



# Monitoring & Evaluation Strategy



Rural Enterprise and Economic Development Project (REED)

**August 2022**

**Government of Nepal  
Ministry of Agriculture & Livestock Development  
Rural Enterprise and Economic Development Project  
Office of the Project Director  
Hariharbhawan, Lalitpur, Nepal**

## ABBREVIATIONS AND ACRONYMS

MALSC	Municipal level agriculture and livestock centers
RMC	Regional Market centers
ECO	Economic Corridor Office
ECTCC	Economic Corridor Technical and Coordination Committee
GRM	Grievance Redressal Mechanism
ICT	Information and Communication Technology
MIS	Management Information System
MoALD	Ministry of Agriculture and Livestock Development
MoLMAC	Ministry of Land Management, Agriculture and Cooperatives
NPC	National Planning Commission
OPD	Office of the Project Director
PD	Project Director
PDO	Project Development Objective
PIM	Project Implementation Manual
POs	Producer Organizations
PPs	Productive Partnerships
PSC	Project Steering Committee
REED	Rural Enterprise and Economic Development
RF	Results Framework
SME	Small and Medium Enterprises
SPS	Sanitary and Phytosanitary Standards
TA	Technical Assistance
DM	Data Management
M&E	Monitoring and Evaluation
MIS	Management Information System

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## 1.Introduction:

The Rural Enterprise and Economic Development (REED) Project of the Ministry of Agriculture and Livestock Development (MoALD) aims to stimulate the development of rural enterprises by strengthening market linkages among smallholder producers and players in the agricultural commodity value chain; and by strengthening the enabling environment for the development of enterprises in key economic corridors of the country. The Project will, among others, provide funding for productive partnership's start-up business plans, upgrading and building demand-driven market centers, value chain related infrastructures and semi-public infrastructures and facilities at local level to support the partnerships and their communities.

## 2.Project Areas

**The project focuses on economic corridors that offer opportunities for successful linkage activities of the rural entrepreneurs to be supported by the project.** The criteria for the selection of economic corridors included the economic potential of the surrounding areas—including SME intensity, the presence of scalable value chains identified by the CPSD and other studies, the intensity of financial access, and the density of the youth population, among others. Five economic corridors have been selected, covering six provinces (Provinces 1, Madhesh, Bagmati, Gandaki, Lumbini, and Sudur Pashchim).

- a. Mid-hill highway (Provinces 1, Bagmati and Gandaki)
- b. East-West Highway (Madhesh)
- c. Postal Highway (Madhesh)
- d. Bhalubang-Rolpa Highway (Lumbini)
- e. Mahakali Highway (Sudur pashchim)

## 3.Project Beneficiaries

**The primary beneficiaries targeted by this project are *rural entrepreneurs* who are defined as:** (i) smallholder farmers and rural producers organized in groups, cooperatives, or other forms of association, to be defined as POs; (ii) agribusiness SMEs; and (iii) agri-tech start-ups. Smallholder farmers and rural producers to be organized as POs are growth-oriented and will be competitively selected for participation in PPs. “Growth-oriented” can be defined as the segment of potential beneficiaries who are not engaged in subsistence-level activities. Growth-oriented producers actively seek new opportunities, aspire to grow, and create more jobs.<sup>14</sup> Furthermore, the project will benefit the intermediary institution providing support services to agribusiness SMEs and agritech start-ups and decentralized governments (provincial and local-level governments).

**The project will reach out to approximately 940 POs<sup>15</sup> that are expected to have a membership of about 24,000 small-scale farmers and rural producers (at least 35 percent of total beneficiaries should be female).** About 100 SMEs and agri-tech startups will be reached through training provided by a competitively selected intermediary institution that will expand their services based on the lessons learned from the pilot phase. Further, through municipal agriculture centers, market centers, and improved value-chain infrastructures, at least 3,500 farmers will benefit from the project, while the project will generate short-term rural employment opportunities for about 5,700 people in response to

COVID-19. The project will also support institutional building in the federalized context and will likely reach out to 86 government agencies (6 at the provincial level and 80 at the municipality level). Landless families and agricultural wage laborers will indirectly benefit from the project in terms of real wage gains as a result of increased productivity and demand for labor. The theory of change (Figure 3) provides an overview of the project components and the complementarity between different components

## 4. Project Components:

**The project has five components.** *Component 1* will support market linkages. *Component 2* will support activities that enhance the entrepreneurship ecosystem. *Component 3* will provide support to restore COVID-19-disrupted food and agriculture supply chains. *Component 4* will support project management. *Component 5* is a zero-cost CERC that will allow the rapid reallocation of credit proceeds from other components to provide emergency recovery and reconstruction support. The project components are represented at a glance in Figure 1.

### ***Component 1: Strengthening Market Linkages through Productive Partnerships (\$40 million)***

**The project will build productive partnerships to promote rural-based value chains**, including: (i) conducting a comprehensive communications campaign, including a targeted communication campaign for women; (ii) brokering support for prospective buyers and POs to prepare simple joint profiles; (iii) provision of technical assistance to POs with the development of mutually-agreed business plans; (iv) provision of Start-up Grants for POs to fulfil the terms of their business plans; and (v) supporting formalization of POs as legal entities (see Figure 1)<sup>10</sup>.

### ***Component 2: Strengthening the Entrepreneurship Ecosystem in the Federal Structure (\$8 million)*** ***Subcomponent 2.a: Capacity Building of Provincial and Local Government and Related Agencies (\$5 million)***

The project will build the capacity of provincial and local governments and related agencies in the agriculture sector in: (i) agriculture services development; (ii) climate-induced risks and challenges and strengthen climate resiliency (iii) strategies to enhance efficiency and resources use along the agri-business value chains; (iv) food safety and certification of organic food; (v) reducing post-harvest losses; (vi) developing mechanism and framework to deepen extension of advisory services; (vii) development of digital platform for market information at local level; (viii) fiduciary and audit capacity; and (ix) implementation of local level agriculture development plans.

### ***Subcomponent 2.b: Capacity Building of Intermediary Institutions and SMEs (\$3 million)***

Building the capabilities and outreach of: (i) intermediary institutions<sup>11</sup> to provide services to small and medium enterprises and agritech start-ups; and (ii) small and medium enterprises and agritech start-ups to improve their businesses to enable them to participate in productive partnerships (Figure 2) The intermediary institutions will then reach out to provide improved training and services to the wider ecosystem of businesses and leverage existing APTC facilities to deliver business coaching.

**Component 3. Restoring and Strengthening COVID-19-Disrupted Food Supply Chain and Local Economy (\$22 million)**

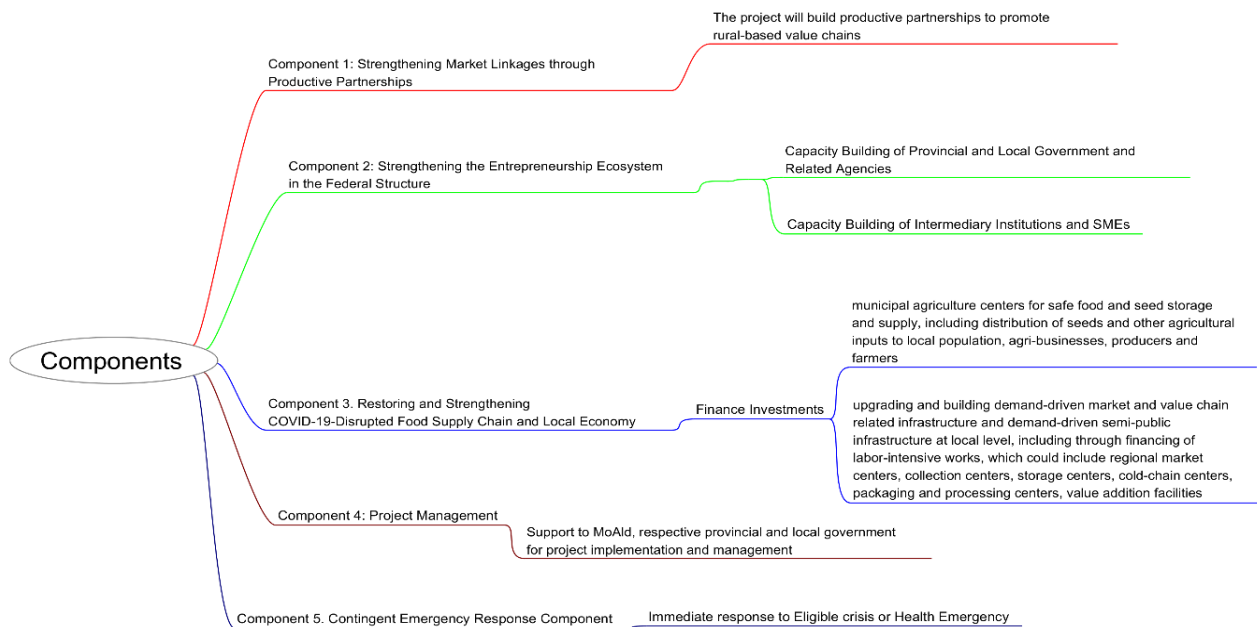
The project will finance investments in: (i) municipal agriculture centers for safe food and seed storage and supply, including distribution of seeds and other agricultural inputs to local population, agri-businesses, producers and farmers; and (ii) upgrading and building demand-driven market and value chain related infrastructure and demand-driven semi-public infrastructure at local level, including through financing of labor-intensive works, which could include regional market centers, collection centers, storage centers, cold-chain centers, packaging and processing centers, value addition facilities.

**Component 4: Project Management (\$10 million)**

The project will provide support to MoALD as well as the respective provincial and local governments for Project implementation and management, including support for procurement, financial management, environmental and social risk management, monitoring and evaluation and reporting; provision of Training and Incremental Operating Costs.

**Component 5. Contingent Emergency Response Component (\$0)**

The project will provide immediate response to an Eligible Crisis or Health Emergency.



**Fig 1. Project Components at a glance**

**5.Implementation Arrangements**

### 5.1. Institutional and Implementation Arrangements

**The executing agency will be MoALD.** Implementation will take place in five economic corridors, which will encompass six provinces (Provinces 1, Madhesh, Bagmati, Gandaki, Lumbini, and Sudurpashchim). The project has established four ECOs in Provinces 1 (for Provinces 1 and Bagmati), Madhesh, Lumbini (for Gandaki and Lumbini ), and Sudurpashchim. (See Annex 1).

### 5.2. Results Monitoring and Evaluation Arrangements

**Monitoring, evaluation, and reporting on results framework indicators will be the core part of supervising and assessing project achievement and progress.** A baseline survey will be conducted at the start of project implementation, a midline survey will be conducted at the mid-term review stage, and an endline survey will be conducted at project completion. The project M&E system will also cover: (i) implementation progress, including physical and financial status; (ii) achievement of intermediate and PDO outcome indicators as specified in the results framework; and (iii) impact evaluation outcomes. The M&E system will be supported by a computerized, web-based management information system (MIS), managed by OPD- and ECO-level M&E officers.

### 5.3. Sustainability

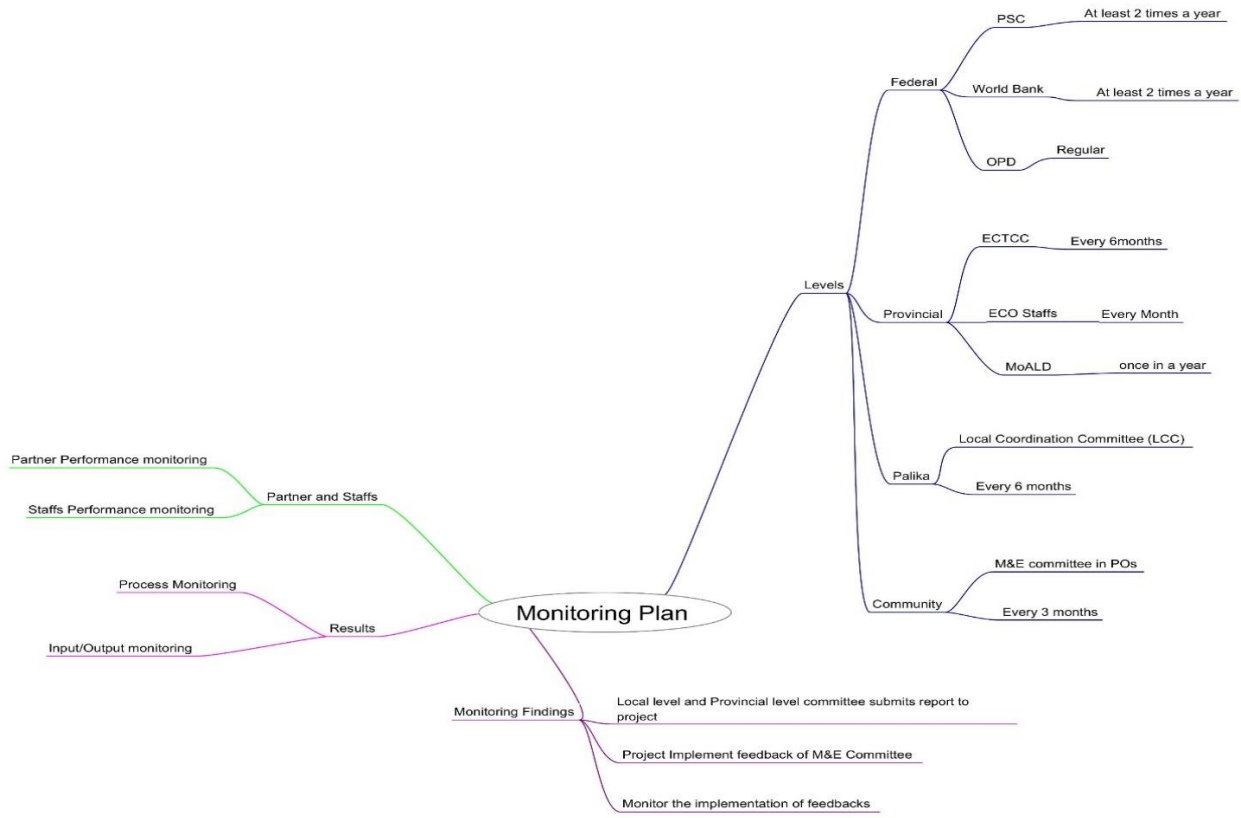
**The project's sustainability is bolstered by the Government of Nepal's strong ownership of the overall project concept and design elements, which build on the strategic pillars of the ADS.** In using a maximizing finance for development approach to determining appropriate public and private roles under federalism, the project could help the long-term promotion of private sector participation, which will keep the PPs sustainable and will support scaling them up as per future demands. The project will strengthen the federalized public institutions through staff training, more efficient organization, and the provision of adequate support for agriculture service delivery. Finally, the project will also contribute to climate change adaptation and mitigation through promotion of climate-smart agriculture (CSA).

## 6. Project M&E System:

### 6.1. Monitoring:

Monitoring is the systematic collection and analysis of information as a project progresses and continues during the whole life cycle of the project. It is aimed at improving the efficiency and effectiveness of a project or organization. Monitoring is generally based on targets set and activities planned during the planning phases of work that are later to be implemented. It also helps to keep the work on track, and keep management informed on when things are not perfect so that appropriate measures can be taken to avoid the project or program failure or avoid deviations to planned activities. Monitoring - If done properly is an invaluable tool for good management and practice, and it provides a useful base for evaluation thereby enabling the management to determine whether the resources that have been made available are sufficient and are being utilized properly, whether the capacity that the organization or its staff have is sufficient and appropriate, and whether the work done so far is in accordance with what has been planned earlier. The Monitoring Plan for REED is shown in fig. 2 below.

**Fig. 2 Monitoring Plan of REED**



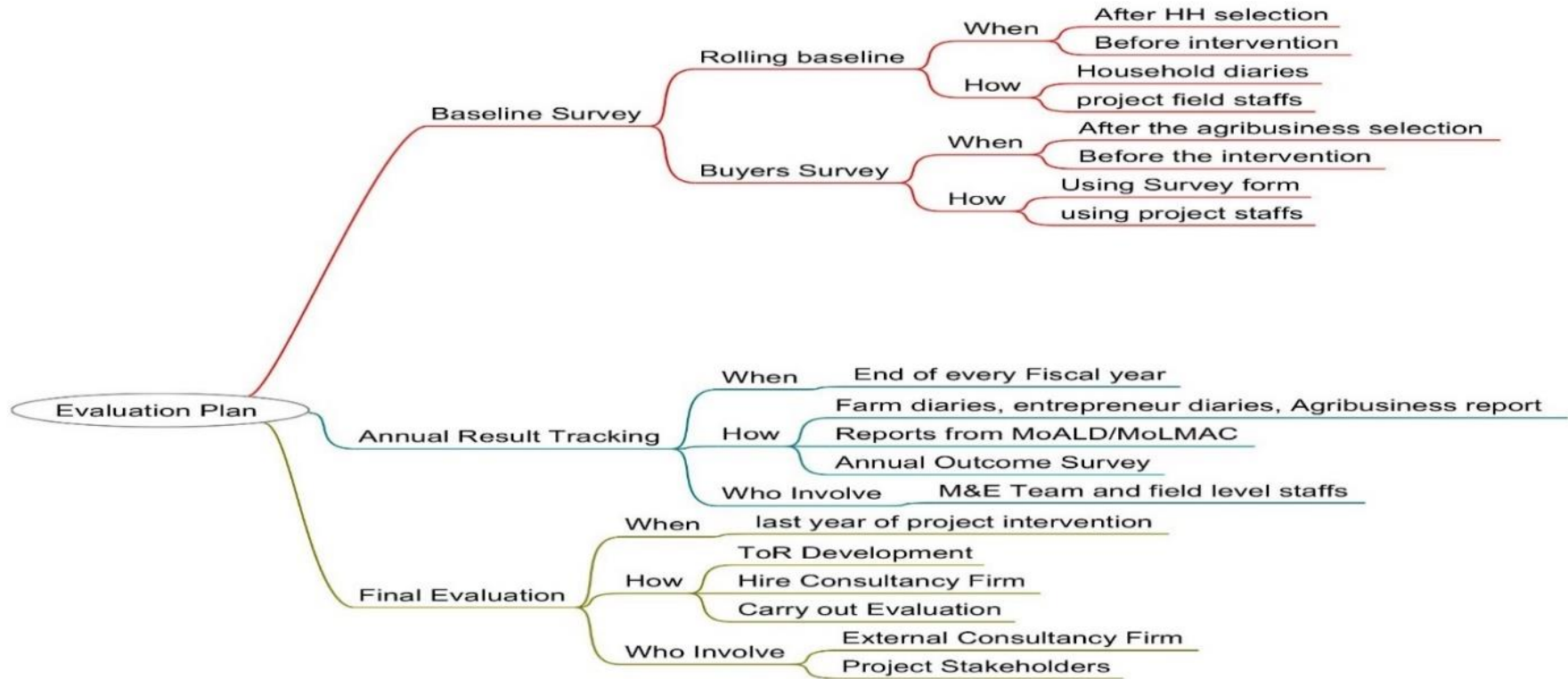
## 6.2. Evaluation:

Evaluation is a systematic and objective measurement of the results achieved by a project, a program or a policy, in order to assess its relevance, its coherence, the efficiency of its implementation, its effectiveness and its impact, as well as the sustainability

The M&E is the core function of the project management. The use and strengthening of projects M&E systems is always a key priority for Nepal government as well as World Bank. As a part of core function of project management there will be an integrated Project Monitoring and Evaluation system. The objective of the M&E system will be to guide the project implementation, support the decision-making process, generate, and share the valuable knowledge and learning derived from the project implementation exercise. The Evaluation plan of REED is shown in fig. 3 below:

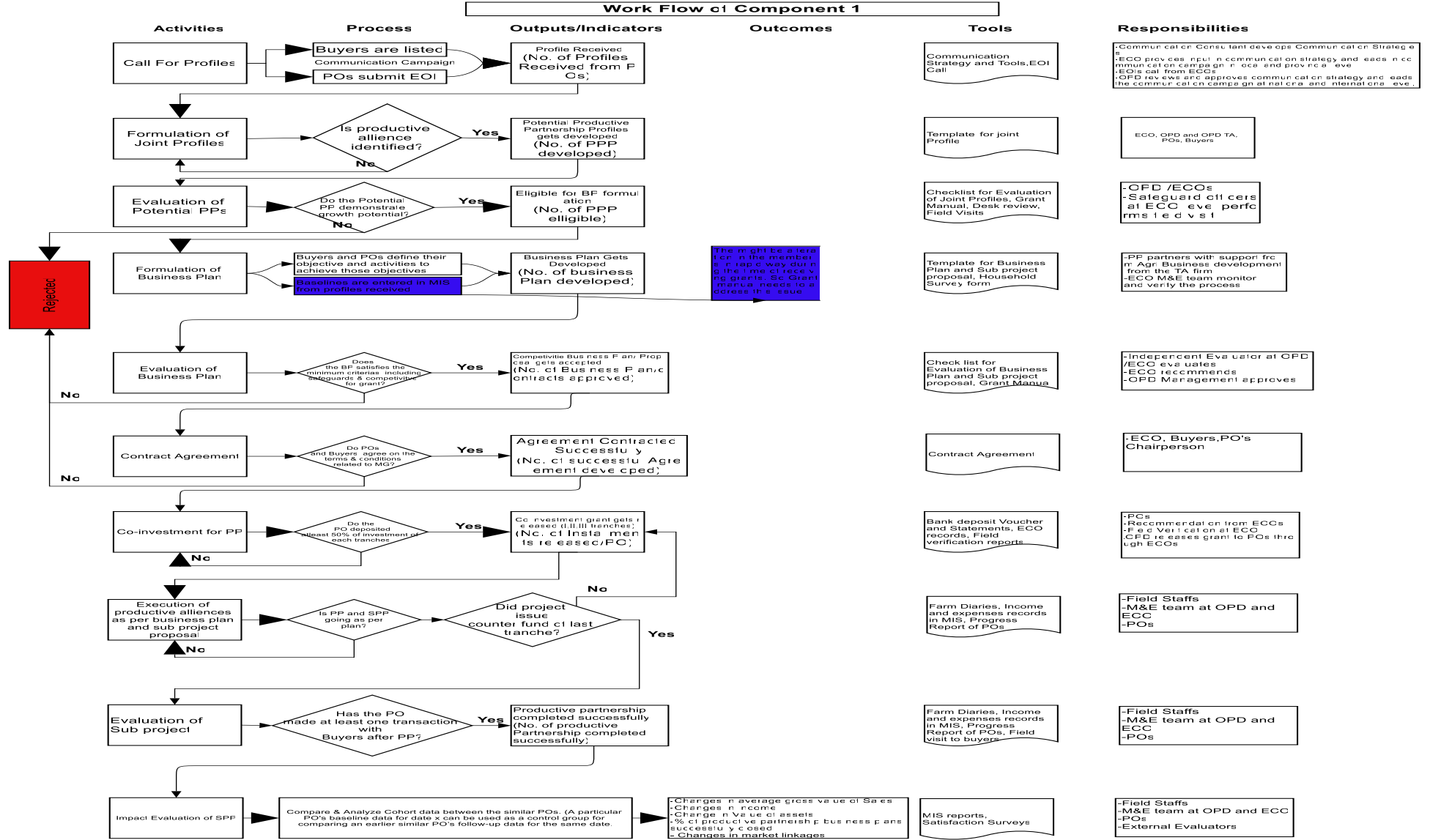


Fig.3. Evaluation plan for REED



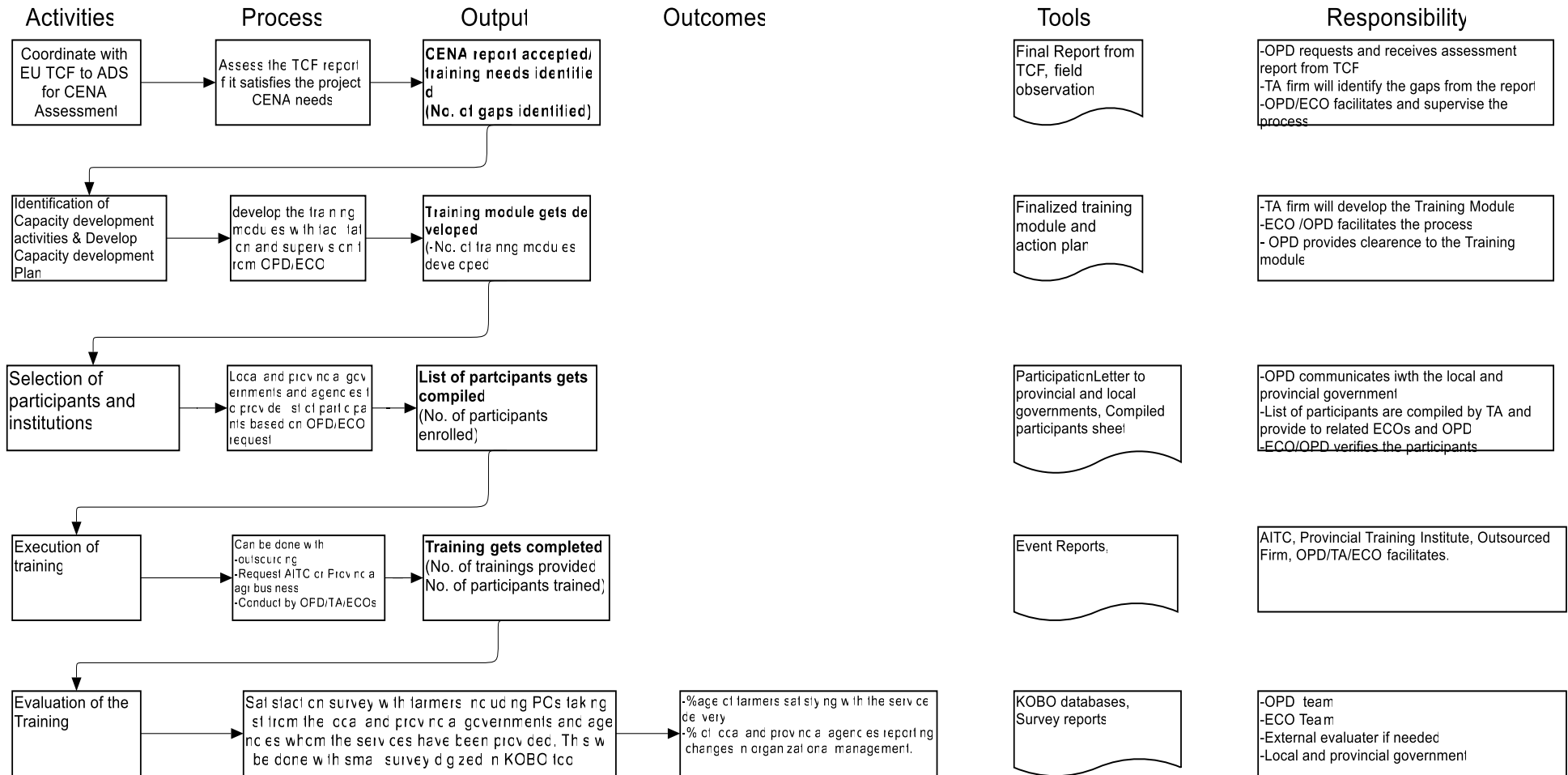
# 7. Work-flow of each component

## Component 1



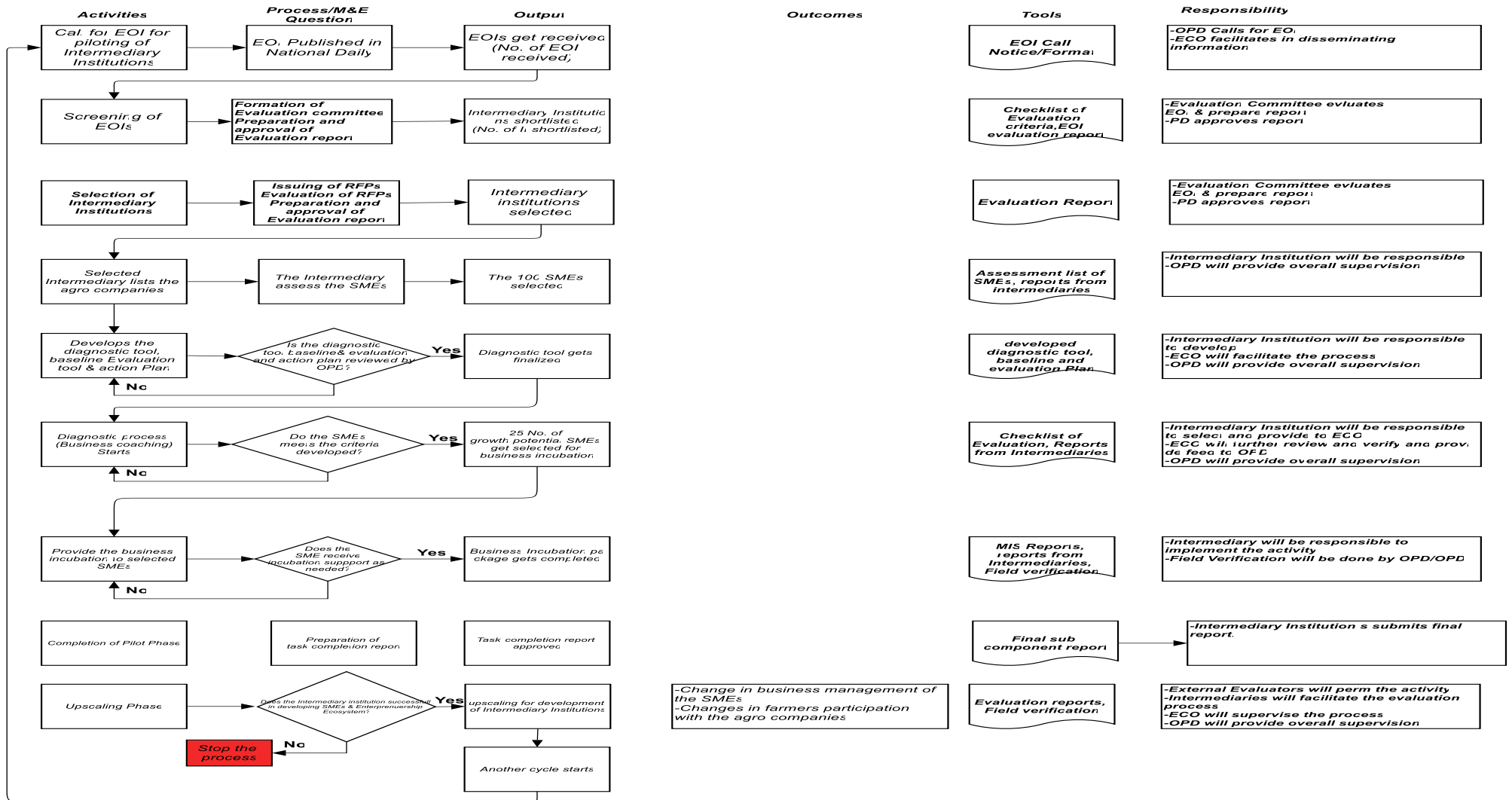
Component 2a

## Work Flow of Component 2.a

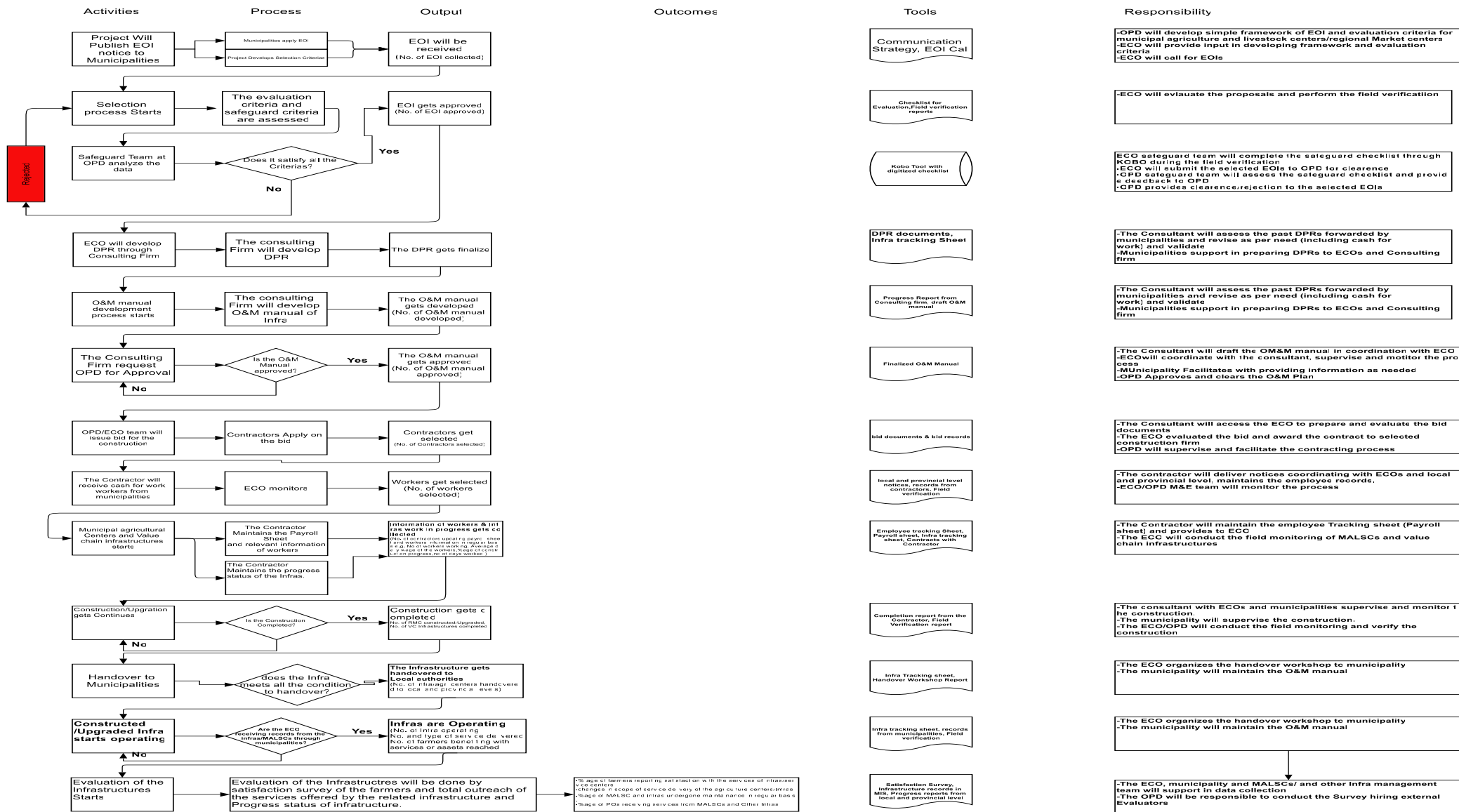


Component 2b

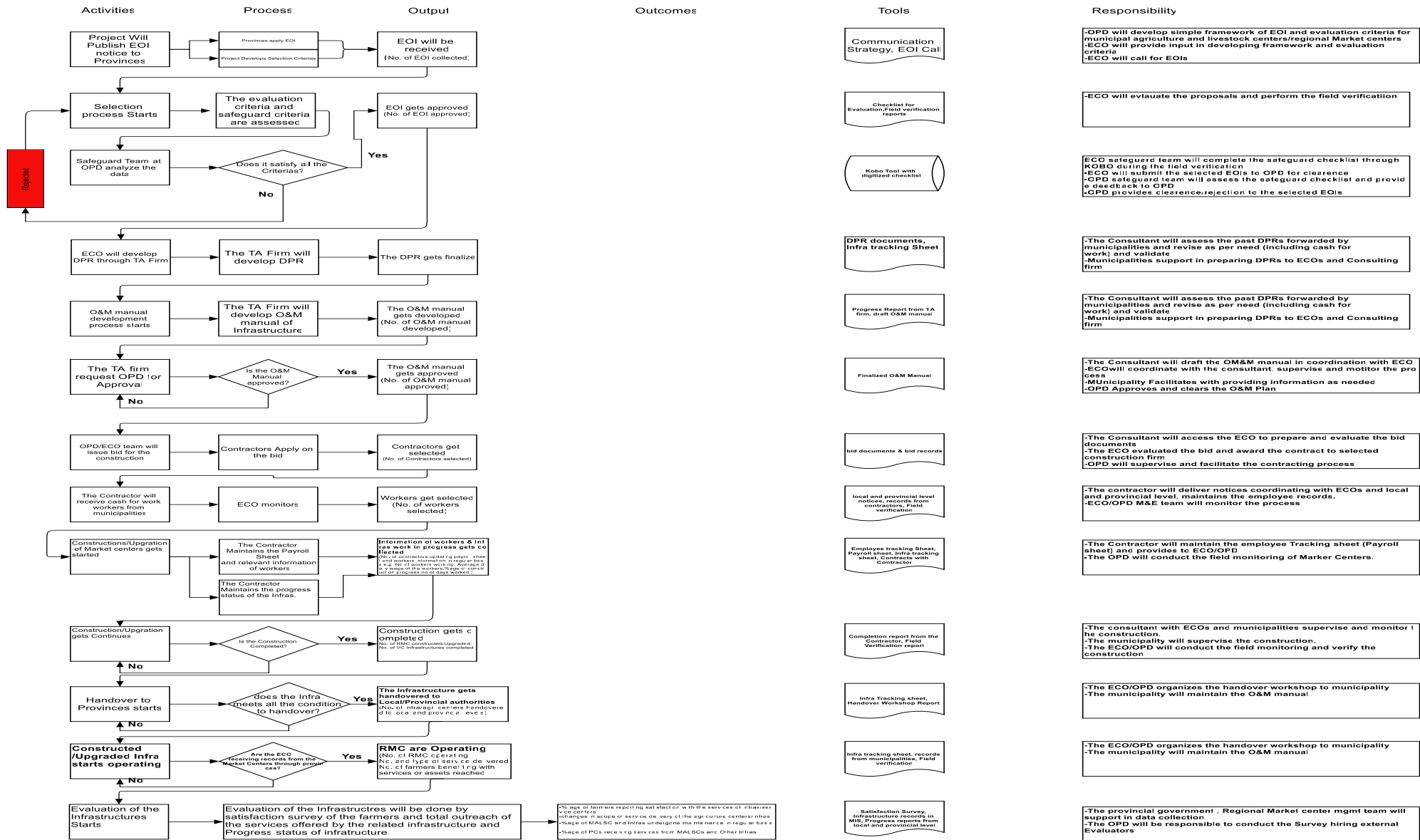
## Work Flow of Component 2.b



### Component 3: Flow Diagram showing M & E for MALSC construction at municipal level



Flow Diagram showing M & E for RMC construction at Provincial level



## 8. Process and Results Monitoring

The following table outlines the processes and results monitoring of each component based on the components' flowchart presented in Section 7.

### 8.1 Component 1

Activities in the flowchart	Process Monitoring			Results Monitoring		
	Process Monitoring Activities	When	How	Result Monitoring activities	When	How
Screening of Joint Profile	Submission of JPs	Throughout the call duration	Call for EOIs, outreach, communication campaign			
	Shortlisting of joint profiles	Throughout the shortlisting duration	Field Verification and Evaluation report			
Evaluation of Business plan	Roster of Independent Evaluators	August	Notice for Roster of Independent Evaluators	Total PP Business Plans approved	End of FY	Through project's MIS
	Orientation workshops to Independent Evaluators	After approval of grant manual	Orientation Workshop completed	PP business plans approved - by women led POs (Percentage)	End of FY	Through project's MIS
	Preparation and approval of business plan	After approval of Joint Profiles	Business plans prepared, evaluated and approved	POs' Members disaggregated by gender	Business Plan evaluation stage	Through project's MIS
Signing of the agreement	Agreement signed by the POs and the OPD	within 30 days of the approval of BP	Through copy of agreement uploaded in the MIS			

Grant Flow Mechanism	Deposit of first tranche by the OPD	<b>within 7 days after the receipt of the deposit by the POs</b>	<b>Through copy of deposit slip in MIS</b>			
	Implementation progress as per Approved Business Plan	<b>As per need</b>	<b>Through field visits' reports</b>			
	Deposit of second/last tranche by the OPD	<b>within 7 days after the receipt of the necessary bills, POs' members signed the procurement plan and second/last deposit by the POs</b>	<b>Through field verification and upload of second tranche/ last tranche uploaded in MIS</b>			
				Average gross sale values of POs	First sale by the POs to the buyers as per PP	<b>Through receipt of the sales' information from the POs and Buyers (or also farm diary using KOBO toolbox)</b>
				Average gross sale values of female-led POs	First sale by the POs to the buyers as per PP	<b>Through receipt of the sales' information from the POs and Buyers (or also farm diary using KOBO toolbox)</b>

## 8.2 Component 2a

	<b>Process Monitoring</b>	<b>Results Monitoring</b>
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Activities in the flowchart	Process Monitoring Activities	When	How	Result Monitoring activities	When	How
Identification of required Capacity Development activities	Review of CENA report received from NLSIP/EU_TCF	Early July/August	Approved list of training activities			
Required Curriculum/Module development	Development of required curriculum / update, revision of existing curriculum		updated/developed training module/curriculum			
Implementation of Training to the provincial and local agencies	Suitability of Content, resource person, training modality and participants	During Training sessions	Visits/Training completion reports	Training provided to the Provincial and Local governments	During Training	List of agencies and participants from the local and provincial governments in the training

### 8.3 Component 2b

Activities in the flowchart	Process Monitoring			Results Monitoring		
	Processes	When	How	Result Monitoring activities	When	How

	<b>Monitoring Activities</b>					
Selection of SMEs for business incubation	Outreach processes, Selection and use of appropriate diagnostic tools, business coaching	<b>After recruitment of intermediary institution</b>	<b>Diagnostic Tool developed by the Intermediary institution</b>			
Business Incubation Training to SMEs	Content, Modality, mobilisation of appropriate expert for incubation	<b>After selection of 25 SMEs</b>	<b>Visits, Interaction with SMEs, progress reports</b>	<b>Number of SMEs and Agri-tech startups incubated and trained</b>	<b>During Business Incubation Training</b>	<b>List of SMEs and startups participated in the incubation and training (Head of SMEs/startups disaggregated by gender)</b>
				<b>Beneficiary satisfied with intermediary institutions</b>	<b>After Business Incubation training</b>	<b>Post-business incubation training survey</b>

				Phase of scale-up	After completion of pilot phase	Assignment completion report, impact evaluation report
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#### 8.4 Component 3

Activities in the flowchart	Process Monitoring			Results Monitoring		
	Process Monitoring Activities	When	How	Result Monitoring activities	When	How
Construction of MALSCs and RMCs	Preparation of DPRs	After recruitment of consultancy firms	Issue of RFPs to DPR preparation Firms and completed DPRs			
	Start of the construction of the MALSCs and RMCs	After approval of DPRs	Issue of contracts to construction firms			
	Monitoring of the construction of MALSCs and RMCs	Throughout the construction period	Periodic Monitoring Report and pictures updated through MIS			
				Nos of MALSCs constructed/renovated	After MALSC construction	Hand-over to the respective municipality
				Nos. Of RMCs constructed/renovated	After MALSC construction	Hand-over to the respective provincial government
				Nos. of beneficiaries from MALSCs/RMCs	After operation of MALSCs	Records of service provided/beneficiaries municipalities
Employment opportunities created by cash-for-work program	Selection criteria for cash for work beneficiaries			No. of Beneficiaries for cash-for-work program	During construction of MALSCs and RMCs	List of cash-for-work workers (disaggregated by gender) from payroll of the construction firms updated in MIS

## 8.5 Component 4

Activities in the flowchart	Process Monitoring			Results Monitoring		
	Process Monitoring Activities	When	How	Result Monitoring activities	When	How
Project Reports submitted				Number of Reports Submitted to the WB		Record of reports forwarded to the WB
Grievances registered resolved satisfactorily	Record the grievances registered		Project's MIS			
	Grievances processed for					
				Percentage of grievances registered resolved		Record of grievances resolved in the project's MIS

## 9. Impact Evaluation Strategy and Baseline Survey

- The project's impact evaluation will be conducted focusing on the impact of component 1 i.e. 'Strengthening Market Linkage through Productive Partnerships'
- For project level intervention typically of component 1, the project will adopt counterfactual analysis method. The Double difference or difference in difference method will be used to analyze the impact of project's interventions.
- Comparison would be made between the control groups (those producers organizations (POs) whose business plans (BPs) were not selected) and treatment groups (those POs that will be supported by the project through matching grants) at each call for proposals.
- Baseline information for impact evaluation would be collected from the producer's organizations during the preparation of BPs by using simple 2 pager information collection sheet.
- The project's M &E team will facilitate the preparation of necessary formats and data collection tools for baseline survey with the technical support from OPD TA firm. The baseline will be incorporated in the project's MIS.
- Based on the number of business plans rejected, proportionate samples representing the population would be considered as control group.
- Baseline information of those POs with successful BPs and control groups will be incorporated in project's MIS.
- For the collection of baseline information, the REED team will develop very brief questionnaire and this questionnaire will be a mandatory part of business plan and POs are responsible to fill the questionnaire for each member at individual level. ECO M&E team will be responsible to facilitate the process.
- The questionnaire will be digitized, and POs will be responsible to Enter into project MIS through tablet. The Project M&E team will capacitate the data entry person at PO level.
- Until the MIS will be in place, the questionnaire will be digitized in KOBO tool and data will be collected through KOBO collect. Later on after the development of MIS, the data will be migrated to REED MIS.
- All the baseline information will be taken at PO's member level and will be eventually compiled at PO level.
- The POs whose business plan are not approved will be considered as the control group.

## 10. List of Annexes

### Annex-1 EoI Proposal Sheet

**Ministry of Agriculture and Livestock Development  
Rural Enterprises and Economic  
Development Project (REED)**

**EoI Submission  
Tracking Table**

S. N.	EOIs Submitters	Address						Supply Chain	Nature of the Proposal (Trading/Production/SP/SDF)	Submitted Date	Desk Reviewed	Field Verified	Approved	Business Plan Submitted	Evaluated	Approved	Agreement Date	Period of Sub-Project	Agreed Sub-Project Cost (NRs.)								Contact Person	Contact Number
		Province	District	Palika	Hub	Cluster	Ward												Project	Grantee					Other	Total		
																				GoN	World Bank	Cash	Kind	Labour				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
	A									v	v	x																
	B									v	v	v	v	v	v													















Annex-8 M&E Matrix

Monitoring & Evaluation Plan: Intermediate Results Indicators

	Indicators	Defination	Frequency	Data Source	Methodology for Data Collection	Responsibilit y
<b>S. N</b>	<b>Monitoring &amp; Evaluation Plan: PDO Indicators</b>					
	Beneficiaries reached in rural areas					
1	Beneficiaries of interventions (Number)	Number of Benefiaries Intervention(including small Farmer with share of Women) Composition: 24,000 fromPP (Component 1)The project is expected to provide direct socio-economic benefits to approximately 900-940 producer groups equivalent to 24,000 rural agricultural households who will benefit from start-up grants (Component 1, US\$40million). A typical producer organization (PO) consists of 25 farming households.	Annual	Sample based surveys and MIS Data from TA (implementing ) firm and intermediaries	Monitoring of systems using checklist for each. System developed Periodic data collection from TA (implementing) firm and intermediaries. Entrepreneurshi p ecosystem is meant an increased presence of support services, policies, platforms and guidelines for private sector entrepreneurs.	OPD
1.1	Beneficiaries of interventions - Female (Number)	Number of female beneficiaries of interventions 40% of total PP beneficiaries	Once or Twice a year	Sample Surveys and Test report	Summary Analysis of sampled Data	OPD

2	Number of SMEs and Agritech Startups reached (Number)	<p>SMEs and Agritech startups will receive technical assistance from project selected intermediary institutions providing support services to entrepreneurs. The intermediaries will provide group based training to 100 SMEs/Agritech startups and incubation/in depth coaching to select 25 out of that 100. Based on the proof of concept of the model and lessons learned, this activity will be scaled up.</p> <p>This activity contributes to strengthening rural entrepreneurship ecosystem by creating a sustainable entrepreneurship support system in select provinces. By entrepreneurship ecosystem is meant an increased presence of support services,</p>	Annual	MIS Progress Reports	Monitoring of systems using checklist for each System developed.	OPD
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		policies, platforms and guidelines for private sector entrepreneurs.				
2.1	Number of SMEs and Agritech Startups reached (female)	SMEs and Agritech startups (female owned) will receive technical assistance from project selected intermediary institutions providing support services to entrepreneurs. Female owned SMEs will be defined by 50% or more shares owned by women. Based on the proof of concept of the model and lessons learned, this activity will be scaledup. This activity contributes	Annual	MIS Progress Reports	Monitoring of systems using checklist for each System developed.	OPD

		to rural entrepreneurship ecosystem building by creating a sustainable entrepreneurship support system in select provinces. By entrepreneurship ecosystem, it is meant an increased presence of support services, policies, platforms and guidelines for private sector entrepreneurs.				
	<b>Increased incomes and investment in market linkages</b>					
3	Increase in the average gross value of sales of producer organizations under productive partnerships (Percentage)	The indicator measures the percentage increase in the gross value of sales for the POs in Productive Partnerships.	Three Times ( Baseline, MTR , endline)	Sample Surveys and report	Summary Analysis of sampled Data	OPD
3.1	Increase in the average gross value of sales of producers under productive alliances - Female (Percentage)	Increase in the average gross value of sales of women led producer organizations under productive partnerships. There's an expectation that women will have a greater increase in	Once or Twice a year	Sample Surveys and report	Summary Analysis of sampled Data	OPD



		gross average value of sales than the overall increase for producer organizations under productive partnerships/alliances.				
<b>Employment Opportunities Created by Covid-19 response</b>						
4	Jobs created by COVID-19 intervention (Number)	The indicator measures: A) Short-term employment through cash for work during construction/upgrading of infrastructures - 4500 B) Returnee migrant workers reengaged in agriculture in 6 provinces -1200 (Total A+B = 5700)	Mid Term and End Term of the project	MIS Progress Reports	Monitoring Systems using checklist for each system developed.	OPD
4.1	Jobs created for Female by COVID-19 intervention (Number)	The indicators measures short-term employment generated for female through COVID-19 intervention	Annual	MIS Progress Reports	Monitoring Systems using checklist for each system developed.	OPD
<b>Intermediate Results Indicators by Components</b>						
<b>Strengthening Market Linkages through Productive Partnerships</b>						
5	Productive Partnership business plans approved (Number)	The indicator refers to the total number of approved business development plans via productive partnerships.The	Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD

		project aims to establish 900-940 POs, hence, target was set as at least 900 POs				
5.1	Productive Partnerships business plans approved - by women led POs (Percentage)	The indicator refers to the total number of approved business development plans by Women led POs via productive partnerships. The project aims to establish 35 Women Led POs.	Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
6	Percentage of Productive Partnership business plans successfully closing the start-up grant agreement (Percentage)	The indicator refers to percentage of productive partnership business plans successfully closing the grant agreement with both buyers and POs meeting the agreement commitments.	Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
7	Number of SMEs/Agri tech startups participating in PPs (Number)	Number SMEs/Agri tech startups participating in PPs. It will be a hybrid approach- shallow training to 1100 and incubation to 300. This will done in phases where total 100 will be reached at the pilot phase. Therefore only	Annually	MIS and Progress Report	Summary Analysis of sampled Data	OPD

		20 will be targeted for PP linkages				
	<b>Strengthening the entrepreneurship ecosystem in the federal structure</b>					
8	No of government agencies built capacity on the identified capacity gap (Number)	No of government agencies at municipal and provincial level	Annually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
9	Beneficiary satisfaction with Intermediary Institutions' services (Percentage) (Percentage)	The indicator refers to the percentage of project benefited growth-oriented firms satisfied with the service delivery of intermediary institution/s	Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD

10	Beneficiary satisfaction with Intermediary Institutions' services (Percentage) (Percentage)	The indicator refers to the percentage of female led growth-oriented firms satisfied with the service delivery of intermediary institution/s	Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
<b>Restoring and strengthening COVID-19 disrupted food supply chain and local economy</b>						
11	Number of Regional Market Centers constructed/upgraded with climate and disaster-resilient standards and operating (Number)	Number of Regional Market Centers constructed/upgraded with climate and disaster-resilient standards and operating	Once a year	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
12	Number of municipal agriculture centers and value chain infrastructures constructed/established with climate and disaster-resilient standards and operating (Number)	Number of municipal agriculture centers and value chain infrastructures constructed/established and operating.	Annually or Biannually	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD

13	Farmers reached with agricultural assets or services (CRI,Number)	<p>This indicator measures the number of farmers who were provided with agricultural assets or services as a result of World Bank project support. "Agriculture" or "Agricultural" includes: crops, livestock, capture fisheries, aquaculture, agroforestry, timber, and non-timber forest products. Assets include property, biological assets, and farm and processing equipment. Biological assets may include animal agriculture breeds (e.g., livestock, fisheries) and genetic material of livestock, crops, trees, and shrubs (including fiber and fuel crops). Services include research, extension, training, education, ICTs, inputs (e.g., fertilizers, pesticides, labor), production-related services (e.g., soil testing, animal</p>	Periodically. Baseline, MTR, Endline	Periodic Surveys	Summary Analysis of sampled Data, Progress Reports	OPD
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		health/veterinary services), phyto-sanitary and food safety services, agricultural marketing support services (e.g., price monitoring, export promotion), access to farm and post-harvest machinery and storage facilities, employment, irrigation and drainage, and finance. Farmers are people engaged in agricultural activities or members of an agriculture-related business (disaggregated by men and women) targeted by the project.				
14	Farmers reached with agricultural assets or services - Female (CRI,Number)		Periodically. Baseline,MTR , Endline	MIS and Progress Report	Summary Analysis of sampled Data, Progress Reports	OPD
	<b>Project Management, Monitoring and Evaluation</b>					
15	Periodic reports submitted on time (Number)	The indicator refers to submission of key project review reports (baseline, midline and endline) on-time by the project management unit.	Annual	Periodic Reports	Monitoring of System checklist for each system developed.	OPD

16	Grievances registered related to delivery of project benefits satisfactorily (Percentage)	Response rate through GRM	Biannual	MIS and Progress Report	Monitoring of System checklist for each system developed.	OPD
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## Annex-9 Project Indicators and End Targets

### Rural Enterprises and Economic Development Project

Project Indicators and Targets			
S.N	Indicators	Baseline	End Target
	<b>Beneficiaries reached in rural areas</b>		
1	Beneficiaries of interventions (Number)		24000
1.1	Beneficiaries of interventions - Female (Number)		9600
2	Number of SMEs and Agritech Startups reached (Number)		100
2.1	Number of SMEs and Agritech Startups reached (female)		20
	<b>Increased incomes and investment in market linkages</b>		
3	Increase in the average gross value of sales of producer organizations under productive partnerships (Percentage)		20
3.1	Increase in the average gross value of sales of producers under productive alliances - Female (Percentage)		35
	<b>Employment Opportunities Created by Covid-19 response</b>		
4	Jobs created by COVID-19 intervention (Number)		5700
4.1	Jobs created for Female by COVID-19 intervention (Number)		2850
	<b>Intermediate Results Indicators by Components</b>		
	<b>Strengthening Market Linkages through Productive Partnerships</b>		
5	Productive Partnership business plans approved (Number)		900
5.1	Productive Partnerships business plans approved - by women led POs (Percentage)		35
6	Percentage of Productive Partnership business plans successfully closing the start-up grant agreement (Percentage)		70
7	Number of SMEs/Agri tech startups participating in PPs (Number)		20



	<b>Strengthening the entrepreneurship ecosystem in the federal structure</b>		
8	No of government agencies built capacity on the identified capacity gap (Number)		86
9	Beneficiary satisfaction with Intermediary Institutions' services (Percentage) (Percentage)		80
10	Beneficiary satisfaction with Intermediary Institutions' services (Percentage) (Percentage)		80
	<b>Restoring and strengthening COVID-19 disrupted food supply chain and local economy</b>		
11	Number of Regional Market Centers constructed/upgraded with climate and disaster-resilient standards and operating (Number)		4
12	Number of municipal agriculture centers and value chain infrastructures constructed/established with climate and disaster-resilient standards and operating (Number)		140
13	Farmers reached with agricultural assets or services (CRI,Number)		3500
14	Farmers reached with agricultural assets or services - Female (CRI,Number)		600
	<b>Project Management, Monitoring and Evaluation</b>		
15	Periodic reports submitted on time (Number)		3
16	Grievances registered related to delivery of project benefits satisfactorily (Percentage)		85

Annex-10 Grievance Handling Sheet

S.N.	Date	District	Palika	Ward	Complain/feedback	Complain to	Complain by	Complainers' telephone	Registration No.	Subject of complain	Assigned to	Conclusion

Annex-11 Training Tracking Sheet

**Training Tracking Sheet**

S.N	Fiscal Year	Date	Name of Training	Training Providers Information				Training Location					Duration (days)	Total Cost	Training Receivers Information							Certificate Issued?
				Name	Province	District	Contact No.	Province	District	municipality	Ward no	Venue			Group Name/ Institution/ Intermediaries	Province	District	Municipality	Ward	Total No. of Participants		
																		Men	Women			