



Cooperative Market Development Program (CMDP)

Mid-Term Evaluation Report

Time-frame of the Evaluation: February 2018-June 2021

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Program and Evaluation Information Details

Program/outcome title	Cooperative Market Development Program	
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Acronyms

ADS	Agriculture Development Strategy
AWP	Annual Work Plan
CMDP	Cooperative Market Development Program
COPOMIS	Co-operative and Poverty Management Information System
CPD	Country Program Document
DAC	Development Assistance Cooperation
DCU	District Cooperative Union
FGD	Focus Group Discussion
GESI	Gender Equality and Social Inclusion
GoN	Government of Nepal
Ha	Hectare
HH	Households
KII	Key Informant Interview
LoA	Letter of Agreement
LVGA	Low Value Grant Agreement
MCG	Micro-Capital Grant
MEDPA	Micro Enterprise Development for Poverty Alleviation
MoALD	Ministry of Agriculture and Livestock Development
MoLCPA	Ministry of Land Management, Cooperatives and Poverty Alleviation
MSME	Micro, Small and Medium Enterprises
MT	Metric Tonne
MTR	Mid-Term Review
NCFN	National Cooperative Federation of Nepal
NEFSOV	Agriculture Seed, Vegetable and Fruit Central Cooperative Federation Limited.
NPC	National Planning Commission
NPD	National Program Director
NPR	Nepali Rupees
ODK	Open Data Kit
OECD	Organisation for Economic Co-operation and Development
PEB	Program Executive Board
QWP	Quarterly Work Plan
RPA	Responsible Party Agreement
SDG	Sustainable Development Goals
TOR	Terms of Reference
UNDP	United Nations Development Program
VCDP	Value Chain Development of Fruits and Vegetables in Nepal
WHO	World Health Organization

Executive Summary

This report presents the results of the mid-term review of Cooperative Market Development Program (CMDP), which is a joint initiative of Government of Nepal (GoN), Ministry of Land Management, Cooperatives and Poverty Alleviation and the United Nations Development Program (UNDP) Nepal. The project is being implemented from February 2018 and will end on 31st December 2022. It aims to support the effort of GoN to achieve poverty reduction and food security related targets of Sustainable Development Goals by creating economic opportunities to the fruits and vegetable farmers (Goal 1) and availing quality fruits and vegetables to the consumers at the reasonable prices respectively (Goal 2). The overarching idea of the program is to create a model of cooperative market chain from farmers to the consumers and incentivize both farmers and consumers by eliminating the intermediary costs.

The mid-term review of CMDP was carried out to ascertain the results achieved or would suggest any revision in the remaining period of the program. The main purpose of MTR was to assess the results and approaches of the program interventions from the beginning till date and will guide a way forward for future course of action for the remaining period of the program. The MTR aimed to assess the relevance, effectiveness, coherence, efficiency, impact and sustainability of the program interventions in program sites between February 2018 and June 2021, as defined and explained in the terms of reference (TOR). The review team has analyzed and synthesized the results and learning which will support and guide for pathway to reach program goals and improve in implementation approaches of the programs in remaining project period.

The midterm evaluation intended primarily for four audiences; i) Government of Nepal/Ministry of Land Management, Cooperatives and Poverty Alleviation; ii) UNDP Nepal; iii) Implementing partners of CMDP, including local governments, and iv) Other relevant organizations in general, engaged or/and implementing capacity building activities of cooperatives. They will use the evaluation findings to make the informed decision in improving the interventions and be helpful in implementation of CMDP and cooperative market chain programs in Nepal. Since this is pilot program, the findings will help in further expansion of the program in other areas of the country.

The MTR adopted a mixed approach utilizing both quantitative and qualitative methods and tools to collect and analyse the data and information. Data/information gathered from both primary and secondary sources was utilized to measure the results. The study thoroughly used secondary sources of information particularly program progress reports, cooperative audit reports and other relevant documents. For primary data collection, desk study, household survey, FGDs, KIIs, and observation visits to cooperatives, market centers, and interaction with key stakeholders and CMDP officials were done. The MTR carried out 647 household surveys, 36 institutional surveys, 18 FGDs and 27 KIIs to answer the evaluation questions. Out of total 939 respondents, 625 were females (67%), 41 dalits (4.4%), 289 ethnicity (31%), 601 Brahmin Chettri (64%) and other were 8 (0.6%).

Key findings

Relevancy: The overall program design and approaches was found appropriate and relevant to the national policies and strategies. It has contributed to the 15th plan, Agriculture Development Strategy (ADS), outcome 1 and output 1.1 of the Country Program Document (CPD) of UNDP and priorities set by local governments. The program was relevant to address the need of target beneficiaries. It has addressed the fruits and vegetable supply chain issues of farmers. Through this, efficiency of existing fruits and vegetables production and marketing practices has increased in the program areas. Reprogramming of program activities for immediate response of first and second waves of COVID-19 were relevant to meet the local needs.

Effectiveness: Strategies adopted to implement the program interventions were found effective to engage stakeholders and service providers in cooperative market chain approach, co-financing for program activities, and increase engagement of cooperatives in fruits and vegetable marketing. Regular monitoring and reporting system of program which is largely based on spreadsheet were interrupted due to COVID-19 pandemics. Capacity of DCUs, NEFSCOV and primary cooperatives enhanced to strengthen cooperative market chain at different level. In addition, the program has contributed to increase monitoring and

documentation capacity of local governments through trainings, supports and engagement in program interventions.

Coherence: CMDP intervention fits very well in changed context. The intervention is coherent with Government's policies, and the intervention has addressed the synergies and interlinkages with other interventions carried out by UNDP or Government of Nepal.

Efficiency: Overall efficiency of utilization of the resource including human, materials and financial resources to achieve the outputs in a timely manner is satisfactory. Activities were carried out in cost sharing approach which helped to create sense of ownership and leaves sustainable results in long term. The fund flow mechanism was efficient and appropriate to leverage resources and channelizing funds to beneficiary's groups. The program management structure was appropriate and efficient in generating the expected results even in context of global pandemic of COVID 19. However, human resources provisioned at DCUs level is not sufficient to strengthen cooperative market chain.

Sustainability: The benefits of the programs likely to be sustained after the completion of this program. In order to improve prospects of sustainability of program outcomes and the potential for replication of the approach; operationalization of collection centers and mainstreaming through the local government is required. Capacities are strengthened adequately at the individual and organizational level (including contributing factors and constraints). The NIM modality followed for the program execution and the timely decision by the program executive board and the management team has played as contributing factor for strengthening capacities at organizational and individual level.

Impact: Majority of outcome indicators are in pathways to reach through the engagement of cooperatives in fruits and vegetables market chain. The program has made significant differences in strengthening the cooperatives market chain. Financial structure and profitability of cooperatives have increased with the intervention of the program.

Partnership: Partnership modality with existing mechanism of Primary Cooperatives, DCUs, and NEFSCOV has created synergic effect to reach among large beneficiaries with minimum resources and time. At national level, the program has coordinated with MoLCPA, MoALD, and Department of Cooperatives in order to create enabling environment for strengthening cooperative market chain. However, cross programs collaboration and partnerships was found limited at local level. There is a great space for leveraging resource, knowledge, good practices and avoiding duplication in support.

GESI: The program has efficiently addressed the needs of women and socially disadvantaged groups and ensured gender and social inclusion aspects in the program design and implementation. The program has integrated Human Rights based approaches in the design, implementation and monitoring of the program. Existing resources has been utilized in effective way to address Human Rights in the implementation such as through participation of targeted stakeholders, resource allocation, monitoring and reporting.

Conclusion

The overall program was found on track. The program was designed appropriately to address the immediate needs of the beneficiaries and was aligned with the national policies as well as UNDAF/CPD priority. The program has contributed to achieving the program level outcome of 'access to sustainable livelihoods, safe and decent employment and income opportunities increased.' The program intervention to establish cooperative market chain has effective and program outputs were delivered effectively in terms of quality and timely. However, some of the program activities were delayed due to first and second waves of COVID-19 and re-planned in subsequent years. Strategies adopted to implement the program interventions were found relevant and effective.

Cooperatives have different level of marketing capacity. Women cooperatives are comparatively weak to manage collection centers, vehicles and establish linkage for marketing of fruits and vegetables. Majority of

the cooperatives were unaware about breakeven point, cost of goods sold, and operational policies of newly provisioned market infrastructures like collection centers, transport vehicles and cooling chambers.

CMDP intervention was found flexible and well fitted in changed context. The intervention is coherent with Government's policies and has demonstrated the synergies and interlinkages with other similar interventions like VCDP and MEDPA carried out by UNDP and/or Government of Nepal. CMDP could complement with the other donor activities at field level. However, lack of sufficient donor co-ordination hindered the achievement of such complementarity. The human, materials and financial resources were efficiently utilized to achieve the results.

Contract farming in fruits and vegetable production and marketing is prevalent in program areas. This practice has created issues in consistent supply and benefits of farmers from cooperative market chain approach. Majority of cooperatives are new for this business, learnings from other cooperatives are more important for them to engage in cooperative market chain. Cooperatives' capacity to analyze business and cost of goods solds were found inadequate. Cross programs collaboration and partnerships was found limited at local level. There is a great space for leveraging resource, knowledge, good practices and avoiding duplication in support. The program has efficiently addressed the needs of women and socially disadvantaged groups and ensured gender and social inclusion aspects in the program design and implementation. The program has integrated Human Rights based approaches in the design, implementation and monitoring of the program. Though, the program has emphasized participation of women and marginalized groups in all types of program activities, special consideration should be given to internalize GESI in DCUs and primary cooperatives level.

Recommendation

The MTR team would like to make the following recommendations to the CMDP program, local authorities and service providers:

- Considering the key actors to carry out cooperative-to-cooperative market chain concept in future, some immediate support for working capital management, and skilled human resources to enhance marketing function of cooperatives should be provisioned by CMDP and implementing partners. Formulation of workable Business plan, and other relevant policies have to be developed by cooperatives. The project should make strong backward and forward linkages between all the stakeholders in the cooperative market value chain providing necessary support as per their need.
- There should be a clear understanding among primary cooperatives and satellite markets regarding capacity of supplies, their scope of activities (retailing of products, sorting, grading, supply of produce to wholesale markets etc.) and other market related terms and conditions. A clear cut marketing guidelines specifying the roles of different actors they have to be made.
- Till the cooperative market network comes into full operation, the project may adapt immediate strategies like partnering and collaborating with existing private markets, acquiring and promoting separate stalls in Kalimati Bazar for CMDP partner cooperatives.
- To sustain the marketing function at cooperatives and district union level, a robust business plan with business analysis and investment plan have to be operationalized and translated into annual plan. The business plans of CMDP markets which are under preparation should be completed timely.
- To enhance the cooperative-to-cooperative marketing concept, the program has to focus on the practice of documentation and use of supply chain and market related data/information in the program areas.
- Support to primary cooperative has to be based on their capacity to run business and their willingness to participate in cooperative-to-cooperative marketing concept. Capacity and Need assessment of each cooperative have to be carried out.
- Coordination with other donors in implementation level can complement to achieve program results and avoid duplication of supports. The cooperative program staffs have to be fully aware about other similar minded project being supported by other funding agencies, organizations at the field level.

- The MTR team recommends expanding co-financing approach while implementing the programs at field level. It will also help in addressing the funding gaps of the program.
- Cooperative unit at local government level requires dedicated separate plan in terms of more support for proper documentation, listing, capacity building of cooperatives and monitoring of their works.
- Though the program activities were somewhat hampered during the Covid period in 2020, the progress in the year 2021 seems quite satisfactory and the project has been back to its track. The construction of different levels of markets viz. municipal, district, regional and satellite market have been slowed down. The year 2022 which is the last year for the project may not be enough to smoothly run the cooperative market chain as it required some time (gestation period) for the cooperatives to get set to run their market. It is recommended to compensate certain timeframe for operationalization of markets in cooperative-to-cooperative approach. No cost extension of program for additional years can be considered.
- Based on our findings and field observations, the program has been able to achieve its goals and is highly successful, it is recommended to expand in additional districts focusing regional market of Pokhara and Butwal. This will help in expansion of markets for existing cooperatives and markets will have more volume of vegetables and fruits for sale.

1. Introduction

Cooperative Market Development Program (CMDP) is a joint initiative of Government of Nepal (GoN), Ministry of Land Management, Cooperatives and Poverty Alleviation and the United Nations Development Program (UNDP) Nepal. It aims to support the effort of GoN to achieve poverty reduction and food security related targets of Sustainable Development Goals by creating economic opportunities to the fruits and vegetable farmers (Goal 1) and availing quality fruits and vegetables to the consumers at the reasonable prices respectively (Goal 2). The whole idea of the program is to create a model of cooperative market chain from farmers to the consumers and incentivize both farmers and consumers by eliminating the intermediary costs. The project duration is from February 2018 to January 2023.

The CMDP program has entered the mid-point of its implementation. This milestone called for a Mid-term Review (MTR) (Annex-1 -ToR) to ascertain the results achieved or would suggest any revision in the remaining period of the program. The main purpose of MTR was to assess the results and approaches of the program interventions from the beginning (February 2018) till June 2021 and will guide a way forward for future course of action for the remaining period of the program.

The midterm evaluation intended primarily for four audiences; (i) Government of Nepal/Ministry of Land Management, Cooperatives and Poverty Alleviation; (ii) UNDP Nepal; (iii) Implementing partners of CMDP, including local governments; and (iv) Other relevant organizations in general, engaged or/and implementing capacity building activities of cooperatives. They will use the evaluation findings to make the informed decision in improving the interventions and be helpful in implementation of CMDP and cooperative market chain programs in Nepal.

This report is organized into seven chapters. The first chapter covers brief introduction of the evaluation with rationale. The second chapter describes the intervention to be evaluated and the third chapter describes the purpose and scope of the evaluation. The evaluation approaches and methods including data collection methods is described in chapter four and data analysis is described in chapter five. Detail findings are provided in chapter six. The chapter seven draws the conclusion of the findings and provide the specific recommendations for future course of actions. Good practices and lessons learned are captured in chapter eight. Finally, the report has an Annex section at the end.

2. Description of Intervention

2.1 Program Description

Cooperative movement has been encouraged in Nepal since the country started its planned development in 1950s. Cooperatives were initially promoted in the rural areas to mobilize rural people in the development process. During that period, the movement was guided to avail the credits and inputs to the rural farmers and promote commercial farming system. After restoration of multiparty democracy, the cooperative movement was provided more independence with the expectation that the cooperative organizations would become a self-regulated and democratically controlled movement in future. As the number of cooperatives and people involved in cooperative movement has increased tremendously, cooperative related policy, strategies and laws have realized that cooperative sector is one the main stakeholders and could be vital means of agriculture development and self-employment in the country. The recognition of the cooperatives as the part of economy increased after cooperatives being mentioned as one of the three pillars of Nepalese economy in Nepal's Constitution 2015.

Cooperative is considered as a critical strategy to help the country for achieving multiple numbers of sustainable development goals at a time. It always promotes local resources, technologies and talents which ultimately support achieving robust equitable and environmentally sustainable economic growth. Further, agricultural cooperatives are more effective to expand the economic opportunities and improve social development sustainable by offering a variety of services- collective purchase of inputs and machines, collective marketing of the produces, access to credit, access to information, among others.

Keeping this fact in mind and acknowledging the constitutional and legal provisions and policy direction, the Government of Nepal has brought forward the idea of cooperative market network in its budget speech for fiscal year 2017/18. It expressed that the cooperative market network would be established to ensure fair prices for the commodities produced by cooperative. In line with government plans and programs, the Cooperative Market Development Program (CMDP) has been prepared as a model program to ensure that fruits and vegetable farmers are fairly represented in the market system through cooperative market chain.

The cooperative market chain approach is pivotal to improve marketing system of fruits and vegetables through providing better marketing services, improving product quality and demand based supply along while reducing the marketing cost. These efforts have ultimately improvised maximum profit sharing for farmers.

Cooperative Market Development Program (CMDP) aims to support the effort of GoN to achieve poverty reduction and food security related targets of Sustainable Development Goals by creating economic opportunities to the fruits and vegetable farmers and availing quality fruits and vegetables to the consumers at the reasonable prices respectively. It creates a model of cooperative market chain from farmers to the consumers and incentivizes both farmers and consumers by eliminating the intermediary costs.

The program envisions to develop and operationalize cooperative market chain of fruits and vegetables in adjoining districts of Kathmandu primarily targeting the market of Kathmandu valley and Chitwan. Market networks was planned to be developed from primary cooperative to the terminal markets of Kathmandu valley and Chitwan. To ensure demand driven supply i.e., volume, quality, consistency; the program has also been engaged in increasing the production and creating enabling policy environment for the promotion of cooperative market chain development. It specially focuses on adoption of improved technologies and mechanization of harvesting/post-harvesting of fruits and vegetables.

The program has developed 52 collection centers at primary cooperative level, 3 municipal market centers at municipal level, and 3 terminal markets at districts, 1 market at regional level and 2 satellite markets at central level. Also it creates enabling environment at national and sub-national level for the cooperative market development through drafting/revision of relevant policies.

Program Outcome: Cooperative market chain established for the increased incomes and livelihood opportunities of farmers.

- Farmers average annual household income
- Volume of vegetables and fruits production at program districts
- Total sale of fruits and vegetables through cooperative market chain
- Productivity of Fruits and vegetables

Output 1: Capacity of fruits and vegetable production cooperatives strengthened for increased production, effective management, and marketing.

of farmers registered under vegetable and fruit cooperatives
 # of cooperative members using improved technologies
 # of cooperatives having production and business plan

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

of collection centre constructed
 # of cooperatives having modern transportation means
 # of cooperatives with product branding
 # Volume (in kg) of fruits and vegetables sold/transacted
 # of fruits and vegetables cooperative outlets in major markets blocks within Kathmandu valley supported

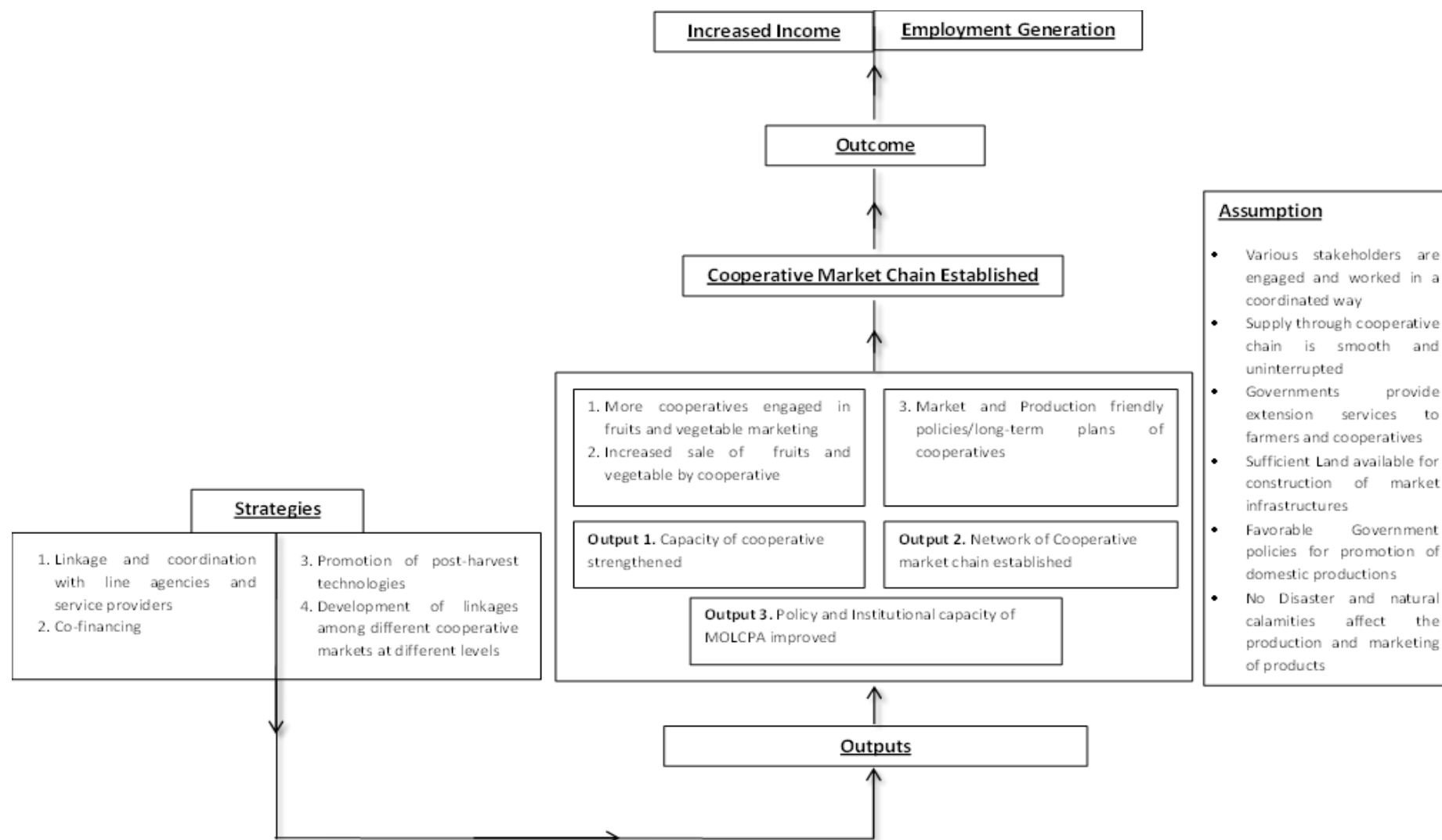
Output 3: Policy and Institutional capacity of MoLCPA and other relevant government entities improved to facilitate cooperative market development of fruits and vegetables.

of policies/regulations/guidelines/ directives developed/revised Cooperative market development unit is in place at MoLCPA # of officials of government and other stakeholders trained on cooperative marketing

2.2 Theory of Change

The overarching goal of the program is to increase employment generation and income of farmers. For this, the program has initiated the cooperative market chain approach. The pathway to change are establishment of cooperative networks, enhance cooperative capacity for fruits and vegetable marketing, and enabling policy environment which is done through strengthening institutional capacity of cooperatives, facilitating for market infrastructures, supporting in post-harvest technologies, establishing linkage and coordination, and co-financing. The theory of change is illustrated following figure.

Figure 2.1: Theory of Change of CMDP



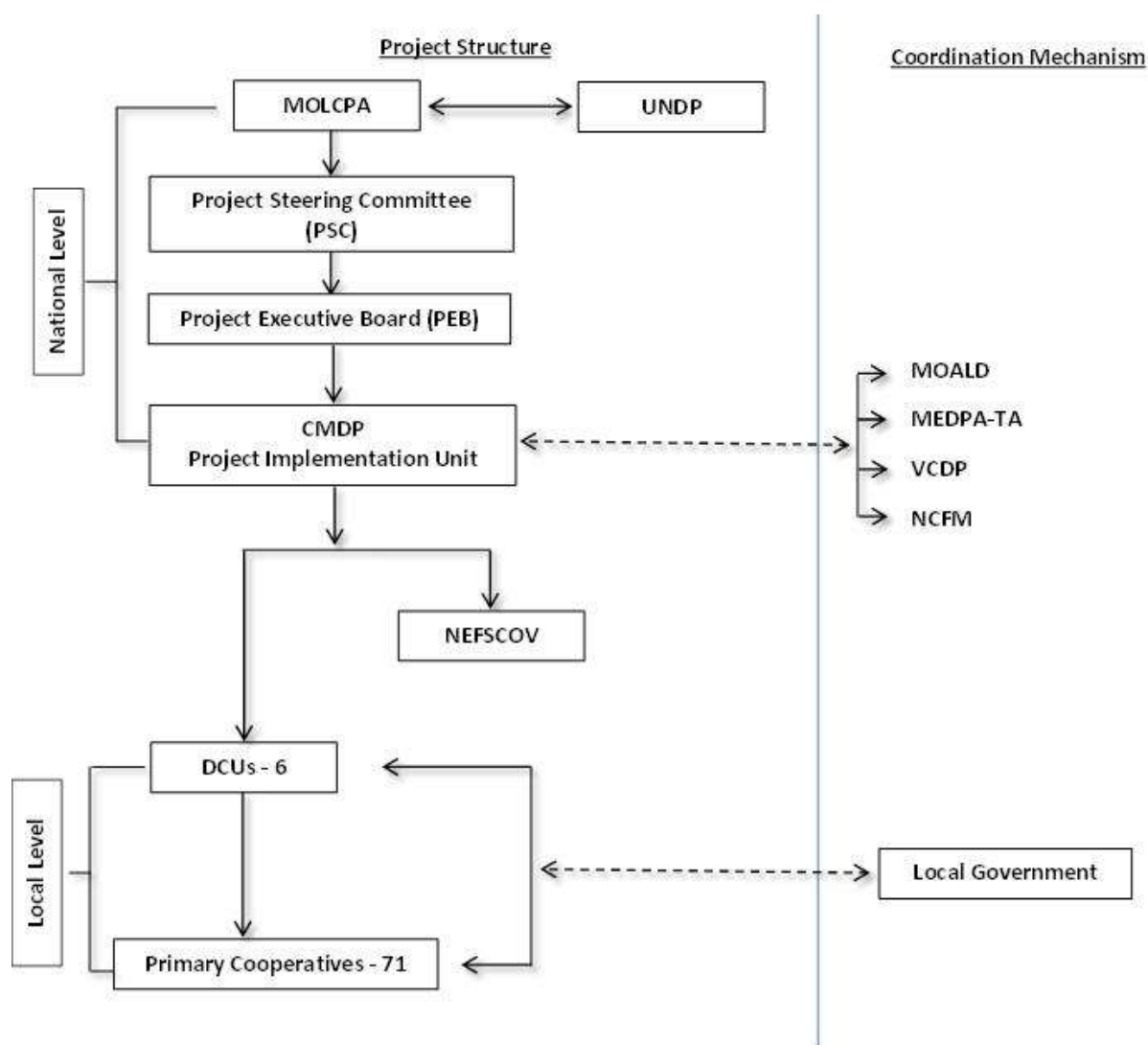
2.3 Implementation Modality

The executing agency of the program is Ministry of Land Management, Cooperatives and Poverty Alleviation (MoLCPA). Program tenure is 5 years, starting from February 2018 and will end in January 2023.

The program aims to achieve its outcome by ensuring establishment of an efficient and sustainable fruits and vegetable collection centers starting from primary cooperatives to regional to national terminals such as Kathmandu and Chitwan. The program aims to establish 72 primary collection centers at village level, 18 collection centers at municipal level, 4 district terminals and 2 regional terminal/market. It directly benefits 29,754 households of 72 fruits and vegetables cooperatives. Program activities have been implemented through district cooperative unions of six program districts. Primary cooperatives are supported through the concerned district cooperative unions.

As explained in subsequent section, the implementation plan was revised and following figure describes the revised implementation modality of CMDP.

Figure 2.2: Implementation modality of CMDP



2.4 Linkage to National Priorities and Policies

Constitution of Nepal has recognized cooperatives as one of the three important pillars of economy. It has adopted a policy of strengthening the national economy through the participation and development of cooperatives along with the public sector and the private sector. The cooperative sector can contribute to the national economy by enhancing production, productivity, and employment opportunities through bringing together dispersed labor, skill, technology, and capital. This sector contributes significantly to

enhancing access to finance, women empowerment, leadership development and capacity development, social integration, promotion of entrepreneurship, and poverty alleviation. It is, therefore, desirable to encourage the sound development of the cooperative movement by building on the achievements made in this sector.

The Agriculture Development Strategy (2016 to 2030) considers agricultural cooperatives are one of the key stakeholders for the implementation of the strategy. This project contributes to the output 3.5 'Competitive agricultural value chains that increase value added and benefits to smallholder farmers and agro-enterprises of outcome 3 'Profitable Commercialization'.

The current 15th plan envisions high-quality and sustainable cooperatives for economic prosperity and social transformation. To achieve this, it emphasizes cooperatives to focus on productive sectors, provide financial and technical support to run business at cooperatives level.

The MOLCPA has promulgated different policies and guidelines to increase the capacity of the cooperative sector in an effective, productive and competitive manner by increasing the capacity of its members and not just by increasing the number of members.

The CMDP aligns with national priority of UNDP CPD- Reducing poverty through productive employment and inclusive economic growth. Specifically, it contributes to outcome 1: increased access to sustainable livelihoods, save and decent employment and income opportunities, and output 1.1 Policy, institutional and capacity development solution lead to improved disaster and climate resilient livelihoods, productive employment, and increased productivity.

In addition, this project mainly contributes to 3 goals of Sustainable Development Goals, (i) SDG 1: No Poverty (Indicator 1.2.1 Proportion of population living below the national poverty line, by sex and age), (ii) SDG 2: Zero Hunger Target (Indicator 2.3.2 Average income of small scale food producers by sex and indigenous status), (iii) SDG 8: Decent Work and Economic growth (Indicator 8.3.1: Access to financial services; access to cooperatives)

2.5 Program Design and Major Implementation Constraint

As mentioned in the program document, initially, it was planned to work through local government. But the local governments were still in the process of reform, the program implementation modalities were changed to work through District Cooperative Unions (DCUs). Initially, it was supposed to establish large central market similar to Kalimati and Balkhu vegetable markets. However, considering the challenges in securing sufficient land, it was later decided to build small satellite markets in the Kathmandu valley instead of large central market. As result, CMDP has built 2 satellite markets in Chabahil of Kathmandu and Mahalaxmasthan of Lalitpur Metropolitan city. These markets are being operated by NEFSOV in Chabahil and DCU Lalitpur in Mahalaximsthan.

The program has reprogramd to address the challenges raised by the first and second waves of COVID pandemic in the program areas. A nation-wide lockdown was announced from 24th March 2020 and ended on 21st July 2021 with focus on social distancing. The next phase of lockdown after the second wave started from 29th April 2021 and lifted on 1st September 2021. Impacts of COVID 19 was observed after the movement restriction announced by the government. In this circumstance, program implementation as mentioned in the annual plan of that duration was not very possible in the program areas. However, the program has made notable progress by supporting in the market construction activities, installation of cooling chambers and distributing pick-up vehicles for the safe transportation of fruits and vegetables.

Annual work plan and budget is prepared in the joint effort of CMDP team and approved by program board meeting lead by Joint-Secretary/NPD of MoLCPA in each year. Based on the approved AWP, QWP is prepared on quarterly basis that is also approved and endorsed by the program board. Any changes in the program targets are reflected in the annual work plan and budget.

2.6 Program Partners and Partnership

CMDP has built partnership at local and federal levels. At the local level, it works with primary cooperatives and District Cooperative Unions. It also coordinated with Rural/Urban Municipalities during selection of

primary cooperatives by consultants. Monitoring of program activities at local level are being carried out with coordination of Local governments. Similarly, the program works with line agencies (MoALD and Department of Cooperatives) and National Cooperative Federation (NCF) for various policy discussion, formulations and revisions.

2.6.1 Implementing Partners

Agriculture Seed Vegetable and Fruit Central Cooperative Federation Limited (NEFSCOV): CMDP has on board Agriculture Seed Vegetable and Fruit Central Cooperative Federation Limited with aims to link primary cooperatives into the cooperative market chain system. The Federation is responsible for development and operationalization of a satellite cooperative market of fruits and vegetables in Chabahil, Kathmandu.

District Cooperative Unions (DCUs): CMDP has partnered with 6 District Cooperative Unions in the 6 program districts. Its major roles and responsibilities are to: (i) strengthen the capacity of cooperatives, (ii) provide farm inputs, marketing materials and logistic support, (iii) facilitate cooperatives to build collection centers and install cooling chambers (iv) support in formulation of strategic business plan, (v) facilitate for pick-up vehicle support, (vi) coordinate with cooperative markets for marketing of fruits and vegetables, (vii) Construct and operationalize district cooperative markets, (viii) facilitate other program related activities at primary cooperative level.

Primary Cooperatives: 71 primary cooperatives were selected from 18 rural/urban municipalities of 6 districts. These are primary beneficiaries of the program. The anchor commodities of the cooperatives are vegetable and fruits. The program strengthens capacity of cooperatives to run their businesses and link with municipal, district, regional and satellite cooperative markets.

2.6.2 Institutional Partners

The institutional partners of CMDP are National Cooperative Federation (NCF) and Local Government.

The program has formed partnership with **National Cooperative Federation (NCF)**, the apex body of cooperatives in Nepal. MoU between NCF and CMDP had been made to work on policy discussions, advocacy, and capacity building of DCUs, cooperative markets and system strengthening.

The major role of the local government in the program was selecting primary cooperatives in their jurisdiction. They are being involved in the program supervision activities in order to ensure quality work. The primary cooperatives selected for the program have been coordinating with the local government for land of collection centers and cost sharing for different activities such as construction, inputs, vehicles etc. More than 22 primary level cooperative collection centers were built in land provided by local government.

2.7 Cross Cutting Issues

The CMDP aims to promote gender and social inclusion, and human rights approaches as cross cutting issues in program designing, planning, implementation and monitoring. Understanding of human rights approach in the program working districts is crucial to enhance participation of Dalit, ethnic minorities, women and other minorities. Mainstreaming gender and social inclusion is found effective in overall program delivery. This has been taken considerations in 1) selection of cooperatives, 2) implementation of program activities 3) target beneficiaries. Of the total 71 cooperatives, 16 were women leading cooperatives and 32.4% were women beneficiaries of program areas (Annex 4).

Women participation in capacity development activities are effectively managed, ensuring about 53% representations. Human right approach is managed in multiple ways, (i) provision of need-based grants, (ii) direct ownership and engagement of district and primary cooperatives, (iii) implementation of majority of infrastructure activities through cost sharing basis, (iv) coordinating roles of rural/ urban municipalities.

3. Evaluation Scope and objectives

3.1 Evaluation Objectives

The overall purpose of the mid-term review was to objectively assess the results and approaches of the program interventions and its contribution to a higher level of outcome results. The findings of the review were to provide the way forward for the remaining period of the project. It identified and documented the achievements of the program interventions, challenges, lessons learnt and best practices. It also assessed the progress against the baseline data and determined what has been achieved and what further attention were required.

The specific objectives of the evaluation included:

- Ascertain the achievements of the program and its relevancy, effectiveness, efficiency, sustainability, and impact including synergies with other government-led initiatives and UNDP support efforts (coherence).
- Assess the effectiveness of the program activities provided to primary cooperatives, national cooperative unions, district cooperative unions, National Cooperative Federation and local partners such as local governments, cooperatives and local service providers in increasing incomes and strengthening the fruits and vegetable value chain.
- Assess engagement of national and local partners such as MoLCPA, NCF, DCUs, Primary Cooperatives and relevant actors in the program and their understanding including financial and other commitments for sustainability of activities.
- Review and assess the risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) for future.
- Assess the effectiveness and efficiency of the fund flow mechanism (MCGs, LVGAs, LoAs, RPAs)
- Suggest amendments in program activities and/or working modalities, if needed, for the better contribution to the beneficiaries considering the remaining period of the program and COVID-19 pandemic context e.g. Possibility of CMDP extension into other provinces, districts, municipalities.
- Appraise the repurposed intervention for response to COVID-19

3.2 Evaluation Scope

Scope of the mid-term review was to identify the areas and major issues of the program objectives to be assessed. At broader level, it had to cover analysis of program context, implementation strategies, modalities, partnership arrangement, institutional strengthening, beneficiary participation, replication and sustainability of the program. At the implementation level, program implemented by primary cooperatives, District Cooperative Unions (DCUs) and local agencies, possible leverage of partnerships and fund, cross agency partnership had to be taken into consideration. The scope also included collection of feedback from beneficiaries on their participation, role of the local governments and institutions with respect to program support and sustainability of the program. Co-financing and compliance and monitoring and evaluation system were the major scope in relation to implementation level.

The MTR was conducted in the six CMDP program districts: Makawanpur, Chitwan, Dhading, Nuwakot, Kavre and Lalitpur. 36 primary cooperatives from 18 rural/ municipality were covered for field work during August to October 2021. As per ToR, approximately 14,400 households of 71 fruits and vegetables cooperatives were directly linked to this cooperative market chain and benefited from program.

As per program document, all 4 outcome indicators and 11 output indicators had been accessed and reviewed through midterm review and program progress report.

3.3 Evaluation Criteria and Questions

As mentioned in ToR, this mid-term review followed the Organization of Economic Cooperation Development (OECD), Development Assistance Committee (DAC)'s evaluation criteria-relevance, coherence, effectiveness, efficiency, impact, and sustainability. The MTR assessed whether the achieved result of the program within two and half years of implementation are in right direction towards contributing to establishing cooperative market change, employment generation and increasing income of farmers in the program area or would require change in course of direction in order to achieve the expected outcomes.

As cross cutting criteria, Gender Equality and Social Inclusion (GESI) and human rights were also added. Key questions based on evaluation criteria are presented in Evaluation matrix in Annex 6.

4. Evaluation Approach and methods

4.1 Evaluation Approach

The MTR was undertaken using a mixed approach combining quantitative and qualitative techniques. In the initial phase of evaluation, desk study of all the relevant documents pertinent to the program including program document, annual progress reports, knowledge products, baseline and other formative study reports, were thoroughly reviewed. Quantitative technique included household survey by face to face interviews with the beneficiaries of sampled households (HHs) from the program areas and Institutional Survey with Managers of sampled cooperative were undertaken. The qualitative technique included mainly Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), informal discussions/meetings and observations. The target respondents for KIIs were key stakeholders comprising of Enablers (LGs, MoLCPA, NCFN/ NEFSCOV, DCUs) and with Collectors/ wholesalers/ retailers (Formal buyers and wholesalers associated with cooperative collection centres). Similarly, the target respondents for FGDs were board members of cooperatives and Collection centre management committee. Priorities were given to women and social excluded groups while collecting data/information at field level.

4.2 Sample and Sampling Frame

The study had followed the stratified proportionate random sampling method to incorporate different characteristics of the respondents. It helped to select study areas and sample households for field work in representative ways. The study covered all program districts and rural/municipalities and 50 percent primary cooperatives; this had ensured more representation of beneficiaries. This had made covering 6 districts cooperative unions and 18 rural/ municipalities. Of the 71 primary cooperatives, 36 were selected randomly with ensuring at least two in each rural/municipality. Altogether, 18 FGDs were and 27 KIIs were carried out with program beneficiaries and target groups. Representative sampling techniques was applied for selection of program areas for FGDs and respondents of KIIs.

According to the TOR, the program has covered 14,400 farmers. The population study is not possible in the given time frame and resources. To carry out household survey at primary cooperative level, representative sample size was determined by the given formula

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 + p(1-p)}{e^2 N} \right)}$$

Where,

- “z” is the z score (1.96 for 95% confidence level)
- “e” is the margin of error (5%)
- “N” is the population size (14,400)
- “P” is the population proportion (50%)

Then Sample size was 635.

Sample size was distributed equally in 36 selected primary cooperative with assuming that income level of farmer equally increased due to cause of program intervention. A total of 18 sample household surveys were carried out in each cooperative through systematic sampling method. In total, 647 sample were taken from 36 primary cooperatives. During the sample size selection, the survey team fully considered to retrieve the disaggregated data based on caste, ethnicity, and gender. The sampling units also covered focus group discussions, key informant interviews respondents and institutional survey at local and federal level. The following table presents the brief of sample size for the study.

Table 4.1: Summary of Sample

S. N	Sample Items	Sample size	Sample description
1	Sample District	6	All six study districts
2	Sample Municipality	18	3 municipalities from each district
3	Sample Cooperatives	maximum 2 from each municipality	36 (2 per municipality)
4	HH sample survey	647	Cooperative members (18 from each cooperative)
5	Institutional Survey	36	@1 in each selected cooperative
6	KII with Enablers	15	(LGs-6, MoLCPA, NCFN/NEFSOV-1 each, DCUs-6)
7	KII with /Collectors/wholesalers/retailers	12	Formal buyers and wholesalers associated with cooperative collection centres
8	FGD with Collection centre management team/cooperative board	18	@1 FGD in each municipality

Source: Field Work

4.3 Data Sources and collection methods

The MTR team utilized a wide range of appropriate tools and methodologies to assess the midterm results. Data/information gathered from both primary and secondary sources was utilized for measuring results. It primarily focused on primary sources of information from the program sites. However, the study also thoroughly used secondary sources of information particularly program progress reports, cooperative audit reports and other relevant documents. Qualitative methodologies included desk study, household survey, FGDs, KIIs, and observation visits to cooperatives, market centers, and interaction with key stakeholders and CMDP officials.

Desk review: The MTR started with the desk review of the program document, result resource framework, annual reports, baseline report and other relevant reports/documents provided by CMDP. It helped in understanding the theory of change, program structures, anticipated results and targets, and implementation arrangement. It also included relevant government plans and programs which helped to analyze its coherence with government policies and program.

Household Survey: A comprehensive set of questionnaires was developed and finalized at the inception phase. Household questionnaire mainly concerned with production, productivity, income and expenditures, adoption of improved technologies which was aligned with program outcome and output indicators. Feedbacks received from UNDP were incorporated before finalization the questionnaire. The questionnaire was designed and uploaded into Open Data Kit (ODK) application and survey carried out via mobile application. A total of 647 sample data were collected at household level which comprised 70% female respondents. Based ethnic compositions, Bramhin/Chhetri were 62% which followed by Janajati 31%, Dalits 5% and others 1.2% (Annex 3).

Institutional Survey: To assess the existing capacity of cooperatives to run collection center, buying and selling of fruits and vegetables, data/information related with cooperative governance, financial transaction, infrastructures, and institutional development were collected from 36 sample cooperatives. These data/information were mainly used to assess the existing status of cooperatives and their market linkage with other cooperatives and financial self-sufficiency. It was collected through ODK tool.

Focus Group Discussion (FGD): Focus Group Discussions were carried out with cooperative board and collection center management committees to capture cooperative status to engage in collective marketing. It also allowed us to gain an in-depth understanding of the state of consensus among group members and

their misunderstandings about facts through discussion among participants. A total of 18 FGDs were carried out during the field work. Of the total 217 respondents, 24.9 % were female. Based ethnic composition, Bramhin/Chhetri were 66.4% which followed by Janajati 31%, and Dalits 2.6% (Annex 3-III).

Key Informant Interview (KII): Key informant interviews were conducted with representatives of local governments, representatives of DCUs, buyers and other stakeholders. It helped to extract ideas about program activities, progress and issues related to the program from different perspectives. It also helped dig the deeper on subject matter and document the institutional aspects of key informant. A total of 27 KIIs were carried out during the field work. Of the total respondents, 14.7 % were female. Based ethnic composition, Bramhin/Chhetri were 72% which followed by Janajati 26.7%, and Dalits 1.3% (Annex 4).

4.4 Performance standards

The evaluator used a five-point scale against the DAC evaluation criteria to assess the performance of the project.

- Highly satisfactory (1): Project performed well overall against each of the evaluation questions.
- Satisfactory (2): Project performed well overall against the majority of the evaluation questions but there was some room for improvement.
- Moderately satisfactory (3): Project performed moderately against almost half of the evaluation questions but there was considerable room for improvement.
- Somewhat satisfactory (4): Project performed poorly overall against the majority of the evaluation questions but there were immediate and considerable steps that should have been taken for improvement.
- Not satisfactory (5): Project performed poorly in almost all the evaluation questions and there were immediate and major steps that should have been taken for improvement.

4.5 Ethical Consideration

Participation in this study was made voluntary. Although, respondents/participants were encouraged to participate, they were free to turn down the invitation if they wished so. In addition, verbal consent from participants before documentation of the focus group discussion and key informant interview was always sought and for all the sessions it was granted.

Respondent's views were incorporated only for producing study report. Respondents who declined for interview session were not compelled. The study team had maintained privacy of respondent's name, address, photograph and their views shared while taking interviews as requested.

4.6 Stakeholder participation

The MTR tried to capture data/information and views from all types of program beneficiaries and stakeholders. At national level, representatives of MOLCPA, NCF, UNDP and NEFCOV were consulted and collected their views about program relevancy, achievements, and challenges. Similarly, chief of local governments, key staffs and ward representatives were consulted at rural/municipalities level. The CMDP staff, DCU board and staff were consulted as representatives of program implementing organizations. At beneficiaries' level, cooperative board, staff and beneficiaries were consulted in the data collection. Below table presents the status of participation of different stakeholders in the MTR.

Table 4.2: Summary of Stakeholder participation

SN	Description	Female	Male	Total	Dalit	Janajati	BCT	Others
1	Household survey	451	196	647	34	202	403	8

2	Representative of Rural/Municipalities	1	6	7	0	2	5	0
3	Collectors and Buyers	0	12	12	0	5	7	0
4	KII with enablers	10	46	56	1	13	42	0
5	FGD with collection center management committee/board	163	54	217	6	67	144	
	Total	661	278	939	41	289	601	8

4.7 Background information of evaluators

The evaluation team comprised of senior experts who have in-depth knowledge on the cooperative market chain of fruits and vegetables, and evaluation studies. The Team Leader, Mr. Kiran Regmi has specialization in agriculture economics and agri-business management. He has more than twenty-five years of experience in agriculture teaching, market development and research. The other team members- Kishor Kafle is an expert in GESI, and Dr. Pratap Chhatkuli is an expert in cooperative management. Mr. Madhav Bhatta is agriculturist. Likewise, Mr. Sugam Bajracharya has specialization in data management and analysis.

4.8 Major Limitation of the Methodology

This study attempted to provide with credible results however, it faced some constraints that are presented below:

- The data/information collected through structured and semi-structured interviews represented the perceived ideas and views on the subject matter of the respondents. The study team tried to verify and triangulate such data/information with available data in the service provider's institutions and concerned local authorities.
- The data/information presented in the report was largely based on cross-sectional. In addition, limited data were also collected from reviewing available records of concerned local authorities.

5. Data analysis

The mid-term review report was based on both quantitative and qualitative data analysis. Quantitative data collected from sample households and cooperatives were illustrated to compare base value and targets of the program. Simple descriptive statistics were used for inferencing results. All the reflections, feedback and suggestions were triangulated through various discussions at cooperatives, local governments, district unions and central level. Open ended guiding questions were used to obtain stakeholders response on different facets of program interventions, including effectiveness, readiness for market operation, sustainability, and up-scaling program activities. The stakeholders' response was categorized in different category and presented as qualitative analysis throughout the report. Field observations on infrastructures and major events were captured in photographs and presented in Annex 3.

Quantitative analysis: Data collected through household and institutional survey was reviewed and cleaned. Logical checks and frequency runs were made on all variables to further enhance the accuracy and identify any outliers before actual data analysis. Statistical tools such as; mean, standard deviation, minima and maxima, cross tab, ptile were performed on some variables of interest to examine the associations based on respective values. Frequency tables and descriptive statistics were used in the presentation of the findings.

Content analysis: Qualitative data collected through FGD and KIIs first coded into categories or theme. The codes were carefully developed to ensure that they were exhaustive, mutually exclusive, and clearly specified. The categories were overviewed and ensured to what extent it has changed over the time and differed in different settings or for different kind of people. Findings were summarized with recognizing limitation of data and presented in report.

Triangulations: All quantitative and qualitative data were triangulated and back checked at various levels, both in field and the center based on their relevancy and appropriateness. Likewise, some of the extremes observed in quantitative result will be verified during qualitative surveys.

Interpretations and recommendations: Finally, results were interpreted considering achievement of indicators and evaluation criteria. Then necessary recommendations will be made based on the findings and assessments.

Rating standards: "Five-points rating scale" has been used to analyze the results as per the evaluation criteria. Table 5.1 provides rating standards to be used.

Table 5.1: Rating standards for evaluation criteria

Evaluation criteria	Rating standard
Relevance	Five-points scale
Effectiveness	5 = Evidence of strong contribution often exceeding expectation
Coherence	4 = Evidence of good contribution with some areas of improvement/change
Efficiency	3 = Evidence of satisfactory contribution but some improvement required
Impacts	2 = Some evidence of contribution but major improvement required
Sustainability	1 = Low or no visible contribution
Cross Cutting	

6 Findings

This section presents findings against the evaluation criteria. The focus is on assessing on the extent to which program was good value for money and the changes that happened as a result of the program. Particularly it highlights how the program applied value for money principles in relation to delivery of the program outcomes and outputs including how the program aligns with the goal of supporting the delivery of the national plans. The findings are presented against result indicators and the OECD/DAC evaluation criteria of relevance, effectiveness, coherence, efficiency, impact, sustainability, cross cutting issues, and coordination using the following 5-point scale discussed in chapter 5.

6.1 Relevancy

The overall design and approaches, strategies adopted was relevant, realistic, appropriate and adequate in addressing the needs and priorities of the target groups and cooperatives to strengthen Cooperative Market Approach.

The program intends to establish cooperative market chain for the increased incomes and livelihood opportunities of farmers. The program was initially designed to develop separate collection centers at all 72 pockets, 18 municipalities, 6 districts, and 1 big central market in collaboration with rural/municipalities and other line agencies. But the project realized during the implementation period that the marketing outlets in all the pockets, municipalities, districts and central level were not required due to the budget deficit of 4.4 million USD. So the project adopted supporting the cooperatives on the basis of demand.

Establishing 2 regional terminals in Lalitpur and Chitwan were planned. Similarly, each district will have 3 rural/urban collection and marketing centers. The marketing sheds and terminals at local, municipal, district and regional level will be managed and run by the cooperative members through locally hired staffs. The local level farmer cooperatives will form their federate structures at every level of markets to operate and manage markets. The initial plan was revised and the program has been implementing through existing structure of DCUs. The program has developed 52 collection centers at primary cooperative level, 3 municipal market centers at municipal level, and 3 terminal markets at districts and, 1 market at regional level and 2 satellite markets at central level.

The program has worked with primary cooperatives of which cooperative members are the part of the program beneficiaries. DCUs and NEFSCOV are major implementing partners that are pivotal for the establishment of cooperative market chain. This has supposed to eliminate middle-persons in supply chains of fruits and vegetable, which enables farmers to receive additional benefits. Supports provided by program e.g., cold room, marketing equipment and provision of transport vehicles support in post-harvest loss decrease. The program worked with different levels of cooperatives to identify constraints and opportunities in their business and how these might be addressed with changes in policies and mechanisms.

Overall, the program was relevant to address the need of target beneficiaries. It has addressed the fruits and vegetable supply chain issues of farmers. Through this, efficiency of existing fruits and vegetables production and marketing practices has increased in the program areas.

Farmers involved in the fruits and vegetable cultivation generally have low sales revenue due to low market prices, poor market access and high-post harvest losses. Long and inefficient supply chains, lack of market competition based on price and quality, seasonal production of large volume of same variety of vegetables, and limited market information sharing practices are prevalent in fruits and vegetable markets of Nepal.

There are limited options for farmers to sell fruits and vegetables at farm gate. Collectors aggregate first with offering low prices to farmers in most of the case they buy in credit. The collector sells to the larger traders, before moving onwards to regional wholesalers for supply to retailers. It is understood that at least 10 to 30 percent mark-ups are added in each step¹, without any real value addition activities like sorting, grading, packaging, and processing.

Through the development of market infrastructures at primary cooperative and terminals in Kathmandu valley, sales through primary cooperatives have increased by 88% in the program areas with additional 22.4%

¹Key Informant Interview: traders and wholesalers

benefits in per unit sales of fruits and vegetables. Farmers' engagement in primary cooperatives has also increased with the provision of market facilities. As compared with baseline, members have increased by 20% in the program areas (Annex-4).

The program has worked with primary cooperatives of which cooperative members are the part of the program beneficiaries. DCUs and NEFSOV are major implementing partners that are pivotal for the establishment of cooperative market chain. The program worked with different levels of cooperatives to identify constraints and opportunities in their business and how these might be addressed with changes in policies and mechanisms. This has improved efficiency of existing fruits and vegetables production and marketing practices of program areas.

In this context, through the development of market networks from primary cooperative to the terminal in Kathmandu valley and Chitwan, the program has developed and operationalized cooperative market chain of fruits and vegetable through elimination of middleperson in trading. By doing this, it has helped to increase farmer's income and other livelihood opportunities in the program areas. The program is highly relevant to address the fruits and vegetable supply chain issues of farmers.

The overall program design and approaches is appropriate and relevant to the national policies and strategies. It has contributed to the 15th plan, ADS, outcome, and output of the country program development of UNDP and priorities set by local governments.

The Constitution of Nepal has made a policy for promoting the cooperative sector and mobilize it in national development to the maximum extent in order to enhance national economy through participation of the public, private and cooperative sectors. Based on that, the Cooperative Act of 2017 has made a provision of investment for MSMEs and larger programs as well.

The Agriculture Development Strategy (2016 to 2030) considers agricultural cooperatives as one of the key stakeholders for the implementation of the strategy. The CMDP contributes to the output 3.5 of ADS-- 'Competitive agricultural value chains that increase value added and benefits to smallholder farmers and agro-enterprises.

The expected output 1 of CMDP i.e. capacity of fruits and vegetable production cooperatives strengthened for increased production, effective management and marketing and output 2 i.e. network of cooperative market chain of fruits and vegetables established contributes to the current 15th plan which envisions high-quality and sustainable cooperatives for economic prosperity and social transformation. To achieve this, it emphasizes to focus on productive sectors and provide support financial and technical to run business at cooperative level.

The MOLCPA has promulgated different policies and guidelines to increase cooperatives' capacity by increasing the capacity of its members and not just by increasing the number of members. This is supported by the activities of CMDP which policy and institutional capacity of MOLCPA and other relevant government and non-government entities improved to facilitate cooperative market development of fruits and vegetables.

The program contributed outcome 1 of Country Program Document (CPD) of UNDP Nepal: reducing poverty through productive employment and inclusive economic growth. Specifically, it contributes to outcome 1 of CPD: increased access to sustainable livelihoods, safe and decent employment and income opportunities, and output 1.1 Policy, institutional and capacity development solution lead to improved disaster and climate resilient livelihoods, productive employment, and increased productivity. The program intends to establish cooperative market by channeling marketing of fruits and vegetables through cooperative and eliminating middle-person. This had increased transaction volume of fruits and vegetable through cooperatives, which contributed farmer's income and employment generation. Supports provided by program had decreased post-harvest loss which had increased productivity.

Total farmers affiliated in cooperatives had increased by 15.8% in comparison to baseline study. Of the total farmers, around 74% were engaged in fruits and vegetable production. Productivity of vegetables and fruits had increased by 9.1% and 4.4% respectively as compared with baseline figures. Annual household income had increased by 10.1% as compared with baseline figures. (Please refer annex 4).

Thus this program mainly contributes to 3 goals of Sustainable Development Goals, (i) SDG 1: No Poverty (Indicator 1.2.1 Proportion of population living below the national poverty line, by sex and age), (ii) SDG 2: Zero Hunger Target (Indicator 2.3.2 Average income of small scale food producers by sex and indigenous status), (iii) SDG 8: Decent Work and Economic growth (Indicator 8.3.1: Access to financial services; access to cooperatives)

Local Government in the program areas has primarily focused on production and productivity of agriculture sectors through provision of inputs, mechanization, and market development. Majority of LGs has provided seeds, agri-equipment, trainings, small infrastructure support, and subsidies on agri-livestock sectors for employment opportunities and improve household incomes of farmers.

The outcome of the program is related with establishment of cooperative market chain which enhances the revenue of farmers with minimizing roles of middlepersons in different nodes of value chains. The program outputs are related with capacity building of cooperatives through provision of market infrastructures, linkage and coordination and enabling policy environment.

Reprogramming of program activities for immediate response of first and second waves of COVID-19 were relevant to meet the local needs.

Economic impacts due to first and second wave of COVID 19 were observed in the program areas. Around 27% families reported that their family members had economically impacted. In the program areas, around 67.72% who had worked as self-employed in agricultural sectors before pandemic were not get any employment opportunities in the COVID period. Similarly, respondent reported that wage was reduced of 11.11% and 8.47% lost their jobs. Moreover, 21% of responded shared that fruits and vegetables sales was decreased by 29.38%. Wastage portion of fruits and vegetables was 27.1% (Annex 4).

At cooperative level, 23 cooperatives were not opened their day-to-day business in the COVID period. On an average, collection and sales of fruits and vegetables were stopped for 90 days in the first and second waves of COVID-19 period. In the pandemic situation, primary cooperatives with coordination of local governments were partially provided services to members.

In this circumstance, program implementation as mentioned in the annual plan of that duration was not very possible in the program areas. However, the program has made notable progress by supporting in the market construction activities, installation of cooling chambers and distributing pick-up vehicles for the safe transportation of fruits and vegetables. In addition to this, program activities were re-programed to address the impact of COVID 19 through the additional activities as output 5 of the program. Total program budget repurposed was NPR. 12,309,120. Of the total budget planned 35.7% were spent so far.

Table 6.1: Activities and Progress

Activity Number	Activities	Budget in NPR	Progress
Activity 5.1.1	Construction, operation and technical support of satellite/other markets	7,200,000	NPR 2,900,000 spent and construction work ongoing. Rest remaining will be expensed by December end, 2021
Activity 5.1.2	National (satellite/central) market, Cooperatives marketing materials and operational supports and dissemination of CMDP (Racks, Cold Room, Weighing machine, Crates, display boards, equipment, Bike/Scooter, computer, billing machine/PoS, Furniture, Grading, packaging machines & materials, Agri inputs etc)	3,359,120	NPR 1,500,000 was expensed to procure racks for Satellite Market in Lalitpur. Nearly 7000 crates have been ordered amounting to around NPR 3,500,000 which will be delivered by the end of December 2021 & distributed to cooperatives of all 6 districts and NEFSOV
Activity 5.1.3	Input support to Covid affected farmers and migrant returnees for Vegetable and fruit production (eg. agri inputs, equipment, tunnels, bamboo, off seasonal farming support)	1,750,000	

Source: Program Progress Report

Nuwakot DCU started mobile marketing of fruits and vegetables with support of local governments in the first waves of COVID. The mobile market was initiated in coordination of primary cooperative and DCU. In the surge of pandemic, the transport vehicle supplied 0.5 to 1 ton of vegetables from primary cooperatives to district market. In many areas, supply of vegetables to terminal market was not possible at that time. Restriction of transport and movements was major cause of wastage at production site. With this provision farmers get reasonable price of their product at farm gate. DCU stated that, with that provision farmer had benefitted by 20% above the farm gate price. The program had supported for transport cost of agricultural mobile van. Similarly, Makwanpur DCU had facilitated primary cooperatives to sell their products in district market with their own resources.

6.2 Effectiveness

The program has contributed to achieving the program level outcome of 'Access to sustainable livelihoods, safe and decent employment and income opportunities increased'. It is on the pathway to be achieved as considerable progress has been made by the program outputs.

The overall program intervention to establish cooperative market chain has effective and program outputs were delivered effectively in terms of quality and timely. However, some of the program activities were delayed due to first and second waves of COVID-19 and replanned in subsequent years.

6.2.1 Program outcome

The program has envisioned establishing cooperative market chain for increased incomes and livelihood opportunities of farmers. As mentioned in the result resource framework, the success of this program has been measured in change of annual household income, production, transaction, and productivity of targeted commodities. The MTR team has assessed these indicators and tried to compare with program end targets as mentioned in result framework.

Table 6.2: Achievements against program outcomes

Indicator	Unit	Base Value	Target	Mid-term achievement	% Change
Farmers average annual household income	NPR	520,651	602,719	573,094.2	10.1
Volume of vegetables and fruits production of program districts	MT	Fruits: 24,476	28,334	26,244	7.2
	MT	Vegetable: 60,745	70,320	68,286	12.4
Total sale of fruits and vegetables through cooperatives chain	NPR in million		2.36	2.0	
Productivity of fruits and vegetables per ha.	MT	Fruits: 9	10.41	9.4	4.4
	MT	Vegetables: 18	20.83	19.64	9.1

* Figures referred from progress report of CMDP

Productivity of vegetables has increased by 9.1% as compared with baseline figures. Similarly, productivity of fruits has also increased by 4.4%. This has caused to the increment in production volume (fruits: 7.2% and vegetables: 12.4%) in the program areas. Annual household income has increased by 10.1% as compared with baseline figures. The figures show that, increment of production and productivity has contributed annual household income in the program areas.

6.2.2 Program Outputs

The program has contributed to achieving the program level outcome of 'Access to sustainable livelihoods, safe and decent employment and income opportunities increased.' It is on the pathway to be achieved as considerable progress has been made by the program outputs.

Output 1: Capacity of cooperatives strengthened:

Total farmers affiliated in cooperatives have increased by 15.8%. However, multiple family members from same household affiliated in a cooperative as members. Ratio of multiple members from same households is 1:1.56 in 36 sample cooperatives (Annex 4). Of the total farmers, around 74% were engaged in fruits and vegetable production. The program envisions that each cooperative should have minimum of 200 households as members. According to progress report reviewed, one was inactive and additional eight has less than 200 members.

Status and use of improved technologies were assessed in three dimensions: production, harvesting and marketing of fruits and vegetables. Around 90% of respondents were used any types improved technologies. Similarly, 86.5% respondents were used production technologies such as IPM, machineries and equipment, improved seed and chemical fertilizers were observed higher in the program areas. Post-harvest technologies were used by 24.1% of respondents. That was related with cold storage, crates, preservation etc.

Table 6.3: No. of farmers using improved technologies

Description	N	Production related technologies	Post-harvest technologies	Marketing
No. of farmers using improved technologies in production and marketing	585	560	156	4
%	90	86.5	24.1	0.6

Source: Field Work

Formulation of policies is one of the major governance indicators of the cooperatives. of the 36, only 12 cooperatives have placed major policies. Formulation of business plan and its translation in annual plan has not practiced at primary cooperatives level. DCU Chitwan and Nuwakot have formulated 5 years of strategic plan that guide them to attain the goal set. Recently, with the support of the program, capacity building training and preliminary discussions regarding the business plan formulation was held with the initiatives of DCUs at primary cooperative level.

Table 6.4: Achievements against program outputs

Indicator	Base Value	Target	Mid-term achievement
number of farmers registered under vegetable and fruit cooperatives	25,703	29,754	30,940
number of cooperative members using improved technologies	890	14,400	27970
number of cooperatives having production and business plan*	31	71	0

* Source: program progress report

Diversification of services, growth of and access to services has increased at cooperative level. The priority of primary cooperatives has shifted from saving and credit to marketing of fruits and vegetables. Around 11 cooperatives initiated other business functions like provision of input and services and 12 cooperatives engaged in wholesale lending from BFI's financing. This has encouraged members to carry out fruits and vegetables marketing via cooperatives. Overall business turnover of cooperatives has increased by 6 times after the intervention of program.

Output 2: Network of cooperative market chain established:

Major strength of the program is provision of infrastructures and marketing support. Primary cooperatives are equipped and ready for marketing of fruits and vegetables.

Construction of collection centers at primary cooperative levels, satellite markets at Kathmandu valley and provision of transport vehicles are progressing. Additional 37 cooling rooms have been installed in collection centers, district, and satellite markets. With the provision of these infrastructures, marketing of fruits and vegetables have increased at primary cooperative level. Cooling rooms were found important for post-harvest management of fruits and vegetables. However, primary cooperatives were struggling to operate business via collection centers due to lack of skillful human resources and working capital management. It was observed that only out of 36 sample cooperatives only 12 cooperatives were carried out fruits and vegetable marketing.

The program has placed greater emphasis on establishment of cooperative market chain through capacity building of primary cooperatives and district unions. A number of market infrastructures has been developed, and marketing supports provisioned at cooperative level. It has demonstrated that primary cooperatives are ready to implement cooperative market chain approach. However, delay in construction of municipal, district, regional and satellite markets has limited their engagement in supply chain via cooperative-to-cooperative marketing approach.

Participants of FGDs and KIIs surveys revealed the following aspect to be considered for strengthening of cooperative market chain in the program areas.

- Operationalization of satellite market is being delayed due to lengthy process of land management in appropriate site, and vendor selection for construction. This has lagged operationalization of marketing activities in cooperative-to-cooperative approach.
- Capacities of all primary cooperatives are not same for running marketing activities. Uniform approach for activity implementation might not be appropriate for all types of cooperatives. Activities on the basis of capacities of cooperatives should be planned.
- DCUs and NEFSCOV have limited experiences and resources to run district and satellite markets. After the operationalization of cooperative-to-cooperative market approach, the district and satellite cooperative markets may not be in a position to handle in managing the supply of fruits and vegetables from program areas. Chabahil market currently collects and transact around 2 to 3 tons of fruits and vegetables daily. Based on its capacity of market in terms of transaction, it has been functioning under capacity. Satellite market of Lalitpur has yet to start.

The Program targets related with product marketing and branding are yet to be achieved. Due to COVID pandemic the activities were postponed.

Table 6.5: Mid-term achievement: product marketing and branding

Indicator	Base Value	Target	Mid-term achievement
number of collection centre constructed*	10	48	52
number of cooperatives having modern transportation means*	1	50	28
number of cooperatives with product branding*	2	71	0
Volume (in KG) of fruits and vegetables sold/transacted	0	59,192,378	58,975,370
number of fruits and vegetables cooperative outlets in major markets blocks within Kathmandu valley supported*	0	5	2

Output 3: Policy and institutional capacity of MoLCPA improved:

The program has initiated to identify issues and gaps in policy, regulation, and legal framework to strengthen cooperative market chain. Numbers of discussion meetings have been organized to revise Cooperative Act, revision of land rules, deposits, and credit insurance fund operationalization procedures etc. Through these

initiatives the program has support to enhance capacity of ministry to reform and localize acts, policies and procedures in changing context. Moreover, the program has drafted a cooperative market operation module procedure with aiming to standardize the practice of procurement, contract, and management of different level of markets under cooperative market chain. This will be instrumental to manage cooperatives markets efficiently in future.

After restructuring the administrative structure of Nepal, roles of rural/municipalities have increased to manage and regulate cooperative activities at local level. The program had organized capacity building events to dedicated staffs and representatives of local governments. That event has enhanced the capacity to manage cooperative's reporting system, documentation, and monitoring mechanism at local level.

Table 6.6: Mid-term achievement: Policy and Institutional Capacity

Indicator	Base Value	Target	Mid-term achievement
number of policies/ regulations /guidelines/ directives developed/ revised*	0	4	5
Cooperative market development unit is in place at MoLCPA*	0	1	0
number of officials of government and other stakeholders trained on cooperative marketing*	0	80	82

* Source: program progress report

Strategies adopted to implement the program interventions were found effective to engage stakeholders and service providers in cooperative market chain approach, co-financing for program activities, and increase engagement of cooperatives in fruits and vegetable marketing.

A wide range of stakeholders participated in the management and implementation of the program. At central level, the program has collaborated with MoALD, and other UNDP's programs. With the technical support of MoALD, the program has identified the potential pocket areas of fruits and vegetable production. NCF roles was primarily concerned with policy advocacy and lobby for enabling policy environment. At local government level, there is coordination body which mainly focuses on cooperative selection, monitoring and coordination for resource leverage of program activities. Participation of local and national level stakeholders is highly relevant to program area selection, cooperative selection, and coordination for leveraging resources from different sources.

Of the total budget, 38.6% of budget is yet to be funded through other sources. The program adopted co-financing model to implement the program activities at field level. Around 11% of total budget were realized through different sources in the program activities.

Cooperatives engagement in collective marketing of fruits and vegetables has increased with the intervention of the program. Considering the development of market infrastructures is indispensable for product aggregation at cooperative level, In addition to support of CMDP in 36 sample cooperatives, 6 cooperatives have constructed 30 collection and sub-collection points which leads increased in transaction of fruits and vegetables via primary cooperatives.

During discussion with FGDs and KIs participants, they expressed that all cooperatives were not in same status based on their stage of maturity. They had different capacity in terms of governance practices, members, coverage, transaction, financial structures, and business services to members, human resource, and leadership. Marketing of fruits and vegetables was inter-related with other functions of cooperatives like financings, inputs and supplies, service provisions, linkage, and coordination etc. The program mainly focused on market infrastructures. Limited initiatives were observed to promote other interrelated functions at cooperative level. Operationalization of cooperative market chains was delayed due to delay in completion of district, regional terminal markets.

Regular monitoring and reporting system of program which is largely based spread sheet on were interrupted due to COVID-19 pandemics.

The program has adopted two types of monitoring: output monitoring and outcome monitoring. Output monitoring was done through periodic field visits, progress sharing, and review of activity completion report. Based on the findings of monitoring, the program has adopted feedback mechanisms to program team and implementing partners regarding the improvement and adjustment of activities. Baseline, mid-term and end-line evaluation has planned in the program to assess and measure the program outputs and outcomes. Reporting of program progress has done monthly, quarterly, and annual basis. To ensure the quality of data/figures, the program has adopted routine data quality assessment/review internally. The whole process has set up for strengthen decision making process at program level, donor communication and stakeholder's reporting which ultimately enhanced downward accountability of the program.

FGD participants were asked about the quality, timing and cost of program supports. Majority of participants expressed that support received from program was on time with standard in quality. The process of receiving inputs, equipment and support was easy. They also highlighted that they have received inputs and logistical support from DCUs easily.

Household respondents were asked about the expenses, quality and applicability of services provided by the program. 49.9% respondents expressed that they had above satisfaction about program supports. It shows about the effectiveness of program support in the program areas.

Table 6.7: Mid-term achievement: Quality of Support Provided

Description	Poor	Fair	Good	Great	Excellent	Total
Expectation meets or not	85	26	128	267	4	510
%	16.7%	5.1%	25.1%	52.4%	0.8%	100.0%
quality of goods/services	85	27	140	252	6	510
%	16.7%	5.3%	27.5%	49.4%	1.2%	100.0%
Timely availability of goods/services	116	19	121	244	10	510
%	22.7%	3.7%	23.7%	47.8%	2.0%	100.0%
Total %	18.7%	4.7%	25.4%	49.9%	1.3%	100.0%

CMDP and DCUs are mainly concerned with output related data/figures of program activities. Practice of documentation and use of supply chain and market related data/information has not been materialized in the program areas. The MTR team were unable to trace out cooperatives and DCUs capacity to record, manage and use the market and supply chain related data/figures for strengthening their business.

Capacity of DCUs, NEFSOV and primary cooperatives enhanced to strengthen cooperative market chain at different level. In addition, the program has contributed to increase monitoring and documentation capacity of local governments through trainings, supports and engagement in program interventions.

The program has provided NPR. 372,076,099.1 as grant to DCUs, NEFSOV and primary cooperatives through different grant agreements. For establishing cooperative market chains, DCUs discuss with primary cooperatives by listing out potential activities. These listed activities are forward to CMDP for approval by DCUs. Approved activities are included in Annual Plan and required budgets are provisioned by CMDP. Grants are awarded to the primary cooperatives for establishing cooperative market chain. In order to build ownership, certain percentage of cash contribution from primary cooperative are ensured, e.g vehicle at least 30% collection center 41% in average. CMDP monitor effectiveness of grant and also provide technical supports.

With this support, cooperative market chain has been strengthened in the program areas through the improvement of market infrastructures, office management and storage facilities at cooperatives level.

Rural/municipalities were engaged in the selection of primary cooperatives. They also coordinated for periodic meetings with DCUs and carried out monitoring visits in program areas. For this, the program had

provided technical and financial support to selection process. CMDP had supported NPR. 200,000 to each cooperative unit of Local governments. This support was used for facilitating the selection process of primary cooperatives, conducting field monitoring visits and providing trainings.

CMDP had enhanced capacity of local governments in regulating cooperatives. In addition, CMDP supported local governments for cooperative act review, implementation of COPOMIS, developing policy mechanism, staff capacity building, and building monitoring capacity.

6.3 Coherence

CMDP intervention fits very well in changed context. The intervention is coherent with Government's policies, and the intervention has addressed the synergies and interlinkages with other interventions carried out by UNDP or Government of Nepal.

With growing roles of cooperatives in production, aggregation and marketing of agri-livestock products, ADS, and 15th periodic plan have emphasized cooperative roles to provide business services to entrepreneurs. The program targets to strengthen cooperative capacity to run marketing activities. In connection to this, the objectives of the program are aligned with the policies of governments and UNDP's to increase access to sustainable livelihoods, employment and income opportunities of farmers.

The program is designed and implemented under UNDP's overall strategy to support the MoLCPA, and local governments to strengthen the agriculture marketing with a focus on Increased Income and Employment generation of cooperative members. For successful implementation of program, multi-sectorial collaboration requires the engagement of multiple stakeholders both from across government and outside government. A range of government authorities (MOALD, Department of Cooperatives, Local Governments,); UNDP Funded Projects (MEDPA-TA and VCDP) and NCFN; representing different sectors need to work in a coherent way supported by external organizations that are strengthening government-led endeavors Increased Income and Employment generation. These authorities had regular meeting which had supported each other in program implementation and complemented to achieve program goals.

The government has recognized the important contribution of cooperative, local government and private sector that can play a role in this endeavor with coordinating programs like Prime Minister Agriculture Modernization Programs which focuses on commercialization of commodities with identifying – commodity specific pockets, zones and super zones areas.

UNDP Nepal is one of the forefront organizations that have been providing technical assistance for improved economic opportunities for vulnerable groups and social inclusion through livelihood development. As majority of Nepalese populace are dependent on agricultural activities, UNDP programs and programs have made several interventions in agriculture related infrastructure development, capacity building, extension services support and policy level support. Examples of such programs are Micro-Enterprise Development Program (MEDEP, 1998-2018), Community Infrastructure Livelihood Recovery Program (CILRP, 2015-2017), GEF Small grant Program (2015), Supporting Nepal to Integrate Agriculture Sectors into National Adaptation Plans (2017-2020) and Value Chain Development of Fruits and Vegetables Program in Nepal (VCDP). All of these programs have contributed to the agriculture development in Nepal.

Program consistent with other actor's interventions in the same context or adding value to avoid duplication efforts were discussed and reviewed during the field visit. The major points to demonstrate high coherence of the CMDP are mentioned below:

- The program is aligned with and supportive for local government policy of employment and income generation.
- Local Government has been engaged in the selection of the primary cooperatives for the program implementation.
- The program has provided support in marketing including inputs, cooperative collection centers and logistics to strengthen marketing function of cooperatives and markets.

The evaluation also looked at complementarity with other donor activities at field level. AKC, PMAMP, KISAN 2 have also been provisioned inputs, equipment and marketing supports in the program areas. Such support

could be complemented with the goal of program, but lack of sufficient donor co-ordination hindered the achievement of complementarity or prevention of duplication.

6.4 Efficiency

Overall efficiency of utilization of the resource including human, materials and financial resources to achieve the outputs in a timely manner is satisfactory.

As per the program document, it was envisioned to work with federated structures of cooperatives at every level of markets. Role of rural/municipalities were support to selection of cooperatives and for coordinating the program activities. At district level, the program has been implemented through the DCUs. Program activities had focused on strengthen cooperative marketing activities with support for development of market infrastructures, support for adoption of improved technologies on post-harvest and mechanization.

The MTR team has reviewed performance of program outputs as planned in program documents. According to output data, physical progress of the program was 74.3 percent followed by 72 percent financial progress as of mid-December 2021. During the first and second waves of COVID lockdown, implementations of program activities were not possible for almost one year. Budget utilization rate was only 29 percent in 2020 and 51 percent in FY2021. Program activities planned in subsequent fiscal year were postponed due to movement restriction and prolong lockdown.

CMDP had supported DCUs with 12 human resources. Currently supported DCUs by 4 female and 7 male 7. This includes 0 dalit, 5 janjati 5 and 6 BCT. One position is vacant. Among them 6 were District Coordinators who had supported in planning, implementation, quality assurance and reporting. They have to cover large geographical area and remote places. In average one District Coordinator had to support 12 cooperatives and 5000 affiliated families. Due to this, they could not provide service as desired. In order to continuation of support and strengthen cooperative market chain, additional staffs are required.

Activities were carried out in cost sharing approach which helped to create sense of ownership and leaves sustainable results in long term.

The program has emphasized cost sharing approach while implementing the program activities. Cooperatives have provisioned cost shared amount from internal sources. In some cases rural/municipalities had also provided financial support to program activities through cooperatives. Major cost shared activities were input support, marketing support, collection centers and pick up vehicles. Total cost sharing among of cooperatives and local government excluding value of land was NPR 153.4 million; which was 29.2% of total grant amount. This included for collection centre 86.3%, vehicle 11% and others 2.7% were co-financed. That had enhanced sense of ownership of cooperatives. This had also set example that resource could be generated locally.

During discussion with FGDs and KIIs participants, they expressed that the program had provided grants on time, documentation process was easy, and was no specific and complex criteria provisioned to qualify the grants. It was compulsory to submit evidence of cost sharing amount along with grant request. But management of land for construction of collection centers was critical during the whole process. Majority of cooperatives had no land for construction of collection centers. Acquiring land in appropriate venue from local government was one of the causes for delay in construction of collection centers. Rural/municipalities and other organizations also had supported for inputs, equipment, and support for small infrastructure like small irrigation, tunnel on cost share basis.

The fund flow mechanism was efficient and appropriate to leverage resources and channelizing funds to beneficiary's' groups.

The fund flow mechanism of CMDP is scheduled as quarterly disbursement. However, based on nature of agreements, some of grants were practiced in reimbursement model. The program has provisioned four types of grants: Low Value Grant Agreement (LVGA), Micro-Capital Grant (MCG), Responsible Party Agreement (RPA), and Letter of Agreement (LOA). MCG type of grants has been replaced by LVGA to ease grant process and had addressed the demands of targeted groups. LoA was done to all six local governments to carry out program planning, coordination and monitoring related activities at local level. LoA was also done with two municipal governments of Benighat Rorang of Dhading and Ratna Nagar Municipality of Chitwan

district for the construction of municipality level markets. During implementation of MCG, LVGA and LOA grants, there was delay of submission progress report making difficult on progress monitoring. District markets were constructed by DCUs with support of RPA grants. LVGA grant were supported for construction of collection centers, marketing equipment and other logistic support at cooperatives and DCUs.

Due to limited ceiling of LVGA of USD 300,000, the program has replaced the LVGA with RPA with four DCUs. Delays in performance of activities were faced in few cases of LVGA type of contract. However, this type of grant was easier for DCUs. There is no limitation of budget and time frame of RPA. Settlement is based on bill of quantity. Measuring performance is easier. However, timely settlement of bills was problematic in some cases under this type of contract. LVGA and RPA grants displacement approach were found more appropriate for the project. Capacity building of DCUs was required in the procurements and logistics management process. Of the four types of agreement types, the evaluator found RPA the best for construction of marketing outlets. For operational costs, LVGA was best suited. The LoA was only one possible option to make agreement with government entities.

The program management structure was appropriate and efficient in generating the expected results even in context of global pandemic of COVID 19. However, human resources provisioned at DCUs level is not sufficient to strengthen cooperative market chain.

The executing agency of the program is MoLCPA. Program steering committee has formed at ministry level for providing strategic guidance to the program and helps strengthen coordination with other ministries and departments and other stakeholders as required. Similarly, a Program Executive Board (PEB) is formed for making management decisions related to the program activities which are responsible to approve annual work plans and budget of CMDP project. National Program Coordinator is the executive of the program who is responsible for overall program results and resources. PIU has worked to support NPD for day-to-day program implementation.

At district level, DCUs are responsible for planning and implementation of the program activities. Similarly, NESCOV has operated satellite collection centers in Kathmandu valley with the support of program. Program implementing partners collect demand from primary cooperatives and prepared annual plan before submission to PIU for approval process.

Roles of rural/municipality is to select the primary cooperatives and coordinate for development of market infrastructures. The institution conducts field visits to assess and review the progress of the program interventions.

The CMDP staff has provided technical and other supports for market infrastructure development and capacity building of cooperatives. They had provided support for quality assurance during construction and for effective utilization of supports; establishing linkage establishment with other cooperatives and private sectors.

CMDP had supported DCUs with 1 District Coordinator and 1 Logistic Support staffs. They have to cover large geographical area and remote places. In average one District Coordinator had to support 12 cooperatives and 5000 affiliated families.

Based on the area coverage at district level, and scope of work, staff provisioned in DCUs level was not sufficient to produce results related to collective marketing of fruits and vegetable.

6.5 Sustainability

The benefits of the programs likely to be sustained after the completion of this program

The main strength of program is the partnership with District Cooperative Union, local government and the primary cooperatives for implementing its program which is likely to contribute to sustainability of the intervention even after program closes. An important part of the CMDP's sustainability is facilitative approach to strengthen cooperative market chain at cooperative, district, regional and central level. The program has supported capacity building of cooperatives in different aspects i.e. inputs, marketing support, vehicle support and construction of collection centers.

Some of the collection centers have additional facilities such as washing, grading, storage, garbage disposal etc. that supports the collection center (e.g. Sana Kishan Krishi Sahakari Kendra, Bajrabarahi, Makwanpur). The proper safety major has been also considered during design and construction. This has also contributed in acceptance of collection center by cooperatives.

With its strong focus on strengthening market, CMDP has been engaging government officials and other actors in the value chain since the beginning of the program. The local government was given responsibility to select cooperatives at the beginning of the program. This has created ownership feeling of local governments. The program also seeks to provide marketing support to farmers by supporting cooperatives and encouraging farmer's involvement in cooperative for selling products. Cooperatives are receiving support from Local government, Agriculture Knowledge Centre (AKC), and Prime Minister Agriculture Modernisation Program (PMAP). Local government had supported land to primary cooperatives and grant for construction of collection centres for financially cooperatives but with potential business (total NPR 912,727, in Kavre and Nuwakot). AKC and PMAP had provided mechanization and technology supports (e.g. tunnel, mini tiller, tractor, weighing balance etc). The department of cooperatives has made compulsory to fill up Co-operative and Poverty Management Information System (CoPoMIS) where all the information of cooperatives is recorded.

CMDP had been facilitating in formulation of agri-transport vehicle operation policy, collection centre management policy and long term business plan. These will contribute in smooth operation of support provided.

However, as the major program outcome is construction of district and regional terminal markets, which is still under construction, has created doubt among cooperatives that the program will be successful or not. In order to facilitate some immediate mechanism has to be created.

In order to improve prospects of sustainability of program outcomes and the potential for replication of the approach; operationalization of collection centers and mainstreaming through the local government is required.

Majority of participants of FGDs complained about vehicle provided. Their major concern were carrying capacity of vehicle as it can transport less amount of their products to market and the design was not appropriate for their terrain. Generally, vehicles provided by CMDP were used for collection of fruits and vegetables from farm gate to collection centers. The capacity of vehicle for carrying product to the market was less than collected quantity in the collection centres. They had to hire additional vehicles with more carrying capacity to supply in terminal markets but the fare was less in comparison to owned vehicle by cooperatives. Thus, cooperatives had preferred to receive larger vehicles as support from CMDP.

Among visited 36 cooperatives, 15 centers had facility of cold room but yet to operationalized. The supported cold chambers are found not operational in some places due to inaccessibility of three phased power line (e.g. Jan Adharsha Cooperative, Gajuri, Dhading) and the volume of agriculture products are not so much that requires to store in cold room. The cold rooms are constructed with full financial support of CMDP. The cold rooms were found to be supported based on the demand collected by CMDP through the respective DCUs.

Due to absence of regional and district markets, some of the collection centers were operating with their own initiation. They were connecting buyers and producers through collection centre. Though most of collection centers are constructed with in land owned by cooperative, some centers are established in the public land of local government. There has been issue of landslide nearby collection centre (e.g. Kakani RM, Gajuri RM). The collection centers are constructed with cost sharing of cooperative and CMDP.

The MTR team observed that majority of cooperatives have continued this support with their own initiatives and/or in coordination with other sectors. The program has been implemented through existing structures of DCUs and cooperatives. It has also tried to strengthen roles and responsibilities of cooperative unit of local governments.

Local government shall play a facilitating role in establishment/development of collection centers and market place in public land. The collection centres e.g. in Shri Kalidevi Mahila Bikas Sahakari Sanstha Ltd, Dhulikhel and Durjyo Pragatisil Krishi Sahakari Sanstha Ltd, Nuwakot were not in appropriate place in relation with

market. Local government needs to allocate appropriate place nearby market centres for construction of collection centers so that market place can be established for long run.

The program should do need assessment of each cooperatives before providing any support. e.g. regarding cold room, operational requirements, cost benefit analysis had to carried.

Some of the risk factors that needs to be reviewed and needs more attention for smooth execution of program activities and strengthening the program impact are:

- Policies and guidelines including maintenance plan to operate collection center, agro-transport vehicle and cooling room are not properly utilized at cooperative level
- Majority of cooperative board and staff are unaware about cost of goods sold after the provision of market facilities. This will hinder the long-term utilization of resources in sustainable ways.
- Inadequate governance and financial management practices
- Marketing function at cooperative is interrelated with other function like working capital management, input supplies, market infrastructures and linkage and coordination. To sustain the marketing function at cooperatives and district union level, a robust business plan with business analysis and investment plan should be operationalized and translated into annual plan. In addition, Board and staff should be fully aware about this.

Capacities are strengthened adequately at the individual and organizational level (including contributing factors and constraints) and recommendation for exit strategies and sustainability of the program.

The outputs of the CMDP programs are focused on capacity strengthening at institutional level of cooperatives. Different capacity building activities have been undertaken by the program for the cooperatives e.g, cooperative governance, financial management, formulation of policy and business plan . These are basic requirement for smooth operation of cooperatives. Due to support of CMDP in capacity strengthening, cooperatives were carrying out regular meetings, had updated financial books, and provided other business services to members e.g. agriculture inputs, technical support.

In case of institutional development, support for infrastructure development and strengthening, equipment support and vehicle support have been done. The NIM modality followed for the program execution and the timely decision by the program executive board and the management team has played as contributing factor for strengthening capacities at organizational and individual level. In terms of constraints, COVID-19 induced restriction measure is the main constraint that hampered program activities significantly.

The program is implemented with the principle of National Implementation Modality and the pocket package approach has been implemented in the present context. The same approach has been followed by the local government in their other activities or the regular program of the local government. However, local government and other government entities have been focusing on supports mainly in input required rather than marketing of products. This has made the CMDP unique in its own.

6.6 Impact

Majority of outcome indicators are in pathways to reach through the engagement of cooperatives in fruits and vegetables market chain. The program has made significant differences in strengthening the cooperatives market chain.

The program has undertaken a baseline study, and these provides a basis for change in household income, production, sales and productivities of fruits and vegetables. In the mid-way of the program household income has increased by 10.1%. Production of fruits and vegetable has increased by 7.2% and 12.4% respectively. Similarly, productivity of fruit and vegetable is in increasing trend. The positive changes in production and productivity parameters contribute the increment of annual household income of program areas.

At cooperative level business turnover has increased by 6.7 times and compared with 2018 transaction figures. Currently, 58, 975 MT of fruits and vegetables are sold with the management cooperatives into

formal markets. Capacity of cooperative to run collective marketing of fruits and vegetables has increased due to facilities of collection centers, transport vehicles, cooling chambers etc.

Majority of FGD participants stated that around 5-10% additional farmers engaged in vegetable production after they returned home in the COVID-19 period. Volume of production has also increased due to adoption of improved technology in production of fruits and vegetables (86.5%) have also major caused of increased in production. According to household survey data, vegetables and fruits production related families were 74.5%. Average production of fruits and vegetable was 12,143 kg per annum. (Please refer Annex 4)

Financial structure and profitability of cooperatives have increased with the intervention of the program.

Cooperatives have reported about increment of members after the program intervention. Number of farmers those are engaged in buying and selling through cooperatives were increased by 97.8%. (Refer to annex 4). Some of the cooperatives have provisioned other business services to members like seeds, fertilizers, collection, and marketing of milk, provide loan to members. This has increased trust between members and cooperatives.

With the program intervention, governance and financial management of cooperatives have improved. Financial record keeping practices has improved at cooperative level. In connection to this, total fund of the cooperatives has increased by 83% before the program intervention. Similarly, cooperative profitability has increased by 51% as compared with last year data. Following figures shows the detail status of capital structures and profitability of cooperatives.

Table 6.8: Capital structure of the program

	Before program intervention	June 2021
Capital structure	75,937,688	139,289,428
% change		84%

Table 6.9: Change in net profit

	2019	2020	2021
Annual Net profit	1227105	1513088	2294371
% change		23	51

During discussion with FGDs and KIIs participants, they expressed that mechanisms of pricing, contract, payment for cooperative-to-cooperative transaction is new for all cooperatives. Currently, most of the cooperatives have been carried out business with Middle-person. To eliminate Middle-person relation with farmers and cooperatives will be challenging in future. Middle-persons had directly supported working capital, seeds, and fertilizers to farmers. With this support, farmers were dominated by traders in the transaction and pricing of products. This practice might had created issues in consistent supply and benefits of farmers from cooperative market chain approach

Majority of cooperatives were new for this business, learning from other cooperatives were more important for them to engage in cooperative market chain. Cooperatives' capacities to analyze business, estimation of breakeven point through the use of new facilities were found inadequate.

6.7 Partnership

Partnership modality with existing mechanism of Primary Cooperatives, DCUs, and NEFSCOV has created synergic effect to reach among large beneficiaries with minimum resources and time.

The program has been implemented through DCUs, NEFSCOV, and Primary Cooperatives. The beneficiaries of the cooperatives were already engaged in large number (30,940 households as of June 2021). This partnership had created good opportunity to reach in existing large number beneficiaries with minimum resources and time frame. Further existing partners were already engaged in the agriculture production and marketing to some extent. This has created positive aspect for the program in resource generation.

Local governments were primarily responsible for selecting Primary Cooperatives. They were coordinating with DCUs during monitoring program activities. At national level, the program has coordinated with MoLCPA, MoALD, and Department of Cooperatives in order to create enabling environment for strengthening cooperative market chain. Through this national level partnership, cooperative related policies were reformed. With NCF, umbrella organization of cooperatives; the partnership helped in lobbying and advocacy. It has also coordinated with other UNDP's funded programs like VCDP, MEDPA-TA, etc. to collaborate and to contribute for achieving outcome and output of the UNDP country program document.

The program has provided grants to primary Cooperatives and DCUs to carry out cooperative market development activities at local level. Co-financing is another significant achievement of the program. NPR. 153,423,683 (USD 1.28 million²) has been raised as co-financing in the program activities through cooperatives and local governments except land provisions for construction of collection centers.

During COVID pandemic, the number of coordination and review meetings with local government had been decreased than normal situation, resulting minimum coordination and monitoring activities. At local level, numbers of other organizations have been implementing similar nature of activities through cooperatives. This has created duplication in support related with production and equipment. Coordination with district and local level line agencies and other stakeholder of DCUs has found limited during the implementation phase of the program.

Cross programs collaboration and partnerships was found limited at local level. There is a great space for leveraging resource, knowledge, good practices and avoiding duplication in support. For example, partnership with Agriculture Knowledge Center, Prime Minister Agriculture Modernization Program, KISAN II, and SRC-CAP/JICA could have been beneficial in the program districts.

Role of MoALD to provide extension and other agricultural input services to the farmers/cooperative members to increase the production of fruits and vegetables envisioned in the proposal was not materialized yet. The MTR team was unable to assess such partnerships with other organizations that are implementing same nature of activities at local level.

6.8 Gender Equality and Social Inclusion

The program has efficiently addressed the needs of women and socially disadvantaged groups and ensured gender and social inclusion in aspects in the program implementation.

Cooperatives role is significant for women and marginalized group to enhance access to finance and farm level enterprise development. They generally do not have easy access to Banks for financing due to lengthy documentation process and absence of properties for collateral.

The program has prioritized women and marginalized groups in the planning and implementation of the activities. Women and disadvantaged group were prioritized during program design so that during implementation they will be equally benefitted from the support provided and inclusion in decision level.

During the selection process, local government had given priority to cooperatives with women members, members with disabilities, members representing from ethnic minorities. Out of the 71 selected, 16 were women led cooperatives. Current representation in boards and membership of 36 selected sample cooperatives are portrayed as below.

² USD 1= NPR 120

Table 6.10: Representation status of cooperatives.

Description	Before program			Jun-21		
	No. of Female	No. of Male	Total	No. of Female	No. of Male	Total
Board member	167	211	378	187	278	465
%	44.2	55.8	100.0	40.2	59.8	100.0
Key position of Board (Chairperson, vice-chairperson, secretary, treasurer)	44	91	135	56	88	144
%	32.6	67.4	100.0	38.9	61.1	100.0
Committees and sub-committees	92	176	268	108	197	305
%	34.3	65.7	100.0	35.4	64.6	100.0
Staffing	44	79	123	78	97	175
%	35.8	64.2	100.0	44.6	55.4	100.0
Total cooperative member	15110	8526	23636	19472	10506	29978
%	63.9	36.1	100.0	65.0	35.0	100.0

Table 6.11: Representation of cooperative board (June 2021)

Member type	Female	Male	Total	Dalit	Janajati	Brahmin/Chhetri	Others
Total board members	187	278	465	9	155	301	0
%	40.2	59.8		1.9	33.3	64.7	0.0
Total member	19,472	10,506	29,978	1,984	14,008	12,829	1,157
%	65.0	35.0	100.0	6.6	46.7	42.8	3.9

As compared with before program implementation figures, number of cooperative members has increased by 27% in the program areas. Of the total figures, 65% are female members. According to ethnic composition, Janajatis (46.7%) are major in the program areas which is followed by Bhramhin/Chhetri(42.8%), and Dalits (6.6%). Women representation in cooperative board is 42.2%. Moreover, 38.9% women represents from key position of the board.

According to program progress report, of the 71 cooperatives, cooperatives related with majority members are women in 22. Moreover, 9 cooperatives are women led cooperatives in the sample area. Besides, there are a total of 1,214 Chepang members in 7 primary cooperatives out of 71 supported by the project. Each of the 7 cooperatives have at least 1 Chepang member in their executive committee. The marketing outlet has provided the platform for marginalised groups like Chepang to put forward their voices which has empowered them in a small way. They are able to ask market prices of the products and make transactions with traders directly. Marketing from the outlet has also saved them from getting into the trap of the traders (potential fraud).

With the support of inputs, equipment and marketing, leadership roles of women have increased within and beyond the cooperative areas. Women's of the FGD participants stated that their engagement in community management has increased significantly in the program areas. Management and leadership skills have increased in the program have given strong emphasis for women cooperatives while implementing the program activities. Out of 71 cooperatives, logistic supports had received by 12 women cooperatives. Agricultural input supports were received by 12 women lead cooperatives. Similarly, 11 women cooperatives have received marketing support and construction of collection centers from the program. Participation of women in training were remarkable. Around 48.6% percent of women have participated in the trainings provided by the program. With this support and capacity

The program has integrated Human Rights based approaches in the design, implementation and monitoring of the program. Existing resources has been utilized in effective way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, resource allocation, monitoring and reporting)

As mentioned in the secondary data, the program has given first priority to women and socially disadvantage groups in all steps of the program. While designing the program it has identified women and socially disadvantage groups as a main target population. Before implementation, data collection and series of consultations were made to identify women, indigenous people and those from socially disadvantaged groups from the program areas and analyzed their different needs and gaps so that program interventions benefit them equally. Field survey shows that cooperatives have given special consideration to women, Dalits and disadvantaged groups while providing business services and loans. Cooperatives provided special emphasis in their engagement in marketing activities.

Below tables explains the caste wise engagement in target commodities. Engagement of women in fruits and vegetable sectors were found high by 73.1% and 60% respectively. However, engagement of Dalits and other communities were significantly low at cooperatives level. Figures show that 48.6% upper caste engagement in vegetables sectors that are followed by Janajati 40.9%. Presence of Dalits in vegetable and fruit sub-sectors was found very low in the program areas. The causes for less engagement of Dalits are due to absence of productive land, insufficient working capital for production and marketing and seasonal migration.

Table 6.12: Commodities wise representation of different caste group in cooperatives.

Member type	Female	Male	Total	Dalit	Janajati	Brahmin/C hhetri	Others
Vegetable related farmers	10,803	7,194	17,997	568	7,356	8,738	1,335
%	60.0	40.0	100.0	3.2	40.9	48.6	7.4
Fruits related farmers	1,611	593	2,204	54	984	1,158	8
%	73.1	26.9	100.0	2.5	44.6	52.5	0.4

During discussion with FGDs and KIIs participants, they expressed that major causes of limited engagement were due to inadequate knowledge regarding the improved technologies, insufficient facilities of irrigation, vegetable and fruits production like IPM. Further, they did not have easy access to information about market price. The volume of marketable products was low and transportation cost was high. They did not have sufficient working capital for expanding their business. Though, the program has emphasized participation of women and marginalized groups in all types of program activities, special consideration should be given to internalize GESI in DCUs and primary cooperatives level. It would have been good had the program formulated GESI sensitive vulnerability assessment tool.

Table 6.13: Summary of assessment rating as per evaluation criteria

Rating	Description of performance	Rating/Score
Relevance	Overall, the program results demonstrate high degree relevance with government priorities, and CPD outcomes. Gaps of market development issues clearly specified and tried to address. Program implementing partners are relevant	HS (4)
Effectiveness	The overall program intervention to establish cooperative market chain has effective and program outputs were delivered effectively in terms of quality and timely. However, some of the program activities were delayed due to first and second waves of COVID-19 and replanned in subsequent years.	S (3)
Coherence	The program is aligned with the policies of governments and UNDP's to increase access to sustainable livelihoods, employment and	S (3)

	income opportunities of farmers. Program is consistent with other actor's interventions to some extent context and adding value to avoid duplication efforts. Implementation level coordination with other donors and line agencies could be complement to the program goal.	
Efficiency	Overall efficiency of utilization of the resource including human, materials and financial resources to achieve the outputs in a timely manner is satisfactory.	S (3)
Sustainability	An important part of the CMDP's sustainability is facilitative approach to strengthen cooperative market chain different level. The program has supported capacity building of cooperatives in different aspects i.e. inputs, marketing support and construction of collection centres. Majority of cooperatives have continued this support with their own initiatives and/or in coordination with other sectors. Activities were carried out in cost sharing approach which helped to create sense of ownership and leaves sustainable results in long term.	HS (4)
Impact	Majority of outcome indicators are in pathways to reach through the engagement of cooperatives in fruits and vegetables market chain. The program has made significant differences in strengthening the cooperatives market chain. Capacity of cooperatives were not same to run the concept of cooperative market chain	S(3)
Partnership	The program has positive effects of partnership on the achievement of the program outcomes. Cross programs collaboration and partnerships was found limited.	S(3)
Cross-cutting issues	The program has efficiently addressed the needs of women and socially disadvantaged groups and ensured gender and social inclusion in aspects in the program implementation. Existing resources has been utilized in effective way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, resource allocation, monitoring and reporting) The program emphasized participation of women and marginalized groups in all types of program activities, however, internalization of GESI in DCUs and primary cooperatives level were found inadequate.	S(3)

7. Conclusion and recommendation

7.1 Conclusion

The key program outcome was establishment of Cooperative Market chain for increased incomes and livelihood opportunities of farmers. To achieve the outcome, program output were strengthening the capacity of cooperatives, establishing Network of Cooperative market chain and improving Policy and Institutional capacity of MOLCPA.

The evaluation has assessed the relevance, effectiveness, coherence, efficiency, impact and sustainability of the program interventions in program sites between February 2018 and June 2021. Following conclusions are derived:

The program intervention to establish cooperative market chain was effective and program outputs were delivered effectively in terms of quality and timely. Operationalization of satellite market is being delayed due to lengthy process of land management which had lagged operationalization of marketing activities in cooperative-to-cooperative approach. Capacities of primary cooperative in terms of governance practices, members, coverage, transaction, financial structures, and business services to members, human resource, and leadership were not equal and had difficulties to run marketing activities.

CMDP intervention fits very well in changed context. The program was aligned with and supportive for local government policy of employment and income generation. The program had provided support in marketing and to strengthen marketing function of cooperatives and markets. The program was looked at complementarity with other donor activities at field level.

Overall efficiency of utilization of the resource to achieve the outputs in a timely manner is satisfactory. According to output data, physical progress of the program was 74.3 percent followed by 72 percent financial progress as of mid-December 2021. Activities were carried out in cost sharing approach and total cost sharing among of cooperatives and local government excluding value of land was NPR 153 million; which was 29.2% of total grant amount. The fund flow mechanism was efficient and appropriate to leverage resources and channelizing funds to beneficiary's' groups. Out of the four types of agreement types, the evaluator found RPA the best for construction of marketing outlets. For operational costs, LVGA was best suited. The LoA was only one possible option to make agreement with government entities. The program management structure was appropriate and efficient; however, human resources provisioned at DCUs level are not sufficient. They have to cover large geographical area and remote places.

The benefits of the programs will be sustained after the completion of this program as program had the partnership with District Cooperative Union, local government and the primary cooperative. Policies and guidelines are not properly utilized at cooperative level. Majority of cooperative board and staff are not aware about cost of goods sold after the provision of market facilities. This will hinder the long-term utilization of resources in sustainable ways. Cooperatives had not adequate governance and financial management practices. To sustain the marketing function at cooperatives and district union level, a robust business plan and investment plan should be operationalized and translated into annual plan. Capacities of cooperatives are strengthened adequately at the individual and organizational level. Program had supported for infrastructure development and strengthening, equipment support and vehicle support have been done.

Majority of outcome indicators are found in pathways to reach through the engagement of cooperatives in fruits and vegetables market chain. In the mid-way of the program household income has increased by 10.1%; production of fruits and vegetable has increased by 7.2% and 12.4% respectively. Financial structure and profitability of cooperatives have increased with the intervention of the program. Number of farmers those are engaged in buying and selling through cooperatives were increased by 97.8%. and total fund of the cooperatives has increased by 83%.

Partnership modality with existing mechanism of Primary Cooperatives, DCUs, and NEFSCOV has created synergic effect to reach among large beneficiaries with minimum resources and time. This partnership had created good opportunity to reach in existing large number beneficiaries with minimum resources and time frame. NPR. 153,423,683 (USD 1.28 million) has been raised as co-financing in the program activities through cooperatives and local governments except land provisions for construction of collection centers.

The program has efficiently addressed the needs of women and socially disadvantaged groups and ensured gender and social inclusion. Number of cooperative members has increased by 27% in the program areas where 65% were female members and Janajatis and Dalits were 46.7% and 6.6% respectively. The program has integrated Human Rights based approaches in the design, implementation and monitoring of the program.

7.2 Recommendations

The MTR team would like to make the following recommendations to the CMDP program, local authorities and service providers so that they can tie up the initiatives of the program with other programs in future to ensure their effectiveness. On the other, these recommendations can act as reference for launching similar initiatives in the other parts of the country.

- The cooperative market chain is a new concept at primary cooperatives, DCUs and NEFSCOV level. Capacity of market operation of such organizations is limited. In order to prepare these organizations in future after completion of this program, some immediate support for working capital management, and skilled human resources to enhance marketing function of cooperatives should be provisioned by CMDP and implementing partners. Further, formulation of workable Business plan, and other relevant policies have to be developed by cooperatives. The project should make strong backward and forward linkages between all the stakeholders in the cooperative market value chain providing necessary support as per their need.
- As discussed with DCU and NEFSCOV, satellite and district markets are more concentrated to the retailing of products with sorting and grading facilities. Moreover, primary cooperatives largely concern with provision of wholesale markets where they can regularly supply fruits and vegetables collected through farmers. Hence, there should be a clear understanding among primary cooperatives and satellite markets regarding capacity of supplies and other market related terms and conditions. CMDP should work as mediator among them and a clear cut marketing guidelines specifying the roles of different actors they have to make.
- As the major program outcome is development of regional and district markets, which is still under construction, has created doubt among cooperatives whether the program will be successful or not. Till the cooperative market network comes into full operation, the project may adopt immediate strategies like partnering and collaborating with existing private markets, acquiring and promoting separate stalls in Kalimati Bazar for CMDP partner cooperatives. If cooperatives have dedicated stalls during absence of regional and district markets, the plan of eliminating middle-person could be achieved which enables farmers to receive additional benefits.
- Marketing function at cooperative is interrelated with other functions. To sustain the marketing function at cooperatives and district union level, a robust business plan with business analysis and investment plan have to be operationalized and translated into annual plan. In addition, Board and staff should be made fully aware about this. Business plans of CMDP markets which are under preparation should be completed timely.
- To enhance the cooperative-to-cooperative marketing concept, the program has to focus on the practice of documentation and use of supply chain and market related data/information in the program areas. It might be important for them to analyse market demand, pricing and marketing plan. Plan and activities for increasing capacity of cooperatives and DCUs in keeping record, managing and utilizing the market and supply chain related data/figures for strengthening their business has to be carried out by CMDP
- Capacities of primary cooperatives are not same to run marketing activities. Support has to be based on their capacity to run business and their willingness to participate in cooperative-to-cooperative marketing concept. Capacity and Need assessment of each cooperative have to be carried out. Periodic Capacity and Need assessment have to be carried out, specially before providing support to the cooperatives.

- Coordination with other donors in implementation level can complement to achieve program results and avoid duplication of supports. The cooperative program staffs have to be oriented to be fully aware about other similar minded project being supported by other funding agencies, organizations at the field level. For this regular meetings have to be carried.
- The MTR team recommends expanding co-financing approach while implementing the programs at field level. It will also help in addressing the funding gaps of the program.
- Cooperative unit at local government level is weak. It requires more support for proper documentation, listing, capacity building of cooperatives and monitoring of their works. Proper dedicated separate plan have to be prepared and implement for this.
- Out of the four types of agreement types, the evaluator found RPA the best for construction of marketing outlets. For operational costs, LVGA was best suited. The LoA was only one possible option to make agreement with government entities. Thus in future, LVGA agreements should be followed.
- Though the program activities were somewhat hampered during the Covid period in 2020, the progress in the year 2021 seems quite satisfactory and the project has been back to its track. The construction of different levels of markets viz. municipal, district, regional and satellite market have been slowed down. The year 2022 which is the last year for the project may not be enough to smoothly run the cooperative market chain as it required some time (gestation period) for the cooperatives to get set to run their market. It is recommended to compensate certain timeframe for operationalization of markets in cooperative-to-cooperative approach. Time extension of program for additional years can be considered. UNDP and MOLCPA have to work on it.
- The MTR team recommends following aspects should be considered while implementing the activities at different level.
 - CMDP should support Primary cooperatives by followings:
 - Providing Business and marketing skill trainings to cooperatives
 - Providing Financial management software and related trainings
 - Supporting to needy farmers for production related small infrastructures like Irrigation facilities and equipment related to markets ,
 - Supporting for management of additional collection points within cooperatives, this will help in increasing volume of collection of fruits and vegetables.
 - Providing sorting, grading, and packaging support to cooperatives
 - Training required to development of skills related with scale of production based on market demand
 - Increasing coverage area of members specially fruits and vegetable farmers so that larger numbers of cooperative members could be introduced..
 - CMDP should support DCUs/NEFSCOV by followings:
 - Providing short term support like working capital management, staffing for running district/satellite markets
 - Supporting in Policy formulation and preparation of long term plan
 - CMDP should make sure engagement of program staffs are more focused on market management activities. Currently, numbers of staffs supported are not sufficient so additional staffs supports have to be provided in DCUs.
 - Activities for capacity building on procurement of goods and services have to be carried out. This could include orientation and training to staffs.
 - Continuous supports in internalizing capacity building activities of primary cooperative business level have to be carried out. For this CMDP should carry out frequent monitoring activities, and provide support for analyzing the record kept.
 - Coordination with local governments for mainstreaming cooperative market chain approach and leveraging resources has to be carried out. Number of coordination meetings among stakeholders had been decreased due to COVID, the frequency of meeting should be increased.

- Only completion of planned activities is not sufficient to achieve results, DCUs should focus on results of program. Engagement of program staff should focus more on market management activities.
- Based on our findings and field observations, the program has been able to achieve its goals and is highly successful, it is recommended to expand the program coverage in additional districts focusing regional market of Pokhara and Butwal. This will help in expansion of markets for existing cooperatives and markets will have more volume of vegetables and fruits for sale. UNDP and MOLCPA have to work towards this direction.

8. Lessons learnt

- Operationalization of cooperative market is interconnected with other functions of cooperatives i.e. working capital management, business relationship with producers and traders, pricing mechanism, input suppliers and governance practices of cooperative. Behaviors of producers and two-way communication with traders and producers are other important aspects to run cooperative market.
- Commitment from leadership level of local government is critical for effectiveness of program. Some of the cooperatives in marketing of fruits and vegetables is impressive with support of local governments. They provided land for collection centers and cost share for infrastructure development.
- Cooperatives are more aware about importance of production inputs and equipment for productivity. With the support of the program, some of the cooperatives have continued provision of input supplies with own resources. This helps to increase trust of members and contribute to collective marketing of fruit and vegetables.
- Cooperative institution development is essential to successfully commercialize smallholder farmers. Existing capacity of cooperatives are different as some are new and some are strong on marketing of fruits and vegetable. It could be more effective to assess the current capacity of cooperatives before providing support.
- Conduction of regular cooperative level outreach activities like group meetings, extension services and marketing campaign are important to increase participation of farmers in cooperative market chain.
- The concept of cooperative market chain is relevant to eliminate middle persons and provide fruits and vegetables in reasonable price to consumers. Understanding level of producer cooperatives, DCUs and satellite markets should be in line with cooperative-to-cooperative marketing concepts.

Annexes

Annex 1: Terms of Reference (TOR)

1. BACKGROUND AND CONTEXT

Cooperative Market Development Programme (CMDP) is a joint initiative of Government of Nepal (GoN), Ministry of Land Management, Cooperatives and Poverty Alleviation and the United Nations Development Programme (UNDP) Nepal. It aims to support the effort of GoN to achieve poverty reduction and food security related targets of Sustainable Development Goals by creating economic opportunities to the fruits and vegetable farmers (Goal 1) and availing quality fruits and vegetables to the consumers at the reasonable prices respectively (Goal 2). The whole idea of the programme is to create a model of cooperative market chain from farmers to the consumers and incentivize both farmers and consumers by eliminating the intermediary costs.

Programme Objectives

The overall objective of the programme is to establish and operationalize cooperative market chain of vegetables and fruits of selected six districts surrounding the Kathmandu valley. The ultimate objective of the programme is to increase farmers' income and enhance other livelihood opportunities which in turn will contribute to the poverty reduction in Nepal.

The programme has one outcome and three output level results:

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

Outputs:

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

CMDP has formed partnerships at municipality, district and policy levels. At the municipality and community level, CMDP works with 70 primary cooperatives and 18 local governments; it works with 6 District Cooperative Unions (DCUs) in Chitwan, Dhading, Lalitpur, Kavre, Makwanpur and Nuwakot at the district level. At the central level, CMDP works with line agencies (MoLCPA, MoAD, and Department of Cooperatives) and National Cooperative Federation Nepal for various policy discussions, formulations and revisions. It also works with National Agriculture Seed, Vegetable and Fruits Central Cooperative Federation Ltd. for management of satellite market in Chabahil.

Implementation Strategies

The project will achieve its outcome by establishing an efficient and sustainable fruits and vegetable collection centers/outlets starting from primary cooperatives to satellite markets in Kathmandu valley and regional terminal in Chitwan. The strategy for successful project implementation is to enable policy environment, strong partnership and collaboration with national and local governments, promote innovation and improved technology, and to scale up and document the learning.

The project covers 6 districts adjoining Kathmandu Valley- Chitwan, Dhading, Kavre, Lalitpur, Makwanpur and Nuwakot. Approximately 14,400 households of 71 fruits and vegetables cooperatives will be directly linked to this cooperative market chain and will benefit from this project.

Progress:

During the last 4 years of implementation, CMDP has conducted various trainings such as cooperative management, financial management, business plan and value chain trainings to the selected primary cooperatives. In addition, it has provided logistic and input support to strengthen capacity of primary cooperatives for increased production, effective management and marketing.

On the marketing front, Chabahil Satellite Market came into operation in November 2020. Another Satellite market in Mahalaxmasthan Lalitpur has been established by DCU Lalitpur which will begin operation in early 2021. In the wake of the coronavirus outbreak, CMDP has operated 2 mobile fruits and vegetable markets in 6 months (Nuwakot and Makwanpur) to safeguard the livelihoods of the farmer members of the primary cooperatives. Around 1,361,660 kg of fruits and vegetables was transacted through these markets amounting to NPR 52,139,650. Five other markets (2 municipal markets, 2 district markets and 1 regional market) are being established this year and will begin operation by 2022. CMDP has completed 49 primary collection centers, installed 37 cold rooms and has handed over 28 pickup vehicles to primary cooperatives and Agriculture Seed, Vegetable and Fruits Central Cooperative Federation Limited (NEFSCOV). The support from CMDP has helped in marketing fresh fruits and vegetables during the pandemic.

To support an enabling policy environment for cooperatives, CMDP has supported the Ministry of Land Management, Cooperatives and Poverty Alleviation in developing important guidelines such as draft of Deposit and Credit Insurance Procedure, revision proposal of Land Rules 2021, revision of Cooperative Act 2017. Besides, it has also carried out some research such as 'Direction of Local Cooperative Acts: Case of CMDP Intervention Area', 'Anticipating the Risk Analysis of Cooperative Market for Fruits and Vegetable in Kathmandu Valley' which have added to the knowledge base on cooperative marketing and helped to devise marketing strategies.

CMDP, as a piloting project to develop cooperative market chain for fruits and vegetables, had reached mid-way of its implementation therefore an evaluation was conducted to take stock of key progress and to suggest way forward for remaining period of the project.

The outcome level indicators and baseline values are given in the below table. The consulting firm should establish current values of the indicators including other output level indicators which will be provided during the inception phase.

SN	Indicators	Baseline	Target
1	Annual average household income in NPR	520,651	602,719
2	Volume of vegetable and fruits production of program districts (in MT) Fruits Vegetables	24476 60745	98,654 70,320
3	Productivity of Fruits and Vegetables (Mt/hector)	Fruits: 9 Vegetable: 18	10.41 20.83
4	Total sale of fruits and vegetables through cooperatives chain (NPR)	0	2.36 billion

COVID-19 Context

As of 22nd February 2020, Nepal has confirmed 273,556 cases of COVID-19 of which 269,966 have recovered and 2,061 have lost their lives. The COVID-19 crisis and subsequent lockdown has taken a significant toll on Nepal's economy and is expected to slow economic growth to as low as 1.5% in fiscal

year 2020, compared to 7.1% growth last year. The GDP is expected to decrease from 7.1 percent to 5.3 percent in the 2019/2020 fiscal year.¹² Most agribusinesses and farmers have experienced lost revenues due to a shortage of agri-inputs, decreased trade of agriculture commodities and increased operational costs. Women and those from disadvantaged groups are disproportionately affected by the crisis. With limited operational hours and restricted access to wholesale inputs, agrovets have seen plummeting sales. With farmers selling less produce, incomes have decreased, and many are seeking inputs on credit which further strains agrovets. Cooperatives have seen increased withdrawals of savings by hard-hit farmers and are facing logistical difficulties collecting loan repayments.

CMDP was supposed to establish most of its cooperative markets by 2020, however, the ongoing pandemic severely affected CMDP's work. All 6 districts of CMDP were amongst the badly affected districts. Many construction and capacity building activities could not be carried out as planned due to the government-imposed lockdown and social distancing guidelines. CMDP has revised its targets. Many of the targets that involve social gathering have been reduced or carried forward to the next year. CMDP has introduced a support package for such returnees in CMDP's project areas to get them involved in the production and marketing of fruits and vegetables and stay in the country. List of migrants along with proposals have been received from the 6 DCUs. CMDP is analyzing the proposals and will prioritize input and production support for these returnee migrants in the year 2021. Also, CMDP has initiated 2 mobile markets during the lockdown in Nuwakot and Dhading.

The project detail is given in the table below:

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Cooperative Market Development Programme	
Atlas ID	00102540	
Corporate outcome and output	<p>CPD Outcome1: By 2022, impoverished, especially economically vulnerable, unemployed and under-employed and vulnerable people, have increased access to sustainable livelihoods, safe and decent employment and income opportunities.</p> <p>CPD Output 1.1: Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas</p>	
Country	Nepal	
Region	Asia Pacific	
Date project document signed	2 nd February 2018	
Project dates	<div>Start</div> <div>2nd February 2018</div>	<div>End</div> <div>31st January 2023</div>
Project budget	US\$ 7 million	
Project expenditure at the time of evaluation	US\$ 3.3 million	

¹² <https://www.marketlinks.org/blogs/assessing-impact-covid-19-farmers-and-private-sector-partners-nepal>

Funding source	Government of Nepal, Ministry of Land Management, Cooperatives and Poverty Alleviation (MoLCPA) UNDP
Implementing party¹³	Ministry of Land Management, Cooperatives and Poverty Alleviation (MoLCPA)

2. MTR PURPOSE, SCOPE AND OBJECTIVES

The overall purpose of the mid-term review is to objectively assess the results and approaches of the project interventions and its contribution to a higher level of outcome results. The findings of the review will provide the way forward for the future course of action. It will identify and document the achievements of the project interventions, challenges, lessons learnt and best practices. It will also assess the progress against the baseline data and determine what has been achieved and what needs further attention.

Specifically, the objectives are to:

- ✓ Ascertain the achievements of the project and its relevancy, effectiveness, efficiency, sustainability and impact including synergies with other government-led initiatives and UNDP support efforts (coherence).
- ✓ Assess the effectiveness of the project activities provided to primary cooperatives, national cooperative unions, district cooperative unions, National Cooperative Federation and local partners such as local governments, cooperatives and local service providers in increasing incomes and strengthening the horticultural value chain.
- ✓ Assess engagement of national and local partners such as MoLCPA, NCF, DCUs, Primary Cooperatives and relevant actors in the project and their understanding including financial and other commitment for sustainability of activities.
- ✓ Review and assess the risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) for future.
- ✓ Assess the effectiveness and efficiency of the fund flow mechanism (MCGs, LVGAs, LoAs, RPAs)
- ✓ Suggest amendments in project activities and/or working modalities, if needed, for the better contribution to the beneficiaries considering the remaining period of the project and COVID-19 pandemic context eg. possibility of CMDP extension into other provinces, districts, municipalities.
- ✓ Explore the possibility of including other agricultural products in addition to fruits and vegetables for livelihood diversification.
- ✓ Conduct an in-depth analysis of the potential strength and risk factors of the Cooperatives sector and 'Value chain development'.
- ✓ Appraise the repurposed intervention for response to COVID-19

3. SCOPE OF WORK

The CMDP Mid-Term Review will assess the relevancy and effectiveness of the implementation strategy. This will include the implementation modalities and co-financing by the Government of Nepal. It will also look at issues of coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the programme. The MTR

¹³ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

will review of the project design and assumptions made at the beginning of the programme development process. It will assess whether the programme results are on track, capacities built and cross cutting issues of gender and human rights have been addressed. It will also assess whether the programme implementation strategy has been optimum and recommend areas for improvement and learning. The Mid-Term Review will also assess the synergy between the UNDP's other projects implemented in livelihood and agriculture and suggest ways of strengthening this synergy. The linkage of results to overall UNDAF results framework and CPD Outcomes will be analyzed including the relevance of the indicators set.

The proposed MTR will be conducted in the six CMDP project districts: Makawanpur, Chitwan, Dhading, Nuwakot, Kavre and Lalitpur. The survey sites will be 72 pocket areas of 18 rural/urban municipalities of the six districts. The detailed list of project sites and municipalities is annexed. Though CMDP has been able to raise funds locally equivalent to approximately US\$ 1.5 million, there still exists significant funding gap. This evaluation should explore and suggest appropriate fund-raising strategy to address this funding gap. The review should cover but not limited to the following areas:

- ✓ **Relevance of the project:** Review the progress against project outputs and contribution to outcome level results as defined in the project's theory of change and ascertain whether assumptions and risks remain valid. Assess the alignment of the project design with national priorities and responding to the needs of the stakeholders. Assess the basis and relevance of covering/selecting municipalities or partnering with many cooperatives.
- ✓ **Effectiveness and efficiency of implementation approaches:** Review project's technical as well as operational approaches and deliverables, quality of results and their impact covering the results achieved; identify and assess any other intended or unintended, positive or negative results as well as the partnerships established and issues of capacity.
- ✓ **Gender Equality and Social Inclusion:** Review the project's approaches in general including mainstreaming of gender equality and social inclusion with focus on women and marginalized groups.
- ✓ **Sustainability:** Review and assess the sustainability of the results, risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) related to future interventions.
- ✓ Review external factors beyond the control of the project that have affected it negatively or positively.
- ✓ Review planning, management, monitoring and quality assurance mechanisms for the delivery of the project interventions.
- ✓ Review coordination and communication processes and mechanisms with the stakeholders.
- ✓ Track progress made as per baseline indicators.
- ✓ Review how the implementation of project interventions is impacted by COVID-19.
- ✓ Explore and suggest appropriate fund-raising strategy to address the funding gap

4. EVALUATION CRITERIA AND KEY QUESTIONS

The MTR will follow the Organization of Economic Cooperation Development (OECD), Development Assistance Committee (DAC)'s evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability. Partnership, Gender Empowerment and Social Inclusion (GESI) and human rights will be added as cross cutting criteria. The guiding questions outlined below should be further refined by the consultant and agreed with UNDP prior to the commencement of the review:

Key Questions

i. Relevance

- ✓ To what extent does CMDP address the needs of the targeted beneficiaries?
- ✓ Was the strategy adopted, project interventions and inputs identified, realistic, appropriate and adequate for achievement of the results?
- ✓ Does the Programme continue to be relevant to the GoN priorities?
- ✓ Was the basis of coverage/selecting of municipalities or cooperatives relevant and appropriate?
- ✓ Were there any unintended positive or negative results?
- ✓ Is there a suitable M&E framework to monitor and support the implementation of the targeted results?
- ✓ To what extent the reprogramming of project activities for immediate COVID-19 response are relevant to meet the local needs?

ii. Effectiveness

- ✓ To what extent are the stated outcomes and outputs for the CMDP on track?
- ✓ To what extent have the CMDP results so far contributed to overarching results such as UNDAF, CPD and SDG?
- ✓ What factors have contributed to the achievement, if any, of the intended outputs and outcomes?
- ✓ To what extent the project activities were delivered effectively in terms of quality, quantity and timing?
- ✓ Are the strategies and tools used in programme implementation effective?
- ✓ Is CMDP effective in responding to the needs of the beneficiaries and what results can be seen, if any?
- ✓ What are the key internal and external factors (success and failure factors) that have contributed, affected or impeded the achievements and how have CMDP and the partners managed these factors?
- ✓ What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?
- ✓ To what extent CMDP was successful to create employment and income opportunities to the local people?
- ✓ How effective was the project in integrating the GESI concerns in its approach?

iii. Coherence

- ✓ To what extent the intervention is coherent with Government's policies?
- ✓ To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP or Government of Nepal? (internal coherence)
- ✓ To what extent the intervention was consistent with other actor's interventions in the same context or adding value to avoid duplication of the efforts? (External coherence)

iv. Efficiency

- ✓ Is the Programme cost-effective i.e. could the outcomes and expected results have been achieved at lower costs by adopting a different approach and/or using alternative delivery mechanisms?
- ✓ To what extent was the fund flow mechanism (Micro Capital Grant, Letter of Agreement, Low Value Grant Agreement and Responsible Party Agreement) appropriate?
- ✓ Were efficient mechanisms adopted to leverage the resources to community?
- ✓ Do CMDP's activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- ✓ How did CMDP's financial management processes and procedures affect programme implementation?

v. *Sustainability*

- ✓ To what extent are the benefits of the programme likely to be sustained after the completion of CMDP?
- ✓ How effective are the exit strategies and approaches to phase out assistance provided by the programme including contributing factors and constraints?
- ✓ What are the key factors that will require attention in order to improve prospects of sustainability of the Programme outcome and the potential for replication of the approach?
- ✓ How are capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- ✓ Describe the main lessons that have emerged.
- ✓ What are the recommendations for similar support in future?

vi. *Impact:*

- ✓ To what extent the project outputs were achieved and what were the contribution, if any, to outcome level results?
- ✓ To what extent can the program contribute to resilient and inclusive economic recovery through support to production and market linkage?
- ✓ To what extent has the support enabled citizen's trust in local government, DCUs and its systems?

vii. *Partnership:*

- ✓ How has the partnership affected in the project achievement and how might it be built in the future?
- ✓ Have the ways of working with the partner and the support to the partner been effective and did they contribute to the project's achievements?
- ✓ How has been the partnership with national/local partners including MoLCPA, NCFN, NESCOV, local governments, cooperatives and cooperative unions and other actors along the value chain? Does it create synergies or difficulties? What type of partnership building mechanism is necessary for future partnership?

viii. *Gender equality and Social Inclusion*

- ✓ To what extent have the issues of gender equality and inclusion of marginalized communities been addressed in the design, implementation and monitoring of the project?
- ✓ To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on women and socially disadvantaged groups?
- ✓ To what extent has the project promoted positive changes of women and marginalized communities? Were there any spillover effects?

ix. *Human rights*

- ✓ To what extent have Dalit, ethnic minorities, women and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
- ✓ To what extent has the project integrated Human Rights based approach in the design, implementation and monitoring of the project? Have the resources been used in an efficient way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data etc.)?

5. METHODOLOGY

The consultancy firm should propose detailed methodology for the MTR in the inception report. It is expected that the review will be conducted using both qualitative and quantitative techniques for data collection and shall utilize a range of tools. The study will assess the progress against baseline value of indicators to compare results in the given period. The consultant will be responsible for designing and

conducting the evaluation adopting appropriate methodology, sampling strategies, tools and other instruments for data collection and analysis.

The consultant is responsible for but not limited to:

- ✓ Desk review of all relevant project documentation including baseline report, project document, annual work plans, project progress reports, progress against output and other results indicators with baseline value, field monitoring reports, annual project reports, minutes of the Project Board and financial statements etc. Desk Study of GoN's cooperative policy, Nepal Rastra Bank's Households Budget Survey 2014/2015 and Central Bureau of Statistics (CBS) Nepal Living Standards Survey (NLSS) report 2011 and Small Area Poverty Estimation Report 2011. Likewise, Ministry of Agriculture and Livestock Development's the Statistical Information on Nepalese Agriculture should also be studied. Similarly, reports from NCFN, NESCOV, DCUs and primary cooperatives including annual audit reports should be reviewed.
- ✓ Sample survey: Primary data should be collected from the following sources through field surveys-1) cooperative households 2) primary cooperatives, DCUs and cooperative unions. Sample survey shall be conducted with a reasonable and statistically meaningful sample size. Farmers, cooperative members, market operators, LG representatives should be interviewed.
- ✓ Focused Group discussion/consultation with project beneficiaries and other stakeholders like UNDP Country Office, Project team, MoLCPA, NCF, NESCOV, local partners along with the cooperative market chain such as DCUs, primary cooperative, and market centres in project areas should be conducted.
- ✓ Field observations, interactions, interviews (structured, semi-structured) and consultation with project beneficiaries. The consultant will carry-out necessary field visits using checklists which have been pre-approved by UNDP as part of the Inception Report and ensuring that all beneficiaries are adequately covered. Briefing and debriefing sessions will be organized.
- ✓ The consultant should ensure triangulation of various data sources to maximize the validity and reliability of the data. Analysis leading to evaluate judgement should be clearly spelled out. The limitations of the methodological framework should be also spelled out in the review reports.
- ✓ In addition, any necessary methodologies for ensuring that the evaluation addresses the needs of vulnerable groups as identified in the project document, employs a rights-based approach and takes questions around gender into consideration.

6. EXPECTED OUTPUTS/KEY DELIVERABLES

The main output of this assignment is to produce a Mid Term Review Report on Cooperative Market Development Programme (CMDP). The key deliverables of the assignment are as follows:

1. **Inception report:** Inception report shall be the first deliverable to be submitted by the consultant. This report will detail the consultant's understanding of what is being evaluated, why and how it will be evaluated. This is to ensure that the consultant and the stakeholders (the MoLCPA, UNDP, DCUs, NCF, NESCOV etc.) have a shared understanding of the assignment. The report shall include a proposed schedule of tasks, evaluation tools, activities, report structure and deliverables. Inception report must demonstrate whether the evaluators have the same understanding of the Theory of Change as the UNDP Country Office; Inception report should include specific questions to be posed to the stakeholders under each of the evaluation categories. The inception report will include the evaluation matrix which will detail out the MTR design, methodology, questions, data sources and collection analysis tools for each data source and the measure by which each question will be evaluated. UNDP should approve the inception report before beginning of the data collection.

2. **Evaluation debriefing:** Evaluation debriefing meeting will be carried out immediately after completion of data collection. The consultant should provide preliminary debriefing and findings to UNDP.
3. **Draft Mid-term Review report :** The consultant will prepare draft Mid-term Review report. Comments from the UNDP and stakeholders will be provided within two weeks after receiving the Draft Report. The report will be reviewed to ensure that the review meets the required quality criteria. The consultant should address the comments until the draft report is being approved by UNDP.
4. **Validation meeting and presentation:** A validation meeting shall be conducted to provide feedback on the draft MTR report. The team leader of Mid Term Review shall make a presentation to the stakeholders before submitting the final report.
5. **Final report:** A final report with clean data and sufficient quality, incorporating feedback from the concerned reviewers, within the stipulated timeline will be provided by the Consultant. The Final payment is dependent on the approval of the report by UNDP. If needed, multiple drafts may be required until the final approval.

7. TEAM COMPOSITION AND REQUIRED COMPETENCIES

The consultancy firm and its relevant staff members should comprise of reasonable number of experts having proven track record of designing and conducting evaluation, socio-economic research and baseline studies. The proposed team should have a good understanding of cooperative market development and value chain with expertise in agriculture interventions in horticulture, extension services and postharvest management. Overall, they should be technically sound for conducting evaluation independently. They should possess significant experience conducting evaluation or research in Nepalese context. Furthermore, the team should comprise members with significant technical experience in monitoring and evaluation and project management. The contracted organization should have the capacity to deliver quality services in a timely and professional manner. The project team should have excellent written and oral fluency in English and Nepali.

The team should have following team members involved in the study:

1. Team Leader -1 (25 days)
2. Socio-economist /cooperative expert-1 (15 days)
3. Agriculturist/Horticulturist-1 (10 days)
4. GESI expert 1 (10 days)
5. Data analyst – 1 (10 days)
6. Data collectors (Research assistants)- 12 persons (Female-6 and Male-6) for maximum 150 persons days

Title	Qualification	Experience/expertise	Key responsibilities
Team Leader	Masters or equivalent in Agriculture Economics/Statistics or relevant field	-10 years of professional experience in designing and conducting rigorous project assessments/evaluations with both desk and field research for development projects in Nepal - Demonstrated experience working in national governments, INGOs, donors, communities, and diverse stakeholder groups - Demonstrated experience of undertaking similar assignments	Mobilization of team members, provide technical backstopping, develop TOR for members, focal person for communication to UNDP. Responsible for submitting all the deliverables including draft and final report to UNDP.

		<p>with description of work and specific roles</p> <ul style="list-style-type: none"> - Demonstrated knowledge of value chain on agriculture commodities - Proof of experience in applying or engaging in community participatory approaches. - Demonstrated experience leading field and/or research teams 	
Socio-economist/Co-operative expert	Master's degree in Economics or Sociology or any other related discipline	<ul style="list-style-type: none"> - 7 years of working experiences in the areas of socio-economic study or conduction evaluation. - Demonstrated experiences of undertaking similar assignments with description of work and specific roles - Proven experiences in the field of cooperative and marketing. - Proof of experience in applying or engaging in community participatory 	<ul style="list-style-type: none"> - Support Team Leader in all aspects of mid-term evaluation - Contribute in designing the data collection tools, conducting interviews and consultation, analysing the data collection and produce high quality report - Particularly assess effectiveness of cooperative market chain for fruits and vegetables including social and
Agriculturist/Horticulturist	Master's degree in Agriculture or Horticulture	<ul style="list-style-type: none"> - 7 years of professional experience in the related field. - Proven experience of undertaking similar assignments with description of work and specific roles - Demonstrated knowledge of horticulture and value chain development - Proof of experience in applying or engaging in community participatory 	<ul style="list-style-type: none"> - Support Team Leader in all aspects of mid-term evaluation - Contribute in designing the data collection tools, conducting interviews and consultation, analysing the data collection and produce high quality report - Particularly analyse the production and marketing status of location and season specific fruits and vegetables and provide
GESI expert	Master's degree in Gender studies, Sociology, Development Studies or other relevant field	<ul style="list-style-type: none"> - At least 5 years of work experience in gender and inclusion sensitive programming. 	<ul style="list-style-type: none"> - Support Team Leader to ensure all aspects of mid-term evaluation are designed and

		- Knowledge of gender sensitive evaluation	- Contribute in designing the data collection tools, conducting interviews and consultation, analysing the data collection and produce high quality report which are gender sensitive and responsive. - Particularly assess whether CMDP has addressed gender related issues and provide
Data Analyst	Master's degree or equivalent in Statistics or Economics or related fields	- 5 years of professional experience - Proven experience of undertaking similar assignments with description of work and specific roles - Demonstrated knowledge of	Analyse the data from the survey and help team leader to prepare reports
Data collectors (research assistants)	Bachelor's degree in social science or related	- Experience in applying or engaging in data collection	Collect accurate data from the field

8. EVALUATION ETHICS

The evaluation will be conducted in accordance with the principles outlined in the UN Evaluation Group's 'Ethical Guidelines for Evaluation.' The consultations must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information beforehand and after the evaluation and respect the protocols to ensure anonymity and confidentiality of sources of information where expected. The information, knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other purpose without the express authorization of UNDP and partners. Consultations will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment.

9. MANAGEMENT AND IMPLEMENTATION ARRANGEMENT

The principal responsibility for managing the MTR resides with the UNDP Nepal. The UNDP will contract the consulting firm and will ensure the timely implementation of the MTR. The Team Leader will directly report to Evaluation Manager. The project team will assist the evaluation team. Evaluation Manager will ensure smooth, quality and independent implementation of the review with needful support from Portfolio Manager and Senior Management. The project team will support in arranging all the field visits, stakeholder consultations and interviews as needed.

The consultants will be briefed by UNDP after signing of the contract on the objectives, purpose and output of the review. The consultant will maintain all communication through the Evaluation Manager during the implementation of the MTR. The Evaluation Manager would clear each step of the MTR.

CMDP team, the implementing partner, will provide needful support and information and furnish all the required project related documents to be reviewed by the MTR team in leadership of Portfolio Manager. Key stakeholders will provide needful information during data collection and provide critical feedback during debriefing session. Consultant will arrange mission wrap-up meeting with the UNDP and noted comments from participants which will be incorporated in the final report.

The final report will be signed off by the Deputy Resident Representative (DRR) of UNDP Nepal. The summary of the roles and responsibilities of different partners and stakeholders are summarized in the table below:

Who (Responsible)	What (Responsibilities)
Evaluation Manager/RBM Analyst	<ul style="list-style-type: none"> ✓ Assure smooth, quality and independent implementation of the evaluation with needful guidance from UNDP's Senior Management. ✓ Prepare and approve ToR and selection criteria. ✓ Hire the consultant by reviewing proposals and complete the recruitment process. ✓ Ensure the independent implementation of the evaluation process. ✓ Approve each step of the evaluation. ✓ Supervise, guide and provide feedback and comments to the evaluation consultants. ✓ Ensure quality of the evaluation. ✓ Ensure the Management Response and action plans are fully implemented.
Portfolio Manager- Inclusive Economic Growth	<ul style="list-style-type: none"> ✓ Draft ToR to be reviewed and provide inputs to be finalized by the Evaluation Manager ✓ Support in hiring the consultant ✓ Provide necessary information and coordination with different stakeholders including donor communities ✓ Provide feedback and comments on draft report ✓ Prepare management response and action plan and follow up the implementation
Implementing partner and Project Team (CMDP)	<ul style="list-style-type: none"> ✓ Provide required information, supply documents for review to the consultant team. ✓ Logistic arrangement such as setting up stakeholder meetings, arranging field visits and coordination with the Government.
Evaluation team/Consultant	<ul style="list-style-type: none"> ✓ Review the relevant documents. ✓ Develop and submit a draft and final inception report ✓ Conduct evaluation. ✓ Maintain ethical considerations. ✓ Develop and submit a draft evaluation report ✓ Organise meeting/consultation to discuss the draft report ✓ Incorporate inputs and feedback in draft report

	<ul style="list-style-type: none"> ✓ Submit final report with due consideration of quality and effectiveness ✓ Organise sharing of final evaluation report
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10. DELIVERABLES AND TIMELINE

The MTR is expected to start in April 2021 for an estimated duration of 35 days spread over 2 months from signing of the contract. The total duration of experts should not exceed 70 person days. The total duration of data collectors for sample survey should not exceeds 150 person days. The team leader is solely responsible for division of work among team members that needs to be included in inception report.

Planned Activities	Tentative working days	Remarks	Payment
Desk review and preparation of design (home based)	2 days		
Finalizing design, methods and inception report and sharing with reference group for feedback (home based)	3 days	UNDP needs at least 3-5 days to review and provide feedback on the inception report	40% of the total contract cost
Stakeholders meetings, interviews (Virtual and/or field based) and Household Survey	17 days		
Analysis, preparation of draft report and sharing for the review	7 days		30% of the total contract cost
Presentation of findings to the concerned	1 day		
Incorporate suggestions and comments to finalize the report and submit final report to UNDP	5 days	UNDP needs at least 10-15 days to review and finalize the report	30% of the total contract cost
Total	35 days		

11. USE OF EVALUATION RESULTS

The findings of the MTR will be used to analyze the lessons learnt and a way forward for future course of action and scale up. Therefore, the report shall provide critical findings and specific recommendations for remaining period of the project and future interventions.

Annex 1: UNEG Code of Conduct

Annex 2: The following documents will be provided to the selected firm during implementation phase.

- (i) Corporate templates: Inception Report Contents Outline, IEO's Quality Assessment Guidelines, UNEG Code of Conduct, Standard guidance on Structure and Content of the report, Evaluation Audit Trial Form
- (ii) Relevant Documents: Project Document, Multi-year work plan, Annual Work Plan 2018-2020, Project Progress Reports of 2018-2020, Financial Reports, Technical Needs Assessment Report, Project Management Structure, Knowledge products etc.

Annex 3: Tentative list of key agencies, stakeholders and partners for mid-term review

UNDP

- ✓ UNDP Senior Management (DRR), Policy Advisors, Portfolio Managers, RBM Analyst
- ✓ CMDP- National Project Director, National Project Manager and other Project Staff as needed

Stakeholders:

- ✓ International development partners
- ✓ Project donor and other donors
- ✓ National Project Managers of other projects

Implementing Partners

- ✓ Ministry of Land Management, Cooperative and Poverty Alleviation
- ✓ Cooperatives, market operators, farmers, agrovets, service providers, local traders, and other actors along the value chain
- ✓ Cooperative Board
- ✓ National and District Cooperative Unions
- ✓ Local governments

Annex 2: Tools

1. Household Level Questionnaire

“Hello, my name is _____. On the behalf of _____, I am working as an enumerator for mid-term review of project. I am (we are) here to interview participants of the *CMDP Project*. The purpose of this interview is to collect information that will be used for decision making to ensure project goals are being met. Once we complete data collection and analyze information, the results will be shared with all of you.

Thank you for agreeing to participate in this interview and for welcoming us into your home today. You have been selected by chance to participate in this survey. The responses you provide in this survey are confidential and will not affect in anyway the services that you are or will be receiving from Heifer International.

Your participation is completely voluntary, so if you don’t know the answer or you don’t want to answer, please let me know and I can skip to the next question. The entire survey should take approximately 45-60 *minutes*. At this time, do you want to ask me anything about the survey?

May I begin the interview? “Y/N “

A. Project Identification

Interview date	
Name of enumerator (Dropdown list)	
Name of Cooperative (Dropdown list)	
Name of SHG (insert name or NA)	
Name of municipality	
Ward no	
Name of District (Dropdown list)	
Name of Province (Pradesh No.)	

B. Household Profile

Household ID	
Number of family members affiliated in cooperative from same HHs	
Caste (single option)	BCT/Janajati/Dalit/Others
Religion (single option)	Hindu/Buddhist/Christian/Muslim /Other
Name of respondent (should be coops members)	
Age of respondent	
Sex of respondent	
Respondent’s education status	Illiterate/Literate/primary/secondary/SLC/Pass/Intermediate/Bachelor/ BA above
Mobile/Phone number of respondents	
Major Income sources of household (choose single option)	Gvt_job/private_job/foreign employment/ wage labour/self-employment/agriculture/others
Other income sources except major one if any (multiple options)	Gvt_job/private_job/foreign employment/wage labour/self-employment/agriculture/others
Total family members	
Number of literate adult male	
Number of literate adult female (above 18 years)	
Anchor commodity (single option)	Vegetable/Goat/Dairy/Cereals/Cash Crops/Commercial Poultry/Local Poultry/Other/NA

C. Land Type and status

Description	Unit	Qty
Owned land		
Leased/Hired land		
Total land		
Total Cultivated land		
Khet		
Bari		
Irrigation facilities in Khet (all weather)		No/ partial/year around
Irrigation facilities in Bari (all weather)		No/ partial/year around

D. Ownership of land and building

Description	Type of land (Building/Khet/Bari)	Unit	Qty
Female			
Male			

E. Household Income**Does your family grow crops? Y/N If yes, please mention list of crops produce**

- Paddy, Maize, Wheat, Buck Wheat, Millet, Barley, Oilseed, Nuts, legumes,
- Quantity of abovementioned crops produced for 12-month period

Type of crop	Production quantity (KG)	quantity of home consumption	quantity of wastage	Farm gate price	Sold quantity	Total revenue form sale

- Please share how much your household spent on abovementioned crops production from last 12 months from survey date.

Expense areas	NPR
Seeds	
Fertilizer	
Pesticide/ Herbicide	
Crop insurance	
Land rent (rented land only)	
Interest on loan (if loan taken for crop purpose)	
Water/irrigation	
Draught animal services	
Machinery fees (for rented tractor, thresher, water pump, etc.)	
Transportation	
Annual depreciation cost of machinery of own machine and equipment	
Capital expenditure like land, equipment, machinery purchase	
Other crop expenses	

- Does your family hire external labour to grow crop and vegetable production? Y/N If yes, please capture type of members engaged to grow crops

Sex of HHs member	Total number of days in last year to grow crops	Average wage per day for crop production	Total wage in NPR for crop production
Male			
Female			

Does your family grow vegetable? Y/N If yes, please mention list of vegetable produce

Fruit family vegetable; Leaf family vegetable; Root family vegetable,

a. Quantity of abovementioned vegetables produced for 12-month period

Type of vegetable	Unit of land	Quantity Land	Production quantity (KG)	quantity of home consumption	quantity of wastage	Farm gate price	Sold quantity	Total revenue form sale

b. Please share how much your household spent on vegetable production from last 12 months from survey date.

Expense areas	NPR
Seeds	
Fertilizer	
Pesticide/ Herbicide	
Vegetable insurance	
Land rent (rented land only)	
Interest on loan (if loan taken for vegetable farming purpose)	
Water/irrigation	
Draught animal services	
Machinery fees (for rented tractor, thresher, water pump, etc.)	
Transportation	
Annual depreciation cost of machinery of own machine and equipment	
Capital expenditure like land, equipment, machinery purchase	
Other vegetable expenses	

c. Does your family hire external labour to grow vegetable production? Y/N If yes, please capture type of members engaged to grow vegetable.

Sex of HHS member	Total number of days in last year to grow vegetables	Average wage per day for vegetable production	Total wage in NPR for vegetable production
Male			
Female			

Does your family grow fruit? Y/N If yes, please mention list of fruit produce

Mango, Banana, Litchi, Guava, Orange, Lemon, Pear, Peach, Plum, Grapes, Papaya, Strawberry, Kiwi, Water melon, Pineapple, Jack Fruit, Others (Specify)

a. Quantity of abovementioned fruit produced for 12-month period

b.

Type of fruit	Unit (Number/KG)	Quantity	Production quantity (KG)	quantity of home consumption	quantity of wastage	Farm gate price	Sold quantity	Total revenue form sale

c. Please share how much your household spent on fruit production from last 12 months from survey date.

Expense areas	NPR
Seeds	
Fertilizer	
Pesticide/ Herbicide	
Vegetable insurance	
Land rent (rented land only)	
Interest on loan (if loan taken for fruit farming purpose)	
Water/irrigation	

Draught animal services	
Machinery fees (for rented tractor, thresher, water pump, etc.)	
Transportation	
Annual depreciation cost of machinery of own machine and equipment	
Capital expenditure like land, equipment, machinery purchase	
Other crop expenses	

- d. Does your family hire external labour to grow fruit production? Y/N If yes, please capture type of members engaged to grow fruit.

Sex of HHs member	Total number of days in last year to grow fruit	Average wage per day for fruit production	Total wage in NPR for fruit production
Male			
Female			

Does your family sell livestock in the last 12 months? Yes/No

If yes, please mention

Types of Livestock	sold number	NPR
Goats (doe, kids, buck, castrated male goat)		
Buffalo (buffalo, calf, bull)		
Cow(Cow, calf, oxen)		
Sheep		
Pigs		
Local Poultry		

Did you consume or sell any livestock and local poultry products in the last 12 months? (Yes/No)

If yes, please capture types of dairy products sold. Milk, ghee, others

Livestock product	Unit	Total quantity of livestock product consumed	Total quantity of livestock product sold	Price per unit	Total price in a year
Milk					
Ghee					
Others					
Eggs					

Please share how much your household spent in animal husbandry for the past 12 months including inputs used and total expenses

Input	Total expenses for the 12 month
Livestock shelter (depreciation cost)	
Feed and concentrates	
Minerals /supplements	
Fodder and Forage	
Veterinary services: Animal health	
Breeding services: Artificial Insemination	
Breeding services: Natural	
livestock Insurance	
Interest on credit(yearly)	
Farm equipment (depreciation cost)	
Capital expenditure (only equipment purchased)	
Other (specify other)	

Does your family hire external labour for livestock? Y/N If yes, please capture type of members engaged in livestock production.

Sex of HHs member	Total number of days in last year for livestock production	Average wage per day for livestock production	Total wage in NPR for livestock production
Male			
Female			

Do you have other off/onfarm income? yes/no

If yes please capture following figures

On-farm enterprise	Total revenue	Total expenditure including labour cost
Commercial poultry		
Onfarm enterprises (processing, grading, like Jam, chowmin etc.)		
Groceries		
Technical services (agro vet, breeding, extension services)		
Buying and selling of products		
Input-supplies		
Trading		
Income from land rent		
Fodder/forage		
Packaging and Preservation		

Do you have other direct income? yes/no

Description	Male NPR	Female NPR
Government Job		
Private sector job		
Remittance		
Wage labour		
Government subsidies		
Social security allowance		
Pension		
Interest earned		
Dividend received from different sources		
Other income (prize, lottery)		

Do your coops provide following business services? Yes/No

If yes, provide types of business services during the last 12 months

Survey Questions	Answer options (Yes/No)
Marketing Services	
Input and Supply services	
Technical services	
Livestock insurance	
Crop Insurance	
Other non-financial services	

Where do you sale your farm products?

	From home	Local market (Haat)	Local traders	Cooperative	Market developed by local governments	others
Vegetables						

Fruits					
Large animals					
Small animals					
Milk					
Eggs					
Fish					
Agriculture products					
Cash crops					

Did you sell vegetables and fruits through cooperative or collection center?

No/Cooperative only/cooperative and traders

If yes, capture following information/figures

	Unit	Total KG sold in last year	Per KG NPR	Additional per kg benefit (NPR) received from coops transaction other than buyers
Vegetables				
Fruits				
Other 1				
Other 2				

Do you satisfy business services provided by cooperative?

Description	Poor	Fair	Good	Great	Excellent
Does your expectations regarding the Business Services being met?					
Please rate the quality of services you received in terms of (cost) for maximization of farm income					
- Cost					
- Timely availability					
- Applicability					

Issues and gaps recognized by farmers level

Issue category	List of Issues
Production related issues	
Custom duty and tax related issues	
Transport related issues	
Marketing related issues	
Access to finance	
Input supplies and technical support	
Insurance related issues	
Other issue	

2. KIIs with NCFN/DUCs/Collectors/wholesalers/ retailers

Name of LG:

Name of District:

Date of discussion:

Name of buyers:

1. Number of Buyers engage in collection node
2. Annual turnover of Vegetable/fruits of buyers (in KG); purchasing price; profit margin
3. Number wholesalers engaged:
4. Annual turnover in KG of wholesalers; purchasing price, profit margin

5. Number of retailers associated with wholesalers.
6. Average business turnover of one retailer (KG); purchasing price; profit margin

3. Institutional questionnaire

A. Project Identification

Unique ID	
Name of Cooperative	
Type of cooperative	
Date of formation (registration in BS)	
District (text)	
R/Municipality (text)	
Ward No. (text)	
Contact	
Location (GPS Mark) (Optional)	
Primary commodity	Vegetable/Fruit/Dairy Products/Meat/cereal/HVAP/others
Secondary commodity	Vegetable/Fruit/Dairy Products/Meat/cereal/HVAP/others
Type of business	Retailing/wholesaling
Employees (M) (full time)	
Employees (F) (full time)	
List of goods purchased and sold	Vegetable/Fruit/Meat/dairy products, animal feed/ fertilizer and other agro-inputs/fodder forage/ Seeds/Grains/livestock insurance/agriculture insurance/
List of services rendered (Optional)	Vegetable insurance/crop insurance/Livestock insurance/ Technical services/ Marketing/Financial services/transport vehicle services /Other

B. List of physical infrastructure available at cooperative

Description	Number	Supported by
Land & building		
Land		
Collection center		
Transport vehicle		
Other vehicles		

C. Women in leadership position

Description	No. of Female	No. of Male	Total
Board member			
Key position of Board (Chairperson, vice-chairperson, secretary, treasurer)			
Account and supervisor committee			
Sub-committee			

D. Members tatus

Member type	Total	Male	Female	Dalit	Janajati	Others
Total member						
Anchor commodities -vegetable related farmers						
Anchor commodities -vegetable related farmers						

E. Staffing

Description	No. of fulltime staff	No. of Part-time staff	No. of Female	No. of Male	Total
Manager					
Marketing staff (collection center/wholesale)					

Other staff					
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F. Fund Status (As of June 19):

	NPR
Share capital (A)	
Savings (B)	
Reserved fund (non-dispensable)	
Reserved fund: others	
Total Reserved fund (C)	
Total Fund (A+B+C)	

G. External loan:

Name of BFI	Loan tenure	Interest rate	Total fund received from BFIs	Types of loan (subsidy/term loan)	Name of loan products

H. List of policies/guideline/working procedures/plan: status and status of operationalization.

- Saving and Loan policy
- Business plan
- Share policy
- Membership policy
- Business service policy
- Election policy
- *Sanrakshit Pujikosh firta* policy
- Admin and HR policy
- Annual plan
- Money laundering
- Collateral

I. Do cooperative have prepared/formulated Business plan? Y?N

J. If yes, mention the focused commodities.

K. If yes, mention status of business plan operationalization:

- Coverage sectors
- Plan valid for..... Years
- translation of business plan into annual plan
- review of business plan
- engagement of staff and board to implement the plan

L. How does cooperative manage working capital for Vegetable and fruit marketing?

Internal source	
External source-business loan from bank	
If other please mention	

M. Net income of cooperative

Fiscal Year	NPR
FY2019	
FY2020	
FY2020	

N. Business revenue and expenses (Shrawan 2077 to Asar 2078)

	Purchase				Sale			
Name of commodity	Unit	KG/Ltr	Average unit price	NPR	Unit	KG/Ltr	Average unit price	NPR

O. Is there provision to share income from business transaction of vegetable and fruits? Yes/No

If yes, mention, amount provided to farmers in last year NPR.

4. FGD with DCUs/LGs

Name of DCU/LG:

Name of District:

Date of discussion:

1. Is strategy adopted project interventions and inputs address the current problems regarding the supply chain of vegetables and fruits?
2. To what extent the project activities related with immediate COVID 19 responses are relevant to meet the local needs?
3. Does this project effective to create employment and income opportunities to the local people? Yes/No
 - If yes, How?
4. To what extent was the fund flow mechanism (Micro Capital Grant, Letter of Agreement, Low Value Grant Agreement and Responsible Party Agreement) appropriate?
5. To what extent are supports provided by project likely to be sustained after the project completion?
6. Does this support enhance capacity of cooperative (discuss types of support: software and hardware)
7. To what extent can the program contribute to resilient and inclusive economic recovery through support to production and market linkage?
8. To what extent has the support enabled citizen's trust in local government/DCUs and its systems?
9. What type of partnership building mechanism is necessary for future partnership?
10. To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on women and socially disadvantaged groups?
11. To what extent have Dalit, ethnic minorities, women and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
12. Your observation, recommendation to project.

E. FGD with Collection Center Management Committee/Coop Board

Name of coop:

Name of LG:

Name of District:

Date of discussion:

1. Status of collection center

Collection center types	Number	Type of collection centers	Capacity in KG
Number of collection centers (supported by CMDP)			
Number of collection centers (Cooperatives/others)			
Number of satellite collection points			

2. To what extent the collection center effective for buying and selling/marketing of vegetable/fruits?

3. Of the total production, how much does this cover?

- Total production in the coop catchment areas in KG:
- Total collection via coop collection center in KG:

4. Total family benefited via collection center in the cooperative catchment areas:

5. Are farmers benefited by buying/selling and marketing of vegetable and fruits?

If yes, what % of additional sales benefit received from this cooperative market chain?

6. Name and Number of buyers associated with cooperative collection center/cooperatives.

7. Their transaction volume in KG

8. Mention about management structure of collection centers

9. Was strategy adopted project interventions and inputs address the current problems regarding the supply chain of vegetables and fruits?

10. To what extent the project activities related with immediate COVID 19 response are relevant to meet the local needs?

11. Does this project effective to create employment and income opportunities to the local people? Yes/No

- If yes, How?

12. To what extent was the fund flow mechanism (Micro Capital Grant, Letter of Agreement, Low Value Grant Agreement and Responsible Party Agreement) appropriate?

13. To what extent are supports provided by project likely to be sustained after the project completion?

14. Does this support enhance capacity of cooperative (discuss types of support: software and hardware)

15. To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on women and socially disadvantaged groups?

16. To what extent have Dalit, ethnic minorities, women and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?

17. Your observation, recommendation to the project.

18. List of year-round price of Vegetables and Fruits

Annex 3: Summary tables of findings

I. Total Cooperatives and members type

No. of cooperatives	71							
Descriptions	Female	Male	Total	BCT	Dalit	Janjati	Muslim	Others
Executive committee	325	390	715	473	16	223	0	3
Members	15613	32542	48155	24311	2481	21165	22	176
No. of women lead cooperatives	16							

II. Respondent of HH Survey

	Female	Male	Total	Janatati	Dalit	Bramhin/ Chhetri/ Thakuri	Others
Respondent type and number	451	196	647	202	34	403	8

III. Respondent of FGDs

	Total Participants	Male	Female	BCT	Janajati/ Adibashi	Dalit
Respondent type and number	217	163	54	144	67	6

IV. KII Respondents

Districts	Total Participants	Male	Female	Brahmin/Chhetri	Janajati/Adibashi	Dalit
DCUs level	50	40	10	36	13	1
NEFSCOV	4	4		4		
NCF	1	1		1		
MoLCPA	1	1		1		
LGs	6	5	1	4	2	

V. Sales through coops-Institutional survey

	Before project	Jun-21
Value of fruits and vegetables	191,269,903	360,068,251
		88.3%

VI. Average price gain sales through coop

HH survey	
average price gain sales through coop	22.40%

VII. Covid impact at household level

Were your household members impacted by COVID 19?	Frequency
Yes	112
If yes, please mention types of impact	
COVID positive number	238
Death cases	1
Were your household economically impacted by COVID 19?	
Yes	172
	0.265842349

Impact in employment

	Frequency	% responses	% cases
Impac details			
Forced_Leave	16	8.47	9.3
Job_Loss	6	3.17	3.49
Others (unemployed)	111	67.72	74.42
Salary_Increase	1	0.53	0.58
Salary_Reduce	11	5.82	6.4
Wage_Reduce	10	5.29	5.81
Workday_Increase	17	8.99	9.88
Total	172	100	109.88

Production	Respondent	
Production decrease by.....%	91	0.21
Scaricity of inputs and supplies Yes	106	
Scaricity of i of technical services Y/N	89	
Limited access to Finance	99	

Marketing		
Sales decreased by%	156	29.38
Wastage of products.....%	126	27.1

Coop_institutional		
Impact of COVID 19 in cooperative business (last 12 months)		
Stop day to day operation	no. of coops	
Yes	12	
Collection of vegetable/fruits stopped: Yes/No		
Yes	11	
Day	45	180

VII. Household Income

	Percentiles	Smallest		
1%	(167,720)	(639,440)		
5%	11,100	(346,958)		
10%	53,630	.-334990	Obs	643
25%	189,632	.-233788	Sum of Wgt.	643
50%	401,500		Mean	573,094
			Std. Dev.	602,628
75%	785,770	3,430,450		
90%	1,245,603	3,640,884		
95%	1,641,730	4,901,792		
99%	2,866,820	4,985,604		

VIII. Productivity of Fruits and Vegetables

	KG	Ropani	Hectre	conversion
Vegetable production in sample areas	5,050,924	5055.43	257.2	19.6564019
Fruit production in sample areas	802,063	1677.31	85.3	
Productivity of vegetable/Ha	19.64 MT			
Productivity of fruit/Ha	9.4 MT			

IX. Total sale of fruits and vegetables through cooperatives chain

HH survey	Figures	Remarks
average price gain sales through coop	22.40%	
No of familiy	115	0.17774343
Average sold via coops	10724	
total sold via coops sample coop	1,233,330	58,975,370
Total sold amount sample coop	41,902,351	
per fam sales in npr	364,368	
total farmers	30940	
No. of fam with sales via coop	5499.381762	
total volume of sales in project areas	58,975,370	
Total value	2,003,800,216	

X. Volume of vegetables and fruits production in program districts

Production of fruits and vegetable in project areas		
Per family vegetable production in kg	3950	[sum if veg_prodKG>0, detail]
Total vegetable proudution related families in project areas	23050	
Total vegetable production in KG	91047500	
Total Vegetable production in MT (Annual)	68285.625	Post harvest loss: 25% in the project areas
Per family fruit production in kg	11614.66	
Total fruit proudution related families in project areas	3012.704791	
Total fruit production in KG	34991541.83	
Total Vegetable production in MT (Annual)	26243.65637	Post harvest loss: 25% in the project areas
		[sum if f_prodQty>0&f_prodQty<=190000 , detail]

XI. Families

	No	source
Total members achieved as of June 2021	48155	Project data base
Repeated members in sample HHs	1007	MTR
Sample HHs	647	MTR

Repeated ratio in Cooperative	1.556414219	
No. of HHs affiliated in coops	30940	
No of vegetable families in smple areas	482	No. of families with veg revenue less than 1000
% of vegetable families in sample areas	0.744976816	
Total farmers of vegetable in project areas	23049.58269	
No of fruit families in smple areas	63	
% of fruit families in sample areas	0.097372488	
Total fruit families project areas	3012	

X. Adoption of improved technologies

Production Technology				
Description	Frequency	Responses%	Cases %	
Chemical_Fertilizer	560	29.08	95.73	0.8655332
Improved_Seeds	512	26.58	87.52	
Integrated_Pest_Management	125	6.49	21.37	
Irrigation	320	16.61	54.7	
Machineries_and_Equipment	257	13.34	43.93	
NA	5	0.26	0.85	
Others	4	0.21	0.68	
Soil_Conservation_Practices	51	2.65	8.72	
Tunnel_Farming	92	4.78	15.73	
Total	1926	100	329.23	

Post harvest Technology

Description	Frequency	Responses	Cases
Cold_Storage	73	12.39	12.48
Cool_House	50	8.49	8.55
NA	433	73.51	74.02
Preservation	156	5.6	5.64
Total	589	100	100.68

Marketing technology

Description	Frequency	Responses	Cases
Block-chain-traceability	1	0.17	0.17
Digital_Marketing	3	0.51	0.51
NA	581	99.32	99.32
Total	585	100	100

XI. Name of coops engaged in wholesale lending

Name Cooperative	Municipality	total_ext_loa n
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Sanakisan Krishi Sahakari Sanstha Limited	Manahari Rural Municipality	68,000,000
Saktikhor Mahila Sana Kisan Krishi Sahakari Sanstha Limited	Kalika Municipality	146,000,000
Shree Agrasar Women Bahuudeshiya Sahakari Sanstha Limited	Mandandeupur	100,000
Sana Kisan Krishi Sahakari Sastha Limited	Belkot Gadi Municipality	18,700,000
Sana Kisan Krishi Sahakari Sanstha Limited, Bajrabarahi	Thaha Municipality	17,000,000
Shri Kalidevi Mahila Bikaash Bahuudeshiya Sahakari Sanstha Limited	Dhulikhel Municipality	2,000,000
Durjoy Pragatisil Krishi Sahakari Sastha Limited	Kakani Rural Municipality	1,000,000
Shree Naubise Krishi Sahakari Sanstha Limited	Mandandeupur	230,000
Palung Bahu Udeshiya Sahakari Sanstha Limited	Thaha Municipality	290,000,000
Sanakisan Krishi Sahakari Sanstha Limited	Manahari Rural Municipality	95,900,000
Shree Sisir Sahakari Sanstha Limited	Mahakal Rural Municipality	2,973,000
Shree Chapagaoun Chyau Utpadan Krishi Sahakari Sanstha Limited	Godawari Municipality	15,000,000

XII. Business turnover of cooperatives

	Before project	After project
NPR	215,732,642	1,665,833,224
%		6.721748589

XIII. Quality of service received from coops

Expenses incurred for services	Frequency	%	Cum
Excellent	4	0.78	0.78
Fair	267	52.35	53.14
Good	128	25.1	78.24
Great	26	5.1	83.33
Poor	85	16.67	100
Total	510	100	

Quality of service	Frequency	%	Cum
Excellent	6	1.18	1.18
Fair	252	49.41	50.59
Good	140	27.45	78.04
Great	27	5.29	83.33
Poor	85	16.67	100
Total	510	100	

Applicability	Frequency	%	Cum
Excellent	10	1.96	1.96
Fair	244	47.84	49.8
Good	121	23.73	73.53
Great	19	3.73	77.25

Poor	116	22.75	100
Total	510	100	

Description	Poor	Fair	Good	Great	Excellent	Total
Expection meet or not	85	26	128	267	4	510
	16.7%	5.1%	25.1%	52.4%	0.8%	100.0%
quality of goods/services	85	27	140	252	6	510
	16.7%	5.3%	27.5%	49.4%	1.2%	100.0%
Timely availability of goods/services	116	19	121	244	10	510
	22.7%	3.7%	23.7%	47.8%	2.0%	100.0%
Total	286	72	389	763	20	1530
%	18.7%	4.7%	25.4%	49.9%	1.3%	100.0%

XIV. Financial Structure and profitability of cooperatives

Financial Structure and profitability of cooperatives	NPR	%
Financial structures before	75,937,688	
Financial structures after	139,289,428	0.834259539
Cooperative net profit 19	1,227,105	
Cooperative net profit 20	1,513,088	0.233055036
Cooperative net profit 21	2,294,371	0.516350007

XV. Representation status of cooperatives.

Description	Before project			Jun-21		
	No. of Female	No. of Male	Total	No. of Female	No. of Male	Total
Board member	167	211	378	187	278	465
%	44.2	55.8	100	40.2	59.8	100
Key position of Board (Chairperson, vice-chairperson, secretary, treasurer)	44	91	135	56	88	144
%	32.6	67.4	100	38.9	61.1	100
Committees and sub- committees	92	176	268	108	197	305
%	34.3	65.7	100	35.4	64.6	100
Staffing	44	79	123	78	97	175
%	35.8	64.2	100	44.6	55.4	100
Total cooperative member	15110	8526	23636	19472	10506	29978
%	63.9	36.1	100	65	35	100

XVI. Members' representation in cooperatives

Member type	Female	Male	Total	Dalit	Janajati	Brahmin/Chhetri	Others
Total member	19,472	10,506	29,978	1,984	14,008	12,829	1,157

%	65	35	100	6.6	46.7	42.8	3.9
Vegetable related farmers	10,803	7,194	17,997	568	7,356	8,738	1,335
%	60	40	100	3.2	40.9	48.6	7.4
Fruits related farmers	1,611	593	2,204	54	984	1,158	8
%	73.1	26.9	100	2.5	44.6	52.5	0.4

XVII. status of executive members in coops

Member type	Female	Male	Total	Dalit	Janajati	Brahmin/Chhetri	Others
Total executive members	187	278	465	9	155	301	0
%	40.2	59.8		1.9	33.3	64.7	0.0

XVIII. No. of farmers engaged in buying and selling of through coops

No. of HHs before projects	9097
No. of HHs after projects	17997
%	97.80%

Annex 4: List of individuals or groups interviewed or consulted

KII in DCUs level

Districts	Total Participants	Male	Female	Brahmin/Chhettri	Janajati/Adibashi	Dalit
Dhading	14	12	2	8	6	-
Nuwakot	5	5	-	4	1	-
Kavre	4	4	-	4	-	-
Makwanpur	3	2	1	3	-	-
Lalitpur	15	11	4	11	3	1
Chitwan	9	6	3	6	3	-
	50	40	10	36	13	1

KII with NEFSOV

Name	Designation	Male	Female	Brahmin	Chhettri	Janajati/Adibashi	Dalit
Binod Parajuli	Chairperson	1		1			
Hemnath Thapaliya	Sub-Chairperson	1		1			
Hari Prasad Pyakurel	General-Secretary	1		1			
Bhim Bdr. Ghimire	Secretary	1		1			

KII with NCF

Name	Male	Female	Brahmin	Chhettri	Janajati/Adibashi	Dalit
Minraj Kandel	1		1			

KII with MOLCPA

Total Participants	Male	Female	Brahmin/Chhettri	Janajati/Adibashi	Dalit
Ananta Basnet	1		1		

KII in LGs level

Name of Districts	Name of LGs	Respondent	Designation	Respondent	Designation 2
Kavre	Dhulikhel Municipality	Bidur Gautam	Social Officer	Uttam Karki	Focal person
Makawanpur	Manahari Rural Municipality	Rajendra Pd. Chaulagain	Officer Social	-	-
Chitwan	Kalika Municipality	Deepak Lamichhane	Chief Secretariat of Mayor	-	-
Lalitpur	Bagmati Rural Municipality	Bir Babadur Lopchan	Chairman	Khamba Raj Rai	CAO

Nuwakot	Kakani Rural Municipality	Sita Lama	Vice-Chairman	-	-
Dhading	Dhunibesi Municipality	Balkrishna Acharya	Mayor	-	-

FGD in Cooperatives level

S. N.	District	Name of local government	Name of selected primary Cooperative	Total Participants	Male	Female	BCT	Jana jati/ Adibashi	Dalit	Others
1	Nuwakot	Shivapuri Rural Municipality	Jagaruk krishi Sahakari Sanstha Ltd.	13	9	4	11	2	-	
2	Nuwakot	Belkot Gadi Municipality	Sana Kisan Krishi Sahakari Sanstha Ltd	9	9	-	7	2	-	
3	Nuwakot	Kakani Rural Municipality	Durjyo Pragatisil Krishi Sahakari Sanstha Ltd	10	8	2	0	10	-	
1	Makawanpur	Thaha Municipality	Sana Kisan Krishi Sahakari Sanstha Ltd	6	6	-	4	2	-	
2	Makawanpur	Indrasarowar Rural Municipality	Phakhel Krishi Sahakari Sanstha Ltd.	16	12	4	1	15	-	
3	Makawanpur	Manahari Rural Municipality	Sanakisan Krishi Sahakari Sanstha Ltd., Manahari	4	3	1	4	0	-	
1	Kavrepalanchok	Mandandeupur Municipality	Shree Naubise Krishi Sahakari Sanstha Ltd.	13	11	2	11	2	-	
2	Kavrepalanchok	Dhulikhel Municipality	Shri Kalidevi Mahila Bikas Sahakari Sanstha Ltd	10	2	8	8	2	-	
3	Kavrepalanchok	Panchkhal Municipality	Shree Azad Krishi Sahakari Sanstha Ltd.	8	7	1	5	2	1	
1	Lalitpur	Bagmati Rural Municipality	Bhattedndanda Krishi Sahakari Santha Ltd.	12	10	2	10	2	-	
2	Lalitpur	Godawari Municipality	Chapagaoun Chau Utpadan Krishi Sahakari Santha Ltd.	9	5	4	9	0	-	
3	Lalitpur	Mahakal Rural Municipality	Navadeep Bahuuddeshyia Sahakari Sanstha Ltd.	10	10	-	9	1	-	
1	Chitwan	Rapti Municipality	Janjagriti Hariyo Taja Tarkari Tatha Fulful Utpadak Sahakari Sanstha Ltd.	9	9	-	7	2	-	
2	Chitwan	Kalika Municipality	Saktikhor Mahila Sana Kisan Sahakari Santha Ltd.	12	4	8	7	5	-	
3	Chitwan	Ratnanagar Municipality	Ratnagar Taja Tarkari tatha Fulful Utpadak Krishi Sahakari Sanstha Ltd.	12	9	3	10	2	-	
1	Dhading	Dhunibeshi Municipality	Kalidevi Mahila Bikash Bahuuddeshyia Sahakari Sanstha Ltd.	12	2	10	9	3	-	
2	Dhading	Gajuri Rural Municipality	Jana Adarsha Krishi Bahuuddeshyia Sahakari Sanstha Ltd.	8	8	-	6	2	-	
3	Dhading	Benighat Rorang Rural Municipality	Krishak Sudhar Phalphul tatha Tarkari Sahakari Sanstha Ltd.	28	25	3	15	9	4	
4	Dhading	Benighat Rorang Rural Municipality	Salangghat FulfulTathaTarkari Utpadak Sahakari Sanstha Ltd.	16	14	2	11	4	1	
				217	163	54	144	67	6	0

List of Middle-person consulted

S.N.	District	Name of Buyer	Male	Female	Brahmin/Chhetri	Janajati/ Adibashi	Dalit	Others
1	Dhading	Ramhari Regmi	1		1			
2	Dhading/Nuwakot	Dil Bahadur Ranamagar	1			1		
3	Dhading/Chitawan	Baidar Basnet	1		1			
4	Makwanpur	Sobit Lama	1			1		
5	Lalitpur	Prakash Sharma (Manakamana vegetable suppliers)	1		1			
6	Kavre	Jayaram Danuwar	1			1		
7	Chitawan	Suhrid Chapagain (The Locals)	1		1			
8	Kavre	Saila Danuwar	1			1		
9	Makwanpur	Krishna Kumar and MajojKumar Vegetable Suppliers	1			1		
10	Nuwakot	Ramprasad Pudasaine	1		1			
11	Lalitpur	Sri Ram Subedi	1		1			
12	Chitawan	Rambahadur Vegetable Suppliers	1		1			

Annex 5: List of supporting documents reviewed

1. A Common Framework for Gender Equality & Social Inclusion 2017, GESI Working Group, 2017: Gender Equality and Social Inclusion Working Group, International Development Partners Group, Nepal.
2. Annual Progress Report 2018, Cooperative Market Development Programme (CMDP)/UNDP.
3. Annual Progress Report 2019, Cooperative Market Development Programme (CMDP)/UNDP.
4. Annual Progress Report 2020, Cooperative Market Development Programme (CMDP)/UNDP.
5. Baseline Survey on Production, Productivity, and Business Strata of Fruits and Vegetables and Socioeconomic Conditions of the Involved Households in CMDP Project Districts, CMDP, 2018.
6. Financial Report 2018, Cooperative Market Development Programme (CMDP)/UNDP.
7. Financial Report 2019, Cooperative Market Development Programme (CMDP)/UNDP.
8. Financial Report 2020, Cooperative Market Development Programme (CMDP)/UNDP.
9. Guidelines on Sustainable Development Goals for Cooperative Movement in Nepal, National Cooperative Federation of Nepal (NCF), 2019.
10. Periodic Progress Reports 2018-2021, Cooperative Market Development Programme (CMDP)/UNDP.
11. Project Document Nepal, Cooperative Market Development Program(CMDP)/UNDP, 2017.
12. Result Resource Framework (RRF), Cooperative Market Development Program(CMDP)/UNDP, 2019.
13. Statistical Information on Nepalese Agriculture, 2019/20, Ministry of Agriculture and Livestock Development, Planning and Development Cooperation Coordination Division Statistics and Analysis Section, Singhdurbar, Kathmandu 2021.
14. The Fifteenth Plan, 2019/20-2023/24, Government of Nepal, National Planning Commission Singhadurbar, Kathmandu.
15. Yearly Report, Planning, Monitoring, Evaluation and Information Section, Kalimati Fruits and Vegetable market Development committee, Ministry of Agriculture and Livestock Development, 2018-2021.
16. <<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>> Organization for Economic Co-operation and Development

Annex 6: Evaluation matrix

Evaluation criteria: Relevance

Key questions	Data source	Data collection Tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> How relevant were the overall design and approaches of the project? To what extent the project was able to address the needs and priorities of the target groups and communities in the crisis context and changing conditions? To assess whether the results achieved had a differentiated impact on women and other vulnerable groups? To what extent did the project contribute to the national policies and strategies such as Agriculture Development Strategy? To what extent were the output level results achieved and how did the project contribute to project outcomes? Does the project contribute to the outcome and output of the UNDP Country Program Document? Were there any unintended positive or negative results? To what extent the reprogramming of project activities for immediate COVID-19 response are relevant to meet the local needs? 	<ul style="list-style-type: none"> Desk review of project design and technical documents; national policies and strategies (including GoN, UNDP) Interviews with project staff management, project partners, stakeholders (government, private sector) and UNDP staff and CMDP members Review of project documents including progress report Review of COVID-19 impact assessment by GON, CMDP, etc. Review of country support strategy, SDG FGD with beneficiary groups Review of case studies and media reports 	<ul style="list-style-type: none"> Desk review KII FGD Competency analysis Case study MIS data 	<ul style="list-style-type: none"> Extent to which Project supports national priorities, policies and strategies Extent to which the project is aligned with national priority, SDGs and UNDP's country support strategy Degree to which the project supports aspirations and/or expectations of stakeholders and beneficiaries (incl. women) Number of project indicators with GESI Adequacy of project design and implementation to national realities and existing capacities 	<ul style="list-style-type: none"> Excel program Context analysis using PESTLE framework

Evaluation criteria: Effectiveness

Key questions	Data source	Data collection tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> To what extent the project activities were delivered effectively in terms of quality, quantity and timing? What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how the project and the partner have managed these factors? 	<ul style="list-style-type: none"> Desk review of project design and technical documents; national policies and strategies (including GoN, UNDP) Interviews with project staff management, project partners, stakeholders (government, private 	<ul style="list-style-type: none"> Desk review KII FGD Competency analysis Most significant change Case study Observation MIS data 	<ul style="list-style-type: none"> Level of achievement as per result chain (target vs achievements) Achievement of outputs (qualitative, quantitative) 	<ul style="list-style-type: none"> Content analysis Excel program

<ul style="list-style-type: none"> • To what extent have monitoring arrangements been effective and supported adaptive management? What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation? • How effective has the project been in enhancing the capacity of local partners to create enabling environment for value chain development? • To what extent did the project contribute to the UNDP Country Program Document outcome and outputs, the SDGs, the UNDP Strategic Plan and national development priorities such as Agriculture Development Strategy? • To what extent the project was successful to create employment and income opportunities to the local people? • How effective was the project in ensuring that concerns around GESI were integrated in its approach? 	<ul style="list-style-type: none"> sector) and UNDP staff and CMDP members • Review of fund flow and management cost at project level • MIS data disaggregated by gender and ethnicity • Beneficiaries groups related data • Review of project documents including progress report • Review of country support strategy, SDG • FGD with beneficiary groups • Review of case studies and media reports, training reports • Review of target vs achievements (outputs level) • KII with project team, partners, beneficiaries, LGs, CMDP/UNDP, CGs, etc. • Consultation with CGs for Micro-Capital Grants/Low Value Grants and their benefits/challenges • Governance, procurement, audit and compliance 	<ul style="list-style-type: none"> • Evidence of adaptive management and/or early application of lessons learned • Proportion of women and marginalised in the total direct beneficiaries • Number of community led initiatives led by women • Proportion of women representation in CGs • Number/types of gender responsive technologies introduced by the project
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Evaluation criteria: Coherence

Key questions	Data source	Data collection Tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> • How well the intervention fit in changed context? • To what extent the intervention is coherence with Government's policies. • To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP or Government of Nepal? (internal coherence) • To what extent the intervention was consistence with other actor's interventions in the same context or adding value to avoid duplication of the efforts? (External coherence) 	<ul style="list-style-type: none"> • Desk review of project design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with project staff management, project partners, stakeholders (government, private sector) and KOICA, CMDP/UNDP staff • Review of project documents including progress report • Data on Co-funding/co-financing/parallel 	<ul style="list-style-type: none"> • Desk review • KII • Competency analysis • Case study • Observation 	<ul style="list-style-type: none"> • Evidence of project modification based on the external environment • Evidence of synergies and interlinkages with other agencies • Evidence of added value, reduce duplication and foster synergy 	<ul style="list-style-type: none"> • Content analysis

- funding, KOICA, Agr. Ministry etc
- COVID-19 context, federalization, local govt. priorities, and other actors viz.

Evaluation criteria: Efficiency, implementation approach, M&E

Key questions	Data source	Data collection Tools	Indicators/ success standard	Data analysis
<ul style="list-style-type: none"> • How efficiently were the resources including human, material and financial resources used to achieve the results in a timely manner? • To what extent the fund flow mechanism (Letter of Agreement, Low Value Grant or Value Chain Grant) has been appropriate and efficient mechanism to leverage the resources to community? • To what extent was the existing project management structure appropriate and efficient in generating the expected results? • To what extent has the project implementation strategy and its execution been efficient and cost-effective? 	<ul style="list-style-type: none"> • Desk review of project design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with project staff management, project partners, stakeholders (government, private sector) and CMDP/UNDP staff, KOICA staff, Agri. Ministry staff and other stakeholders. • Review of project documents including progress report • Review of country support strategy, SDG • FGD with beneficiary groups • Review of case studies and media reports • Fund flow mechanism, AWP vs implementation, value for money, procurement guidelines, power delegation, community contribution, equity, co-financing /leverage • Timeliness, process efficiency • social and public audits, grievance handling mechanism etc. 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Case study • MIS data 	<p>Implementation and management</p> <ul style="list-style-type: none"> • Extent for partners for time and resources, to take over project activities • Evidence of clear roles and responsibilities O&M structure <p>M&E</p> <ul style="list-style-type: none"> • Actual use of the M&E system to change or improve decision-making/adaptive management • Share of M&E in the budget <p>Financial planning</p> <ul style="list-style-type: none"> • Extent to which inputs available to achieve the expected results • Timely delivery of funds, mitigation of bottlenecks. • Level of satisfaction of partners and beneficiaries in the use of funds, fund flow mechanism 	<ul style="list-style-type: none"> • Content analysis • Excel program • VfM analysis

Evaluation criteria: Sustainability

Key questions	Data source	Data collection Tools	Indicators/ success standard	Data analysis
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<ul style="list-style-type: none"> • To what extent are the benefits of the programs likely to be sustained after the completion of this program? • What are the key factors that will require attention in order to improve prospects of sustainability of Program outcomes and the potential for replication of the approach? • How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)? • What could be done to strengthen exit strategies and sustainability of the program? 	<ul style="list-style-type: none"> • Desk review of program design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with program staff management, program partners, stakeholders (government, private sector) and CMDP/UNDP staff and concerning members • Review of program documents including progress report, workshop reports • FGD with beneficiary groups • Review of case studies and media reports 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Case study • Observation • MIS data 	<ul style="list-style-type: none"> • Extent to which risks and assumptions are adequate and are reflected in the program document • Extent to which program is likely to be sustainable beyond the program • Extent to which sustainability to the program's results in the future, including financial resources 	<ul style="list-style-type: none"> • Content analysis • Excel program
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Evaluation criteria: Impacts

Key questions	Data source	Data collection Tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> • To what extent the program outputs were achieved and contribution to outcome level results? • To what extent can the program contribute to resilient and inclusive economic recovery through support to production, postharvest loss management, and market linkage? • To what extent has the support enabled citizen's trust in local government and its systems, particularly those of women. 	<ul style="list-style-type: none"> • Outcomes level indicators analysis and review (UNDP MIS), • Review of progress report, • FGDs and KII with beneficiaries and stakeholders • Resilient and inclusive economic recovery- indicators definition 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Case study • MIS data 	<ul style="list-style-type: none"> • Extent to which the level of changes in people's lives, livelihoods with increased resilience and accessibility 	<ul style="list-style-type: none"> • Content analysis • Excel program

Evaluation criteria: Partnership

Key questions	Data source	Data collection tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> • How the partnerships affected in the program achievement, and how might this be built upon in the future? • Have the ways of working with the partner and the support to the partner been effective and did 	<ul style="list-style-type: none"> • Desk review of program design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with program staff management, 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Case study 	<ul style="list-style-type: none"> • Level of achievement (as laid out in the log-frame) • Achievement of 	<ul style="list-style-type: none"> • Content analysis

<p>they contribute to the program's achievements?</p> <ul style="list-style-type: none"> • How does partnership with local partners including palikas, cooperatives, farmers' association and other actors along the value chain? Does it create synergies or difficulties? What type of partnership building mechanism is necessary for future partnership? 	<p>program partners, stakeholders (government, private sector) and UNDP staff and PEB members</p> <ul style="list-style-type: none"> • Review of program documents including progress report • Review of country support strategy, SDG • FGD with beneficiary groups • Review of case studies and media reports • MIS and GESI data • Enablers and barriers analysis • Review of partnership guidelines and partnership assessment reports • Pros and cons analysis for partnership with local government 	<ul style="list-style-type: none"> • MIS data 	<p>partnership outputs (qualitative, quantitative)</p>
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Evaluation criteria: GESI

Key questions	Data source	Data collection Tools	Indicators/success standard	Data analysis
<ul style="list-style-type: none"> • To what extent have issues of gender and marginalized groups been addressed in the design, implementation and monitoring of the program? • To what extent the program approach was effective in promoting gender equality and social inclusion - particularly focusing on women and socially disadvantaged groups? • To what extent has the program promoted positive changes of women and marginalized group? Were there any unintended effects? 	<ul style="list-style-type: none"> • Desk review of program design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with program staff management, program partners, stakeholders (government, private sector) • Review of program documents including progress report • FGD with beneficiary groups • Review of case studies and media reports • Data disaggregation in MIS, GESI targeted activities, GESI 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Most significant change • Case study • MIS data 	<ul style="list-style-type: none"> • Level of achievement (as laid out in the log-frame, target vs achievements) • Achievement of GESI outputs (qualitative, quantitative) 	<ul style="list-style-type: none"> • Content analysis • Excel program

<p>analysis in program design</p> <ul style="list-style-type: none"> • Analysis of data disaggregated by gender, ethnicity, disability, anecdotes from field, composition of CGs (leadership),

Evaluation criteria: Human rights

Key questions	Data source	Data collection Tools	Indicators/ success standard	Data analysis
<ul style="list-style-type: none"> • To what extent have Dalit, ethnic minorities, women and other disadvantaged and marginalized groups benefitted from the work of the program and with what impact? • To what extent have program integrated Human Rights based approach in the design, implementation and monitoring of the program? Have the resources been used in an efficient way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)? 	<ul style="list-style-type: none"> • Desk review of program design and technical documents; national policies and strategies (including GoN, UNDP) • Interviews with program staff management, program partners, stakeholders (government, private sector) • Review of program documents including progress report • FGD with beneficiary groups • Review of case studies and media reports 	<ul style="list-style-type: none"> • Desk review • KII • FGD • Competency analysis • Case study 	<ul style="list-style-type: none"> • Level of achievement (as laid out in result chain) • Achievement of human rights outputs (qualitative, quantitative) and description of activities 	

Annex 7: UNEG Code of Conduct

UNEG Code of Conduct

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dr. Kiran Raj Joshi

Name of Consultancy Organisation (where relevant): **Environment & Resource Management Consultant
JV PRISM CONSULTS I. L. (P) LTD.**

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date) 15 March, 2021, Kathmandu

Signature:



UNEG Code of Conduct

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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Kishor Kafle

Name of Consultancy Organisation (where relevant): **Environment & Resource Management Consultant
JV PRISM CONSULTS I. L. (P) LTD.**

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

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Name of Consultant: Dr. Pratap Chatkuli

Name of Consultancy Organisation (where relevant): Environnement & Resource Management Consultant JV PRISM CONSULTS I. L. (P) LTD.

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date) 15 March, 2021, Kathmandu



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Name of Consultant: Mahadev Bhatta

Name of Consultancy Organisation (where relevant): Environnent & Resource Management Consultant JV PRISM CONSULTS I. L. (P) LTD.

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date) 15 March, 2021, Kathmandu

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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Sugam Bajracharya

Name of Consultancy Organisation (where relevant): Environnent & Resource Management Consultant JV PRISM CONSULTS I. L. (P) LTD.

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date) 15 March, 2021, Kathmandu

Signature: 