities of cost centers are undertaken as per the normal financial rules and report the discrepancies if any.
- Undertake any other duties as directed by Programme Coordinator

3. Procurement Specialist

Area of Expertise

A. Advanced Procurement & Strategic Sourcing

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1. Strategic Procurement Framework: Public vs. private procurement models, Strategic sourcing lifecycle and procurement optimization, Sustainable and green procurement practices
2. Procurement Planning & Strategy: Development of integrated procurement plans, Budgeting, cost estimation, and value-for-money analysis, Risk-based procurement planning
3. E-Procurement & Digital Transformation: National E-GP system operation and challenges, Digital bidding, e-auctions, and contract management system, Cybersecurity and data integrity in procurement

B. Legal, Regulatory & Compliance Framework

1. National Procurement Laws: Public Procurement Act & Regulations, Contract laws under the National Civil Code
2. International Procurement Guidelines: IFAD/World bank procurement frameworks, Compliance with multilateral development bank rules
3. Ethics & Governance in Procurement: Anti-corruption measures and conflict of interest management, Blacklisting procedures and legal remedies, Labor law implications in procurement contracts

C. Contract & Risk Management

1. Contract Administration: Drafting, negotiation, and award of contracts, Variation orders, extensions, and termination procedures, Dispute resolution mechanisms and arbitration
2. Risk Management: Identification and assessment of procurement risks, Risk mitigation and contingency planning, Monitoring and auditing procurement compliance

D. Technical Procurement Expertise

1. Procurement of Works & Goods: NCB, ICB, and limited bidding processes, technical specification development and evaluation, Quality assurance and inspection protocols
2. Procurement of Consulting Services: Expression of Interest (EOI) and Request for Proposal (RFP) processes, Evaluation of technical and financial proposals, Consultant selection and performance management
3. Bid Management: Preparation and evaluation of national and international bid documents, Bid opening, assessment, and award recommendations, post-qualification and due diligence

E. Institutional & Economic Context

1. Public Financial Management: Government planning, budgeting, and accounting systems, Banking and financial sector overview, Role of Nepal Rastra Bank in procurement financing
2. Macroeconomic & Governance Environment: Current economic trends affecting procurement, Governance structure and tiers of government in Nepal, Impact of geopolitical factors on procurement strategies

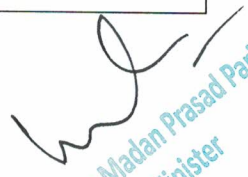
F. Contemporary Issues & Professional Practice

1. Innovation in Procurement: Emerging trends in procurement technology, Global best practices and adaptation to local context


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2. Professional & Ethical Standards: Code of conduct for procurement professionals, Case studies on ethical dilemmas and resolution
3. Stakeholder & Asset Management: Asset management, auction processes, and disposal, Payment procedures, tax implications, and financial closure, Stakeholder engagement and communication in procurement projects

Terms of Reference

- Review the procurement procedures laid out in the PIM and suggest necessary changes, if any, to the Programme Coordinator in order to ensure cost effective and transparent procurement system in the Programme;
- Assist the Planning team in preparing the AWPB.
- Prepare, upgrade and update of Annual Procurement Plan on IFAD's OPEN online procurement End to End System including updating of contractual data in the system;
- Prepare the procurement plan for the Programme, facilitate to get IFAD's No objection and update it periodically.
- Prepare bidding documents for the procurement of goods, works, and services including drafting of tender invitations/bids notices, contract documents, specifications, bill of quantities, cost estimates, work schedules, evaluation criteria etc. in coordination with technical officers in the PCO.
- Provide support to procurement & evaluation committee for pre-qualification, short-listing, organization of pre-bid meetings, preparing answers/clarifications/modifications and bid opening.
- Facilitate technical evaluation committee to examine bids or proposals and prepare evaluation reports.
- Facilitate in overall procurement procedures and preparation of necessary documents according to existing procurement laws.
- Assist in prior/post review to obtain the IFAD's No Objection.
- Assist in documentation and reporting of procurement process.
- Support Programme in adhering GoN and IFAD rules, regulation, PIM and related guidelines.
- Facilitate in updating consolidated register of contracts and monitor contract on regular basis and support PCO in contract management.
- Support the programme in resolving any issues related to Procurement.
- Professionally discharge other tasks as directed by PCO.

4. GESI and Targeting Specialist

Area of Expertise

A. Gender Equality and Social Inclusion (GESI) Mainstreaming

1. GESI Policy and Strategy: National and international GESI frameworks and commitments, Developing and implementing project GESI strategies and action plans, Gender transformative vs. gender-sensitive approaches

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2. Institutional Integration: Mainstreaming GESI into project cycles (planning, budgeting, M&E), Conducting GESI capacity assessments and training for staff/partners, Establishing and supporting GESI focal point networks and committees

B. Social Analysis and Profiling

1. Vulnerability and Exclusion Analysis: Identifying and analyzing different social groups (gender, caste, ethnicity, disability, age, location), Understanding intersecting forms of discrimination and barriers to access, Power dynamics, social norms, and decision-making structures within communities
2. Participatory Assessment Tools: Application of participatory rural appraisal (PRA) and other community-led tools, conducting focus group discussions, key informant interviews, and social mapping, Ensuring ethical and safe data collection from marginalized groups

C. Targeting and Beneficiary Selection

1. Targeting Methodology and Criteria: Designing transparent, participatory, and context-appropriate targeting criteria, Developing and applying vulnerability scoring or ranking systems, Balancing inclusion with project feasibility and resource constraints
2. Process Management and Compliance: Managing the entire beneficiary identification, verification, and registration process, Establishing and operating grievance redress mechanisms (GRMs) for targeting, ensuring alignment with organizational and donor targeting policies (e.g., do-no-harm, protection)

D. Safeguarding and Protection

1. Safeguarding Policies and Systems: Prevention of sexual exploitation, abuse, and harassment (PSEAH), Child protection and safety protocols, Integrating safeguarding into project activities and partner agreements
2. Safe Programming and Referral Pathways: Conducting risk assessments for women, girls, and marginalized groups, establishing safe channels for reporting and confidential complaint handling, Mapping and linking with local protection and psychosocial support services

E. Inclusive Programming and Capacity Building

1. Designing Inclusive Activities: Ensuring project benefits reach the most marginalized (e.g., accessible infrastructure, inclusive livelihoods), Promoting women's economic empowerment and leadership opportunities, Engaging men and boys as allies for gender equality
2. Community Mobilization and Empowerment: Supporting the formation and strengthening of inclusive community groups, facilitating dialogues on social norms and harmful practices, Building the capacity of local organizations led by women or marginalized communities

F. Monitoring, Evaluation, and Learning for GESI

1. GESI-Sensitive M&E Framework: Developing GESI-sensitive indicators and disaggregating data (sex, age, disability, etc.), Tracking changes in gender roles, access to resources, and participation levels, Documenting and sharing success stories and lessons learned on inclusion



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2. Accountability and Learning: Using monitoring data for adaptive management to improve inclusion, organizing reflection sessions with communities on GESI progress, Preparing GESI-focused reports and communications materials for diverse audiences

Terms of Reference

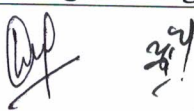
- Provide leadership in implementation of Programme's GESI activities and particularly lead and coordinate all gender mainstreaming components.
- Ensure principles of gender equity, inclusion, diversity and women's empowerment is implemented across all components and sub-components and is incorporated into the M&E system
- Work with VC team to support agri-businesses, farmer groups and cooperatives for development and implementation of business plans and ensure the plans are gender friendly and promoting inclusion of marginalized / disadvantaged groups such as poor, dalits and janajatis;
- Review basic programme plans, budget, implementation processes and outputs to provide feedback and suggestions focusing on support to women, specific GALS activities, gender/diversity sensitive response, and the rights of marginalized groups.
- Work with the M&E Expert to ensure that the M&E, log frame and MIS are gender sensitive.
- Ensuring of adequate communication materials on gender issues and GALs also ensure that the IEC materials developed by the Programme are gender sensitive in their language and image.
- Helps to build effective collaboration with partners in order to maximize potential synergies, internalize effectively lessons learnt from past Programmes/experiences, and disseminate evidence for influencing policy and practice;
- Guide and assist service providers and extension workers in their outreach of rural communities and guide service providers in approaches to integrating women into Programme activities.
- Support delivery of a comprehensive package of Household methodology (HM) toolkits promotion activities at Palikas through other staff members (such as Gender, Nutrition and Social Mobilisers and village volunteers) deployed at Corridor and Palika level.
- Facilitate the production of case studies and life stories that can be used to bring evidence of change along with sharing knowledge, information, experience and lessons learned with all stakeholder
- Undertake any other duties as directed by Programme Coordinator.

5. **Agro-ecology Specialist (AECS)**

Area of Expertise

A. Foundations of Agro-ecology & Sustainable Agriculture

1. Principles and practices of agro-ecology
2. Agro-ecological transitions: from conventional to sustainable farming systems


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3. Biodiversity and ecosystem services in agricultural landscapes
4. Integration of traditional knowledge and modern science
5. Role of agro-ecology in food security and nutrition

B. Nepal's Agricultural Sector: Context & Challenges

1. Historical evolution and current status of Nepal's agriculture
2. Agriculture Perspective Plan (APP) and its relevance today
3. Institutional frameworks: NARC, AFU, TU, CTEVT, and extension systems
4. Public-private-community roles in agriculture research, education, and extension
5. Major challenges: smallholder productivity, land fragmentation, migration, and sustainability

C. Natural Resource Management & Conservation Agriculture

1. Soil health management: IPNS, organic manures, green manuring, composting
2. Water conservation and sustainable irrigation practices
3. Agroforestry, permaculture, and integrated farming systems
4. Conservation agriculture practices: minimum tillage, crop rotation, cover cropping
5. Sustainable pasture and livestock management

D. Climate Resilience & Disaster Risk Management

1. Climate change impacts on Nepalese agriculture
2. Climate-smart agriculture (CSA) practices and technologies
3. Adaptation and mitigation strategies for smallholder farmers
4. Disaster risk reduction (floods, droughts, landslides) in farming communities
5. Crop and livestock insurance mechanisms in Nepal

E. Ecological Pest & Disease Management

1. Principles of Integrated Pest Management (IPM) and Integrated Crop Management (ICM)
2. Bio-pesticides, natural predators, and pollinators in agro-ecosystems
3. Disease-resistant varieties and cultural control methods
4. Reducing chemical pesticide use: policies and farmer incentives
5. GMO debates and agro-ecological alternatives

F. Policies, Governance & Market Systems for Agro-ecology

1. National agro-ecological policy frameworks (Agriculture Development Strategy, Seed Vision, etc.)
2. Local governance and community-based resource management
3. Certification, labeling, and market access for organic/ecological produce
4. WTO/SPS measures and their implications for agro-ecological products
5. Value chain development for sustainable agricultural products

G. Capacity Building, Extension & Farmer Engagement

1. Participatory technology development and farmer-led innovation
2. Designing and delivering agro-ecology training programs for farmers and field staff
3. Use of ICT in agro-ecological extension
4. Gender and social inclusion in agro-ecological transitions
5. Monitoring, evaluation, and learning for agro-ecological interventions

H. Research, Innovation & Knowledge Management

1. Agro-ecological research methods: participatory action research, on-farm trials

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2. Documentation of indigenous practices and local innovations
3. Knowledge sharing platforms and farmer field schools
4. Linking research-extension-farmer feedback loops
5. Case studies and best practices from Nepal and globally

I. Practical & Project-Specific Applications

1. Integrating agro-ecology into RHVAP's value chain development
2. Supporting Producer Organizations in adopting agro-ecological practices
3. Designing input and output market systems for sustainable produce
4. Collaboration with Business Development Officers and PGSOs for agro-ecological market linkages
5. Contribution to MIS and M&E frameworks for tracking agro-ecological outcomes

Terms of Reference

- Facilitates in developing guidelines in identifying agro-ecological production clusters and support for development of agro-ecological cluster.
- Support on technical guidance to officers and technicians on agro-ecological principles including sustainable livestock management techniques.
- Conduct assessments and analysis of agro-ecosystems to identify opportunities for improvement and sustainable practices.
- Facilitates in developing training programs, workshops, and extension materials to enhance the capacity of staff and agricultural technicians in adopting agro-ecological practices.
- Provide technical guidance and support to establish and manage demonstration farms to showcase the benefits of agro-ecology, promote knowledge exchange, and encourage farmers to adopt sustainable farming methods.
- Facilitating in coordinating and strengthening linkage with relevant Province, local government, private and other stakeholders for creating synergy in the Programme.
- Provide technical support for the development and implementation of evidence based agro-ecology-related policies and programs.
- Provide support and guidance for the gathering of data and information needed to undertake an effective monitoring and evaluation of agro-ecological production system.
- Facilitate and support documentation of experiences, lessons learned, good practices on agro-ecology practices, as part of knowledge development and facilitate exchange of information and knowledge.
- Other activities as directed by Corridor Manager and Agro-ecological specialist.

6. VC and Business Development Specialist

Area of Expertise

A. Programme Framework & Strategic Context

1. Overview of the programme (RHVAP Nepal) and its objectives
2. Understanding the Logical Framework, targets, and sub-component 1.3

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3. Role of multi-stakeholder platforms (MSPs) in value chain development
4. Integration with other thematic teams (financial inclusion, business development, social inclusion)

B. Value Chain Analysis & Development

1. Concepts and tools for value chain analysis (VCA)
2. Identifying critical constraints and opportunities in agri-value chains
3. Market systems development (MSD) approach
4. Gender and social inclusion within value chains

C. Multi-Stakeholder Platform (MSP) Facilitation

1. Designing and facilitating MSPs at various levels (local, provincial, corridor)
2. Stakeholder mapping and engagement strategies
3. Using MSPs to identify investment areas and co-create interventions
4. Rolling MSP process for adaptive management

D. Investment & Business Plan Development

1. Guiding Producer Organizations (POs), MSMEs, and service providers
2. Structuring business plans and investment proposals
3. Financial and technical appraisal of co-investment proposals
4. Criteria and procedures for programme co-investment funds

E. Market Linkages & Business Relationships

1. Brokering win-win, trust-based business relationships
2. Formal and informal contractual arrangements
3. Strengthening linkages between producers, input suppliers, MSMEs, and service providers
4. Enhancing access to financial and business services

F. Capacity Building & Training

1. Developing training modules/manuals on Value Chain Development (VCD) and MSP
2. Delivering capacity building to programme staff and partners
3. Facilitation skills for adult learning and participatory methods
4. Coaching and mentoring field teams in market facilitation

G. Monitoring, Evaluation & Learning

1. Developing M&E frameworks for value chain interventions
2. Data collection methods for tracking VC outcomes
3. Contribution to knowledge management: case studies, lessons learned
4. Reporting against programme indicators and targets

H. Coordination & Partnership Management

1. Engaging with private sector, government, and development partners
2. Synergy building with other projects and programmes in the province
3. Working in a multi-disciplinary team environment
4. Communication and negotiation skills for partnership brokering

I. Inclusive Value Chain Development

1. Strategies for inclusion of poorer households and marginalized groups
2. Gender-sensitive value chain upgrading
3. Social mobilisation for equitable benefit sharing
4. Safeguards and do-no-harm approaches in market interventions

Terms of Reference

- Facilitates programme planning, implementation, monitoring and reporting of value chain in a MSP consultation process.
- Accountable for targets as set in programme logical framework in close coordination with other thematic team.
- Support to conduct MSPs at various levels, identify potential investment area within specific value chain and ensure its implementation.
- Facilitates in developing training modules /manuals on VCD and MSP and conduct capacity building activities on value chain development and market system facilitation to programme staff at various level. Also, contribute to the knowledge development by generating lessons and cases in respective value chains
- Provide support to POs, Inputs suppliers and MSMEs to meet market requirements and strengthen financial and business services.
- Strengthen capacities of programme staff for business and service relationships among producer's group, MSMEs & service providers.
- Facilitate and support for effective operation & management of programme co-investment funds.
- Facilitate and coordinate meetings of investment proposal evaluation committee and support for evaluation and appraisal of co-investment proposals together with other technical teams and management team.
- Provide support and guidance for gathering of data and information needed to undertake an effective monitoring and evaluation of all the activities across Corridor offices included in the sub-component.
- Provide strategic support to programme team for inclusion of poorer households in developing respective value chains investment proposals.
- Coordinate with programme partners and like-minded organizations /projects/programmes working in the province and private companies within and outside programme districts according to the scope of the value chain for synergy.
- Undertake any other duties as directed by Programme Coordinator.

7. Environment and Social Safeguard Specialist

Area of Expertise

A. Environmental Safeguards

1. Environmental Impact Assessment & Management: Conducting and reviewing Environmental Impact Assessments (EIA), Initial Environmental Examinations (IEE), and Environmental Management Plans (EMP); Mitigation planning for air, water, soil, and noise pollution; Biodiversity conservation and natural resource management
2. Compliance & Monitoring: National environmental laws and regulations (EPA, forest, water resources); Donor environmental safeguard policies (World Bank, ADB, etc.); Environmental monitoring, auditing, and corrective action planning

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3. Climate & Disaster Risk Integration: Climate risk and vulnerability assessments for infrastructure; Designing climate-resilient infrastructure and adaptation measures; Disaster risk reduction and contingency planning

B. Social Safeguards

1. Social Impact Assessment & Management: Conducting Social Impact Assessments (SIA) and developing Social Management Plans (SMP); Land acquisition, involuntary resettlement, and livelihood restoration planning; Indigenous Peoples planning and Free, Prior, and Informed Consent (FPIC) processes
2. Stakeholder Engagement & Grievance Management: Designing and implementing inclusive stakeholder engagement plans; Establishing and operating effective Grievance Redress Mechanisms (GRM); Conflict resolution and community liaison in project areas
3. Vulnerable Groups & Inclusion: Ensuring protection of vulnerable groups (women, children, elderly, disabled, ethnic minorities); Integrating Gender Equality and Social Inclusion (GESI) in safeguard planning; Labor management and worker safety (occupational health and safety)

C. Safeguards Integration & Project Management

1. Project Planning & Design: Integrating environmental and social safeguards into project design and feasibility studies, Preparing Terms of Reference for safeguard consultants and studies, Budgeting and resource planning for safeguard activities
2. Implementation Support & Supervision: Supervising contractors on safeguard compliance during construction, conducting site inspections and compliance monitoring, Managing corrective actions and non-compliance issues
3. Capacity Building & Training: Training project staff, contractors, and partners on safeguard

Terms of Reference

- Provide technical support to SPIU in all aspects of social, climate, and environmental safeguards and risk management, including guidance to SPIU team on Safeguards issues, documentation, and quality assurance.
- Facilitate on implementation and monitoring of ESCMP and all SECAP requirements.
- Facilitate in supervising and assess performance of contractors in terms of implementation of ESCMP and EIA recommended mitigation measures including the implementation of stakeholder engagement, and grievance redress mechanism.
- Ensure recommendation from flood risk assessment and ESCMP mitigation measures are well integrated into the market design.
- Facilitate SPIU on compensation plantation and supervise on its management.
- Technically support contractor's Safeguards teams on identification of issues and mitigation measures, and quality integration them on regular activities.
- As needed, conduct the social and environmental assessment and prepare relevant social and environmental safeguards instruments in close consultation with SPIU.

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- Monitor the implementation of Safeguards Related Technical Assistance and studies including social baselines, application of simple and practical implementation tools such as checklists, standard operating procedures, codes of practice and others.
- Support the preparation and implementation of the Social and Environmental Safeguard Training Program for the Project as needed.
- Be responsible for the social and environmental safeguards aspects of the reports and provide inputs to the Environmental and Social Monitoring reports, including timely information on the implementation of relevant social and environmental safeguard instruments, and status of analytical work.
- Coordinate with the M&E staff and consultants in the respective member on monitoring the specific gender commitments under the programme.
- Ensure that considerations must be given to compliance with local and national labor laws.
- Prepare the report, reporting procedures and template.
- Facilitates in organizing and participate in programme related missions and workshops, and ensure that IFAD recommendations are integrated in the implementation of social and environmental safeguards.
- Implement additional environmental mitigation measures, and social issue as instructed.

8. ME and KM Specialist

Area of Expertise

A. M&E System Implementation

1. M&E Tools & Processes: Data collection tools (surveys, interviews, focus groups), routine monitoring systems and checklists, progress tracking against log frame indicators
2. Data Processing & Quality: Data entry, cleaning, and validation, use of digital tools (Kobo, Excel, databases), Ensuring accuracy and reliability of data
3. Reporting: Monthly, quarterly, and annual progress reports; Donor reporting formats and deadlines; Presentation of findings in clear formats

B. Knowledge Management Support

1. Documentation & Sharing: Collecting and filing project documents, preparing case studies, success stories, and lessons learned, Managing shared drives and online platforms
2. Learning Activities: Organizing review meetings and workshops, supporting reflection sessions with staff and partners, Distributing learning materials to stakeholders

C. Field Monitoring & Support

1. Field Visits & Verification: Planning and conducting field visits, verifying activity implementation and data, Providing feedback to field teams
2. Partner & Community Engagement: Building relationships with local partners and communities, supporting data collection at community level, Gathering beneficiary feedback and complaints

D. Data Analysis & Visualization

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1. Basic Data Analysis: Analyzing quantitative and qualitative data, identifying trends and patterns in project data, Using software like Excel for analysis
2. Presenting Information: Creating charts, graphs, and dashboards, preparing visual aids for presentations, Summarizing data for decision-making

E. Sector-Specific M&E

1. Housing & Resilience Indicators: Monitoring house construction progress and quality, tracking disaster resilience and climate adaptation activities, Measuring gender and social inclusion in housing support
2. Compliance & Standards: Following donor M&E requirements, adhering to sector standards and guidelines, Integrating safeguarding and accountability measures

F. Professional Skills

1. Communication & Coordination: Clear reporting and presentation skills, Coordinating with project teams and partners, Time management and meeting deadlines
2. Ethics & Integrity: Confidential and ethical handling of data, Transparency in monitoring and reporting, Respectful engagement with communities

Terms of Reference

- Support the PME & KM Coordinator to develop and maintain a comprehensive M&E system for the monitoring of Programme implementation and the measurement of results.
- Support the PME & KM coordinator in preparing Provincial level AWPB in line with the Agro-ecological cluster plan with support of COs, and relevant stakeholders.
- Help develop and maintain MIS at PMO for the recording of M&E data and the preparation of standard consolidates tables for the tracking of activities, outputs and outreach.
- Facilitate the periodic field visits to verify the quality and validity of M&E data submitted by POs and partners. and collect formal and informal feedback from Programme beneficiaries.
- Support PME & KM Coordinator to prepare the TOR for the baseline, mid-term and completion surveys and provide the appropriate guidance to the selected service providers in order to ensure timely and reliable survey reports.
- Support PME & KM Coordinator to design and conduct periodic qualitative outcome surveys, including Annual Cluster Tracking Surveys (in close consultation with PMO & CO staff) to collect data and evidence of early outcomes or feedback from beneficiaries.
- Provide the training and continuous guidance/support to PMO / CO staff and service Provider in charge of data collection in order to ensure data quality and reliability.
- Prepare quarterly, half-yearly and annual progress reports for submission to PCO in timely manner.
- Prepare consolidated ORMS tables and other data tables, and regular update of Log frame indicators within the province, to be submitted annually to IFAD.
- Identify implementation problems, bottlenecks or delays and inform Management about the need for corrective actions.
- Facilitate and Support in implementation of KM strategy and Plan for the documentation and sharing of knowledge, lessons learned and best practices.

- Ensure that lessons learned, and best practices are properly identified and documented through various means (studies, videos, case studies print and web articles) and regularly shared to the relevant audience through appropriate means (including the participation in relevant meetings and events).
- Organize and facilitate knowledge sharing workshops and events in the province and cluster.
- Other activities as directed by chief of the office.

9. Engineer

Syllabus

A. Structural Engineering

Center of gravity, moment of inertia, stresses and strains, torsion and flexure; analysis of determinate and indeterminate structures (beams, frames, arches); shear force, bending moment and deflection; energy methods, influence lines, slope deflection and moment distribution methods; plastic analysis.

B. Engineering Survey

Principles and classification of surveying; linear measurements; compass, plane table, leveling and contouring; theodolite traversing and tacheometry; total station and EDM; horizontal and vertical curves; area and volume computation including cut and fill.

C. Construction Materials

Properties and uses of stones, bricks, ceramics, cement, lime, metals, timber; asphaltic materials, paints, polymers; soil properties; local and modern construction materials used in Nepal.

D. Concrete Technology

Constituents and properties of concrete; water-cement ratio; grades, mix design and testing; mixing, placing and curing; admixtures; high-strength and prestressed concrete.

E. Geotechnical Engineering

Soil formation and classification; phase relationships and index properties; soil water and moisture relationships; rock types and geological structures; earthquakes and seismicity of Nepal; tunneling principles and methods.

F. Construction Management

Construction planning and scheduling (CPM, PERT); contract administration and procurement procedures; material management; cost, quality and time control; project management; occupational health and safety; monitoring and evaluation; variations and quality assurance.

G. Estimating, Costing, Specification and Valuation

Types of estimates; quantity calculation methods; rate analysis and estimating norms; bill of quantities; specifications; valuation principles and methods.

H. Engineering Drawing

Drawing standards and scales; site, working and structural drawings; projections; drafting tools and conventions; topographic, electrical and plumbing drawings; freehand drawing; basic building design considerations.

I. Engineering Economics

Time value of money; benefit-cost analysis; NPV and IRR; sensitivity analysis; cost classification; financial and economic evaluation.

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J. Professional Practices

Engineering ethics and professionalism; Nepal Engineering Council Act and regulations; public procurement practices; National Building Code and building bylaws; professional relations.

Terms of Reference

- Develop standards and guidelines for quality assurance check and quality control system for infrastructures construction, aligning with the existing ones and support for its implementation.
- Take overall responsibility for detail design, construction, supervision, and quality control of the infrastructures works supported by the programme ensuring climate smart design.
- Facilitate development of detailed drawings, specifications, and bill of quantities (BoQ) of community & market-led infrastructures of PMO/CO.
- Monitor and supervise the construction of infrastructures and ensure compliance with the drawings and specifications ensuring quality and required standard.
- Ensure sustainable operation and maintenance plans are in place prior to final approval of sub-projects, including institutional, technical and financial aspects.
- Review and recommend for approval the agreements for each sub-project, including verifiable payment milestones.
- Supervise and verify completion of the approved works by POs/MSMEs.
- Verify progress of each sub-project against payment milestones and recommend release of payments as contracted where such payment milestones have been met
- Provide technical assistance and capacity building as required to CO and PO/MSMEs.
- Accomplish other task as assigned by Chief of cost center.

10. Rural Finance Officer

Syllabus

A. Banking

Principles and functions of banking; banking institutions in Nepal (commercial, development, cooperative); banking sector development, opportunities and challenges; digital banking and client protection; customer service; deposit mobilization and credit creation; money and capital markets in Nepal; mergers and restructuring; prevention of banking crimes and frauds; international financial institutions (IMF, IFAD etc.).

B. Banking and Financial Legal Framework

Nepal Rastra Bank Act; Bank and Financial Institutions Act (BAFIA); Banking Offense and Punishment Act; Anti-Money Laundering Act; Negotiable Instruments Act; Company Act; Income Tax and VAT Acts; Public Procurement Act.

C. Project Management Analysis

Principles of project management; project cycle; planning, implementation, monitoring and evaluation; project appraisal and risk analysis.

D. Financial Analysis and Evaluation

Financial statement analysis; portfolio management; budgeting principles and practices; cost benefit analysis; sources and uses of funds; profitability, liquidity and asset–liability management; lending principles and interest rate determination; business environment analysis (SWOT, PEST).

E. Economic Policy

Fiscal, monetary, commercial and industrial policies; economic planning in Nepal; globalization and its impact on the Nepalese economy.

F. Accounting and Accounting Systems

Concepts, principles and importance of accounting; financial statements and their analysis; public financial management tools; NAS, NFRS, IAS, IFRS, IPSAS and NPSAS; government accounting system and comparison with commercial accounting; reconciliation, depreciation and base rate calculation; capital budgeting, profit planning and cost of capital.

G. Auditing

Concept, scope and types of auditing; audit principles, planning and techniques; internal control and risk-based audit; public sector auditing framework; ISSAIs, ISAs and NSAs; audit of public enterprises; audit reports; government audit system in Nepal; roles and responsibilities of the Auditor General.

Terms of Reference

- Facilitate the assessment of annual credit requirement plans of the contracted POs and MSMEs.
- Facilitate and monitor flow of credit in the contracted POs and MSMEs.
- Participate as a member of committees envisioned in different guidelines.
- Coordinate with banks and/or financial institutions, insurance companies and other stakeholders and facilitate their linkages with Programme beneficiaries.
- Participate in MSP consultations and understand and address issues related to credit and insurance.
- Contribute in organizing the FEBL-GALS-lite.
- Plan, supervise and monitor the trainings on business and financial literacy.
- Facilitate in gathering of data and information for effective M&E of financial support services provided under the Programme.
- Oversee the design and establishment of channels for regular information dissemination, sharing, and networking among stakeholders.
- Prepare reports and other necessary documents related to programme implemented activities.
- Other activities as directed by chief of the office.

11. Community, Farmer and Trade Liaison Officer

Syllabus

A. Programme Overview & Role of Liaison Officer

1. Introduction to RHVAP Nepal: objectives, target groups, and geographical scope
2. Understanding the position: bridge between community, farmers, traders, and programme
3. Linkages with Producer Groups, MSMEs, Service Providers (SPs), and local government
4. Ethical guidelines and code of conduct for field staff

B. Community Mobilization & Social Inclusion

1. Principles and methods of participatory community mobilization
2. Ensuring inclusion of women, youth, Dalits, and marginalized households
3. Group formation and strengthening of Farmer Groups/Producer Organizations (POs)
4. Conflict resolution and group dynamics management

C. Farmer Capacity Building & Extension Support

1. Basic agri-advisory and extension techniques
2. Facilitating farmer access to inputs, technology, and agro-ecological practices
3. Organizing and facilitating farmer field schools, demonstrations, and exchange visits
4. Use of participatory tools for needs assessment and planning

D. Trade Linkages & Local Market Facilitation

1. Basics of agricultural value chains and market players
2. Linking farmers with local traders, collection centers, and MSMEs
3. Facilitating transparent price information and fair-trading practices
4. Supporting informal/formal trade agreements and contractual farming

E. Coordination & Networking

1. Liaising with local government (municipalities), cooperatives, and private sector
2. Working with Service Provider (SP) staff and Social Mobilizers
3. Participating in local-level multi-stakeholder platforms (MSPs)
4. Synergy with other projects and programmes in the district

F. Data Collection, Reporting & MIS

1. Tools and methods for field data collection (surveys, focus groups, case stories)
2. Using programme MIS for recording farmer/trader information
3. Preparing and submitting field reports in prescribed formats
4. Maintaining records of meetings, trainings, and trade interactions

G. Communication, Facilitation & Interpersonal Skills

1. Effective communication in local language(s) and basic Nepali/English reporting
2. Facilitation skills for meetings, dialogues, and trainings
3. Negotiation and brokering skills between farmers and traders
4. Building trust and maintaining relationships with diverse stakeholders

H. Monitoring & Feedback Mechanisms

1. Tracking farmer and trader participation and benefits
2. Gathering field-level feedback for programme adaptation
3. Supporting M&E team in monitoring value chain activities
4. Documentation of success stories and field challenges

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- Serve as the primary liaison between farmers, traders, buyers and market management.
- Facilitate communication and coordination between the market and community stakeholders.
- Coordinate in organizing stakeholder meetings and feedback forums.
- Support on boarding and registration of new farmers and traders into the market system.
- Disseminate information on pricing, quality standards and logistics.
- Facilitate in promoting local employment, inclusion and benefit-sharing where appropriate.
- Act as the contact point for local community concerns related to the market's operations.
- Provide guidance to farmers and traders on market access, trading regulations and procedures.
- Facilitate to address complaints, conflicts or disputes among market participants.
- Facilitate in the engagement of local leaders, civil society and other stakeholder in programme activities.
- Prepare reports and other necessary documents related to programme implemented activities.
- Other activities as directed by chief of the office.

12. Agroecology Crop Officer

Syllabus

A. Agriculture Sector in Nepal: History and Current Status

Evolution of agricultural research and development in Nepal; current status, scope and challenges of Nepalese agriculture; institutional arrangements for research, extension and education; Agriculture Perspective Plan (APP); devolution of agricultural extension and its impacts.

B. Agriculture Research, Extension and Education

Role and functions of agricultural research, extension and education; NARC and agricultural education systems in Nepal (AFU, TU, PU, CTEVT); research-extension-teaching linkages; participatory technology development, planning, monitoring and evaluation; roles of public, private, cooperative and civil society institutions.

C. Natural Resources, Environment, Climate Change and Disaster Risk Management

Natural resource conservation and sustainable use; biodiversity and agro-biodiversity; fertilizers and pesticides and environmental implications; IPM, ICM, IPNM and GAP; organic agriculture and food safety; climate and weather systems of Nepal; climate change impacts, adaptation and mitigation; disaster risk management in agriculture; land-use change, urbanization and food security; crop insurance in Nepal.

D. Agricultural Policies, Legislations, Plans and Global Trade

Agriculture in the Constitution; periodic plans and project cycle management; local governance in agriculture; key national policies and strategies (ADS, Seed Vision, NTIS, Extension Strategy); major agricultural acts and regulations (seed, plant protection, pesticides, fertilizer,

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food rights and safety, agro-forestry); WTO, SAFTA and SPS measures; commercialization comparative advantage and agricultural trade.

E. Agricultural Technology and Management

Technology generation and dissemination; seed quality assurance and variety release system; food and nutrition security; soil fertility and nutrient management (IPNS); IPM and plant protection including beneficial organisms and pollinators; crop diversification, agro-forestry and conservation agriculture; precision and protected agriculture; post-harvest management and value chain development; agricultural marketing and AMIS; role of ICT, cooperatives and agro-industries; farming systems, sustainability, GESI; basic agricultural research methodology.

Terms of Reference

- Facilitate development of crop interventions addressing the potential agroecological production clusters.
- Coordinate with PME and KM coordinator for developing the extension or knowledge materials and training related programmes to enhance the capacity of ATs, CMs and farmers in adopting agroecological practices.
- Coordinate with the Programme specialist and work in a team for designing and implementation of the programme activities.
- Participate as a member of committees envisioned in different guidelines.
- Mobilize ATs and CMs to create strong linkage and synergy in the programme with local governments, private sectors and other stakeholders.
- Guide, monitor, supervise and/or provide technical backstopping to the ATs, stakeholders and farmers including LFs on agroecological principles, soil fertility management, water conservation and integrated pest management.
- Facilitate and support to establish and manage demonstration farms, promote knowledge exchange and encourage farmers to adopt sustainable farming methods.
- Coordinate with private sector/cooperatives for the supply of bio-inputs to enable the agroecological production practices.
- Facilitate producer's group linkages with buyers or vendors.
- Aggregate data and information needed to undertake an effective M&E of agroecological production system.
- Facilitate and support documentation of experiences, lessons learned and good practices as part of knowledge development and facilitate exchange of information and knowledge.
- Coordinate and support to maintain project's external relations and visibility, including coordination with like-minded organizations and projects perusing similar objectives in the target areas and sharing of best practices for wider dissemination.
- Prepare reports and other necessary documents related to programme implemented activities.
- Other activities as directed by chief of the office.

13. Agroecology Livestock Officer

Syllabus

A. Livestock Sector in Nepal

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History and current status of veterinary services and livestock production in Nepal; livestock and poultry production systems; indigenous and exotic breeds; roles of public and private sectors; national policies, plans and programs for livestock development including APP, Livestock Master Plan and Dairy Development Plan.

B. Clinical Veterinary Sciences

1. Veterinary Medicine

Concepts of health and disease; clinical examination and normal physiological parameters; systemic, metabolic, nutritional and production diseases; trans-boundary animal diseases and major infectious diseases; poultry diseases; parasitic diseases (endo- and ecto-parasites); poisonings and snake bites; vaccination practices and challenges in Nepal.

2. Veterinary Surgery

General surgical principles; pre- and post-operative care; antiseptics, sterilization and suturing; wound management; fractures, dislocations and burns; common surgical conditions; obstetrical and special surgeries; anesthesia techniques.

3. Veterinary Obstetrics and Gynecology

Reproductive physiology; breeding soundness; heat detection; artificial insemination; pregnancy diagnosis; infertility and reproductive disorders; dystocia and prolapse; use of hormones; abortion-causing diseases.

4. Epidemiology and Veterinary Public Health

Principles and applications of epidemiology; disease surveillance, outbreak investigation and risk analysis; zoonotic diseases; meat inspection and slaughterhouse management; milk hygiene; HACCP; public health roles of veterinary services.

5. Veterinary Extension and Diagnostics

Veterinary extension principles and methods; public-private partnership and social mobilization; clinical pathology, laboratory diagnostics, post-mortem examination; hematology, biochemistry, parasitology and serological tests including ELISA.

C. Para-Clinical Sciences

1. Microbiology and Immunology

Characteristics of bacteria, viruses and fungi; immunity and immunization; antimicrobial resistance; laboratory diagnostic techniques.

2. Parasitology

Host-parasite relationships; classification and life cycles of parasites; parasitic diseases of livestock and poultry; control strategies and anthelmintic resistance.

3. Pathology

Cell injury and inflammation; circulatory and metabolic disorders; neoplasia; immune reactions; system-wise pathology of infectious and non-infectious diseases.

4. Pharmacology and Toxicology

Principles of pharmacokinetics and pharmacodynamics; major drug groups; hormones and antibiotics; toxicity of drugs, chemicals, plants and environmental contaminants.

D. Pre-Clinical and Production Sciences

Veterinary anatomy, physiology and biochemistry; animal nutrition and feeding systems; livestock and poultry production, breeding, housing and management; dairy and poultry production systems.

E. Regulatory Functions and Animal Health Governance

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WTO, SPS, TBT and OIE standards; international veterinary certification, quarantine and trade regulations; roles of official veterinary services; animal health-related acts and regulations of Nepal; professional ethics and legal duties of veterinarians; animal welfare; fraud and malicious poisoning detection.

Terms of Reference

- Facilitate development of livestock interventions addressing the potential agroecological production clusters.
- Coordinate with PME and KM coordinator for developing the extension or knowledge materials and training related programmes to enhance the capacity of ATs, CMs and farmers in adopting agroecological practices.
- Coordinate with the Programme specialist and work in a team for designing and implementation of the programme activities.
- Mobilize ATs and CMs to create strong linkage and synergy in the programme with local governments, private sectors and other stakeholders.
- Participate as a member of committees envisioned in different guidelines.
- Guide, monitor, supervise and/or provide technical backstopping to the ATs, stakeholders and farmers including LF on agroecological principles, animal husbandry, fodder and pasture management and disease control.
- Facilitate and support to establish and manage demonstration farms, promote knowledge exchange and encourage farmers to adopt sustainable farming methods.
- Facilitate producer's group linkages with buyers or vendors.
- Aggregate data and information needed to undertake an effective M&E of agroecological production system.
- Facilitate and support documentation of experiences, lessons learned and good practices as part of knowledge development and facilitate exchange of information and knowledge.
- Coordinate and support to maintain programme's external relations and visibility, including coordination with like-minded organizations and projects perusing similar objectives in the target areas and sharing of best practices for wider dissemination.
- Prepare reports and other necessary documents related to programme implemented activities.
- Other activities as directed by chief of the office.

14. Business Development Officer

Syllabus

A. Agriculture Sector in Nepal

History and current status of Nepalese agriculture; institutional arrangements for research, extension and education; Agriculture Perspective Plan (APP); devolution of agricultural extension.

B. Basic Economics

Demand and supply; elasticity; consumer behavior; market structures and price determination; production theory and costs; comparative and competitive advantage.

C. Natural Resources, Environment, Climate Change and DRM

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Natural resource conservation; biodiversity and agro-biodiversity; fertilizer and pesticide impacts; IPM, IPNM and GAP; organic agriculture; climate and weather of Nepal; climate change impacts, adaptation and mitigation; disaster risk management; land-use change and crop insurance.

D. Agricultural Policies, Legislations and Global Trade

Agriculture in the Constitution; periodic plans and project cycle management; local governance; key agricultural policies and strategies (ADS, Seed Vision, NTIS, Extension Strategy); major agricultural acts and regulations; WTO, SAFTA and SPS measures; commercialization, comparative advantage and agricultural trade.

E. Program Planning & Agribusiness Management

Farm management and budgeting; cost–return analysis; farm planning and efficiency measures; time value of money; financial statements; agricultural marketing and AMIS; agriculture census; agro-industry linkage; cooperatives; research methodology; value chain development; feasibility studies (B/C ratio, NPV, IRR); risk and uncertainty; monitoring and evaluation; logical framework approach.

Terms of Reference

- Facilitate development of enabling institutions and services for scaling up the specific value chains of the agroecological products within the programme area.
- Facilitate identification and development of interventions for investments in coordination with agroecology crop officer and agroecology livestock officer addressing the potential agroecological production clusters.
- Coordinate with VCBDS to support POs and vendors to meet market requirements.
- Participate as a member of committees envisioned in different guidelines.
- Facilitate and support farmers, POs, MSMEs and service provider in developing investment/business plans for assessing co-investment within specific value chains.
- Coordinate and facilitate B2B and B2S linkages, contract arrangement and MSPs at cluster or corridor as per need in close coordination with concerned stakeholders.
- Facilitate and support POs and MSMEs for collective marketing and operation/strengthening of collection center within production clusters.
- Facilitate in gathering of data and information product transaction, value, market outreach, margin distributed along the chain, losses etc.
- Facilitate and support documentation of experiences, lessons learned, good practices and case studies as part of knowledge development and facilitate exchange of information and knowledge exchange.
- Prepare reports and other necessary documents related to programme implemented activities.
- Other activities as directed by chief of the office.

15. Procurement Officer (PO)

Syllabus

A. General Awareness & Contemporary Issues

Geography, demography, socio-cultural and economic features of Nepal; governance system and federal structure; government planning, budgeting and accounting system; banking and financial

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sector of Nepal; Nepal Rastra Bank—history, functions and role; current macro-economic situation of Nepal.

B. Laws and Regulations

Constitution of Nepal; Public Procurement Act and Regulations; National Civil (Code) Act (contract provisions); Labor Act; international procurement frameworks and guidelines (FIDIC, IFAD).

C. Procurement Management

1. Concept of Procurement: Definition, Public Procurement versus Private Procurement; Procurement Cycle; Overview of E-Procurement and E- Bidding.
2. Preparation of the Procurement Plan, Cost Estimate, and Procurement Proceedings; Procurement Audit.
3. Procurement of Works: Direct Purchase, Sealed Quotation (SQ), National Competitive Bidding (NCB), International Competitive Bidding (ICB) and Pre-Qualification (PQ)
4. Procurement of Goods: Direct Purchase, Catalogue Shopping, Sealed Quotation (SQ), National Competitive Bidding (NCB) and International Competitive Bidding (ICB)
5. Procurement of Consulting Services: Direct Purchase, Express of Interest (EOI) Document for Short Listing and Request for Proposal (RFP)
6. Contract Management: Contract Dispute, Causes and Resolutions, Extension of Contract, Termination of Contract and Closing of Contract; Identifying and Assessing Procurement Risks, Risk Mitigation Strategies, Compliance with Regulations and Policies
7. Assets and Auctions Management; Payment Procedure and Tax Laws.
8. Legal and Ethical Considerations: Overview of Procurement Regulations, Ethical Considerations in Procurement, Handling Conflicts of Interest.
9. Sustainable Procurement Practices, Global Procurement Strategies, Innovation in Procurement Practices, Impact of Economic and Geopolitical Factors on Procurement
10. Legal Provision and Overview of National E-GP System (Electronic Government Procedure); Issues on Public Procurement; Blacklisting in Public Procurement
11. National and International Bid Document Preparation and Evaluation; Assessment of Bids and Proposals.

Terms of Reference

- Facilitate the procurement of the goods, works, consulting and non-consulting services for the programme activities implementation based on the procedures specified in PPA/R of GoN and IFAD's procurement protocols.
- Prepare the annual PP and assist in preparation of AWPB in consultation of chief and respective personnel carrying out the procurement and/or planning activities of the office.
- Coordinate and facilitate Procurement Specialist for the developing and updating compiled annual PP of the programme and obtain IFAD's No Objection letter (NOL) and update it periodically.

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- Prepare bidding documents of the PMO and/or COs for the procurement of goods, works and services including drafting of tender invitations/bids notices, contract documents, specifications, bill of quantities, cost estimates, work schedules, evaluation criteria etc. in coordination with technical officers in the PMO.
- Provide support to procurement & evaluation committee for pre-qualification, short-listing, organization of pre-bid meetings, preparing answers/clarifications/modifications and bid opening.
- Facilitate technical evaluation committee to examine bids or proposals and prepare evaluation reports.
- Facilitate in overall procurement procedures and preparation of necessary documents according to existing procurement laws.
- Assist in documentation and reporting of procurement process.
- Support Programme in adhering GoN and IFAD rules, regulation, PIM and related guidelines.
- Facilitate in updating consolidated register of contracts and monitor contract on regular basis and support PMO and/or COs in contract management.
- Professionally discharge other tasks as directed by chief of the office.

16. Fund and Financial Management Officer

Syllabus

A. Microeconomics

Consumer behavior (demand, supply, elasticity; utility and indifference curve analysis); theory of production (law of variable proportions, returns to scale); product pricing and market equilibrium under perfect competition, monopoly and monopolistic competition; price discrimination and related practices; factor pricing (rent and wages); welfare economics including Pigouvian welfare, Pareto optimality and social welfare maximization.

B. Macroeconomics

National income accounting (concepts, measurement and limitations); income determination and Keynesian theories of consumption, investment and saving; multipliers; classical vs. Keynesian economics; economic growth and development (concepts, indicators, HDI, determinants and constraints); growth models (Harrod-Domar, Solow); development theories (Rostow, Lewis); macroeconomic issues and policies in Nepal including inflation, stabilization, monetary, fiscal, industrial, financial, investment and agricultural policies.

C. Economic Planning, Research and Statistics

Concepts, types and approaches to economic planning; perspective and periodic plans; macro, micro and regional planning; planning under capitalist, socialist and mixed economies; cost-benefit analysis, capital-output ratio and project appraisal; monitoring and evaluation; research methodology (proposal preparation, data collection, analysis and presentation); descriptive statistics; correlation and regression; sampling techniques; confidence intervals and hypothesis testing; report writing.

D. Nepalese Economy and Public Finance

Structure and foundations of the Nepalese economy (natural resources, human resources, agriculture and tourism); key economic issues (poverty, inequality and inclusion); economic

and social infrastructure; trade structure, diversification and competitiveness; trade facilitation and regional/international frameworks (WTO, SAFTA, BIMSTEC); remittance and service trade; public finance (revenue, expenditure, resource gap); budget characteristics and formulation process; development plans and current plan priorities; economic reforms including liberalization and privatization; economic diplomacy.

Terms of Reference

- Overall responsible for setting up criteria, procedures, and processes for effective operation & management of programme co-investment funds in line with the programme objectives.
- Facilitate and support Programme team in processing and evaluation of sub project co-investment proposals and business plan including monitoring of fund utilization and assessment of outputs and impact.
- Facilitate and support Programme Management on drawing up and advertising tender documents, ensuring the rigorousness of tender evaluation, prepare contract documents and monitoring of the contract adherence.
- Supporting the Programme Coordinator and Accounts Officer at Province in financial management and procurement including development of procurement plan and follow up, financial management procedures and information flows.
- Work in close consultation with Accounts Officer and Programme Coordinator to establish and maintain essential financial recording, stock management and reporting systems for Programme operations according to the Programme Implementation Manual.
- Support FMS in preparing and submission Withdrawal Applications (WA) for replenishment in Designated Accounts in USD or reimbursement in GON treasury.
- Ensure that all programme consolidated reports are prepared and sent to PCO so as to meet the IFAD reporting requirement and deadline.
- Assist the Province and corridor office Team with the preparation of Results-Based Annual Work Plan and Budget (RB-AWPB)
- Ensure that the budgets as well as the actual expenditure are in accordance with the Financing Agreement between the GON and IFAD.
- Check and ensure all procurement functions are in accordance with IFAD/Government of Nepal procurement guidelines and procedures for implementation of proposed activities.
- Develop Procurement plan, execute, review as required and update according to progress.
- Provide orientation and necessary training to the Corridor and service providers' Accountants' and the staff involved in Project financial management.
- Undertake any other duties as requested as directed by PMO.

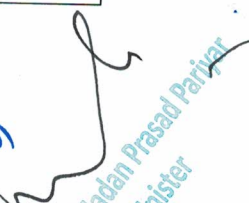

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17. POs Strengthening Officer

Syllabus

A. Programme Context & Institutional Framework

1. Overview of the Rural Household Vulnerable Assistance Programme (RHVAP) – Nepal
2. IFAD's approach to rural transformation and smallholder empowerment
3. Nepal's policy landscape for cooperatives, producer groups, and agro-ecological transformation
4. Role of Provincial Programme Management Unit (PPMU) and partner service providers (SPs)

B. Producer Organization (PO) Graduation Strategy & Planning

1. Concept and stages of PO graduation: from informal groups to autonomous, market-ready cooperatives
2. Developing a PO graduation strategy aligned with RHVAP goals
3. Inclusive and gender-sensitive approaches in institutional development
4. Annual work plan development, implementation, and monitoring in coordination with programme staff

C. Capacity Assessment & Institutional Development

1. Tools and methods for capacity assessment of producer groups/cooperatives
2. Designing and implementing capacity development plans (CDPs)
3. Strengthening governance, leadership, and financial management in POs
4. Building resilience through agro-ecological practices and climate-smart agriculture

D. Social Mobilization & Inclusion

1. Social mobilization techniques for engaging marginalized and poorer households
2. Ensuring social inclusion in value chain opportunities
3. Gender and social equity integration in group formation and strengthening
4. Mentoring and coaching field staff (Social Mobilizers) in community engagement

E. Training Manual Development & Facilitation Skills

1. Developing training manuals, modules, and IEC materials on PO strengthening
2. Facilitation of Training of Trainers (ToT) for programme and SP staff
3. Adult learning principles and participatory training methodologies
4. Monitoring training effectiveness and impact on PO development

F. Market Linkages & Value Chain Integration

1. Role of Business Development Officers (BDOs) in fostering market linkages
2. Facilitating producer groups' access to agribusinesses, service providers, and financial institutions
3. Contract farming and fair business relationships
4. Value chain development approach in RHVAP

G. Monitoring, Evaluation & Knowledge Management

1. Data collection tools and methods for field monitoring
2. Using MIS for tracking PO graduation progress
3. Reporting formats (hard and electronic) and timely submission
4. Documentation of best practices, lessons learned, and knowledge sharing

H. Coordination, Leadership & Professional Skills

1. Working in multidisciplinary teams and coordinating with SPs, government bodies, and private sector
2. Leadership, coaching, and mentoring skills for field staff
3. Communication and report writing in English and Nepali
4. Conflict resolution and negotiation skills in group settings

I. Ethical Standards & Programme Compliance

1. RHVAP staff recruitment guidelines and contractual terms
2. Integrity, transparency, and accountability in programme implementation
3. Adherence to IFAD and Government of Nepal regulations
4. Professional conduct in rural and community-based settings

Terms of Reference

- Take overall responsibility and leadership for planning, implementation and monitoring of the producer organization graduation activities in accordance with the approved annual work plans in close coordination with programme staff.
- Assist in developing POs Graduation Strategy and enhance partnership with SP for effective implementation of the strategy and annual action plans.
- Assist in developing comprehensive related manuals and training materials as well as facilitating ToT for leadership development, community mobilisation and group development.
- Assist in the development of skills and competencies of field staffs.
- Facilitate in capacity assessment and development of plans of producer groups/cooperatives for enhancing market/business relationships and agro-ecological transformation.
- Coordinate with Business Development Officers to facilitate producer's group linkages with agribusiness and service providers through contractual arrangements for value chain development.
- Provide strategic support to Partner SP /Social mobilizer on social mobilization methods that support & ensure the inclusion of poorer households in programme value chain opportunities.
- Provide technical backstopping to SP/SM and liaise with m&e team to ensure optimal operation of mis towards programme objectives.
- Collection, analysis and interpretation of field data and its timely reporting to the concerned office.
- Undertake any other duties as directed by PMO.

18. MEAL Officer

Syllabus

A. Basic Concept of Sociology/Anthropology

Definition, scope and application of sociology/anthropology. Branches of sociology/anthropology. Relation with other social sciences. Concepts: Society, Culture,

Community, Associations, Group, Institutions, Social structure, social system, Status and Roles, Norms and Values.

B. Social and Cultural Institutions

Concepts and definitions. Marriage. Family system. Kinship system. Religion. Political institutions. Economic institutions.

C. Social Organization

Role of social organization in national development. Education. Socialization. Pressure groups.

D. Social and Cultural Change

Theories of social and cultural change. Process of social and cultural change. Agents of social and cultural change. Planned social and cultural change.

E. Social Processes

Socio-cultural adaptation. Cultural assimilation, amalgamation, multicultural model. Sanskritization. Westernization and globalization. Industrialization and urbanization. Integration and differentiation.

F. Social Problems

Internally displaced population and migration. Corruption. Human trafficking, drug abuse and rehabilitation. Unemployment.

G. Leadership and Group Dynamics

Theories of leadership. Leadership styles and quality. Role of leaders in social and cultural change. Primary and secondary groups. Structure of group.

H. Social Research

Types and methods of scientific research. Research design. Theory, hypothesis and variables. Research ethics.

I. Social Stratification

Theories of social stratification. Social differentiation and social mobility. Stratification by caste, class, gender, and caste/ethnicity.

J. Applied Sociology/Anthropology

Scope of applied sociology/anthropology. Social policy and planning. Sociology/anthropology in action.

Terms of Reference

- Support the PM&E Specialist in preparing AWPB and implementation of M & E strategy and plan for monitoring the project activities at Corridor level.
- Support PME team in conducting different types of studies.
- Facilitate in collection of data with strong verification mechanism ensuring its proper analysis and usefulness.
- Assist in organizing corridor level annual planning and periodic review meeting ensuring the involvement of all the stakeholders.
- Facilitate in preparation of monthly, trimester, annual and periodic progress report of the programme.
- Assist in identification and development of various types of knowledge products.
- Work closely with PM&E Specialist and the Data Management Officer to execute GIS-based mobile M&E and MIS System at the Corridor Level.

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- Facilitate the processes for the documentation and sharing of knowledge, lessons learned and best practices.
- Facilitate in organizing knowledge sharing workshops and events.
- Any other tasks as directed by PMOs.

19. MIS and Data Management Officer

Syllabus

A. Computer Fundamentals

Overview of computers, types, generations, architecture, components, input/output devices, CPU, memory, storage devices. Basics of DOS, Windows, applications, emails, internet, intranet, networking, viruses, and antivirus.

B. Data Structure and Algorithms

Fundamentals of data structures and abstract data types. Lists, stacks, queues, trees, indexing, hashing. Algorithm analysis, recursion, searching, sorting, graph algorithms, and basic algorithm design methods (divide-and-conquer, dynamic programming, greedy, backtracking).

C. System Analysis and Design

System concepts, life cycle, roles of analysts and users. Joint Application Development (JAD), system design environment, requirements analysis, entity-relationship diagrams, data flow diagrams, object-oriented modeling, documentation, and design methods.

D. Operating Systems

Operating system concepts, functions, components, memory and process management, scheduling, deadlocks, parallel and distributed processing. Overview of DOS, Windows, Unix, Linux, networking, troubleshooting, security, and user management.

E. Database Management System and Design

RDBMS concepts, SQL, querying, functions, joins, subqueries, views, database design, normalization (1NF–5NF, BCNF, DKNF), architecture, integrity, backup, recovery, and overview of major DBMS products (Oracle, SQL Server, DB2).

F. Programming Language

Programming paradigms, procedural, structural, and object-oriented programming. Overview of C, C++, Java, code optimization, modularity, and storage management.

G. Networking

Network theory, OSI and TCP/IP models, LAN/WAN, protocols, IP routing, VLANs, VPN, remote networking, network security, disaster recovery, advanced storage, troubleshooting, and network tools.

H. Computer Architecture & Organization

Computer evaluation, design methodology, MIPS ISA, ALU, datapath, pipelining, memory hierarchy, I/O systems.

I. Compiler Design

Compilation process, lexical, syntax and semantic analysis, intermediate code, optimization, runtime environment, and compiler tools.

J. E-Commerce Technology

E-commerce concepts, strategies, security, e-governance models, B2B/B2C/B2E/C2C/G2G, electronic payment, e-marketing, e-banking, encryption, XML.

K. MIS and Web Engineering

Information systems, client-server computing, decision support, data mining, data warehousing, knowledge management, reengineering, ERP, security, multimedia, website design, CBSE, group decision support.

L. IT in Nepal

History, IT policy, electronic transaction act, copyright act, software development, Nepali Unicode and fonts, licensing issues.

Terms of Reference

- Support the M&E Specialist to establish the project MIS and GIS systems (MIS) as per the M & E Plan.
- Assist in managing and updating of the MIS system within the PMOs including related COs.
- Prepare specification of the IT software, hardware and equipment required for smooth operation of the IT system within the programme and assist the Procurement officer in procuring these goods and services.
- Extend support to the team members to navigate through the MIS system and feed in necessary data to the MIS database.
- Ensure the regular operation of the IT equipment's and IT system including maintenance and repairing as required.
- Facilitate and support in identifying potential competent website developer in developing programme functional websites and its maintenance.
- Prepare the ToR for external service providers providing services in the field of IT.
- Undertake any other works as assigned by PMOs.

20. Financial Management Assistants

Syllabus

A. Banking and Related Laws

Fundamentals of banking principles, functions, types of banks (commercial, development, cooperative), digital banking, client protection, KYC, deposits, loans, loan classification and provisions, remittance, payments, cheques, bills, cards.

B. Banking and Financial Laws

Key legislation Banks and Financial Institutions Act, Banking Offense and Punishment Act, Anti-Money Laundering Act, Negotiable Instruments Act, and Cooperative Act.

C. Accounting System

Concept and importance of accounting, double entry system, cash and petty cash books, trial balance, profit and loss account, balance sheet, auditing, and financial statements of commercial banks.

D. Financial Management

Inventory and fixed asset management, depreciation, capital and funds in banks and financial institutions, provisions under banking laws for financial management.

E. Computer and IT Knowledge

Basics of operating systems (Windows, DOS, Linux, Unix), word processing, Excel, database concepts and security, IT policies, internet, intranet, extranet, and email systems.

F. Management

Principles and functions of management, motivation, conflict management, coordination, control, planning, decision-making, implementation, supervision, leadership, and communication.

G. Office Management

Letter writing, correspondence, note drafting, record management, filing, indexing, office layout, and communication in office management.

H. Human Resource Management

Objectives of HR management, job analysis, recruitment and selection, training, performance evaluation, leadership, and employee relations.

I. Arithmetic

Simple interest, percentage, ratio and proportion, unitary method, average, profit and loss.

J. General Knowledge

Current affairs, local and national governance, role of public institutions, national and international developments, Nepal's development plans, macroeconomic indicators (GDP, GNP, HDI, per capita income, BOP, price index, public debt), and global and national development issues.

Terms of Reference

- Preparing payment and adjustment vouchers and supporting documents of the Programme expenditures.
- Maintaining the Programme accounts and preparing monthly bank reconciliation statements of the designated and Programme bank accounts.
- Making timely payment of expenditures incurred for Programme activities and preparing financial reports and statements regularly.
- Compilation of monthly statements of the implementation partners within the stipulated time.
- Support preparation of contract registers and maintain the record of fixed assets and contract monitoring forms.
- Providing accounts, statements and other documents as may be required by internal and external auditors.
- Perform day-to-day finance and bookkeeping works including physical verification of fixed assets.
- Other office related functions as assigned by chief of cost center.

21. Overseer (Sub-Engineer)

Syllabus

A. Surveying

Fundamentals and classifications of surveying, principles, scales, maps, field book entries, levelling methods and instruments, plane tabling, theodolite and traverse surveying, contouring, and setting out for farm buildings, warehouses, and small irrigation structures.

B. Construction Materials

Properties, types, and uses of stone, cement, bricks, clay products, paints, varnishes, and bitumen relevant to agricultural and rural constructions, including selection, storage, and construction techniques.

C. Mechanics of Materials and Structure

Internal effects of loading, ultimate and working stress, shear force and bending moment in beams, thrust diagrams, and simple strut theory for farm structures, storage units, and water tanks.

D. Hydraulics

Fluid properties, pressure, hydrostatics, hydro-kinematics, measurement of discharge using weirs and notches, pipe flow, and open channel flow for small irrigation channels and water conveyance structures.

E. Soil Mechanics

Soil types, classification, compaction, unit weight, permeability, Terzaghi's principle, shear strength (Mohr-Coulomb), earth pressures, and foundation engineering for farm buildings, silos, and irrigation structures.

F. Structural Design

Design and analysis of reinforced concrete elements for small buildings, warehouses, silos, tanks, and irrigation structures; axial loads, shear, bond, and detailing for farm-related constructions.

G. Agricultural Building Construction Technology

Construction of farm buildings, storage warehouses, silos, irrigation control structures, small water tanks, drainage channels, walls, damp proofing, concrete mixes, curing, and finishing relevant to rural/agricultural structures.

H. Water Supply, Sanitation, and Irrigation Engineering

Design of small gravity water supply systems, storage tanks, pipe selection, small irrigation canals, headworks, weirs, duty and crop water requirements, seepage control, excreta disposal (pit latrines, septic tanks), and farm water management.

I. Estimating and Costing

Measurement and payment units, standard estimate formats for agricultural buildings, warehouses, irrigation channels, small water tanks, rate analysis, specifications, and valuation methods.

J. Construction Management

Site organization, labor management, efficiency improvement, accident prevention, contract procedures, tendering, agreements, accounts, scheduling, equipment and materials planning, and supervision of farm-related works.

Terms of Reference

- Carry out prefeasibility and feasibility study of physical infrastructural activities supported through Programme
- Carry out detailed survey, prepare detailed design report with cost estimates and quantities of work and submit to the Project/Civil Engineer for review
- Ensure quality of construction materials procured/collected and provide adequate support during construction of the physical infrastructure

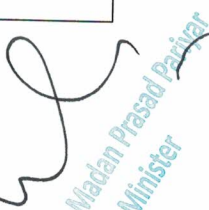

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- Provide technical support and backstopping to POs/MSMEs on preparing feasible investment sub-projects, design and estimate of physical infrastructural activities based on their business plans.
- Advise POs/MSMEs for the effective implementation of physical infrastructure activities.
- Assist and work closely with the other team members in overall implementation.
- Monitor, supervise, quality check-up, verify physical infrastructural activities, which are supported from project funds.
- Assess and recommend the feasible sub-projects that can be supported through programme's funds.
- Assist the field staff for the planning and implementation of physical infrastructural activities.
- Facilitate in periodic progress reporting and perform other jobs as directed by chief of cost Center.

22. Assistant Sub-engineers/Sub-Overseers

Syllabus

A. Surveying

Fundamentals and classifications of surveying, principles, scales, maps, field book entries, levelling methods and instruments, plane tabling, theodolite and traverse surveying, contouring, and setting out for farm buildings, warehouses, and small irrigation structures.

B. Construction Materials

Properties, types, and uses of stone, cement, bricks, clay products, paints, varnishes, and bitumen relevant to agricultural and rural constructions, including selection, storage, and construction techniques.

C. Mechanics of Materials and Structure

Internal effects of loading, ultimate and working stress, shear force and bending moment in beams, thrust diagrams, and simple strut theory for farm structures, storage units, and water tanks.

D. Hydraulics

Fluid properties, pressure, hydrostatics, hydro-kinematics, measurement of discharge using weirs and notches, pipe flow, and open channel flow for small irrigation channels and water conveyance structures.

E. Soil Mechanics

Soil types, classification, compaction, unit weight, permeability, Terzaghi's principle, shear strength (Mohr-Coulomb), earth pressures, and foundation engineering for farm buildings, silos, and irrigation structures.

F. Structural Design

Design and analysis of reinforced concrete elements for small buildings, warehouses, silos, tanks, and irrigation structures; axial loads, shear, bond, and detailing for farm-related constructions.

G. Agricultural Building Construction Technology

Construction of farm buildings, storage warehouses, silos, irrigation control structures, small water tanks, drainage channels, walls, damp proofing, concrete mixes, curing, and finishing relevant to rural/agricultural structures.

H. Water Supply, Sanitation, and Irrigation Engineering

Design of small gravity water supply systems, storage tanks, pipe selection, small irrigation canals, headworks, weirs, duty and crop water requirements, seepage control, excreta disposal (pit latrines, septic tanks), and farm water management.

I. Estimating and Costing

Measurement and payment units, standard estimate formats for agricultural buildings, warehouses, irrigation channels, small water tanks, rate analysis, specifications, and valuation methods.

J. Construction Management

Site organization, labor management, efficiency improvement, accident prevention, contract procedures, tendering, agreements, accounts, scheduling, equipment and materials planning, and supervision of farm-related works.

Terms of Reference

- Carry out prefeasibility and feasibility study of physical infrastructural activities to be supported through project.
- Provide technical support and backstopping to POs/MSMEs on preparing feasible investment sub-projects, design and estimate of physical infrastructural activities based on their business plans.
- Facilitate POs/MSMEs in procurement of quality construction materials and support them for the timely and effective implementation of physical infrastructure activities.
- Provide adequate support to POs/MSMEs to ensure quality of the construction work and construction monitoring.
- Ensure climate smart design principles in all sub-project designs and construction.
- Facilitate drafting of the co-investment and infrastructure development agreements incorporating verifiable payment milestones.
- Monitor, supervise, quality check-up, verify physical infrastructural activities, which are supported from project funds.
- Perform other jobs as directed by the chief of cost Center.

23. Agriculture Technician (AT) (Plant Science)

Syllabus

A. Agriculture (General)

1. National agricultural policies and strategies
2. Periodic plans and agriculture development strategy
3. Structure of agriculture sector and institutions
4. Climate change impacts and adaptation in agriculture
5. Commercialization and modernization of agriculture
6. Post-harvest losses and management
7. Organic and sustainable agriculture practices

8. Crop insurance and risk management
9. Role of government, cooperative and private sector

B. Horticulture

1. Climatic zones of Nepal and suitable crops
2. Vegetable production technology (potato, cole crops, cucurbits, legumes, roots, bulbs)
3. Fruit crops production (mango, citrus, apple, litchi, banana, kiwi, guava etc.)
4. Nursery establishment and management
5. Propagation methods (sexual and vegetative)
6. Orchard establishment, pruning and training
7. Off-season vegetable production
8. Post-harvest handling, grading, storage and cold chain
9. Citrus decline and its management
10. Spices, tea, coffee and medicinal crops

C. Agricultural Extension

1. Concept and importance of agricultural extension
2. Extension methods and approaches in Nepal
3. Farmer group formation and mobilization
4. Innovation, diffusion and adopter categories
5. ICT tools, mobile apps and farmer call centers
6. Training needs assessment and farmer training

C. Crop Science

1. Major cereal, pulse and oilseed crops of Nepal
2. Recommended varieties, duration and yield potential
3. Cropping systems and crop rotation
4. Seed classification, certification and quality control
5. Improved cultivation practices of major crops

D. Plant Protection

1. Major pests, diseases and weeds of crops
2. Identification, symptoms and control measures
3. Integrated Pest Management (IPM)
4. Surveillance and pest forecasting
5. Plant clinic concept and operation
6. Pesticide safety, regulation and RBPR
7. Plant quarantine and biosecurity

E. Agricultural Economics

1. Demand and supply concepts
2. Production cost and comparative advantage
3. Market types and agricultural marketing system
4. Value chain development
5. Primary and secondary data collection
6. Agribusiness and entrepreneurship basics
7. Food and nutrition security

F. Soil Management

1. Soil formation, classification and properties
2. Physical, chemical and biological properties of soil
3. Essential plant nutrients and deficiency symptoms
4. Organic and inorganic fertilizers
5. Fertilizer calculation and application methods
6. Soil sampling, soil testing and kit box
7. Soil erosion causes and control measures

Terms of Reference

- Support in identification of Agro-ecological clusters and preparation of cluster plans.
- Facilitate identification of households interested to join Programme activities, carry out PO formulation and strengthening ensuring gender & social inclusion.
- Create awareness among POs about agro-ecological farming system and agro-ecological cluster plans
- Facilitate needs assessment among POs as well as collection of EOI for co-investment support.
- Provide necessary support to POs to develop investment plans and implementation of programme activities.
- Facilitate and support POs to develop market led production plans and its implementation.
- Support POs by providing technical and extension services, linkages with service providers, regular monitoring, field data entry/management and feedback.
- Conduct and facilitate field level trainings, field surveys and other monitoring and supervision works
- Facilitate and support FEBL facilitator to conduct on farm technical sessions in effective manner.
- Gather and collect information of participating households and update in the project MIS in coordination with M & E team;
- Coordinate with local governments, respective line agencies and seek local contribution in Programme activities.
- Take responsibility for field level activities implemented within own command areas.

24. Agriculture Technician (AT) (Animal Sciences)

Syllabus

A. Livestock Sector in Nepal

1. Status, scope and importance of livestock sector
2. National livestock policies, strategies and plans
3. Role of livestock in food security and nutrition
4. Livestock development institutions in Nepal
5. Climate change impacts on livestock

B. Animal Anatomy & Physiology (Basic)

1. External body parts of farm animals
2. Digestive, respiratory, circulatory and reproductive systems
3. Body temperature, pulse and respiration
4. Growth and development of animals
- C. Animal Nutrition**
 1. Classification of feeds and fodders
 2. Nutrients: carbohydrates, proteins, fats, vitamins and minerals
 3. Balanced ration concept
 4. Fodder production and conservation (hay, silage)
 5. Feeding practices of cattle, buffalo, goat, sheep and poultry
- D. Animal Breeding**
 1. Indigenous and improved breeds of livestock
 2. Principles of breeding and selection
 3. Reproductive cycle and heat detection
 4. Artificial insemination (basic concept)
 5. Crossbreeding and grading up
- E. Animal Health (Veterinary Care)**
 1. Common diseases of cattle, buffalo, goat, sheep and poultry
 2. Symptoms, prevention and control measures
 3. Vaccination schedule
 4. Parasites (internal and external) and control
 5. Zoonotic diseases
 6. First aid and basic animal handling
- F. Livestock Management**
 1. Housing systems and sanitation
 2. Clean milk production
 3. Calf, kid and lamb management
 4. Pregnant and lactating animal care
 5. Poultry management (broiler and layer)
 6. Waste management and biosecurity
- G. Dairy Science**
 1. Milk composition and quality
 2. Milk hygiene and handling
 3. Common milk adulteration
 4. Milk collection, storage and transportation
 5. Small-scale dairy processing
- H. Meat & Livestock Products**
 1. Slaughtering principles and meat hygiene
 2. Meat quality and preservation
 3. Hides, skins and by-products
 4. Cold chain concept
- I. Livestock Extension**
 1. Livestock extension concept and importance

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2. Farmer group formation and mobilization
3. Training and demonstration methods
4. Record keeping at farm level
5. Role of cooperatives and private sector

J. Livestock Economics

1. Cost of production and profitability
2. Livestock marketing system
3. Value chain of milk, meat and eggs
4. Entrepreneurship and small livestock enterprises
5. Insurance and risk management

Terms of Reference

- Support in identification of Agro-ecological clusters and preparation of cluster plans.
- Facilitate identification of households interested to join Programme activities, carry out PO formulation and strengthening ensuring gender & social inclusion.
- Create awareness among POs about agro-ecological farming system and agro-ecological cluster plans
- Facilitate needs assessment among POs as well as collection of EOI for co-investment support.
- Provide necessary support to POs to develop investment plans and implementation of programme activities.
- Facilitate and support POs to develop market led production plans and its implementation.
- Support POs by providing technical and extension services, linkages with service providers, regular monitoring, field data entry/management and feedback.
- Conduct and facilitate field level trainings, field surveys and other monitoring and supervision works
- Facilitate and support FEBL facilitator to conduct on farm technical sessions in effective manner.
- Gather and collect information of participating households and update in the project MIS in coordination with M&E team.
- Coordinate with local governments, respective line agencies and seek local contribution in Programme activities.
- Take responsibility for field level activities implemented within own command areas.

25. Community Mobilizer (CM)

Syllabus

A. Geography of Nepal

1. Physical features of Nepal
2. Natural resources (types, availability and status)

3. Geographical diversity and livelihood

4. Climatic zones of Nepal

B. Social & Cultural Aspects of Nepal

1. Religion, culture, language and ethnic groups

2. Social customs and values

3. Cultural heritage (types and importance)

C. Science, Technology & Health

1. Role of science and technology in daily life

2. Alternative energy, ICT and biotechnology

3. Health, diseases, vaccination and nutrition

4. Sanitation and hygiene

5. Daily-use materials (soap, plastic, fertilizer, pesticides)

D. Gender Concepts

1. Sex and gender

2. Gender roles and relations

3. Gender discrimination and inequality

4. Constitutional provisions on women's rights

5. National laws related to women

6. Gender-Based Violence

7. Gender-responsive planning and budgeting

8. Gender-based monitoring and evaluation

E. Agriculture (General)

1. National agricultural policies and strategies

2. Periodic plans and agriculture development strategy

3. Structure of agriculture sector and institutions

4. Climate change impacts and adaptation in agriculture

5. Commercialization and modernization of agriculture

6. Post-harvest losses and management

7. Organic and sustainable agriculture practices

8. Crop insurance and risk management

9. Role of government, cooperative and private sector

F. Agricultural Extension

1. Concept and importance of agricultural extension

2. Extension methods and approaches in Nepal

3. Farmer group formation and mobilization

4. Innovation, diffusion and adopter categories

5. ICT tools, mobile apps and farmer call centers

6. Training needs assessment and farmer training

G. Livestock Sector in Nepal

1. Status, scope and importance of livestock sector

2. National livestock policies, strategies and plans

3. Role of livestock in food security and nutrition

4. Livestock development institutions in Nepal

5. Climate change impacts on livestock

Terms of Reference

- Facilitate rapid mapping and cluster identification for respective value chain in respective clusters /Municipalities.
 - Identification of households interested to join Programme activities and facilitate formation and strengthening of POs.
 - Mentoring/coaching POs to interact with each other, other actors & service providers for negotiation of their interests;
 - Aware and facilitate POs to access Programme services and co-investment support and support from private service providers.
 - Facilitate and support POs through needs assessment, collection of application, EoI, field verification and Business Plan preparation, development of market led production plans and its implementation;
 - Support POs for implementation of sub projects by providing technical and extension services, linkages with service providers, regular monitoring, field data entry/management and feedback;
 - Facilitate & support available service providers including MSMEs and financial institutions to disseminate information about products and services to enhance access of POs;
 - Facilitate field level training, surveys, monitoring and supervision missions;
 - Play key role in gender and social inclusion, inclusion of risk averse groups by mentoring and coaching them through meetings, interactions and informal discussions;
 - Identify, coach and mentor FEBL Facilitator to conduct FEBL classes and ensure inclusion of women, youths, poor households and disadvantaged groups during PO formation and strengthening;
 - Gather and collect information of participating households and update in the project MIS in coordination with M & E team;
 - Coordinate with local governments, respective line agencies and seek local contribution in Programme activities.
 - Timely and regular reporting to respective PMO/CO as per prescribed format;
 - Take responsibility for field level activities implemented within own command areas;
- Other tasks/ activities as directed by respective PMO/CO.


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Sub-annex-2.4
Eligibility criteria for different positions
(Related to the Sub-section-4)

S.N.	Position	Qualification & Experience
1	PME & KM coordinator	Masters' degree in Agriculture, Veterinary and Animal Sciences, Development, Communication, Social Sciences or equivalent with at least 10 years of professional experience in relevant field.
2	Financial management specialist	Master's degree in Finance, Financial Accounting, Economics, Business Administration or equivalent with at least 7 years experiences related to financial operations in foreign aid funded projects.
3	Procurement specialist	Master's degree with more than 7 years of professional work experiences in procurement of goods, works and services with foreign aid funded projects.
4	GESI and Targeting Specialist	Master's degree in Gender studies, Sociology, Rural development or related subject with at least 7 years of relevant work experience.
5	Agro ecology Specialist	Master's degree in Agro-ecology, Sustainable agriculture, or Sustainable animal husbandry or regenerative agriculture with at least 7 years' experience in relevant field.
6	VC & Business Development Specialist	Master's degree in Business administration, Agribusiness, Economics, Marketing or equivalent with at least 7 years of experience in value chain and business development.
7	Env. & Social Safeguard Specialist	Master's degree in Social, Environmental science, Climate change, or related subject with at least 7 years of relevant work experiences.
8	ME and KM Specialist	Master's degree in Agriculture, Veterinary and Animal Sciences, Development, Communication, Social Sciences or equivalent with at least 7 years of professional experience in relevant field.
9	Engineer	Bachelor degree in Civil engineering with at least 5 years of professional experience.
10	Rural Finance Officer	Bachelor degree in Business administration, Finance, or equivalent with 5 years of professional experience.
11	Community, Farmer & Trader Liaison Officer	Bachelor's degree in Finance, Financial Accounting, Agribusiness, Economics, Business administration, or equivalent with at least 5 years of relevant experience.
12	Agroecology Crops Officer	Bachelor's degree in Agriculture with at least 5 years' experience in relevant field.
13	Agroecology Livestock Officer	Bachelor's degree in Veterinary Science or Animal Science, Animal Husbandry or Agriculture with specialization in Animal Science or Animal Husbandry with at least 5 years of experience in relevant field.

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S.N.	Position	Qualification & Experience
14	Business Development Officer	Bachelor's degree in Business administration, Agribusiness, Economics or equivalent with at least 5 years of experience.
15	Procurement Officer	Bachelor's degree with at least 5 years of professional work experiences in procurement of goods, works and services with foreign aid funded projects
16	Fund & Financial Management Officer	Bachelor's degree in Finance, Financial Accounting, Economics, Business administration, or equivalent with at least 5 years of relevant experience.
17	POs Strengthening Officer	Bachelor's degree in Agriculture, Veterinary and Animal Sciences, Development, Communication, Social Sciences or equivalent with at least 5 years of professional experience in relevant field.
18	MEAL Officer	Bachelor's degree in Agriculture, Veterinary and Animal Sciences, Development, Communication, Social Sciences or equivalent with at least 5 years of professional experience in relevant field.
19	MIS & Data Management Officer	Bachelor's degree in Information management, Computer software application, Computer engineering or any other field related to Information technology with at least 5 years' relevant experiences.
20	Financial Management Assistant	Intermediate/+2 in Commerce, Accounting or Business management with at least 3 years of relevant experience.
21	Sub-engineer / Overseer	Intermediate/Diploma in Civil engineering with at least 3 years of relevant experience.
22	Agricultural Technicians / JT (Plant Science)	Intermediate/Diploma in Plant Science with at least 3 years of relevant experience
23	Agricultural Technicians / JT (Animal Science)	Intermediate/Diploma in Animal Science with at least 3 years of relevant experience.
24	Asst. Sub-engineer / Sub-Overseer	TSLC or equivalent in Civil engineering with at least 3 years of relevant experience.
25	Community Mobilizer	JTA course in Agriculture or Animal science with minimum 3 years of relevant experience or intermediate in any subject with at least 5 years of experience in social mobilization in agriculture related projects.

Note: In the case of work experience, only permanent or contract-based experience of one year or more, obtained at an authorized level in the following bodies, shall be considered, subject to submission of a certificate from the concerned institution verifying the period of service. Experience of less than one year shall not be considered:

- Civil Service and other government bodies

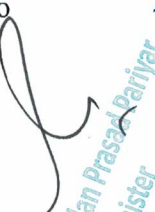

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- Organized institutions operated under full or partial ownership of the Government of Nepal
- Development Committees established under the Development Committee Act, 2013
- Institutions or bodies established by law
- The United Nations, its organs, and specialized agencies
- Intergovernmental international organizations
- Constituent (affiliated) campuses of universities/Community schools or campuses
- INGOs/NGOs registered in SWC (Additional details of organizational structure, recruitment procedure and other documents to verify the job tenure should be included)


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Sub-annex-2.5
Application format
(Related to Sub-section-7.2)

Recent
PP size photo

**1. Details of applied post**

Advertisement number:		Name of the post:	
Recruitment office applied for:	Province:		
	Office:		

2. Personal details

Applicants	Name					
	In Nepali					
	Citizenship no.:		Issuing district:		Gender:	Inclusion group:
Permanent address	Province:		District:		Municipality:	
	Ward:		Tole:		House no.:	
Contact:	E-mail:					Mobile no.:
Father's name:			Mother's name:			
Grandfather's name:			Spouse's name:			
Date of birth:			Current age: Years... Months			

3. Educational qualifications (Indicate minimum required qualification and above)

Qualification	Name of institution	Degree	Faculty	Division/Grade	Main subject	Attached document

4. Experience details

Office	Post	Level	Employment Period		Duration (Year/Month/Days)	Attached document
			From	To		
Total Experiences						

5. Self-declaration

I hereby declare that all the details provided in this application are true. I have not been disqualified or punished for the post advertised in this vacancy. If found guilty of providing false or misleading information, I shall be liable for action in accordance with the prevailing laws. I voluntarily agree to abide by the prevailing laws and all the terms and conditions mentioned in this application form.

Thumb impressions of applicant		Signature of applicant Date:	Recommended and approved by:
Right	Left		Name: Designation: Office: Mobile number: Date: Seal of office (If Applicable)

[Signature]
Programme Coordinator

[Signature]

[Signature]
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[Signature]
Rajendra Prasad Mishra (Ph.D)
Secretary

[Signature]
Hon. Dr. Madan Prasad Pariyar
Minister



Government of Nepal
Ministry of Agriculture and Livestock Development
Resilient High Value Agricultural Programme (R-HVAP)
Programme Coordination Office
Kirtipur, Kathmandu

PP size photo

Admit Card

Advertisement number:		
Full name of the candidate (in block letters):		
Citizenship number:		
Roll number:		
Post:		
Level:		
Recruitment office applied for	Province:	
	Office:	

.....
Signature of candidate

.....
Signature of authorized personnel

[Signature]
Programme Coordinator

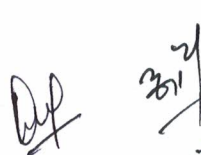
[Signature]
Rajendra Prasad Mishra (Ph.D)
Secretary

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Hon. Dr. Madan Prasad Puriyar
Minister

Sub-annex-2.7
Format of answer sheet
(Related to Sub-section-7.4.1.ii)

Resilient High Value Agricultural Programme Office Answer Sheet		Resilient High Value Agricultural Programme Office Answer Sheet	
Signature of Center Chief		Signature of Center Chief	
Code:		Code:	
Advertisement Number:		Q.No.	Answer
Subject:		1	26
Roll Number:		2	27
Name:		3	28
Father's Name:		4	29
Mother's Name:		5	30
Grandfather's Name:		6	31
Exam Center:		7	32
Date:		8	33
Signature:		9	34
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		75	100

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Sub-annex-2.8
Number of applicants to be selected for interview
(Related to Sub-section-7.4.1.viii)

S.N.	Total vacant seats	Minimum number of applicants to be selected
1	1 to 5	Number of vacant seats plus 3
2	6 to 10	Number of vacant seats plus 5
3	11 to 15	Number of vacant seats plus 7
4	16 to 20	Number of vacant seats plus 9
5	20 or more	Number of vacant seats plus 11

Note: In case of selection for multiple application if same candidate is selected in different posts, the minimum number of applicants to be selected will be increased accordingly.

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Sub-annex-2.10
Average score of second stage evaluation
(Related to Sub-section-7.5)

S.N.	Name of interviewee	Score of interviewers				Average	In words
		1	2	3	4		



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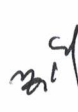


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Sub-annex-2.11
Combined final score
(Related to Sub-section-7.5)



S.N.	Name of interviewee	Score		Aggregate score	In words	Merit position	Result
		First stage evaluation	Second stage evaluation				




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Sub-annex-2.12
Format for final recommendation of candidates
(Related to Sub-section-7.5)

Date:

Announcement number:

Date of vacancy announcement:

Name of position:

Number of applicants that appeared in interview:

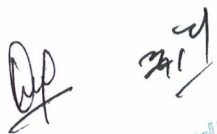
Recommended candidate

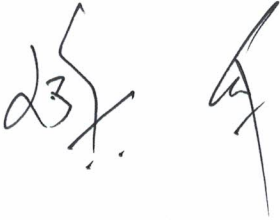
S.N.	Roll Number	Name	Address	Father's name	Appointed office

Waiting List candidate

Merit	Name	Address	Father's name	Remarks

The selected applicants are requested to contact on for the purpose of appointment and written contract.


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Sub-annex-2.13
Format for performance assessment of contracted staffs
(Related to Sub-section-8.2)

Employee name: Position: Submitted Office:
Evaluation period: From..... to Submitted date:Registration number:..
Details of work performance:

Major tasks done during evaluation period	Indicator of performance
1.	
2.	
3.	
..	
Signature of employee:	Date:

Note: This format should be filled in two copies and submitted to supervisor two times a year. Half yearly evaluation will be submitted from 1st to 7th date of Poush and from 1st to 7th Ashad for the remaining period.

Evaluation of work performance			
Basis of Evaluation	Evaluation of supervisor	Evaluation of reviewer	Remarks
1. Knowledge about subject matter (10)			
a. Basic knowledge about ToR (2.5)			
b. Innovative knowledge related to ToR (2.5)			
c. Skills regarding subject (2.5)			
d. Respect for local knowledge (2.5)			
2. Discipline and Obedience (10)			
a. General discipline (2.5)			
b. Follow office time and dress code (2.5)			
c. Follow instructions of superior (2.5)			
d. Behavior with clients (2.5)			
3. Regularity and timeliness (10)			
a. Regular Presence (2.5)			
b. Timely presence (2.5)			
c. Prior notification & approval of absence (2.5)			
d. Efforts outside the office time (2.5)			
4. Work culture and results (10)			
a. Prioritize to office work (2.5)			
b. Maintain office secrecy (2.5)			
c. Timely work completion (2.5)			
d. Protection and care of office property (2.5)			
Total Score			
Reasons for score more than 95% and less than 75%:	Name of supervisor: Signature: Date	Name of reviewer: Signature: Date	

Note: <70%= Unsatisfactory

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Sub-annex-2.14
Salary of contracted staffs
(Related to Sub-section-9.1)

S.N.	Position	Level	Salary (NPR/Month)	Travel and DSA
1	PME & KM Coordinator	Expert	Salary calculated through the procurement process, within the cost tab limits.	As per GoN/ provincial rules applied for Gaz II Class Officer/9 th or 10 th Level Officer
2	Financial Management Specialist			
3	Procurement Specialist			
4	GESI and Targeting Specialist			
5	Agroecological Specialist			
6	VC & Business Development Specialist			
7	Env. & Social Safeguard Specialist			
8	ME and KM Specialist			
9	Engineer	Officer	55,000-1,30,000	As per GoN/ provincial rules applied for Gaz III Class Officer/7 th or 8 th Level Officer
10	Rural Finance Officer			
11	Community, Farmer and Trader Liaison Officer			
12	Agroecology Crop Officer			
13	Agroecology Livestock Officer			
14	Business Development Officer			
15	Procurement Officer			
16	Fund and Financial Management Officer			
17	POs Strengthening Officer			
18	MEAL Officer			
19	MIS & Data Management Officer	Senior assistant	48,000-58,500	As per provincial rules applied for 5 th Level.
20	Financial Management Assistant			
21	Sub-engineer / Overseer			
22	Agricultural Technicians / JT (Plant Science)	Assistant	38,000-52,000	As per provincial rules applied for 5 th Level.
23	Agricultural Technicians / JT (Animal Science)			
24	Asst Sub-engineer / Sub-Overseer	Assistant	38,000-52,000	As per provincial rules applied for 5 th Level.
25	Community Mobilizer /JTA level			

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Sub-annex-2.15
Allowance of contracted staffs
(Related to Sub-section-9.1)



S.N.	District	Allowances for the different positions in NPR/Month		
		Assistant	Senior Assistant	Officer
1	Dailekh	12,000	14,500	-
2	Jajarkot	12,000	14,500	20,000
3	Jumla	15,500	19,500	20,000
4	Kalikot	15,500	19,500	-
5	Mugu	19,500	24,500	-
6	Rukum West	13,500	17,500	-
7	Salyan	9,500	9,500	-
8	Surkhet	5,000	5,000	15,000
9	Accham	8,500	11,500	-
10	Baitadi	6,500	6,500	-
11	Bajhang	10,500	14,500	-
12	Dadeldhura	6,500	6,500	20,000
13	Doti	6,500	6,500	-
14	Palpa	5,000	5,000	-
15	Pyuthan	5,000	5,000	15,000
16	Rolpa	5,000	5,000	-
17	Rukum East	9,500	14,500	-
18	Gulmi	5,000	5,000	-
19	Dang	5,000	5,000	-
20	Arghakhanchi	5,000	5,000	-
21	Butwal	-	5,000	15,000


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Annex-III: Demonstration Farm Establishment Guideline

(Related to Section 6.4.2)



1. Objectives

This guideline provides step-by-step procedures for the establishment, operation, and utilization of Agroecological Demonstration Farms under R-HVAP. It aims to ensure uniform implementation across Palikas, develop farms for agroecological learning, innovative business development while generating practical evidence through participatory action research to support scaling of agroecological transitions. In addition, each demonstration farm will serve as the primary contact point of the programme at the local level and function as the operational base for farmer training centre, FEBL practical session site, youth apprenticeship centre, and commercially viable agroecological enterprise model.

2. Scope and applicability

This guideline shall be used by the PCO, PMOs, COs, Palikas, LFs, POs, youth apprentices, trainers and research partners to operationalize the relevant provisions of the PIM through the establishment and use of Agroecological Demonstration Farms. Specifically, it provides guidance in:

- Selection of lead farmers and entrepreneur to host the demonstration farms;
- Carry out detailed analysis of agroecological components of the selected farm and develop farm level agroecological design;
- Provide financial support to the LF/Entrepreneur for establishment of the demonstration farm and business
- Carry out on-farm trainings to build capacity among beneficiaries and POs for market-oriented agroecological transitions
- Integrate youth apprenticeship and business incubation opportunities and PAR as envisaged by PIM.

3. Implementation procedure

3.1 Selection of Lead farmers and Entrepreneurs

During PAP formulation, the PAP Committee will facilitate the identification and selection of LFs/ Entrepreneurs within the Palika. To be eligible, the proposed demonstration farm shall have at least 0.25 hectare of land under the control of the farmer, with no dispute related to land ownership, tenancy or land use rights. If PAP committee identifies more than one LF/Entrepreneur to establish the demonstration farm, the final selection of LFs/Entrepreneurs who will host the demonstration farms shall be made by the Co-Investment and Infrastructure Development Committee at the Province and Corridor levels based on the criteria outlined in sub-annex-3.1.

In cases where supplementary financing is available, additional eligible farmers may be selected to establish more than one demonstration farm within a Palika, subject to the approval of the Co-Investment and Infrastructure Development Committee. In all cases, the selection process shall prioritize the farm's existing farming approaches, learning potential, business innovativeness,



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market orientation, alignment with programme objectives, and contribution to the expansion of agroecological production systems integrating high-value agricultural commodities.



Among the selected demonstration farms, 10 farms will be designated as PAR farms across different agroecological zones and lead commodities, based on additional criteria stipulated in analytical framework. PAR farms will receive additional technical and financial support as specified in the PIM.

3.2 Agroecological design

After LF/Entrepreneur selection, a comprehensive farm analysis will be conducted by the respective PMO/CO to inform agroecological design and business development plan. This will include assessment of soil condition, farm topography, water availability, micro-climate, existing crops, current management practices and business viability. Analysis of key bio-physical and market constraints will be identified alongside existing strengths and opportunities. Special emphasis will be given to establish interlinkage of agroecological components to promote synergy, efficiency, recycling and strengthening local food systems.

Production level agroecological farm design will apply core principles of diversity, recycling, efficiency, synergies, resilience and sustainable natural resource management to strengthen ecological functions, farm productivity and commercial viability. The focus shall be placed to enhance soil health, biodiversity, nutrient cycling, and water management through integrated practices suited to local topography and climate. These include: composting and biological input production, mulching, cover crops, crop diversification, crop rotation, legumes, agroforestry and integration of crops, livestock and trees, mixed cropping, contour farming, water-harvesting and conservation structures, ecological pest and disease management and resource recycling.

Implementation will follow an iterative action-learning approach in which farmers and technical teams jointly design, pilot, assess, and refine practices over time. Crops, trees, livestock, and soil management measures will be integrated to create functional synergies, improve year-round production, and buffer risks, while participatory co-creation, use of local knowledge, and preference for locally adapted varieties and community seed systems will ensure sustainability, ownership, and local relevance.

Similarly, Farms demonstrating entrepreneurship and business innovativeness will be based on commercially viable agroecological enterprises, linking local production to national and international markets. The focus shall be placed on enterprise planning, farm economics, value addition, record keeping, market-oriented production and highlighting value of healthy agroecological food.

This design will provide further breakdown about coverage of different components including tree crops, livestock and infrastructure needs, enterprise activities, monitoring indicators and investment requirements for establishment of demonstration farms based on different lead commodities. The demonstration farm shall serve as a practical learning site for agroecological farming, FEBL practical classes, youth apprenticeships and participatory action research.



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3.3 Signing of contract and implementation

Based on the approved agroecological farm/business design, the PMO/CO will enter into a written agreement with the selected lead farmer/Entrepreneur for establishment of demonstration farm and its operation. The agreement will clearly define the roles and responsibilities of both parties, including approved farm design, implementation plan, a detailed cost estimate and cost-sharing mechanism including reporting requirements. The demonstrator's primary responsibility will be to ensure long-term continuity, maintenance, and proper management of the demonstration farm in accordance with the approved design.

The agreement will also include provisions for conducting on-farm trainings, FEBL practical learning sessions, exposure visits integrating youth apprenticeship opportunities, and implementing PAR as outlined in the PIM. The demonstration farm will maintain basic farm, training and enterprise records, including information on production, resource use, business performance, training activities and learning outcomes. The CM assigned by the programme will continuously provide technical support and facilitate coordination between the demonstration farm, producer organizations, technical service providers, local government and research institutions to effectively carry out the functions outlined in this guideline.

3.4 Functions of Demonstration farm

3.4.1 Living learning site

Agroecological demonstration farm will serve as living learning site for showcasing agroecological principles, practices, and integrated farm systems where farmers can observe, compare and analyse under real farm conditions. Locally adapted technologies, crop varieties, seed systems, and traditional knowledge will be demonstrated to support learning and replication. Similarly, farms demonstrating business models will promote linkage of agroecological production with markets. By acting as reference models for neighbouring farmers, peer businesses and communities within the Palika, these farms will contribute to scaling agroecological practices and improve marketability. The farm will maintain demonstration records and facilitate regular farmer field days, exposure visits and learning events. The logbook will be reviewed during quarterly verification visits.

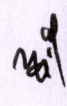
Long-term continuity, maintenance, and sustainability of demonstrated practices will be ensured through committed farm management and regular technical backstopping from PMO/CO and quarterly monitoring against performance indicators.

3.4.2 Primary contact point

At the Palika and community levels, the demonstration farm will act as the primary contact point of R-HVAP. It will also provide operational base for the programme-deputed ATs and CMs, enabling continuous engagement, coordination, and support to participating farmers.

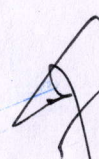
3.4.3 Trainings

The demonstration farm will function as a local level agroecological and business incubation training centre, hosting on-farm trainings for community members, including farmer field days,



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exposure visits, and other knowledge-sharing and learning events related to agroecological farming. Hands on training sessions shall be conducted on enterprise budgeting, farm record keeping, market planning, crop calendars, value addition, soil health management, ecological pest management and water management using farm-based learning approaches.

3.4.4 Participatory action research (In selected farms)

Selected demonstration farms in collaboration with PMO/CO and research institutions, will support PAR to generate practical evidence on agroecological transitions and innovations. This will include piloting, testing, and refining agroecological practices (such as varietal evaluation, soil health improvement practices, cover crops species, mulching systems, bio-input application, ecological pest management and water management technologies) through iterative action-learning processes, installing and maintaining necessary equipment provided by PMO/CO or research entities, and regularly collecting, recording, and reporting field-level data including the baseline information on soil health (organic matter, pH, earthworm count) and beyond.

The programme will support joint experimental learning and participatory action research at 10 demonstration farms in collaboration with researchers to optimize agroecology practices and technologies for generating multiple benefits. To support the systematic monitoring and learning for scaling up and course corrections, the programme will work in partnership with the NARC, four PhD degree students as well as other research-oriented institutes with distinct roles and responsibilities. NARC shall provide technical oversight, research design validation, and scientific backstopping.

An analytical framework will be prepared including details about operation procedure of PAR in collaboration with NARC which will further direct further implementation.

3.4.5 Youth apprenticeship and business incubation

Demonstration farms will host youth apprentices selected by the PMO/CO, engaging them in hands-on field activities to develop practical skills in agroecological farming and business innovativeness that they can replicate on their own farms. Young agricultural trainees will be selected to participate in apprenticeship programme that shall combine practical field experience with structured learning modules on agroecological farm design, soil health management, ecological pest and disease management, water management, crop-livestock-tree integration, farm record keeping, enterprise budgeting, value addition, market planning, business management and leadership development. Each apprentice shall participate for a continuous period of six months, covering two full cropping cycles to ensure that apprentices experience the full seasonality of agroecological production under the mentorship of lead farmers/entrepreneurs hosting demonstration farms. The lead farmer shall provide practical training, coaching and exposure on day-to-day farm and enterprise management, in exchange, of cost-free labour to demonstration farm activities for the entire duration of the apprenticeship.

To support participation, each apprentice will receive a monthly allowance of NPR 23,100 as specified in the PIM to cover board, lodging and incentive costs. The allowance shall be paid at the end of each month based on the apprentice's daily diary of activities and work performed during the apprenticeship period. The daily diary shall be verified and endorsed by the lead

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farmer/entrepreneur hosting the demonstration farm and certified by the assigned CM. Payment shall be released by the PMO/CO only upon submission and approval of the verified monthly diary and confirmation of satisfactory participation in apprenticeship activities.

PCO/CO, in consultation with local agriculture schools and colleges, will identify potential youths willing to participate in the apprenticeship. The Co-investment and Infrastructure Development Committee at the province and corridor levels in collaboration with the educational institution will select appropriate candidates through interview based on criteria outlined in sub-annex 3.2.

Selected youths will sign a written contract with PMO/CO, outlining their commitments and responsibilities during the training and after its completion. Each apprentice shall prepare a simple agroecological farm development plan or business plan as part of the completion requirements. Apprentices shall be encouraged to establish their own agroecological farms, enterprises or local resource centres and may be linked, where eligible, to programme-supported financing, enterprise development and business incubation opportunities. Lessons learned from the initial apprenticeship programme shall be used to refine and scale up the initiative through additional financing and partnerships.

4. Financial provisions

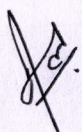
Demonstration farm will receive maximum of NPR 210,000 as financial support and opportunities specified in sub-annex-3.3 to effectively carry out the above-mentioned functions and activities outlined in this guideline. However, the level of financial support shall vary based on the approved agroecological farm and business development plan, lead commodity, farm size, proposed demonstration components, and enterprise potential. The lead farmer/entrepreneur shall provide in-kind contribution as specified in the written agreement, that may include but not limited to, such as land for demonstration farm establishment, household labour for farm setup and maintenance, locally available materials (bamboo, stones, dung, crop residues etc) and accommodation for apprentice, wherever feasible.

Financial support shall be released in accordance with approved implementation plans, milestones and reporting requirements specified in the agreement between the PMO/CO and the Lead farmer/Entrepreneur on installment basis (2-3 times). The demonstration farm shall maintain a simple farm income, expenditure register for all programme-related transactions, record of assets and training activities to be made available during monitoring and quarterly verification visits. Disbursement of all funds is conditional upon compliance with the terms of the written agreement and verification by PMO/CO or designated CM.

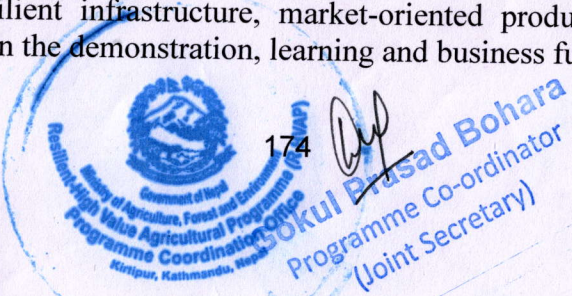
5. Other provisions

5.1 Co-investment Support

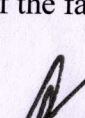
The lead farmer/Entrepreneurs operating the Agroecological demonstration farm will also be eligible to receive co-investment support as per the provisions outlined in co-investment and infrastructure development guidelines. Such support will promote the establishment and expansion of commercially viable agroecological enterprises, value addition facilities, post-harvest management, climate-resilient infrastructure, market-oriented production systems, and other investments that strengthen the demonstration, learning and business functions of the farm.



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5.2 Display Board

A permanent display board will be prominently installed at the demonstration farm as per sub-annex-3.4. to serve public information, ensure transparency and disseminating information of demonstrated agroecological practices, key technologies, training activities, contact information and programme support.

6. Authority to revise and amend the guidelines

The PCO in consultation with PSC will have the exclusive right to revise and amend the guideline as per the needs and necessity to enhance the effectiveness of the programme. Any revisions or amendments shall be communicated to IFAD for approval and shall become effective upon receiving no objection by IFAD.

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Sub-Annex-3.1
Criteria for selection of farm as demonstration farm
(Related to the Sub-section 3.1)

S.N.	Selection Category	Selection Criteria and Marks	Observation			Score
1	Location and Accessibility (25)	Location (10)	Within selected Pos (8)	Within the selected cluster (4)	In selected palika (2)	
		Accessibility (5)	Accessibility of black topped or all-weather gravel road (5)	Within 500-meter walking distance from all-weather gravel road (3)	Within 1 km walking distance from all-weather gravel road (2)	
		Diverse geography (10)	Highly diverse (to incorporate all priority commodities identified by PAP) (10)	Very Diverse (Can incorporate 80% commodities identified by PAP) (8)	Diverse (Can incorporate 60% commodities identified by PAP) (4)	
2	Farm Ownership infrastructure and existing practices (25)	Ownership (10)	Owner is both youth and women (10)	Owner is women (8)	Other (4)	
		Infrastructure (5)	Basic infrastructure (irrigation, animal sheds, farm equipment etc.) available (5)	Basic infrastructure Upgradable (3)	Need investment in basic infrastructure (2)	
		Current farming methods (10)	Agroecological (10)	No/Safe chemical use (8)	Other (4)	
3	Demonstrability (25)	Production (15)	All agroecological elements demonstratable (15)	80% agroecological elements demonstratable (10)	50% agroecological elements demonstratable (5)	
		Value chain (10)	Highly demonstratable market linkage and value chains available (10)	Moderately demonstratable market linkage and value chains available (8)	Potential to demonstrate market linkage and value chains (4)	
4	Capacity (25)	Co-financing (10)	Capacity to co-finance more than	Capacity to co-finance more	Capacity to co-finance at least	

S.N.	Selection Category	Selection Criteria and Marks	Observation			Score
			requirements of programme as well as upgrade basic infrastructures (10)	than requirements of programme (8)	as per requirements of programme (6)	
		Apprentice (15)	Existing capacity to host both apprentices PAR and to keep records (15)	Existing capacity to host apprentices or PAR and keep records (10)	Upgradable capacity to host apprentices or PAR and keep records (8)	
Total Score						

Note: Selection committee will ensure reasonable geographic distribution of demonstration farms within the Palika following the programme beneficiary outreach, to maximize accessibility for learning visits and to host apprenticeships as well as PAR.

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 Programme Co-ordinator
 (Joint Secretary)

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Sub-Annex-3.2
Selection Criteria for Youth Apprenticeship
(Related to the Sub-section 3.4.5)



Criteria	Sub- criteria	Mark
Local resident (10)	Youth him/herself or his/her Parent Member of POs (10)	
	Local resident within program palika (8)	
	Resident outside program palika (5)	
Potential to carry out agroecological farming (20)	Previous family farming experience or involvement in agricultural activities (8) (≥5 years-8, <5 years-5)	
	Interest in agroecological farming (8) (High-8, Medium-4, Low-1)	
	Access to family land or opportunity to engage in farming (4) (High-4, Medium-3, Low-1)	
Learning Capacity and Motivation (20)	Motivation and career aspiration in agriculture and agribusiness (10) (High-10, Medium-7, Low-2)	
	Academic background (10) (Grade B or above-10, Grade below B- 7)	
Ability to disseminate knowledge in community (20)	Willingness to share learning with farmers, youth and community groups (10) (High-10, Medium-7, Low-2)	
	Experience in community activities, clubs, cooperatives or farmer groups (10) (≥5 years-10, <5 years-7)	
Leadership and Communication Skills (20)	Communication and presentation skills assessed during interview (10) (Excellent-10, Good-7, Poor-5)	
	Leadership experience in school, youth groups, cooperatives or community organizations (10) (Excellent-10, Good-7, Poor-5)	
Inclusion (10)	Candidates from Indigenous Peoples (Aadiwasi/Janajati), Dalit, or other marginalized/disadvantaged community (10)	
	Others (5)	

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Sub-Annex-3.3
Financial Provisions
(Related to the Sub-section 4)



S.N.	Functions	Activities	Financial provisions		Remarks/ Disbursement Conditions
			R-HVAP	Farm	
1.	Establish demonstration farm	• Agroecological design • Installation of basic components of agroecological farming (cowshed improvement, composting, intercropping, biological pest control, use of microbes, mulching etc.) • Establishment or upgrading of farm	• Provide ToT for lead farmer/ Entrepreneur • Maximum NPR 2,10,000 per Demonstration farm set up on instalment basis (as per agreed milestones)	• Household labour for farm setup • Land and locally available materials • Carry out farming practices • Act as primary contact point	• Details specified milestone for reimbursement on instalment basis in written agreement
2.	On-Farm Trainings	• Conduction of on farm trainings (Orientation on agroecological farming, including FEBL practical sessions linked to farm design and practices) • Hosting of farmer field days, exposure visits, and knowledge-sharing events	• Carry out training as per applicable norms • Provide training materials and resource persons as needed	• Provide space to carry training sessions • Provide access to farm for observation and field activities • Take sessions on agro-ecological practices	• Maintain training attendance register, photo documentation and Visitor's logbook

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(Joint Secretary)

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S.N.	Functions	Activities	Financial provisions		Remarks/ Disbursement Conditions
			R-HVAP	Farm	
3.	Participatory action research (In selected farms only)	PAR activities according to analytical framework	- NPR 2,10,000 for installation of ICT and equipments - NPR 7,000 per PAR farm per Month remuneration for data collection	Conduct PAR activities according to analytical framework and as per the written agreement	
4.	Youth apprenticeship (For Production Farms)	- Selection of youths based on criteria (as section 3.4.5) - Structured 6-month apprenticeship under LF at demonstration farm - Supervision and mentoring by lead farmer	NPR 23,100 per Youth per Month (cost of board, lodging and incentives)	- Provide on farm trainings and demonstration facilities supporting practical learning in exchange of cost-free labour - Provide paid residence and food (if possible) - Mentor apprentice in day-to-day farm and enterprise management	Details specified in written agreement

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Sub-Annex- 3.4
Template for Display Board
(Related to Sub-section 5.2)



	 Province Government Ministry of Resilient High Value Agricultural Programme (R-HVAP) Programme Management Office (PMO)/Corridor Office (CO)		 Investing in rural people
	Agroecology Demonstration farm:		
Address:			
Palika/Ward No:		District:	
Name of Farmer:		Mobile Number:	
Name of CM:		Mobile Number:	
Agroecological Practices/Principles:			
Priority Commodities:		Technologies demonstrated	
•		•	
•		•	
•		•	
Date of Establishment QR code Contact for visits and Learning			

* Other necessary details

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Annex-IV: Enhanced Financial Education and Business Literacy (FEBL) - Gender Action Learning System (GALS) lite Course Guideline

(Related to Section 5.1.2.2.2 and 5.1.2.3.3)



1. Objectives

This guideline aims to improve the financial literacy, business management and agroecological farming skills of women of smallholder households with particular emphasis on youth, and marginalized groups. It will help build the capacity of female members of POs in key areas such as savings, credit, investment and effective utilization of financial services. It will also strengthen their skills in business management including the development of both individual and collective business plans. The training programme will further promote economic empowerment and leadership among members, while supporting household visioning through the GALS approach. In addition, it will contribute to changing mindsets by encouraging farmers to view agriculture as a viable business. Overall, the intervention will equip farmers with the skills, confidence, and motivation to work collectively, engage effectively with buyers and service providers, and participate more competitively in market systems.

2. Scope

This guideline shall be used by PMO and CO to provide Enhanced FEBL-GALS lite training to the POs members targeted under R-HVAP, with particular emphasis on women, youth, and marginalized groups.

Scope	FEBL Facilitators	POs Members
Purpose of Enhanced FEBL-GALS lite training	To provide clear guidance for effective planning, delivery and quality assurance of Enhanced FEBL-GALS lite training to PO members by integrating financial literacy, enterprise development, agroecological approaches and gender-transformative approaches.	To improve the financial literacy, business management, agroecological farming and enterprise development skills of PO members, particularly women, youth, and marginalized groups, enabling their transition towards commercial farming and agribusiness management while promoting gender equality and help reducing gender-based discrimination and violence.
Outreach of the training	Training of approximately 700 FEBL facilitators (FEBLFs) across the programme areas.	Training of approximately 60,000 female and youth members of POs.

3. Development of Training Manual

The PCO will develop an Enhanced FEBL-GALS lite training manual, which will subsequently be published, reproduced and distributed to FEBLFs and members of POs for use in training and field implementation. The manual will include a detailed 32-session curriculum integrating: Financial education, Business literacy, Gender Action Learning and Agroecological practices. In addition, the Programme will also develop audio-visual materials including short instructional videos, flip charts and simple power points.

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4. FEBL Facilitator

FEBLFs are trained female resource persons who have successfully completed the ToT programme and are responsible for facilitating Enhanced FEBL-GALS lite training for POs within the programme areas.

4.1 Selection Criteria of FEBLFs

FEBLFs shall be selected from among the members of POs through consultation, discussion and mutual consensus of PO members. During the selection process due consideration shall be given to the candidates' commitment, capacity and willingness to facilitate FEBL training sessions in up to three POs, including adjoining or nearby POs within the programme area. The following criteria shall guide the selection of FEBLFs:

- Female resident of the local community with active membership of PO.
- Completed at least Grade 12 or an equivalent qualification. Vocational courses or formal training in agriculture, enterprise management, finance or technical sector will be an added advantage.
- Must possess a good understanding of the local language, culture and social context with good communication and leadership skills.
- Must demonstrate basic digital literacy, including the ability to use a mobile phone for data entry, communication and accessing learning materials.
- Previous experience in adult literacy, community learning, participatory facilitation (including FEBL, GALS or similar programmes) and social mobilization will be considered an advantage.
- Priority will be given to candidates from indigenous peoples, dalit, marginalized and disadvantaged communities.
- Direct involvement in agroecological farming- including married women, women-headed households, single women (widowed, divorced, etc.) will be given priority.
- Youth women candidates (18–40 years) will be given preference.

4.2 Selection of FEBLFs

The FEBLF identified and nominated by the PO, taking into consideration the prescribed selection criteria, shall be forwarded to the respective PMO/CO along with the required supporting documents, including the meeting minutes. In cases where more than one candidate is nominated and forwarded by the PO, the PMO/CO shall review and evaluate the candidates in accordance with the criteria outlined in sub-annex-4.1. The PMO/CO shall make the final selection of the FEBLFs based on the evaluation results and supporting documentation.

4.3 Training of Trainers for FEBLFs

The PMO/CO in collaboration with PCO shall conduct a structured 10 days ToT on the Enhanced FEBL-GALS lite training programme for selected FEBLFs in accordance with the approved ToT manual. ToT will be delivered in two distinct phases of 5 days each within a 10–12-week inter-phase period of FEBL sessions delivered to POs. This phased approach enhances knowledge retention through spaced learning, enables participants to identify and close skill gaps through real-world practice before certification, reduces cognitive overload, and allows contextual adaptation of materials. The ToT shall be conducted at the cluster level with each training batch comprising approximately 25–30 participants. Upon successful completion of the ToT and certification, FEBLFs shall be eligible to facilitate Enhanced FEBL-GALS lite sessions within the POs. To strengthen facilitation skills and ensure quality



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implementation and refresh technical content, PMOs/COs shall organize periodic refresher training cum workshop for FEBLFs after they have completed at least one cycle of FEBL training in the programme area.



4.4 Role and responsibilities of FEBLFs

The roles and responsibilities of FEBLFs will be to;

- Facilitate Enhanced FEBL-GALS lite training in up to three POs within the assigned cluster.
- Conduct the complete Enhanced FEBL-GALS lite training package (including coordination with technical person/demonstration farm for dedicated technical sessions on agroecology) according to the training manual (32 sessions, one session per week, each of 2–2.5 hours duration) for each assigned PO, ensuring full coverage of financial education, business literacy, GALS household visioning, and climate-resilient agroecological practices.
- Enhance participants' knowledge, skills, and awareness related to financial management, business literacy (including co-investment planning and value chain finance), agroecological practices, household visioning, gender equity, and participation in value chains.
- Maintain accurate attendance records, training documentation, and participant progress records (including farm diary data entry), and submit monthly progress reports and a completion report to the respective PMO/CO.
- Prepare and adapt training materials, including charts, videos, case studies, stories, games, surveys and reporting formats to suit the local context and the Enhanced FEBL-GALS lite methodology.
- Facilitate participatory and field-based interactive learning sessions ensuring meaningful participation of women, youth and marginalized groups in an inclusive learning environment.
- Provide structured coaching and follow-up support to participants to apply acquired knowledge and skills in practical situations, including household visioning map, market-oriented production plan, farm and business planning, financial decision-making and promotion of gender-equitable household practices.
- Regularly monitor the effectiveness of training interventions (including reviewing progress against household visioning exercise and business plans), document lessons learned and case studies and submit a final report upon completion of the assignment.
- Support the Programme team in identifying, documenting and sharing success stories, good practices and lessons learned for knowledge management and learning purposes.
- Assist POs and participants in maintaining Farm Diaries and accurately recording data related to production, sales, income, expenditures and overall farm business performance, required for entry into the Programme MIS.
- Adhere to Programme's code of conduct, maintain strict confidentiality of participants' data for intended use only, follow the defined protocol for responding to gender-based violence disclosures, support the grievances redress mechanism and ensure equal participation of all marginalized groups in training activities.
- Preparation of necessary documents for reimbursement of funds from PMO/CO.

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4.5 Incentives and remuneration to FEBLFs

The remuneration and incentives payable to FEBLFs for conducting Enhanced FEBL-GALS lite training shall be provided by the respective POs in accordance with the financial norms, rates and procedures outlined in sub-annex-4.2. Payment milestones shall be linked to session delivery and verifiable outcomes, including participant attendance rates (minimum 70%), completion of household visioning, and business plans.

5. Conduction of Enhanced FEBL-GALS lite Session

5.1 Pre-Training Preparation and Participant Mobilization

Following the selection of POs and appointment of FEBLFs, the facilitators in coordination with ATs and CMs shall organize a preparation meeting with the respective POs to plan the implementation of training program. During this meeting, the list of training participants shall be finalized ensuring all women participation. For male PO members, representative woman from their household shall participate in the training. The selected participants shall be then oriented on the objectives, structure, schedule and requirements of the training programme. In addition, the orientation shall explicitly explain the link between FEBL training participation as an eligibility for RHVAP co-investment support.

5.2 Training Management Committee

To support the effective implementation of the training, a 3-member Training Management Committee shall be formed from among the participants. A group manager shall be selected participatorily from the members of training committee. The group manager shall coordinate with the FEBLFs in determining the training venue, date and time of sessions. Similarly, he/she will manage training materials, maintain attendance records and meeting minutes and prepare the necessary documents for submission to the PMO/CO for reimbursement of eligible training expenses.

5.3 Training Materials and Session Planning

The training will be strictly based on Enhanced FEBL-GALS lite Training Manual, prepared by PCO. The PMO/CO shall provide supplementary training materials to FEBLFs, including training manuals, workbooks, visual aids, farm diaries and others learning aids. Based on the approved curriculum, FEBLFs shall prepare session plans and make the necessary arrangements for conducting the training.

5.4 Conduction of Training Sessions:

The Enhanced FEBL-GALS lite training will consist of 32 sessions within total duration of approximately 64 –80 hours. The curriculum will integrate four components: (i) Financial Education, (ii) Business Literacy, (iii) Gender Action Learning, and (iv) Agroecological Farming Approaches. All training sessions shall be conducted in accordance with the curriculum and contents prescribed in the Enhanced FEBL-GALS lite Training Manual.

Each training group shall normally comprise 20–30 participants. The training sessions shall generally be conducted once per week at a suitable time and venue agreed upon by the participants and FEBLFs. Sessions shall be facilitated using participatory and peer-to-peer learning approaches, emphasizing practical exercises, role plays, group discussions, experience sharing and problem-solving activities. Similarly, Audio-visual materials such as videos, jingles, stories and other learning aids shall be used wherever appropriate to enhance learning effectiveness. These materials will be developed by PCO and distributed before training



commences. Participants shall maintain Farm Business Diaries and other learning tools for record-keeping, planning and monitoring purposes. FEBLFs will coordinate with PMO/CO to arrange technical experts (lead farmer, Technicians, master trainers) for delivery of expert sessions on Agroecology, Banking and other topics demanded by participants. The sessions on Agroecology will be conducted on the agroecological demonstration farm, supported under the RHVAP or similar farms to the extent possible.

At the end of each training session, a reflection exercise shall be conducted to enable participants to share key learnings, discuss how they will apply the knowledge and skills acquired, review progress on previous commitments on household visioning and business milestones, and prepare action plans for the next session.

5.5 Field day/Closing Session

Upon completion of all 32 training sessions, the respective PO shall organize a field day/closing session in the presence of representatives from the PMO/CO, local government and other relevant stakeholders. The event shall provide an opportunity for participants to share the knowledge, skills, experiences and achievements gained through the Enhanced FEBL-GALS lite training programme.

5.6 Resource Allocation:

The PMO/CO shall provide the necessary financial and material resources for conducting the Enhanced FEBL-GALS lite training in accordance with the financial norms and provisions outlined in Sub-Annex 4.2.

6. Financial Aspects

To facilitate the implementation of Enhanced FEBL-GALS lite training, an agreement shall be signed between the respective PMO/CO and the PO outlining the responsibilities, financial provisions and reporting requirements for conducting the training in accordance with this guideline. The agreement will clearly outline the amount of budget allocated to conduct a complete cycle of 32 Enhanced FEBL-GALS lite training sessions based on the annual approved budget and provisions of sub-annex-4.2. The budget agreement may vary according to POs on a pro-rata basis depending on the number of participants.

The approved funds shall be transferred to the bank account of the respective PO based on performance milestones and compliance with reporting requirements. PMO/CO shall disburse 40% of total agreed amount as advance first installment after signing of agreement with PO. Upon successful completion of at least 10 training sessions, maintenance of a minimum attendance rate of 70% of enrolled participants, submission of required reports, minutes, bills, vouchers and other supporting documents, and evidence that i) at least 30% of participants have opened an account with a bank or financial institution, ii) 30% participants have started implementation of their visioning exercise and business plan, and iii) farm data entry from at least 50% participants, the second installment equivalent to 40% of the total approved amount shall be released to the PO.

The remaining 20% of the approved amount shall be released upon successful completion of all training sessions and submission of the required completion documents demonstrating that i) at least 70% of participants attended the training and have opened an account with a bank or financial institution and maintained active transaction history for at least two months; ii) 70% participants have started implementation of their visioning exercise and business plan, and iii) farm data entry from at least 80% participants entered in Programme MIS.

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Ministry of Agriculture, Forest and Environment
Programme Value Agricultural Programme
Programme Coordination Office
Kirtipur, Kathmandu, Nepal
Gokul Prasad Bohara
Programme Co-ordinator
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Secretary

The Training Management Committee, through its Group Manager, shall be responsible for managing the training funds and making payments for facilitation allowances, remuneration, incentives and other approved expenses to FEBLFs and external resource persons in accordance with the financial norms and provisions of the programme. Payments may be made after completion of individual sessions or in installments, as appropriate.

In cases where an Enhanced FEBL-GALS lite training cycle extends across two fiscal years, eligible expenditures incurred and training activities completed during the previous fiscal year may be reimbursed or settled in the subsequent fiscal year, subject to availability of budget, verification of completed activities, and submission of all required financial and progress reports in accordance with programme financial management procedures.

7. Review meeting of facilitators

Review meetings of FEBLFs will be organized by PMO/CO, as required. The purpose of these meetings shall be to review the progress of the Enhanced FEBL-GALS lite training programme, discuss issues and challenges encountered during conduction of training sessions, share facilitation experiences and lessons learned, assess participants' achievements including progress on household visioning, business plan execution, and identify appropriate measures to improve the quality and effectiveness of training delivery.

The duration of the review meeting may range from three to four days, depending on the agenda and objectives of the meeting. The PMO/CO shall be responsible for managing the required logistics and administrative arrangements, while relevant technical staff and subject matter experts from the PMO/CO shall facilitate the review sessions.

8. Monitoring, Supervision and Evaluation

PMOs and COs will collect essential disaggregated data on farmers' income, production, profitability, poverty status, gender empowerment, business performance, entrepreneurial skill development, facilitator performance and participant feedback through on-site monitoring checklists, self-assessments forms and feedback surveys. Data collection will be undertaken with the support of ATs, CMs, and FEBLFs utilizing Farm and MSME Business Diaries maintained by participants. CMs and FEBLFs will also monitor participant engagement, attendance and learning progress through the programme MIS. The MIS outputs will be linked with related Log Frame indicators.

PMO and CO teams will conduct regular supervision and monitoring visits to ensure the quality and effectiveness of FEBL-GALS-lite implementation. These visits will include direct observation of training sessions and assessment of facilitator performance, participant engagement, accuracy of content delivery, responsiveness to participant needs and adherence to participatory methodologies. Feedback from supervision visits will be used to improve facilitation quality and strengthen programme implementation. For this PO will maintain a visit log as per Sub-annex-4.3.

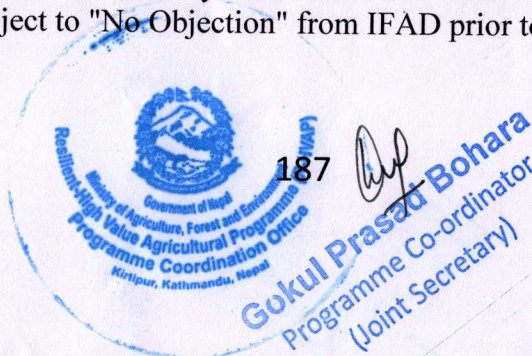
9. Revision and amendment of the guideline

The PCO in consultation with PSC will have the exclusive right to revise and amend the guideline as per the needs and necessity to enhance the effectiveness of the programme. Any amendments shall be subject to "No-Objection" from IFAD prior to implementation.



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Sub-annex -4.1
Indicators for evaluation for selecting the facilitator from the POs.
(Related to Sub- section 4.2)



S.N.	Name	Address	Indicators and score obtained			
			Education	Experience and Training	Inclusiveness	Total
			10	30	10	50
1						
2						
3....						

Note: Elaboration of Indicators

Criteria	Scoring criteria	Marks
Education (10)	Education of more than grade 12	10
	Education of at least up to grade 12	8
Experience (15)	≥ 5 years prior experience in group mobilization and facilitation	15
	<5 years prior experience in group mobilization and facilitation	10
Training (15)	≥ 3 trainings in group mobilization or financial and business literacy or gender learning or nutrition or agriculture	15
	<3 trainings in group mobilization or financial and business literacy or gender learning or nutrition or agriculture	10
Inclusion (10)	Candidates from Indigenous Peoples (Aadiwasi Janajati), Dalit, or other marginalized/disadvantaged community	10
	Others	5

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Sub-annex -4.2
Financial aspects
(Related to Sub- section 5.6)



S. N.	Activities	Unit	Quantity	Rate	Total Amount	Remarks
1.	Tea and Snacks for participants	No.	832	75	62400	25 participants and 1 facilitator (32 days class conduction) If the number of members is less, it will be applied accordingly.
2.	FEBLFs allowances	day	26	850	22100	For FEBLFs daily allowance.
3.	External Facilitator allowances	day	6	1800	10800	For Expert technical sessions
4.	Remuneration FEBLFs for coordination and facilitation	day	6	500	3000	On the day of conduction of Expert technical sessions
5.	Communication Cost for FEBLFs	LS	1	2000	2000	For phone and internet
6.	Stationeries for participants	No.	25	100	2500	Per participant (if the number of participants is less, then it will be applied accordingly.)
7.	Training Materials	LS	1	7000	7000	Marker, chart paper, masking tape, Calculator, Banner, white board, gum, pins, full scape paper, register, attendance, visitor's book, Prizes, Practical session tools and instrument etc.,
8.	Training Report	No.	1	1500	1500	For preparation of training report
9.	Field day/ Closing session and prize distribution	day	1	7700	7700	For certificates, snacks, sound system, tent/stage preparations and other logistics
10.	Coaching, mentoring and data entry and record keeping cost (FEBLFs)	Times	800	8.75	7000	Digital data entry from farm diary to MIS. (25 participants 32 times)

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Sub-annex -4.3
Visit Log Book
(Related to Sub- section 8)



Date	Visitor Name	Organization/Designation	Training Session Observed	Observations/Feedback	Signature

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