



*Empowered lives.
Resilient nations.*

26 July 2013

Dear Ms. Khatiwada,

Subject: Micro enterprise Development Programme (Phase IV)

Please find attached, for your information and records, a fully signed copy of project document for the above-mentioned project.

Yours sincerely,

Shoko Noda
Country Director

Ms. Yam Kumari Khatiwada
Joint Secretary/NPD- MEDEP III
Planning and Policy Analysis Division
Ministry of Industry
Singha Durbar

cc: - Ms. Tara Gurung, Country Manager, AusAID, Australian Embassy
- Dr. Lakshman Pun, National Project Manager, MEDEP III

United Nations Development Programme
Country: NEPAL
Programme Document

Programme Title	Micro-Enterprise Development Programme (MEDEP) IV
UNDAF Outcome(s):	Vulnerable groups have improved access to economic opportunities and adequate social protection
Expected CP Outcome(s): (Those linked to the Programme and extracted from the CPAP)	
Expected Output(s): (Those that will result from the Programme and extracted from the CPAP)	Output 2.2.1 : 35,000 micro-entrepreneurs created and 40,000 existing ones scaled up for poverty reduction, employment generation and sustainability Output 2.2.2 : Government has increased capacity to design, implement and monitor a multi-partner supported micro-enterprise development programme
Implementing Partner:	Ministry of Industry, Government of Nepal
Responsible Parties:	MoF, MoFALD, MoFSC, MoAD, NRB, NPC, FNCCI, FNCSI, AYON

Brief Description

The goal of the Microenterprise Development Programme (MEDEP) is to contribute to the poverty reduction and employment generation efforts of the Government of Nepal (GoN) through micro-entrepreneurship development. This approach is in line with the strategy of the GoN's periodic plans.

During the fourth phase of MEDEP, 73,000 new micro entrepreneurs will be created (30,000 with MEDEP resources, 32,000 by MEDPA and 11,000 Local Bodies) with particular focus on supporting households that are living below the national poverty line, women and the socially excluded, by strengthening the national system to support the establishment of micro-enterprise start-ups. This will be achieved by building the capacities of government at central and local levels to develop and implement policies for the support of micro-entrepreneurship, as well as by strengthening access to markets, finance and business development services.

Building on its experience of 14 years of providing support to micro-entrepreneurs in Nepal, MEDEP will create micro-enterprises indirectly, by mentoring and supporting the strengthening of the GoN's Micro Enterprise Development for Poverty Alleviation (MEDPA). The programme will be implemented in partnership with central and local government institutions, as well as by supporting non-government and private sector organisations. MEDEP's outcome therefore will not be limited to just creating new entrepreneurs. Its main contribution will instead be to endow Nepal with a sustainable institutional setup for the delivery and support of entrepreneurship even after the end of the programme.

MEDEP will also support peace and stability in Nepal, by significantly contributing to addressing poverty and social exclusion, which are among the root causes of conflict in the country.

Programme Period:	August 2013- July 2018
Key Result Area (Strategic Plan):	<u>Poverty Eradication</u>
Atlas Award ID:	<u>00070800</u>
Start date:	<u>1 August 2013</u>
End Date:	<u>31 July 2018</u>
PAC Meeting Date:	<u>18 July 2013</u>
Management Arrangements:	<u>National Implementation (NIM)</u>

YYYY AWP budget:	US\$ 34,270,429
Total resources required:	_____
Total allocated resources:	_____
• Regular	US\$ 2,544,279
• Other:	
o AusAID	US\$ 31,652,700
o CQU	US\$73,450
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Implementing Partner):



Agreed by UNDP
 Resilient nations.

Joint Secretary

Shoko Noda
 Country Director

26 July 2013

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ACRONYMS

ADBL	Agricultural Development Bank Limited
AEPC	Alternative Energy Promotion Centre
APSO	Area Programme Support Office
AusAid	Australian Agency for International Development
AWP	Annual Work Plan
AYON	Association of Youth Organization Nepal
BDSPO	Business Development Service Providing Organization
CIDA	Canadian International Development Agency
CPAP	Country Programme Action Plan
CQU	Central Queensland University
CSIDB	Cottage and Small Industries Development Board
CSIO	Cottage and Small Industries Office
CTEVT	Council for Technical Education and Vocational Training
DMEGA	District Micro-entrepreneurs Group Association
DCSI	Department of Cottage and Small Industry
DDC	District Development Committee
DEDIC	District Enterprise Development and Implementation Committee
DEDP	District Enterprise Development Plan
DFID	Department for International Development
EAFS	Enhancing Access to Financial Services
EDF	Enterprise Development Facilitator
EDO	Enterprise Development Officer
EDU	Enterprise Development Unit
FHAN	Federation of Handicraft Association of Nepal
FNCCI	Federation of Nepalese Chambers of Commerce and Industries
FNCSI	Federation of Nepalese Cottage and Small Industries
FSP	Financial Service Provider
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoN	Government of Nepal
HDI	Human Development Index
IN	Indigenous Nationalities
JICA	Japan International Cooperation Agency
LGCDP	Local Governance and Community Development Programme
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MECD	Micro-Enterprise Creation & Development
MED	Micro-Enterprise Development
MEDEP	Micro-Enterprise Development Programme
MEDF	Micro-Enterprise Development Fund
MEDP	Municipal Enterprise Development Plan
MEDPA	Micro-enterprise Development for Poverty Alleviation
MED SP	Micro-entrepreneurship Development Service Provider
MEG	Micro-entrepreneurs' Group
MEGA	Micro-entrepreneurs' Groups Association
MEU	Micro-enterprise Unit
MFALD	Ministry of Federal Affairs and Local Development
MFI	Microfinance Institution
MoAD	Ministry of Agriculture Development
MoF	Ministry of Finance
MoFSC	Ministry of Forest and Soil Conservation

Mol	Ministry of Industry
MoWCSW	Ministry of Women, Children, and Social Welfare
MRC	Micro-enterprise Resource Centre
MSME	Micro, small and medium enterprises
NIM	National Implementation
NLSS III	National Living Standard Survey III
NMEFEN	National Micro-entrepreneurs Federation Nepal
NPC	National Planning Commission
NPD	National Programme Director
NPM	National Programme Manager
NPSO	National Programme Support Office
NRB	Nepal Rastra Bank
NSTB	National Skill Testing Board
NTFP	Non Timber Forest Products
NZAID	New Zealand Agency for International Development
PB	Programme Board
PPP	Purchasing power parity
PRA	Participatory Rural Appraisal
PAF	Poverty Alleviation Fund
QPR	Quarterly Progress Reports
RMC	Rural Market Centers
RMDC	Rural Micro-finance Development Centre
RREP	Renewable and Rural Energy Programme
RSRF	Rural Self Reliance Fund
SBAA	Standard Basic Assistance Agreement
SIYB	Start and Improve Your Business
SME	Small and medium enterprises
SNV	Netherlands Development Organization
T.S.L.C	Technical School Leaving Certificate
TOEE	Training for Existing Entrepreneurs
TOGE	Training for Growing Entrepreneurs
TOPE	Training for Potential Entrepreneurs
TOR	Terms of Reference
TOSE	Training of Starting Entrepreneurs
TOT	Training of Trainers
TYP	Three Year Plan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VDC	Village Development Committee
VEDP	Village Enterprise Development Plan
VSLA	Village Savings and Loan Association
WB	World Bank

1.1 Economic and Political Context

Being a naturally beautiful country with series of snowy mountains and numerous beauties from east to west, Nepal attracts large numbers of visitors from other countries. Nepal has huge resource potential but the gap between the availability of resources and their usage is wide. Due to the lack of employment opportunities as well as few production oriented activities, Nepal's GDP per capital remains low. According to the Nepal Central Bureau of Statistics 25.2% of the population live below the poverty line, currently set at Rs. 19,261 (US\$ 250)¹ per person per year. The approach paper of the thirteenth plan estimates the poverty level at 23.8 percent. Poverty is pervasive and chronic, and this state of pervasiveness is reflected by Nepal's global ranking in the 2011 Human Development Index at 157 out of 187 countries.²

In Nepal, the development-related results of gender discrimination, like poverty, varies between urban and rural areas, and between regions. With regard to gender-related development, the Mid and Far-Western Regions, again, have the lowest rankings in the country on both the Gender Empowerment Measure³ as well as on the Gender-related Development Index⁴— the composite indices which measure the inequality between men and women. Gender-based discrimination persistent in Nepali cultures has led to women falling behind in most development indicators. For example, less than 6% of women are employed in the formal sector, and there was no change in women's employment patterns in almost two decades between 1990 and 2008 in the non-agricultural sector.⁵ In addition, cultural norms in some communities constrain women's mobility in public spaces, their participation in the public domain including the markets, and therefore limit them in becoming homemakers whose contributions to the economy in general and to the household economy in particular are not recognized. The adult literacy rate for women remains at 44% compared to 72% for men; and 83% of Tarai Dalit women are illiterate. According to NLSS 2010-12, poverty is higher among those with low levels of education/literacy which suggests that women are more vulnerable to being poor and remaining poor.

Over the last decade the country has however made considerable progress in its path to reducing poverty. Poverty rates declined significantly across all of Nepal's development regions and ecological belts, an impressive achievement given the country's politically difficult and conflict-ridden environment. Headcount poverty rate declined from 42% to the current 25.2% between FY95/96 and FY10/11. Urban poverty declined from 22% to 15.5% and rural poverty declined from 43% to 27.4%.⁶ This is a significant achievement. Nepal is

¹ Nepal Living Standard Survey (NLSS), 2010/11, Central Bureau of Statistics (CBS), National Planning Commission (NPC). It is approximately PPP \$1.30 per capita per day as per World Bank estimations.

² United Nations Development Programme; Human Development Index, 2011.

³ NHDR 2009; Table 2.9, and p.

⁴ NHDR 2009; Table 2.7, and p.

⁵ The share of women aged 15 years and above in wage employment in the non-agriculture sector was 18.9% in 1990 and 19.9% in 2008 (Nepal Labour Force Survey 2009).

⁶ Source: NLSS 2010/11.

also on track to achieve many of the MDGs including halving absolute poverty by 2015 (from 42 to 21% as defined by the national poverty line).

Progress in poverty reduction, however, is not driven by sustainable economic growth, but mainly by improvements in remittance, agricultural wage, connectivity, urbanization and starting in the 1980s a decline in fertility, household size and dependency ratio. In Nepal people are poor not only because of low income, but also because of low access to opportunities or participation.⁷

Economic growth has in fact remained slow even in the post-revolution period, averaging 4.4% a year from 2007 to 2012 with negligible economic structural transformation. The contribution of manufacturing to GDP has been on a constant decline since 2005/06, moving from 9.38% to 6.2% in 2012/13. The agricultural sector remains large; contributing to more than 34.3% of GDP,⁸ but it fails to grow as fast as it should, with poverty remaining largely an agricultural phenomenon. Several constraints impede growth in agriculture. Not more than a fifth of irrigable land has access to year round irrigation while use of improved seeds and technology is quite disappointing. The sole reliance on import for supply of chemical fertilizer renders the availability uncertain and costly. Agriculture is also overwhelmed by subsistence family farming, with 53% of farmers operating less than 0.5 ha of land.

Reductions in poverty rates in rural and remote areas are further challenged by large regional and social disparities, due to geographical barriers and a social structure that is still characterized by the discrimination and exclusion of some groups. For instance, statistics show that poverty is considerably above the national average in the Far Western and the Mid-Western development regions (45.6% and 31.7% respectively), while it is well below in the Western, Central and Eastern regions (22.25%, 21.7% and 21.44% respectively).⁹ According to the Ministry of Federal Affairs and Local Development's (MoFALD) Disadvantaged Group mapping, 465 out of 636 of the Village Development Committees (VDCs) in these areas fall into the most disadvantaged categories.¹⁰ Hill and Terai Dalits

⁷ UNDP, "Nepal Human Development Report 2009: State Transformation and Human Development."

⁸ Economic Survey 2012/13, Ministry of Finance.

⁹ However, taking population density into consideration, Tarai (or southern plains in Nepal from the east to the west bordering India to the south) holds 48.7% of the country's population and has 45.4% of the poor with incidence of poverty being 23.44%. Within the Tarai, the rural Central Tarai area has 23.13% poverty but has the highest concentration of the poor (13.3%) with 15.15 of the country's population residing here.

¹⁰ The MFALD DAG mapping categories range from 1 to 4; 4 being the most disadvantaged. The six indicators used in DAG mapping to measure the VDCs' degree of disadvantage are:

- i. Food sufficiency of less than 3 months (concentration of daily-wage labourers, out-migration in search of labor, bonded labor)
- ii. Presence of marginalized groups (such as Dalits, janajati, etc., resulting in socio-cultural discrimination, untouchability, verbal abuse, social exclusion in public gatherings and non-acceptability of ethnic cultures)
- iii. Access to basic services: primary-level school and sub health post
- iv. Representation/participation of women, Dalits and janajati in formal decision-making bodies such as VDC, School Management Committees, Health Management Committees, local NGOs, etc.
- v. Prevalence of gender discrimination such as early marriage, girls not sent to school, superstition of witch, violence against women, dowry deaths, seclusion, Chhaupadi
- vi. Prevalence of vulnerable groups such as victims of conflict (orphans, widows, single female-headed households, out-migration, etc.), trafficking, physical disability, natural calamities, HIV/AIDS.

remain the poorest segment of the population, and seem to be benefiting less from the decline in poverty.¹¹

The Diagnostic Study on Critical Growth Constraints for Nepal¹² cites lack of productive opportunities, particularly in rural areas, unequal access to opportunities to improve agricultural productivity, engage in non-agricultural activities or migrate abroad (due to poor infrastructure, communications, access to productive assets, education and skills), and inadequate social protection and public service delivery as the main constraints to economic growth.

1.1.1 Youth unemployment and migration - a national challenge

Low economic growth, a substantial working population involved in low paying and less productive agriculture and informal employment, low skill base and low level of human development, pervasive vulnerability and uncertainty, large economic and social disparities, and persistence of the semblance of conflict and after conflict scenario – all these make Nepal unique in the multiplicity of its challenges and opportunities to generate productive employment. Promoting employment growth is difficult in peace time, and Nepal's post-conflict environment compounds these challenges.

Nepal, due to weak development strategies, exacerbated by conflict and political instability, has been unable to create adequate employment opportunities. The gap in employment creation with the estimated 400,000-450,000 new entrants into the labour market each year while the annual additional employment creation is estimated at 200,000-300,000 that has led youths to migrate abroad for jobs.

The challenge is particularly great, with the level of unemployment being higher among youth, meaning that when they enter the job market the chances that they may not get a job are high. Against the national employment level of 2.1%, the youth unemployment rate is 3.5% and is even more pronounced in urban areas at 13.0% unemployment as shown by the Labour Force Survey (2008-09). This does not augur well for the nation. Continuation of traditional agricultural practices that are not operated year round is another explanation for high levels of under employment. But for foreign employment opportunity, which itself is reported to have numerous consequences besides not being sustainable from a long term perspective, there could have serious effects to the nation state.

The lack of economic opportunities, particularly in rural areas, determines high levels of unemployment and migration. Landless farmers and youth are gradually leaving agriculture and rural areas, as it is hard to eke out a livelihood there without holding land assets.¹³ Lack of adequate knowledge, skill, technology and entrepreneurship to transform the prevailing traditional farming into a commercial farming system constrains farmers to subsistence farming. The National Living Standard Survey 2010/11 estimates that 33% of households have an absentee living outside the country.

¹¹ Please refer to Annex 2 for a detailed gender and social analysis.

¹² ADB, DFID, ILO (2009). Nepal Critical Growth Constraints 2009: Country Diagnostic Study.

¹³ The NLSS 2010/11 shows that about 5% of agricultural households do not hold land. An even bigger issue is however the fragmentation of land, since the majority of the agricultural households depend on small farm size for cultivation. Of the total farmers about 53 percent are "small" farmers (operating less than 0.5 ha of land).

Although the official unemployment rate is 2.1%, government recognizes that such a low rate is mostly due to a large number of migrants.¹⁴ Many migrants are in their mid-20s, and are draining resources from the local and national economies. As a result, the labour supply in rural areas has fallen significantly, raising real wages in many cases. Many male members of remittance-receiving households have less incentive to work and have reduced their labour supply, exacerbating labour shortages, including for development activities.

Migration, however, does have some temporary beneficial effects. Remittances from migrants (mainly to the countryside) have temporarily mitigated poverty and inequality. The NLSS 2010/11 estimates that 55.8% of all households in Nepal receive remittances, and that remittances represent more than 30% of these households income. Remittances from urban to rural areas have contributed to a reduction in inequality, with the ratio of urban to rural per capita income falling from 3.04 in 1995 to 1.48 in 2011; although, disparities have widened within regions between households receiving remittances and households who do not.

Of the large flow of remittances, however, only 2% of transfers are translated into productive investments,¹⁵ mainly in urban areas, whilst the vast majority pay for everyday consumption, posing issues of sustainability. In addition, the heavy reliance on remittances is creating distortive incentives for citizens' engagement, entrepreneurship, service delivery and government accountability, in a vicious policy cycle. In this cycle, migrants seek jobs abroad because there are limited opportunities within their own country and send remittances home to recipients, who then become less eager to hold the government accountable for good economic policy than if there had been no remittance income. As a result, the government does not feel pressed by public opinion to improve economic policy. Due to lack of improvement in economic policy, growth and job creation, more migrants need to leave the country for lack of domestic opportunities.

1.2 Entrepreneurship as a viable strategy for the Government of Nepal

The government recognises the need to create economic opportunities to retain the youth in the country and improve social stability and security. For this reason the latest government policies place a lot of emphasis on the need to promote employment opportunities for Nepali youth, both at home and abroad.

Recent development plans state that the prime responsibility of the state is to "promote employment opportunities by imparting knowledge and skills to national human resources in line with national and international labour markets". They also call for instituting a "tripartite bond among government, employers as well as workers and to create an investment friendly environment" by investing in labour management infrastructure. The key objective of the Thirteenth Plan, as defined by its approach paper, is: to make people feel directly the change in quality of life by reducing income poverty and human poverty. Emphasis is particularly placed on increasing access of youth, women, indigenous people, people with disabilities, Madhesi, Dalits, and conflict affected people to productive employment. The Industrial Policy 2010 brings the emphasis on developing micro-enterprise, whilst the Micro-

¹⁴Economic Survey 2011/12, Ministry of Finance.

¹⁵Pant, Bhubanesh (2011), *Harnessing Remittances for Productive Use in Nepal*, Economic Review (Occasional Paper) No 23, Nepal Rastra Bank.

enterprise Development Policy (2008) completes the set of policies that promote micro-entrepreneurship by mandating the creation of an enabling environment for microenterprise development.

It should also be emphasised that Nepal is still passing through a momentous and prolonged political transition. The country is still emerging from a violent ten year-long conflict (1996-2006). While some progress has been made towards implementing the Comprehensive Peace Agreement that concluded the armed conflict in 2006, there is still progress to be made. Out of this transitional experience the government is realising today that fundamental drivers of peace and prosperity must be embedded in inclusive political institutions, employment creation, and equitable development to ensure that progress does not further exacerbate splinters in society.

In this respect, Nepal has been implementing a number of programmes and activities that target poverty alleviation with diverse perspectives, strategies and approaches. The broad, planned development initiatives are guided by a focus on poverty alleviation; however, the impact of these programmes has been small, as evidenced by slow growth of approximately four percent per annum over the last two decades, due to weak linkages between these programmes. Poverty elasticity of growth is estimated at 0.4, meaning that total development efforts will reduce poverty by 1.6 percent per annum on average. Besides this, there are a number of efforts and studies to indicate varying impacts of these efforts on poverty alleviation. The Poverty Alleviation Fund (PAF) which focuses more on small infrastructure development and income generating activities, implements through NGOs, not local bodies. Also unlike MEDEP, it does not follow entrepreneurship development and preparatory efforts, which is essential for sustainability of income generating activities. Other similar projects include: Livelihoods and Forestry Project (LFP), which focuses on improving livelihoods by promoting equitable, efficient and sustainable access to forestry and other natural resources; Rural Access Programme (RAP), which follows the strategies of improving access while also emphasizing income generating activities; Karnali Employment Scheme, which follows cash transfer strategies; and HELVETAS' ELAM project, which has a similar approach to MEDEP, but does not work through DDC works directly with the private sector and for the development of enterprise support providers as commercial entities. However the goal of all these programmes/projects is to contribute to poverty alleviation in Nepal. Hence MEDEP should coordinate with these similar projects/programme in order to improve the sustainability of enterprises and have greater impact at the grassroots level.

Similar new initiatives exist, such as DANIDA's Unnati – a programme being implemented in 2014-19 for the promotion of sustainable inclusive growth that reduces poverty and raises living standards through the strategies of sustained improvement of selected value chains, sustained improvement of rural infrastructure and sustained improvement of enabling environment. This initiative focuses on broader aspects, including policies and infrastructure. In addition, IFAD is going to implement Rural Enterprises and Jobs with five components viz. enterprise promotion and job creation, business development services, financial services, support infrastructure and institutional development and project management during the period 2015-22. MoI is also implementing Nepal Market Development Programme during 2009-2017 to improve the income and growth of poor and disadvantaged people in key sub-sectors of agricultural and rural market centres with the financial assistance of DfID. UNDP Asia Pacific is implementing Promoting Micro, Small and

Medium Enterprises (MSMEs) to build, strengthen and enhance the capacity of MSMEs that are women-led and owned in Bangladesh, Bhutan, India, Nepal and Sri Lanka to derive greater benefits from regional markets and value chains, with the support of AusAID, UNDP, Commonwealth Secretariat, and International Finance Corporation during 2013-2016. In view of similar goals, close cooperation and linkage should be established with the project. MEDEP, being an operational programme, does not compete with these programmes; they are, in fact, complementary to MEDEP, although MEDEP focuses more on empowering the poorest of poor people. Working closely with these initiatives will lead to greater synergy and better results. There are several poverty alleviation programmes and they should be streamlined under one-roof to promote effective use of resources and avoid duplication. This phase will help the GoN to bring most of the similar programmes and projects under one roof and ultimately help to develop SWAP.

MEDEP has already been working to build the capacity of the government and service providers to make this programme sustainable. The MEDEP impact study (2010) indicated that MEDEP can be considered one of the most successful development initiatives implemented by GoN in partnership with UNDP and other development partners including AusAID, NZAID and DfID between 1998 and 2008. From the perspective of sustainability, the cost-effective model has been rated high despite effective integration of all six components. Overall, for enterprise and entrepreneurship development, the MEDEP modality is highly result oriented and also appears to be sustainable in the prospect of continuing entrepreneurial operation by a substantial portion of MEDEP developed entrepreneurs.

On the basis of these findings, the Government of Nepal is now approaching micro-enterprise development with determination. Since 1998 the Ministry of Industry, in partnership with the UNDP, has been implementing the Microenterprise Development Programme (MEDEP), a multi-million US dollars programme aimed at creating micro-entrepreneurs in the most remote and disadvantaged areas of Nepal. While UNDP's support to MEDEP is expected to be coming to an end in June 2013, since 2010 GoN has been mainstreaming MEDEP's approach into a new programme called Micro-enterprise Development for Poverty Alleviation (MEDPA). MEDEP and MEDPA are the cornerstones of GoN's micro-entrepreneurship development strategy and policy.

In order to succeed in these efforts, the Government of Nepal has requested the UNDP to extend the MEDEP programme by an additional five years, with the aim of building the institutional capacity of the Ministry of Industry and its partners in the delivery of MED.

1.3 A brief overview of MEDEP

As stated, MEDEP started in 1998 from the collaboration between the GoN and UNDP. The Programme is currently in its third phase, which will come to an end in June 2013. During its life, MEDEP has been supported by a number of development partners, including AusAID, CIDA, DFID and NZAID. AusAID has become a major donor for this programme.

Over the years, MEDEP's coverage has been extended to a total of 38 districts, 989 VDCs, 27 Municipalities and 482 rural market centres (see the Map presented in Figure 2). Although the primary target group of MEDEP is those living below the national poverty line,

Over its life MEDEP has provided entrepreneurship development training; technical skills; access to finance; testing and transfer of appropriate technology; business counselling and market linkages to over 60,585 micro-entrepreneurs. Furthermore, the programme has also successfully provided policy advocacy for the promotion of micro and small enterprises, and support to draft appropriate policies, acts, regulations and guidelines.



- 60,585 have become micro-entrepreneurs, of which 29% Dalits, 38% Indigenous Nationalities (Adibasi –Janajatis), 74% Women and 62% Youths.
- An independent Impact Assessment of MEDEP conducted in 2010¹⁷ shows that:
 - ★ 80% of entrepreneurs created during the 12-year life of MEDEP were still in business in November 2010 and 73.1% of benefited households have moved out of poverty. 64% of the sampled micro-entrepreneurs have been operating at individual or private

¹⁷ According to Narma Consultancy, "Impact Assessment of Micro-Enterprise Development Programme", November 2010.

level, 12% are members in group enterprises, 4% are working as employees/workers in others' enterprises and only 20% did not have enterprise business.

- ★ MEDEP participants have experienced 512.5% increase in income compared to 192% of non-participants.
- ★ More women (74%) moved out of poverty as compared to men (69%). Similarly, involvement in micro-enterprise activity contributed to more women having ownership of assets (e.g. land, house, bank balance/savings), as well as holding share/equity in co-operatives compared to men. Greater proportion of women participants (14.3%) perceived that their status within households as economic agents/income earners had increased as compared to men (3.3%).
- It was primarily as a result of MEDEP's strong and persistent advocacy that the GoN incorporated micro-enterprise development into its Three Year Plan (2007/2008 – 2009/2010)—the guiding framework for the current Three Year Plan—as an integral part of its strategy to create productive self-employment to backward, poor, and targeted groups.
- MEDEP helped MoI to systematically conceptualize the national Micro-enterprise Development for Poverty Alleviation (MEDPA) programme document as well as its Implementation Guidelines.
- MEDEP has established networks and forums of micro-entrepreneurs to strengthen them as a group at all levels: the National Micro-entrepreneurs Federation of Nepal¹⁸ (NMEFEN), the District Micro-entrepreneurs Groups Associations (DMEGAs), the Micro-entrepreneurs Groups Association (MEGAs), and the Micro-entrepreneurs Groups (MEGs) at the community level.
- MEDEP has established proficient Micro-enterprise Development Service Providers (called Business Development Service Providers Organisations –BDSPOs) at district level, and a national association that brings them together called the National Entrepreneurship Development Centre (NEDC).

1.3.1 MEDEP's approach to deliver resilient micro-entrepreneurs

With over 14 years of direct Micro-entrepreneurship development MEDEP has gained a strong understanding of the challenges of Nepali micro-entrepreneurs and has been able to develop a successful approach to MED.

At the initial stages, MEDEP carries out a resource/market potential study to determine the most feasible entrepreneurship activities in a local area. In particular, the aim of this study is to determine potential market demand and local resource availability. Subsequently, MEDEP's approach supports a potential micro-entrepreneur through six steps that offer a mix of training and service provision. These steps are represented in Figure 4 below and are:

¹⁸ A federated body of District Micro-entrepreneur Group Associations (DMEGAs)

- I) Social Mobilisation – Use of Participatory Rural Appraisal for identification of target candidates, formation of micro-entrepreneur groups to provide basic support to entrepreneurs, socialization of ideas and basis for impact measurement.
- II) Entrepreneurship training – Provision of Start and Improve Your Business¹⁹ and Micro Enterprise Creation & Development (MECD) training.
- III) Technical skills development – Provision of basic technical training according to the type of enterprise that the candidate intends to start.
- IV) Access to financial services – Establishment of linkages between financial institutions (MFI, cooperatives) and start-up enterprises.
- V) Access to appropriate technology – Provision of low-cost technology to start a business through the so called Common Facility Centres.
- VI) Market linkages and business counselling – Consolidation of production by micro-entrepreneurs and linkages with wholesale buyers and markets.

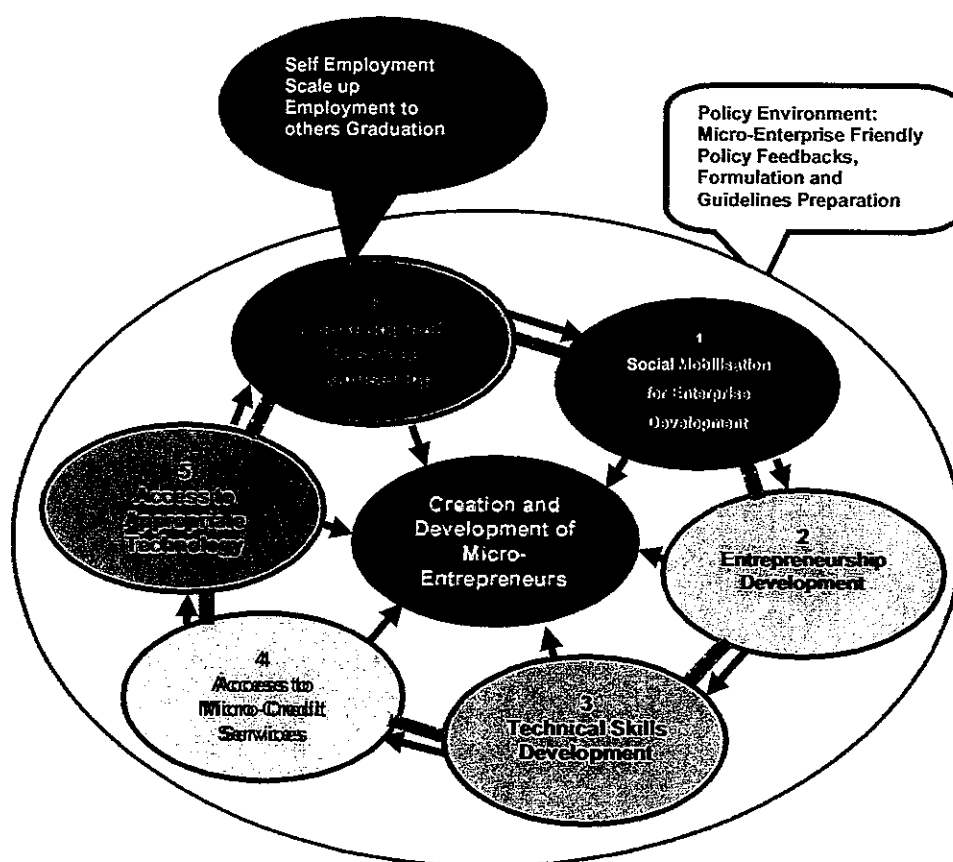


Figure 2 – MEDEP’s integrated approach to MED

¹⁹ SYIB, with three levels is a training package designed by ILO to promote entrepreneurship. It has been implemented in many countries and the package, in certain countries, is observed to be not very successful. MEDEP, in order to suit the local conditions, simplified and modified it. Additionally, SYIB is only one of the components of the integrated package. If SYIB alone is considered adequate, it may not yield results. However, MEDEP is implementing a holistic approach and it has proved to be successful.

Entrepreneurs that are developed through the Integrated Approach go through two stages. First they develop *start-up enterprises*, and then they *graduate* into profitable businesses and *resilient entrepreneurs*.

In MEDEP's experience, an entrepreneur needs on average 12 months to start-up a business; however, starting up is not sufficient to guarantee resilience, as most start-ups require further support to access input, financial and sale markets to become profitable. MEDEP has, therefore, typically supported start-ups to *graduate* into profitable businesses by providing them with targeted technical support in the form of higher levels of entrepreneurship training, linkage with financial service providers, linkage with markets, business counselling, branding, packaging, and other services. In MEDEP's experience, start-ups take up to a maximum of 2 years to graduate, for a total of a maximum of 3 years from the start to end of the process.

In addition to start-up and graduation, MEDEP IV will also aim to develop resilient enterprises, or micro-entrepreneurs that are sufficiently connected to service and output markets to be able to grow their businesses and overcome economic shocks.²⁰ Resilient entrepreneurs are therefore measured as those entrepreneurs who are still in business at least two years after *graduating* from MEDEP's support. The figure below depicts MEDEP's MED process from selection to growth through start-up and graduation, while the table provides a summary of the stages of micro-entrepreneurship creation.

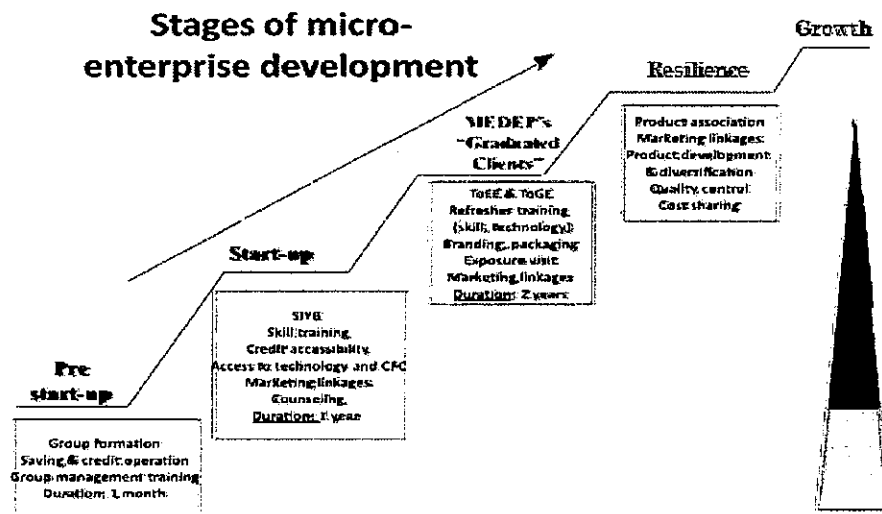


Figure 3 – MEDEP's MED phases

²⁰ According to the Webster English Dictionary resilience is the "ability to recover from or adjust easily to misfortune or change". Resilient entrepreneurs are therefore those who last in business without MEDEP's help, and are measured as entrepreneurs who are still in business at least two years after "graduation".

Stages	Start-up phase	Graduation	Resilience
Definition of stage	ME has established a company but profit is nil or does not exceed her/his opportunity costs (the hourly wage of an alternative employment)	ME has recovered initial investment and is running a profitable business, earning more than its opportunity cost. ²¹	ME has market linkages to be able to innovate, grow his/her business and overcome economic shocks.
Indicator used	Number of MEs who have started a businesses	Number of MEs running a profitable businesses	Number of MEs running a profitable business two years or more after graduation

1.4 Lessons Learned and Challenges

A number of lessons and challenges have been identified over 15 years of MEDEP implementation. These are as follows:

Lessons

- MED is useful tool to develop a number of sectors in a country with such low industrial base and high levels of poverty like Nepal. For instance, micro-entrepreneurs can play a relevant role in agriculture, forestry, tourism, service and handicraft industries. For this reason, all relevant ministries and government agencies need to be brought together to successfully develop entrepreneurs. In other words, the sustainability of MED in Nepal depends on the capacity of different government ministries to see it as a valid tool to promote development in their respective area of competence, and of the Government of Nepal overall to understand the effectiveness of well-targeted MED as a tool for poverty reduction.
- More employment can be created when micro-enterprise activities are based on agro-based and forest-based products, all of which have a potential for value addition.
- Access to finance, market linkages and follow up support are essential for enterprise sustainability and growth. Hence, MED should encompass integrated strategies according priority to these critical elements of enterprise sustainability and growth.
- Empowering the Districts Development Committees (DDCs) in the delivery of MED is pivotal, as it ensures coordination at the implementation level, improved targeting, and allows for resource pooling between district-level agencies, which is the only possible

²¹ Profitability in this context means that the entrepreneur has recovered initial investment costs and the micro-enterprise earns sufficient revenue to pay its costs and remunerate the entrepreneur's effort. Computation of profitability will need to be made over a business year. Since during this period the micro-entrepreneur will receive training and mentoring from the programme, graduation may happen right after training (or training may be terminated because the entrepreneur is deemed to have graduated).

route to achieving MED sustainability. The delivery of MED in Nepal therefore needs be framed within the Local Self Governance Act (LSGA 1999) that mandates DDCs to lead and coordinate district-level development activities. DDCs also benefit from a high degree of freedom in determining development priorities and allocating resources from national block grants following the participatory planning process outlined in the LSGA. Allowing DDCs to lead on MED is essential to leverage the use of block grants and other local resources for MED.

- Given the intensity required for MED using the Integrated Approach, in order to reach out to as many poor people as possible, the most effective way of delivering is by outsourcing training and coaching to private business development service providers. With MEDPA, government has embraced this approach, limiting its role to planning, procuring, and monitoring the delivery of services by contracted business development service providers. Effective use of consultants and technical assistance however is required for government to have strong capacity in managing contracts and monitoring results.
- MEDEP's experience shows that the strong reliance on procurement is successful only if coupled with a functioning governance structure at DDC and central level. For this purpose, District Enterprise Development Committees (DEDC) are created to help shield DDCs from political pressures, and ensure co-ordination and proper use of resources (as well as resource pooling). Key to a sustainable implementation of MED is also applying a procurement mechanism that can guarantee efficacy, transparency and value for money through contracting scale and competition.
- For the purpose of having control over the quality of the training and support provided to new micro-entrepreneurs, over the years MEDEP has trained more than 713 Enterprise Development Facilitators (EDFs), and helped them to form NGOs and become MED service providers. Each district has one MEDEP-created MED Service Provider. MEDEP has however come to realise that this approach is a major limiting factor in the expansion of MED to more areas of the country, as access to blds is largely limited to a small number of MED service providers.
- A critical factor of success and of sustainability for MED delivery is to have motivated staff that can drive the implementation of MED and push for service delivery to reach out to the most remote areas.

Challenges

The commitment of leadership by the MoI to fully institutionalise the lessons and experience of MEDEP into MEDPA is encouraging, and the increasing trend in the allocation of government funds to MEDPA shows some real buy-in of government in the process. The process of institutionalisation of MED activities, however, is facing some considerable challenges.

- As stated, the decentralisation of MED in the districts is a key element to raise local funds and establish sustainability. The capacity of DDCs to deliver this type of services is however very heterogeneous, meaning that MED may not be delivered at the same time in every district and with the same intensity.

- Mechanisms to streamline the flow of funds from the central government to decentralised, district-level MED activities still needs to be fully realised. In order to incentivise DDC's to pool funding for MED, it is important that MEDPA resources are channelled through MEDF and controlled by DDCs. Successful MED therefore requires strong collaboration between MoI and the DDCs/MFALD.
- To train Enterprise Development Facilitators, MEDEP has taken a formal approach, working in partnership with the Council for Technical Education & Vocational Training (CTEVT) to develop an EDF curriculum. At the moment, an individual can qualify as EDF through two channels; either going through a 15 month-long study and training course, or, if already possessing SLC certificate, she/he can qualify by sitting for the appropriate National Skill Testing Board (NSTB) Examinations. The result of this process is that MEDEP-sponsored EDF end up earning a legal certificate which gives them access to a number of positions and employers, other than being an EDF for MEDEP (which mostly involves working in remote rural areas). As a consequence, over the years MEDEP has trained 713 EDFs, but today only 510 remain available in the market, either working in MEDEP or MEDPA.
- In addition to creating an intrinsic lack of EDF, the current formal training and graduation process is not adequately flexible since the shortest training course to lead to the CTEVT exam is almost two-months long. This is discouraging service providing companies from investing in training their personnel, and is a de-facto barrier for new service providers to enter the market and compete with the existing MED service providers. But to maintain the quality of EDF services NSTB/CTEVT skill test or completing 15 months Technical School Leaving Certificate (TSLC) under CTEVT are required.
- The procurement of service providers in MEDEP is so far being carried out by UNDP to ensure value for money and transparency. In delivering MED, GoN is instead following the Public Procurement Act. According to the latter, services worth below NPR 300,000 can be sole sourced, instead of being openly tendered. This provision creates a strong incentive to break large assignments into smaller contracts to avoid the complication of the tendering process, and have more control over the procurement process. The excessive apportioning of large assignments into smaller contracts, however, undermines the capacity of government to manage contracts and hold service providers fully accountable for delivery. An appropriate procurement system that can deliver quality and efficiency in procurement whilst allowing DDCs to have control over when to use resources will need to be developed. MEDEP will provide technical support to DEDC and the central government, especially the Micro-enterprise Section, MoI to run the pre-qualification process for selecting service providers through national public tenders. The procurement committee will be formed representing the MoI, MoFALD, DCSI, and CSIDB for the screening process. The final endorsement will be done by the Steering Committee of the MEDPA. DDCs will make use of the services of these pre-qualified service providers on a need basis.

2.1 Goal of MEDEP IV

The primary goal of the new phase of MEDEP (phase IV) will be to contribute to poverty reduction and employment generation in Nepal. MEDEP will be in line with GoN's efforts to reduce poverty through employment creation as outlined in the Three Year interim Plans (2007/08- 2009/10 and 2010/2011 – 2012/13) and the Thirteenth Plan (2013/14 – 2015/16), the Micro-Enterprise Policy (2007), Industrial Policy 2010 and the Government's Micro-Entrepreneurs Development for Poverty Alleviation Programme (MEDPA) document that plan to deliver MED in 75 districts by 2017/18 creating about 73,000 entrepreneurs. MEDEP will also directly help Nepal towards achieving the first Millennium Development Goal (MDG) of reducing the population living below the national poverty line to 21% by 2015 and indirectly to achieve other MDGs.

MEDEP is anchored in UNDP Nepal's Country Programme Action Plan (CPAP 2013-2017) and the United Nations Development Assistance Framework (UNDAF) through the delivery of its outcomes and outputs. In particular, MEDEP IV will contribute to:

- 1) UNDAF Outcome 2 - *"Vulnerable groups have improved access to economic opportunities and adequate social protection"*;
- 2) UNDAF Output 2.2 - *"Government has improved capacity to design, execute and manage economic development programmes and strategies"*.

CPAP Output 2.2.1: 35,000 micro-entrepreneurs created and 40,000 existing ones scaled up for poverty reduction, employment generation and sustainability

CPAP Output 2.2.2: Government has increased capacity to design, implement and monitor a multi-partner supported micro-enterprise development programme

MEDEP will also be targeting socially excluded groups as primary beneficiaries following the recommendations of the UN Nepal Country Analysis 2011 *"A Country Analysis with a Human Face."*

2.2 Objectives of MEDEP IV

The objectives of MEDEP phase IV are:

1. To support the Government to take over the delivery of MED activities through MEDPA programme;
2. To build the capacity of GoN and the private sector including NGOs (MED service providers) to sustainably deliver MED;
3. To strengthen the capacity of micro-entrepreneurs associations to sustainably provide members with a number of business development services such as access to markets; access to finance; improved technologies and advocacy.

2.3 Expected Outputs and Outcome

To achieve its objectives MEDEP IV will deliver the following Outputs:

Output 1) *A sustainable delivery system for Micro-Entrepreneurship Development in Nepal* with at least 73,000 new micro-entrepreneurs created in 5 years, 60,000 of which are resilient, targeting Women - 70%, Men – 30%, Dalits – 30%, Indigenous Nationalities (Adibasi – Janajatis) – 40% (should focus more on Groups 1 to 4 categorised by National Foundation for the Development of Indigenous Nationalities - NEFIN, Government of Nepal), Other Castes – 30%, Unemployed Youths as per government policy of age group between 16 to 40 years – 60%, Unemployed Youths of age group between 16 to 30 years – 40% (mainly Unemployed Youths this age group migrates for job abroad), Madheshi – 40% (it will include all Madhesh origin Dalits, IN, Women, Men, Youths, Other castes, etc.)

Output 2) Micro-entrepreneurs' have sustainable access to a number of business development services such as social mobilisation for enterprise development, access to technical skills, access to markets; access to finance; improved technologies and advocacy mobilizing micro-entrepreneurs associations and MED service providers (on a cost-recovery basis).

These two Outputs will contribute to the delivery of the following programme Outcome for MEDEP IV:

- At least 73,000²² new micro-entrepreneurs will be created in 5 years, 60,000 of which will be resilient²³. Among the beneficiaries, Women - 70%, Men – 30%, Dalits – 30%, Indigenous Nationalities (Adibasi – Janajatis) – 40% (should focus more on Groups 1 to 4 categorised by National Foundation for the Development of Indigenous Nationalities - NEFIN, Government of Nepal), Other Castes – 30%, Unemployed Youths as per government policy of age group between 16 to 40 years – 60%, Unemployed Youths of age group between 16 to 30 years – 40% (mainly Unemployed Youths in this age group migrate for job abroad), Madheshi – 40% (it will include all Madhesh origin Dalits, IN, Women, Men, Youths, Other castes, etc.).
- A clear hierarchy between UNDAF's impact logic and MEDEP's impact logic exist, with MEDEP's expected impact directly contributing to UNDAF Outcome 2, and MEDEP's Outcomes contributing to the achievement of UNDAF Output 2.2 and CPAP Output 2.2.1 and CPAP Output 2.2. 2. The diagram and table below explain this relationship.

²² Although in phase IV MEDEP will hand-over micro-entrepreneurship creation to the MEDPA, disengagement for the 38 districts where MEDEP is currently operating will be gradual. 30,000 of the 73,000 micro-entrepreneurs delivered will therefore be delivered through MEDEP's direct support in districts where MEDEP is still active. Among the proposed total, 11,000 micro-entrepreneurs are targetted to be created with the support of local agencies.

²³ According to the Webster English Dictionary resilience is the "ability to recover from or adjust easily to misfortune or change". Resilient entrepreneurs are therefore those who last in business without MEDEP's help, and are measured as entrepreneurs who are still in business at least two years after "graduation".

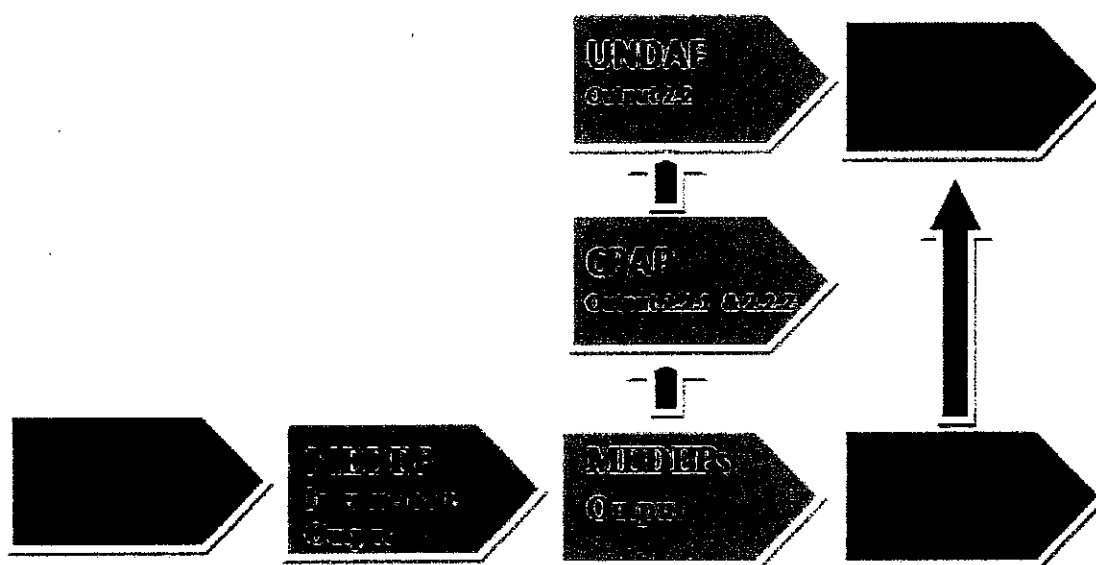


Figure 4 – Relationship between UNDAF, CPAP and Programme's Outputs and Outcomes

	MEDEP	UNDAF
UNDAF/CPAP Outputs /MEDEP Outcome	At least 73,000 new micro-entrepreneurs, 60,000 of which will have resilient enterprises, Women - 70%, Men - 30%, Dalits - 30%, Indigenous Nationalities (Adibasi - Janajatis) - 40% (should focus more on Groups 1 to 4 categorised by National Foundation for the Development of Indigenous Nationalities - NEFIN, Government of Nepal), Other Castes - 30%, Unemployed Youths as per government policy of age group between 16 to 40 years - 60%, Unemployed Youths of age group between 16 to 30 years - 40% (mainly Unemployed Youths this age group migrates for job abroad), Madheshi - 40% (it will include all Madhesh origin Dalits, IN, Women, Men, Youths, Other castes, etc.).	Vulnerable groups have improved access to economic opportunities and adequate social protection
UNDAF /CPAP MEDEP Outputs	<p>1) A sustainable delivery system for Micro-Entrepreneurship Development in Nepal entirely owned and run by government, but making use of public and private expertise by contracting service delivery to competent ME service providers.</p> <p>2) Micro-entrepreneurs' access to a number of business development services such as access to markets; access to finance; improved technologies and advocacy sustainably provided (on a cost-recovery basis) by ME associations.</p>	GoN has improved capacity to design, implement and monitor a multi-partner-supported microenterprise development programme

2.4 MEDEP IV approach

MEDEP phase IV will focus more in facilitating government to expand its outreach and improve the impact of its intervention. Over the 5 years of implementation MEDEP will be phasing out from delivering MED in the 38 districts it is currently operating to let MEDPA take its place. During this phase, MEDEP will be playing a technical backstopping and advisory role to support the government's action, and strengthen the capacity of DDCs MEDPA implementers including DEDIC, DCSI/CSIDB, private sectors, and micro-entrepreneurs associations to implement MEDPA programme activities in programme districts. At the same time, moving from implementer to *facilitator*, MEDEP will expand in breadth and scope, extending its focus to strengthening the key market system players that make the delivery of MED possible in Nepal. For this purpose, the programme will develop

the capacity of Nepali MED service providers, as well as the national micro-entrepreneurs association (called National Micro-entrepreneurs Federation Nepal - NMEFEN) and the District Micro Entrepreneurs Group Associations (DMEGA), the National Entrepreneurship Development Centre (NEDC) and other relevant stakeholders, to be effective players in the market. While developing the capacity of government agencies, MED service providers and other relevant stakeholders, development takes place in an institutionally, not to limited to individual development. To carry out this process, strategies like proper documentation, dissemination and transfer of knowledge during personnel change will be adopted. A Micro-enterprise Development section at the Ministry of Industry and a Micro-enterprise Development Unit at DCSI and CSIDB will be established. They will be fully equipped with database and information system and will be further strengthened with required human resources and necessary trainings.

MEDEP phase IV interventions will be guided by a clear vision of how the system for the delivery of MED will be in the future, at the end of MEDEP support. To realise that vision, MEDEP will implement interventions that will encourage the key players in MED delivery to take ownership of their role, and invest increasing resources in the process. MEDEP's role will be that of a facilitator, an agent of change. A facilitator is an agent that is external to a market system but seeks to bring about change within a market system in order to achieve the public benefit objective of systemic change.²⁴ To this extent, MEDEP will need to be able to establish partnerships with public and private market system players and support them to become more successful in promoting micro-entrepreneurship development as part of their core mission.

Broadly, MEDEP's vision for the future can be summarised in the table below, which shows how MEDEP's current functions will be internalised by MED system players.²⁵

²⁴ More on the role of a Facilitator in Annex 4.

²⁵ Please note that the table provides a broad summary of who does and who pays at the moment, and wants to emphasize that the vision for phase IV is to transfer ownership for the delivery of MED entirely to the market system players.

	Today		After MEDEP IV	
Programme	Responsible Parties	Source of Funds	Responsible Parties	Source of Funds
Identification of programme location and market centres using local resources, people's needs and market demand principles	MEDEP and MED service providers	MEDEP	DDCs and MED service providers	DDCs (DEDIC using the MEDF)
Targeting and PRA	MED service providers	MEDEP	MED service providers	MEDPA and local government through MEDF
Resource survey and market study	MED service providers	MEDEP	MED service providers	MEDPA and local government through MEDF
Pre-qualification / screening of service providers	UNDP	UNDP	Mol	MEDPA and local government through MEDF
Contracting of MED service providers and contract management	MEDEP	MEDEP	Mol and DDCs	Mol and DDCs through pooled funding
Social mobilisation	DMEGA	MEDEP	MED service providers	MEDPA, DMEGA, beneficiaries
SIYB training	MED service providers	MEDEP	MED service providers	MEDPA and local government through MEDF
Technical and skill training	MED service providers	MEDEP	MED service providers NMEFEN/ DMEGA	MEDPA, DMEGA, beneficiaries (NMEFEN/DMEGA members)
Financial linkages	BDSPOs DMEGA	MEDEP	MED service providers NMEFEN/ DMEGA	MEDPA, N/DMEGA, Financial institutions, beneficiaries (NMEFEN/DMEGA members)
Market linkages and business counselling	NMEFEN/ DMEGA	MEDEP	NMEFEN/ DMEGA	MEDPA, NMEFEN/DMEGA, beneficiaries (NMEFEN/DMEGA members)

2.5 A portfolio approach to continue delivering resilient entrepreneurs

As we explained in the previous Section, MEDEP's approach to develop micro-entrepreneurs comprises of six steps with a mix of training and service provision (the MEDEP "Integrated Approach"). The combination of these steps maximizes the likelihood that newly formed micro-entrepreneurs will be resilient after start-up.

Although experience shows that the Integrated Approach is successful, MEDEP has, however, not yet developed a complete understanding of the contribution that each of these different steps makes to the likelihood that one entrepreneur is resilient. For this reason MEDEP IV will attempt to safeguard every aspect of the integrated approach, whilst it will be conducting research to understand what roles each one of its different parts plays in the

Nepali context. The findings of this study will be the basis to tailor MEDEP's approach into MEDPA, taking into consideration the limited resources that GoN has available to government.

Since an evident trade-off exists between handing over micro-enterprise development to national and district level institutions (such as government) and having full control of the micro-entrepreneurship development process, MEDEP IV will use a *portfolio approach* to maximize the opportunity for each step of the Integrated Approach to be carried out sustainably by local system players. This means that MEDEP IV will adopt a combination of what can be called a social protection approach and a market-led approach, whereby the Programme will be developing the capacity of GoN to deliver MED, and also of a number of non-government actors to deliver the services that are deemed necessary for micro-enterprises to be resilient. In practice, on top of building the capacity of government to deliver the Integrated Approach to MED, MEDEP IV will also build the capacity of MED service providers (MED SPs) to deliver and promote MED and of micro-entrepreneurs associations (NMEFEN and DMEGAs) to deliver a series of services to start-up enterprises, such as access to market, finance and technology.²⁶ The figure below shows the portfolio approach in relation to MEDEP's Integrated Approach.

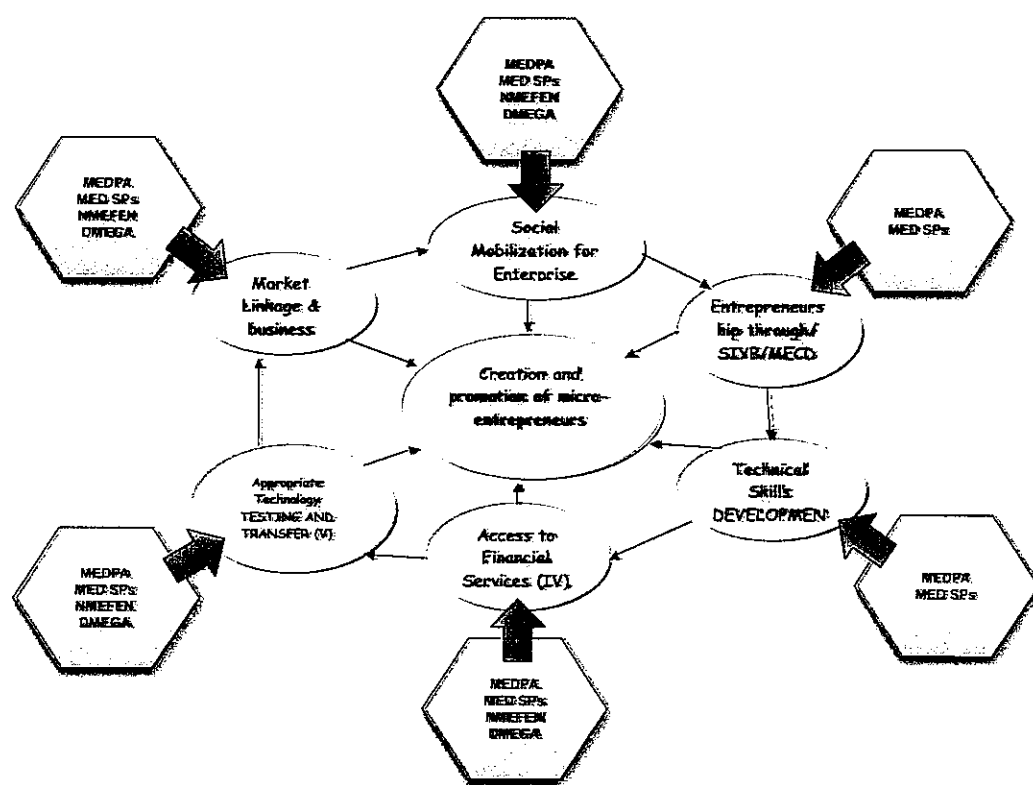


Figure 5 – A portfolio approach to delivering MEDEP's Integrated Approach

²⁶ Note that through the portfolio approach start-up MEs will be more likely to receive business development services like access to finance or markets, because MEDEP IV will operate to strengthen every channel through which these services can be delivered by supporting MEDPA as well as private sector and non government service providers.

2.6 MEDEP IV Intervention logic

MEDEP IV will strengthen 5 key areas for the delivery of MED in Nepal.

- (1) It will develop the capacity of both central and local government to plan, coordinate, procure and monitor the implementation of MEDPA. To ensure that capacity development of the government agencies takes place in an institutional manner and is not limited to individual development, strategies like proper documentation, dissemination and transfer of knowledge during personnel change will be adopted. The operational guidelines will also be amended. In particular, to achieve sustainability, MEDEP will strengthen the government capacity to pool funding from different sources into district-level basket funds (Micro- Enterprise Development Funds – MEDF), will support government to establish a procurement system for MED services that will maximize value for money and safeguard DDCs planning role,²⁷ and will support government to introduce a staff incentive scheme to reward positive performances in delivery of MED at the district level.²⁸
- (2) It will strengthen the capacity of government to make use of evidence in delivering policies and programmes to support micro-enterprises, while at the same time it will support key research organisations to successfully and profitably undertake and deliver research on MED and its impact on poverty.
- (3) It will strengthen advocacy and dialogue between government and the micro-entrepreneurs organisations, with the aim to effectively monitor the implementation of MEDPA, gather evidence that can improve performance, and create a conducive business environment for micro-entrepreneurs, while improving service delivery and the sustainability of the MEGAs.
- (4) It will develop the capacity of private sector MED service providers to deliver MED effectively, be able to respond to government bids, and raise funds for the delivery of MED independently from the government bidding process. To achieve this, the programme will strengthen the role of the National Entrepreneurship Development Centre (NEDC)²⁹ as a catalyst for Nepali service providers to grow interest and effort in the delivery of MED. It will develop easily marketable Entrepreneurship Development Facilitators training modules and support training organisations to market and deliver such trainings on a commercial basis. This will enable them to meet the requirements of MED service providers during phase IV. This process is also expected to develop MED service providers in future on a sustainable basis.³⁰

²⁷ MEDEP will build the capacity of Mol and DDCs to to setup and run a system where MED SPs are procured centrally and deployed in DDC following DDCs requests for service. Accountability for the delivery of services will be to DDCs.

²⁸ Within the existing government regulations, it is possible to set specific deliverable targets to government staff involved in projects and award performance bonuses when these targets are met. MEDEP IV will explore that possibility of establishing such a system in MEDPA.

²⁹ The NEDC is the umbrella body for all the Business Development Service Providers Organizations that MEDEP has developed over the years. The BDSPOs are the MEDEP-trained NGOs that are currently bidding for and implementing the majority of MEDEP and MEDPA's activities, in quasi-monopolistic market, since they currently are the only service providers with the right knowledge and skills. As the tendering process for MEDPA is now open to any national service provider, the NEDC is in the best position to start offering training courses on MED and the methodology developed by MEDEP (to those service providers that want to compete for MEDPA's tenders. MEDEP will help NEDC to develop and commercialize this training offering.

³⁰ Clearly, NEDC will need to demonstrate adequate commitment to fulfil this market role, for the MEDEP to invest resources in building their capacity to do so. Assessment of NEDC's capacity will be carried out during programme implementation. If NEDC will not fulfil MEDEP's requirements, another market organization that can play a similar role will be identified.

- (5) It will strengthen the delivery of business development services targeted to micro-entrepreneurs, by developing the capacity of NMEFEN and DMEGA to deliver services to members, and develop commercial partnerships with market organisations.

The five focus areas of MEDEP IV are implemented by five separate components. The first component will focus on building the capacity of GoN to implement MEDPA and pool resources for MED. The second component will be focussed on improving public-private dialogue and the regulatory framework for micro-entrepreneurship. The third component will strengthen the capacity of ME associations to deliver services to members (like access to market) in a sustainable way. The fourth component will support the capacity of micro-enterprise development service providers to deliver good MED and be sustainable. The fifth component will focus on helping ME associations to be effective facilitators of financial services to their members. The Impact Logic is depicted in Figure 6 below. The green-coloured boxes show MEDEP's intermediate outcomes; in yellow are the components' outcomes, and the blue boxes show expected impacts.

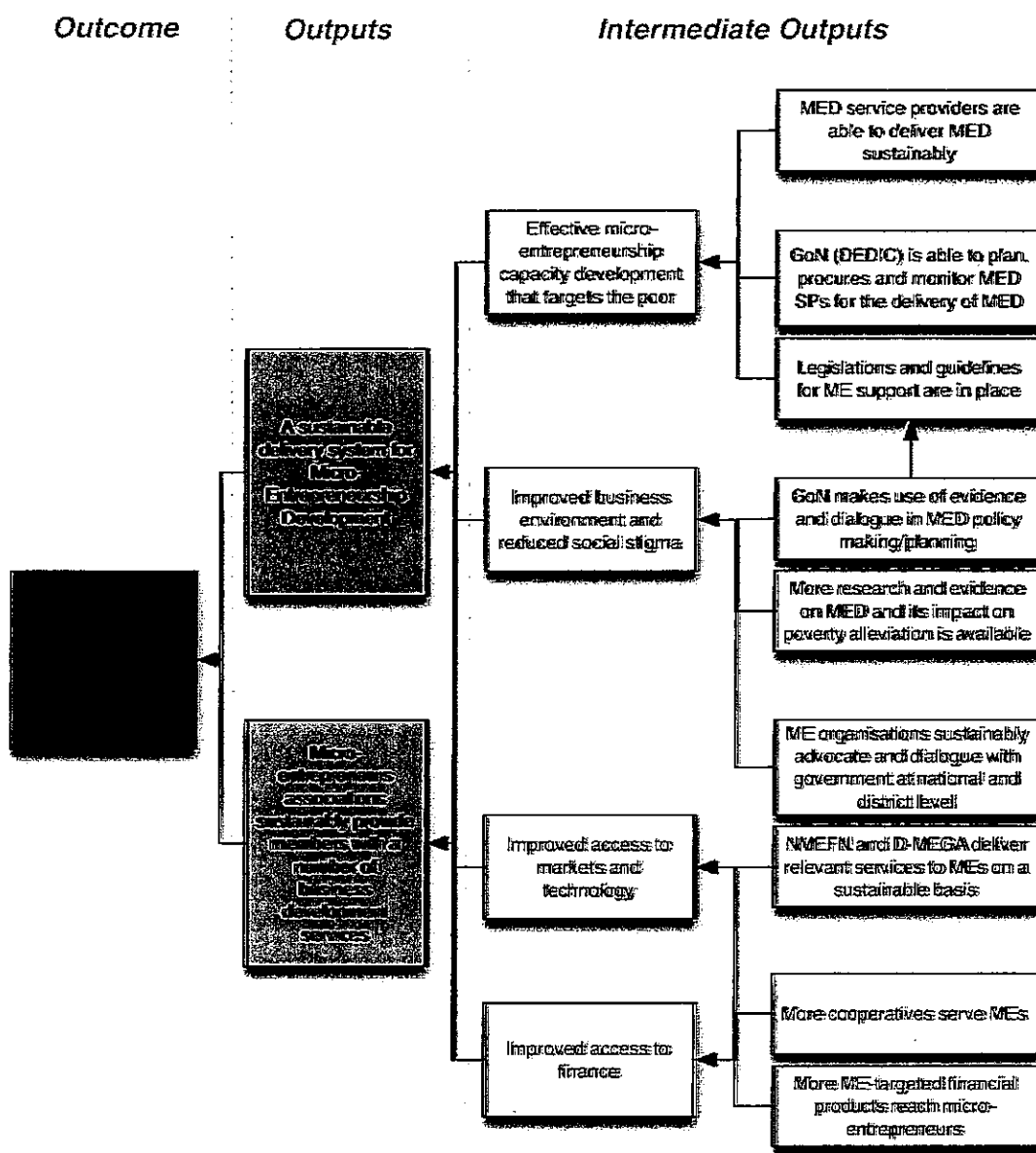


Figure 6 – MEDEP IV Impact Logic

2.7 Facilitating institutional and organisational change

So far MEDEP has been providing direct support to micro-enterprises and other actors in the market, either through direct interaction or by directly contracting service providers. Although this approach has been useful to gain a good understanding of the challenges and opportunities in delivering micro-entrepreneurship development in Nepal, direct support rarely achieves scale or sustainability, since it often undermines ownership by government and crowds out market players from fulfilling market roles. Since services were not available in the market, over time, MEDEP has assumed many market functions, such as providing services to micro-entrepreneurs, contracting trainers, developing trainers, establishing market linkages, finding appropriate technology, etc. This approach has delivered results, but has also created some distortions by replacing some key government functions and undermining the incentive of market organisations like service providers and membership organisations to become sustainable.

MEDEP IV will address these weaknesses by bringing a shift in paradigm to its approach, from direct intervention to *facilitation*,³¹ changing its objective from supporting micro-entrepreneurs to *catalysing* change in the system for micro-entrepreneurship development, since sustainability can only occur through effective organisational and institutional change. Facilitation will be a core principle of MEDEP IV (along with sustainability and scale) and a cross-cutting feature across the entire life-cycle of the programme. In a nutshell, MEDEP IV will need to move to a stage where it will no longer need to contract MED SPs and ME associations directly but will support government to enter into such contracts, and will build the capacity of the partners to engage in a fruitful relationship.

MEDEP IV operating principles

MEDEP IV facilitation role will provide an effective and strategic way to deliver change at scale. This is because, rather than supporting everyone in the market system, MEDEP will design selective interventions according to a few key principles. These are listed below.

- 1) Prioritising support to change leaders – MEDEP will work in each of the 5 key areas identified above, but mostly with those system players (DDCs, MED service providers, Associations) that demonstrate leadership and can drive changes that, with MEDEP support, will make them more successful in achieving their organisational objectives. By demonstrating that these system players can be successful, MEDEP will prove that MED can be delivered sustainably (i.e. without the need for development partners), and that the organisations involved in delivery of MED (government, service providers, associations, etc.) can gain from it.³² Working with leaders also means that MEDEP will necessarily neglect partnerships with organisations that do not demonstrate appetite and drive for change, although it won't be unfair, and will keep its "gates" open to new successful partnerships.

³¹ A description of the role of a facilitator is provided in Annex 4.

³² For instance, service providers can earn income; local governments can gain a pool of resources for local development; local authorities and politicians can gain support from successful MED; ME associations can earn members fidelity and resources; etc.

- 2) Establishing transparent, transactional and transformational partnerships – Within the context of its interventions MEDEP will enter into clearly defined partnerships with the system players that it intends to support. The terms of the partnerships will clearly spell out the nature and magnitude of MEDEP's support, its end date, and the investment that MEDEP's counterpart will bring to the partnership in terms of practice change.³³ The nature of the partnership offer is discussed in more detail in the following section.
- 3) Supporting copying and replication – For MEDEP's intervention to reach scale, rather than supporting each single system player, MEDEP will encourage copying and replication of success through the dissemination of success stories, research findings, and evidence of success.
- 4) Stimulating crowding-in through scale agents – MEDEP will seek to develop interventions with those key system players that, because of their position or mandate, can play a catalytic role in the system and crowd-in new players, delivering change at scale. These agents are, for instance: the Ministry of Industry, and the catalytic role that the MEDPA Programme can play in helping DDCs change practices in the implementation of MED; the apex ME association, and the role that this can play in supporting district and local associations disseminate members services that are developed centrally; the MED service providers national association, as the organisation that can lead the development of a market approach to MED.³⁴
- 5) Being strategic and systemic – MEDEP interventions will, however, not be limited to supporting the system players that are directly involved in the delivery of MED, but they will also target the enabling conditions for MED and the enabling organisations. For instance, MEDEP will support training organisations to develop and market training courses on MED, it will develop advocacy and dialogue to improve MED and will support the development of research and evidence on the usefulness and effectiveness of MED delivery in Nepal.

Developing a partnership offer

MEDEP will need to develop a clear offer of support from the initial stages of the programme. A new way of operating with micro-entrepreneurship associations and ME development service providers will need to be adopted from the start of the programme, based on the principles discussed above.

MEDEP IV partnership offers will differ from partner to partner. In its role as market facilitator, MEDEP will need to formulate these offers on the basis of a thorough assessment of the capacity and incentives of each of the market system players that it will engage.

³³ For example, a partnership may establish that a DDC will establish a DEDIC and make use of the MEDF in exchange for having its staff trained in planning, budgeting and accounting by MEDEP. A ME association may be trained and helped financially to develop and deliver a new service to its members in exchange for that association agreeing to dedicate a specific number of hours or staffs to market such service to members. A new service provider could be trained in MED in exchange for it to be sending a number of staffs to EDF training and bidding for MEDPA contracts.

³⁴ Please note that the component impact chains presented later in the document show the path to replication and crowding in by highlighting those logical connections in blue colour.

MEDEP's offers of support will need to be '*transactional*', clear and credible. If support is to crowd-in market system players to fulfil functions in delivering MED, it is important that it should be structured in such a way as to stimulate commitment and ownership (i.e. it gets players to invest in the system rather than wait for free support from the programme). This typically means making support transactional; i.e. involving a quid pro quo – something in return for something. This might mean matching financial contributions, some form of in-kind contribution like personnel or premises, or a significant level of effort ('sweat equity'). It should be noted that support that is transactional has a number of benefits:

- (1) It requires reciprocity and therefore has the potential to leverage partner resources and commitment.
- (2) It fosters more realistic incentives and behaviour.
- (3) It links support to performance and attaches a value to support, encouraging prudent and effective utilisation and ensures appropriate 'intensity' of support.
- (4) It mimics and reinforces relationships in a manner that is consistent with market system norms.

Conversely, unconditional support can send the wrong messages to partners and the wider market system; it undermines incentives and is more likely to distort rather than develop market functions.

2.8 Transitioning from MEDEP III to MEDEP IV

The significant change in approach between what MEDEP has been doing for the past 14 years and what it will be doing in its fourth phase should not be underestimated. It is conceivable that this change is likely to meet some initial resistance by current MEDEP beneficiaries, since they are used to receiving direct subsidies or to being contracted on a regular basis by the programme.

To win support, MEDEP IV will need to change its role, and send out a clear signal of a change in approach. It will need to let MEDPA and its market players take the stage, while providing support in a discrete way, behind the curtains, while allowing the government and the system players take the credit. This will mean helping partners develop case studies and dissemination material with their own name. The relevance of donors and donor funding will also need to be minimised, to ensure that partners will see market opportunities as the main driver of their engagement in MED delivery.

At first, from an operational standpoint, such a shift from MEDEP's original implementation model may prove challenging. The programme will, however, need to stick to its implementation principles to ensure its offer is credible to partners. The programme mid-term review will need to evaluate MEDEP's progress in redefining its engagement and approach, and assess the effective implementation of MEDEP's facilitation approach.

Recognising that the transition to the new approach will take time, MEDEP will initially use a dual approach, continuing to provide direct support in those districts where it is currently operating, but gradually phasing out from them to let MEDPA take the lead, as explained in Part 3 of this document. This approach will be gradual and direct support will be confined to well-defined specific areas (the districts MEDEP is currently supporting), with a clear exit date and plan, in order not to undermine overall systemic change.

Following is a brief description of the six Programme components that will form MEDEP IV.

3.1 Component 1 - GoN delivers MEDPA sustainably

The aim of MEDEP IV Component 1 will be to develop the capacity of GoN to deliver micro-entrepreneurship development (MED) by outsourcing service delivery to local MED service providers. By the end of MEDEP phase IV, the District Development Committees of Nepal will be able to drive the delivery of MED programmes within the framework of the Mol-run Micro-enterprise Development for Poverty Alleviation (MEDPA) programme, and pooling resources from local VDCs, Community Forestry Users Groups as well as other government agencies, private sector players and donors.

The outcomes of this component will be:

- (1) GoN has the capacity to coordinate, plan, procure and monitor service providers for the delivery of MED;
- (2) Legislation and guidelines for the implementation of MED are in place.

The rationale for this component is based on the recognition that in the past few years government has been showing increasing ownership for MED, committing an increasing amount of resources, from both central and local budgets. As a result, the MEDPA programme has been able to deliver a growing number of micro-enterprises (see figures below).

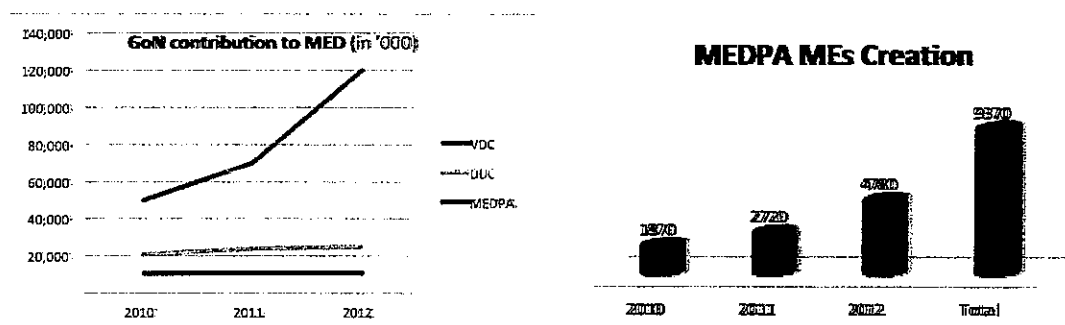


Figure 8 – MEDPA's budget and contribution to ME development

Based on the trend that GoN and local bodies have created through their previous contributions for micro-enterprise development activities, the estimated funding for MEDPA by Mol and Local Bodies are US \$ 12.5 million US \$ 4.3 million respectively. 32,000 micro-entrepreneurs will be created through Mol budget and 11,000 micro-entrepreneurs from local bodies funding.

The implementation strategy for this component will be for MEDEP to move from being an implementer of MED, to becoming a facilitator of the government's effort. To achieve this, Component 1 will support GoN to establish the right policy framework and a sustainable delivery mechanism for the effective delivery of MED. The component will develop the capacity of Mol to run MEDPA; it will coach Mol/MEDPA and DDCs/DEDICs in the

implementation of the programme according to the revised MEDPA model,³⁵ it will build the capacity of MoI and DDCs to carry out the effective procurement of MED service providers; it will build the capacity of key government training institutions to train government staffs on MEDPA; it will support government to strengthen coordination among government agencies for pooling resources and delivering MED; and it will help GoN to establish an incentive scheme for the government staff involved in the implementation of MEDPA.

Since the financial sustainability of MEDPA will strongly depend on the amount of resources that government allocates to MEDPA and on the capacity of DDCs and VDCs to pool resources for micro-enterprise implementation from different sources at the local level,³⁶ MEDEP will pay particular attention in providing advice to government on how to best resource MEDPA and in supporting the development of effective partnerships between different government agencies at the district as well as the central level. To ensure the replication of MED across DDCs Component 1 will also support MEDPA to conduct annual DDC gatherings, where experience and best practices will be shared among DDCs and best performing DDCs will be awarded praise and recognition for their achievements.

The impact chain for Component 1 is presented below. The blue arrows show the path to crowding-in and sustainability.

³⁵ MEDEP will develop the capacity of its partners by providing a mix of training and coaching. Whilst most of the capacity gaps and training areas for partners will be delivered on the basis of what identified in the *2011 MEDEP Capacity Assessment and Capacity Development Strategy* report, MEDEP IV will also appoint mentors to coach each one of its core partners. Mentors are supposed to be senior and experienced consultants that can help MEDEP's partners to design and implement strategies to strengthen and grow their organization. Mentors will provide on-the job support and training, and occasionally carry out more formal and structured presentations/lectures. Mentors however, deliver their services mainly on demand, letting partners take full ownership of the development of their organizations.

³⁶ Such as the funds centrally allocated to MEDPA, the DDC's and VDC's Block Grants, as well as resources from Community Forestry Users Groups and other local entities interested in stimulating income generating activities.

- through MEDF³⁷
- 8) MEDF mobilised through result-based sub-contracting with MED service providers
 - 9) MED implementation as per MEDPA/MEDF Operational Guidelines and Enterprise Development Plan Development
 - 10) MEDEP provides DDC and DCSI/CSIDB with coaching/mentorship on MEDPA implementation³⁸

Given the current state of maturity of MEDEP districts, graduation and hand-over from MEDEP to MEDPA is expected to happen gradually and build up over time. In addition, according to MEDEP, 13 of the districts where MEDPA is currently implemented are also close to maturity, while 24 will require support, and 8 will need intensive support. The maximum amount of districts that could possibly “apply” for matching grant support is therefore expected to be as reported in the table below.

	Currently	By July 2014	By July 2015	By July 2016	By July 2017	By July 2018
Districts where MEDEP was implementing directly	38	33	23	13	0	0
MEDEP graduate districts (31 districts overlap with MEDPA)		5	10	10	13	0
MEDPA graduate districts		0	0	14	24	8
Total graduate districts making use of MEDF		5	15	35	70	75

Note: in some cases MEDEP and MEDPA districts overlap, hence the number of total districts is not the exact sum of MEDPA and MEDEP districts.

Government will be replicating MEDPA in all 75 districts of Nepal. However, all districts will not be receiving matching grants over the life of MEDEP IV. The provision of matching grants is an incentive mechanism to encourage government agencies to pool resources for MED under the leadership of DDCs. Matching funds provided to DDCs will be based on the DDC's commitment to MED and MEDPA and their capacity to fund-raise.³⁹ Matching offers will necessarily start from the districts where MEDEP is overlapped with MEDPA. Policy environment as well as capacity development through mentoring and coaching for raising funds in MEDF through different sources for MEDPA implementation in other districts will be ensured by MEDEP IV. The extension of matching grants to new districts will be done at the discretion of the programme, on the basis of a clear opportunity analysis.

Since those districts that will be supported through grant funding will be implementing MED within the framework of the MEDPA programme, at the central level a technical team of MEDEP under MEU at MoI will support the Ministry of Industry, DCSI/CSIDB and other line ministries/ agencies to develop an adequate M&E system for MEDPA, that will respond to the donors accountability needs as well as the government capacity and interest to monitor the impact of the programme. MEDEP will closely work with MoI to monitor MEDPA

³⁷ This criterion is applicable only if MEDPA is being implemented in the district.

³⁸ To this extent, MEDEP, the DDC and DCSI/CSIDB district office will sign a MoU

³⁹ For instance, MEDEP will likely make higher matching offers to those districts that have lower budget allocations from central government, but still have large numbers of poor people.

implementation through building the capacity of government to extend its M&E system.

Based on the above Impact Logic, a number of indicative milestones for Component 1 are proposed in the table below. Please note that these may change as programme implementation progresses and the MEDEP team gains a better understanding of the market system for MED.

	Milestone	Means of verification	Date
1	Mol/MEDPA agrees on MEDEP support to improve MED delivery in Nepal	Technical Team along with national MED Chief Technical Adviser (CTA) placed in close proximity of Mol at MEDEP IV Phase office	Q2 Y1
2	Study to determine "nice-haves" and "must-haves" of MEDEP's methodology in MEDPA implementation is carried out, and recommendations on adapting MEDEP's model to fit GoN capacity are produced.	Analysis with recomm. on improvement/adaptation of MEDPA produced	Q2 Y1
3	Procurement method for MED SPs agreed with Mol, MoFALD and tested	Procurement method in place ⁴⁰	Q3 Y1
4	Incentive system for staffs involved in MED delivery agreed with GoN	Incentive system in place	Q3 Y1
5	MEDPA model/guidelines adapted from Study's recommendations (point 2) and incentive system in place.	New guidelines developed	Q2 Y2
6	With support from MEDEP first 5 MEDEP districts graduated	MEDEP's assessment	Q4 Y1
7	Training modules developed for GoN training centres and centres trained	Training centres mainstream MED training	Q3 Y2
8	Mol establishes national MEDPA replication events	Events in place	Q2 Y2
9	Replication of lessons from best DDCs starts	MEDEP's assessment	Q3 Y2
10	With support from MEDEP second 10 districts graduate	MEDEP's assessment	Q4 Y2
11	Districts start to crowd-in and adopt MEDPA	MEDEP's assessment	Q4 Y2
12	With support from MEDEP at least 10 more districts graduate	MEDEP's assessment	Q4 Y3
13	With support from MEDEP at least 13 more districts graduate	MEDEP's assessment	Q4 Y4

3.2 Component 2 - Promoting the use of evidence for pro-ME policy making

To deliver increasingly successful MED and help micro-entrepreneurs set on a path to growth, government will need to be able to regularly assess and improve the delivery of MEDPA and improve the policy and regulatory environment. The aim of MEDEP IV Component 2 will therefore be to strengthen the capacity of GoN to make use of research in policy making, and of key national research/MED institutions to produce and disseminate

⁴⁰ Sub-Contracting mechanism for outsourcing the MED Service Providers: Form a committee of Mol, DCSI, CSIDB MEDEP and UNDP representatives to work on it. (a) Develop indicators for bidders evaluation (while developing indicators, create more chances to select the concerned district for MEDPA implementation for example: by provisioning the condition for the MED SP to have its office in the same districts while developing selection criteria) (b) Publish the notice for bidding from the central office for the concerned district offices; (c) Submit the bidding application to central or district office through e-bidding; (d) collect all the bidding application at central office; (e) Evaluate the application through evaluators and send the list to concerned districts to for recommendation through DEDIC for the final endorsement and offering contract.

relevant research.

The outcomes of this component will be:

- (1) GoN makes use of relevant evidence and dialogue in MED policy making and planning; and
- (2) More research and evidence on MED and its impact on poverty alleviation is available.

The rationale for this component is the recognition that MED is becoming central in the government's strategy to tackle unemployment and contrast migration, as stated in several policy documents, such as the Three Year Plan Approach Paper (2010/2011 – 2012/13) and the Micro-Enterprise Development Policy (2008). Moreover, during the 14 years of MEDEP's support, a number of market institutions were born (such as MED service providers, ME associations and ME training institutions) with the specific mandate of improving the delivery of MED at national and district levels. These organisations are now well established and they all share the common interest of ensuring that MED remains high on the government agenda.

Within the framework of the support that MEDEP will provide to MEDPA, the implementation strategy for this component will be to coach Mol to take leadership in organising and conducting dialogue sessions on issues that are relevant to micro-entrepreneurs, and to assess the value of such dialogue sessions for the improvement of MED delivery and policy formulation. At the same time, MEDEP will support relevant national research organisations (including government research centres and the Micro Enterprise Resource Centre - MRC) to carry out MED-relevant research, within the context of a clearly developed commercial/sustainability strategy.⁴¹

The impact chain for Component 2 is presented below. The blue arrows show the path to crowding-in and sustainability.

⁴¹ For instance, as a tool to improve their market position or profile.

3.3 Component 3 - Micro-enterprise Associations deliver sustainable services to members, such as access to markets, finance, technology, and advocacy

MEDEP experience recognises that the resilience of newly graduated micro-entrepreneurs depends on a number of services, such as access to markets, technology and finance, that MEDEP traditionally delivers within the context of its "Integrated Approach". Although the MEDPA-contracted MED service providers will do the delivery of these support services in the micro-enterprise start-up phase, MEDEP's experience shows that continuous support to micro-entrepreneurs, even after the graduation phase strongly increases the resilience of entrepreneurs. MEDEP recognises that it is difficult for government to provide support to micro-enterprises after Start-up.

The aim of Component 3 will therefore be to strengthen the capacity of the national and district micro-entrepreneurs associations to deliver a number of well packaged and easy to market key services to micro-enterprises on a commercial basis.⁴² The success of this component contributes to improving the associations' sustainability as well as to strengthening their capacity to enter into dialogue with government and give voice to their members.

The outcomes of this component will be:

- (1) NMEFEN and DMEGA deliver relevant services to graduated micro-entrepreneurs on a sustainable basis;
- (2) NMEFEN and DMEGA are able to advocate sustainably at national and district level.

The rationale for this component is the recognition that to be resilient, micro-enterprises will need a number of business development services, finance and advocacy, even after graduation from the MED programme. In order for these services to be delivered on a sustainable basis, MEDEP will strengthen the capacity and commercial sustainability of the national and district-level micro-entrepreneurs associations.

The implementation strategy for this component will be to support the NMEFEN and DMEGA to develop a number of cost-effective services within the context of a business development strategy that will make the associations sustainable and effective. The services developed will be of two types:

- (1) A set of services will respond to the needs of typical micro-enterprises, and will include things like financial counselling, creation of Community Facility Centres (CFCs), formation of cooperatives, training, crowd financing, market information, market access and others. A key service in this area will possibly be the development of an SMS-based communication platform that will allow N-MEFEN to deliver targeted market information to members and carry out quick members surveys.⁴³

⁴² Within the realm of the portfolio approach to building the system's capacity to deliver MEDEP's Integrated Approach, this component will be mitigating the risk that MEDPA contracted MED Service Providers will not be asked to or be able to deliver a series of post start-up services to micro entrepreneurs, that MEDEP deems to be essential for the resilience of micro-enterprises.

⁴³ This platform will be used to provide members with market information such as demands from potential buyers and advertorial messages from potential suppliers. It will also be used to coordinate the association activities at national and district level and to monitor effective implementation of MEDPA through members surveying. e.g. Esoko (www.esoko.com).

- (2) A set of specific toolkits for entrepreneurs in the following sectors: honey, ginger, allo, bamboo, agriculture and forestry-based products. These toolkits will include appropriate machinery and technical advice specifically developed to support micro-enterprises in these sectors, and will be developed on the basis of MEDPA's experience.
- (3) Strengthening the capacity of ME associations to carry out advocacy and dialogue in a professional manner, based on a well-thought out advocacy strategy, identifying clear advocacy issues, prioritising resources and delivering results to members to raise the value of membership (and revenue).⁴⁴

The sustainability of this intervention will be grounded on the fact that these services, including advocacy, will be delivered with the aim of generating a stream of income to the association and will be packaged in a way that makes it easy and cost-effective for NMEFEN and DMEGA to deliver. A research will be conducted on a priority basis to assess the existing and the desired level of incentives and ability of the market to provide incentives to MED service delivery. NMEFEN and DMEGA will also be supported to improve its service offer and commercial strategy based on the research outcomes. For instance, as access to technology and finance is also a part of the services delivered by the MED service providers contracted by MEDPA, NMEFEN and DMEGA will be supported to participate in bids in consortia with MED service providers. NMEFEN and DMEGA will also be supported to develop strategic partnerships with key market organisations like financial institutions and technology centres.⁴⁵

The component will support NMEFEN and DMEGA by providing technical support to develop the association's service offer, and, on a limited basis, by supporting the cost of the professional staff required for the delivery of these services to members.⁴⁶ MEDEP's role will be to help partners develop and own the concept for the new services, and share some of the costs for those services to be initiated. MEDEP will gradually withdraw from contributing to NMEFEN and DMEGA professional staff salaries as services become sustainable. By the end of MEDEP IV the services provided by the MED associations will all be sustainable.

MEDEP will also help NMEFEN to support DMEGAs and replicate the success and experiences of those DMEGAs that are best performing. This will happen through sharing information and case studies with DMEGAs and organising regular annual gathering to share experiences.

The impact chain for Component 3 is presented below. The blue arrows show the path to crowding-in and sustainability.

⁴⁴ A possible methodology that could be followed is the consolidated methodology developed by the Centre for International Private Enterprise (CIPE). The guidebook for this methodology can be found on: http://www.cipe.org/sites/default/files/publication-docs/advocacyguidebook_english.pdf

⁴⁵ Please note that financial services that will be part of NMEFEN and DMEGA service package will be developed under MEDEP Component 5 within the context of a broader set of interventions to improve access to finance for micro-entrepreneurs.

⁴⁶ MEDEP will tailor its support to the needs of each individual association and develop a convincing support offer for each of them. MEDEP will work only with those associations that possess a real drive for change and improvement and will facilitate sharing of lessons, replication and crowding in for the other associations. Areas for potential training/capacity building for leading associations are members services, strategy development, advocacy, as well as training in those technical areas that are needed to deliver specific services (i.e. appropriate technology).

Based on the above Impact Logic, a number of indicative milestones for Component 3 are proposed in the table below. Please note that these may change as programme implementation progresses and the MEDEP team gains a better understanding of the market system for MED.

	Milestone	Means of verification	Date
1	NMEFEN business plan and vision developed	NMEFEN business plan	Q2 Y1
2	NMEFEN professional staff identified and hired in co-funding agreement	Staff hired	Q4 Y1
3	Information platform developed and rolled out	Platform launched	Q4 Y2
4	NMEFEN and DMEGA commercial and membership offer defined and promoted	Commercial strategy document	Q1 Y2
5	At least 5 service toolkits developed and rolled-out	Service toolkits	Q3 Y2
6	NMEFEN services expanded and sustainable	New services	Q4 Y3
7	NMEFEN commissions and produces research	Research/advocacy	Q3 Y4

3.4 Component 4 - Micro-enterprise development service providers deliver MED sustainably

The aim of component 4 will be to strengthen the capacity of Nepali MED Service Providers (MED SPs) to deliver micro-entrepreneurship development in a sustainable manner, building on the lessons developed by the 14 years of MEDEP implementation, and meeting the requirements set by GoN through the MEDPA tendering process. In addition, the component will ensure that a number of properly skilled private sector service providers will be available in the market with the additional effort to develop requisite MED service providers as specified earlier to be contracted by government for the purpose of delivering MED⁴⁷. As an alternative, there are a few agencies and enterprise facilitators, albeit in limited number, to undertake the task.

The outcome of this component will be:

- (1) Nepali service providers are able to deliver MED services sustainably.

The component will also contribute to achieving the outcome of Component 1, to improve the capacity of GoN to plan, procure and monitor service providers for the delivery of MED.

The rationale for this component is based on the recognition of the following two elements: (1) that over the next five years, a significant amount will be spent by government for the procurement of MED services;⁴⁸ (2) that there is continuous attention towards supporting

⁴⁷ This will comprise of a number of organisations that understand micro-entrepreneurship development as well as a sufficient number of skilled individuals who can fulfil the role of Enterprise Development Facilitators.

⁴⁸ This figure is based on the amount of resources that GoN has already committed for the implementation of MEDPA, government resources coming from DDC's and VDC's block grants, other

micro-entrepreneurship activities in developing countries by international donors, foundations and the public; (3) that in its previous phases MEDEP has already developed a number of MED Service Providers,⁴⁹ called Business Development Service Provider Organisations (BDSPOs). The number of existing BDSPOs is however insufficient and more service providers need to be brought into the market.

Given the projected market demand for MED for the foreseeable future, this component will develop the capacity of national MED service providers to deliver quality MED interventions and to successfully respond to market demand, by strengthening their capacity to develop a market vision, promote their services, submit proposals, establish strategic market relationships, deliver quality MED by adopting the MEDEP's Integrated Approach (called MEDPA model in this document)⁵⁰ and fund-raise.

MEDEP will adopt the following implementation strategy for Component 4. On the basis of a market study, MEDEP will identify Nepali service providers that are best positioned to develop MED services across the country, taking into consideration their areas of expertise, their market position, their corporate mission, etc. MEDEP will then build the capacity of these service providers⁵¹ to deliver MED and improve their marketing skills.⁵² To support local service providers, MEDEP will work with some selected training institutions to develop, package and market MED training courses for the formation of Enterprise Development Facilitators (EDF) – a basic professional profile able to deliver MED according to MEDEP's model.⁵³ In order to drive the industry standard and stimulate replication of best practices in the delivery of MED, MEDEP will also develop the institutional capacity of the National Entrepreneurship Development Centre (NEDC), the national apex body for the Business Development Service Provider Organisations (BDSPO) developed by MEDEP during phase II, which has shown total interest and commitment to participate in the process during MEDEP Phase IV and beyond as per the discussion with these agencies. In particular, support to NEDC will focus on building its capacity to deliver training to service providers that brings together the best experiences and practices in MED in Nepal, also drawing from

resources coming from local communities and the amount of resources that MEDEP IV is likely to provide to government in form of matching grants.

⁴⁹ At least one in each district where MEDEP is being implemented.

⁵⁰ The market incentive for MED SPs to adopt the Integrated Approach will be provided by the fact that under Component 1 MEDEP will support GoN to award MEDPA contracts only to those MED SPs that qualify according to the nationally defined accreditation programme. Please note that in the Impact Logic diagramme this qualification is identified with the name of MEDPA model.

⁵¹ Typical capacity building support will be in the area of establishing a successful partnership with government to define content of training package, reflecting the need of MEDPA, designing a training package, marketing, assessing potential market demand, tailoring costs to the needs of potential customers.

⁵² The market study will also serve to determine the number of MED SPs that MEDEP will actually support. This number will represent the right compromise between what is reasonably achievable within five years and a minimum number of SPs needed in order to have competition in the market for MED service provision.

⁵³ In the past MEDEP has already developed a 51 days long crash-course to train EDFs. This course however can be taken only by grade 10 graduates, requires additional on-the-job training, and candidates to undertake a skill test administered by the National Skill Testing Board. MEDEP IV believes that although this process helps to ensure well-qualified EDFs, it may be too complicated and costly for entrant service providers, effectively constituting a barrier to market entry. For this reason one of the first interventions in this component will be to review and possibly revise this process.

NEDC's direct experience in delivering MED in the field. In its role of market leader, the NEDC will also be supported to market its corporate image, write proposals, and fundraise.

A plethora of evidence suggests that there is room for provision of paid service. Some BDSPOs have become commercial operations and are currently bidding for MEDPA tenders and are sometimes winning. The BDSPOs have grown over time, expanding their area of competence to compete for a broader range of market opportunities. At the individual level, both MEDEP and MEDPA claim that there are less qualified Enterprise Development Facilitators (EDFs) in the market. This indicates that there is unmet labour demand for this position. Given the high unemployment level, it is reasonable to assume that interested BDSPOs that want to grow and capture an increasing number of business opportunities will not have a hard time hiring and training people, if it makes commercial sense.

The power of incentives, however, remains weaker in the case of Micro Entrepreneurs Associations. The existing associations are heavily dependent on MEDEP support and have little incentive and vision to become more entrepreneurial. However, MEDEP has already initiated strategies to turn these associations into commercial players. The NMEFN for instance, is running a retail shop in Kathmandu, selling a collection of products produced by micro-entrepreneurs from 38 districts. The governance of the NMEFN could be improved and the improved sustainability of the NMEFN could free resources to strengthen associations at district level.

It is clear that both interventions, on the BDSPO's side and on the associations' side, carry some risk. In order to reduce such risks, MEDEP will carry out some quick market research and stakeholders' analysis as the first intervention step in both cases. This will give the programme an opportunity to identify back-up plans to improve the system and identify feasible alternative implementing bodies.

To generate the market incentive for existing Nepali service providers to pay for training and build the capacity of their staff in delivering the MEDPA model, in partnership with NEDC and NMEFN, MoI will define a quality standard/accreditation programme that service providers will be required to adhere to in order to bid for MEDPA contracts. MEDEP will provide mentoring and technical advice to the process of defining and establishing such accreditation programme.

The impact chain for Component 4 is presented below. The blue arrows show the path to crowding-in and sustainability.

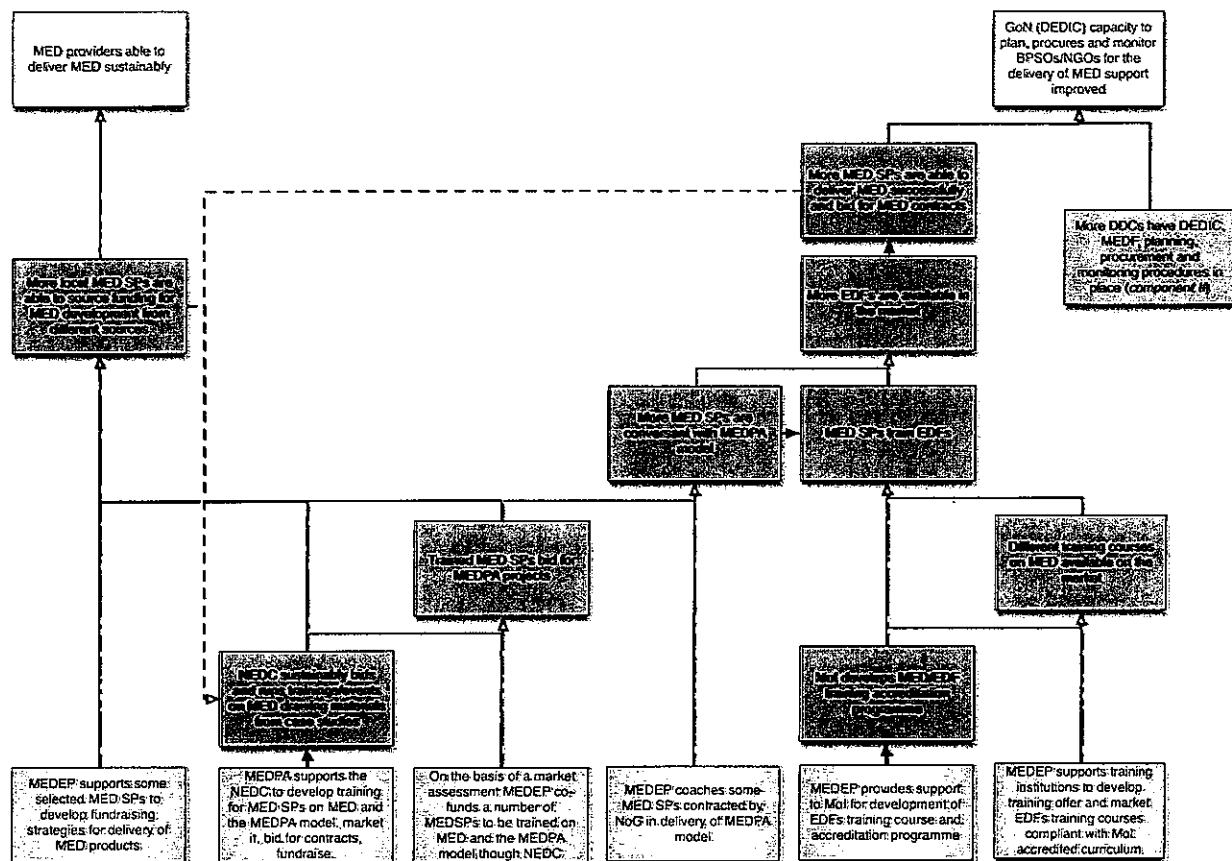


Figure 7 – Component 4 Impact Logic

Based on the above Impact Logic, a number of indicative milestones for Component 4 are proposed in the table below. Please note that these may change as programme implementation progresses and the MEDEP team gains a better understanding of the market system for MED.

	Milestone	Means of verification	Date
1	Service providers and training institutions identified through market study	Market study produced	Q2 Y1
2	Training modules developed and starting to be marketed by training institutions	Modules offered on the market	Q4 Y1
3	Training event on MED developed and marketed by NEDC	Event launched	Q1 Y2
4	Capacity of MED service providers developed by training and MEDEP coaching	Service providers successful in bidding	Q4 Y1
5	Number of EDFs in the market starts to increase	Number of EDFs	Q4 Y2
6	Number of MED service providers able to deliver MED successfully increases	MEDPA evaluation reports of service providers performance	Q2 Y3
7	NEDC sustainably promoting MED in Nepal	NEDC's annual events and training delivered	Q3 Y3
8	Crowding-in of MED service providers starts	Number of service providers offering MED	Q1 Y4

3.5 Component 5 - Improving access to finance for micro-enterprises

Limited access to finance is one of the key obstacles to the formation of new micro-enterprises and their growth. MEDEP addresses this constraint in two ways, by linking formed micro-entrepreneurs with financial institutions and by supporting micro-entrepreneur groups to form savings and lending groups and cooperatives. Thanks to MEDEP's support more than 8,850 Micro Entrepreneurs are involved in 177 registered cooperatives, 70 of which are linked to wholesale finance sources like the Rural Self Reliance Fund. During Phase IV MEDEP recognises that this level of support to improve access to finance will not necessarily always be provided by MEDPA, as most of the financial needs of micro-enterprises happen post start-up phase.

On the basis of MEDEP's experience, the aim of this component will be twofold. On the one hand, the component will develop the institutional capacity of the National micro-enterprise associations to develop strategic linkages with finance providers by providing financial counselling, by commercialising existing financial products, by helping MFIs profile potential borrowers, etc. On the other hand, the component will help ME associations develop the institutional capacity to support micro-entrepreneur groups with forming cooperatives that can extend access to financial services to members.

The outcomes of this component will be:

- (1) More ME-targeted financial products reach micro-entrepreneurs;
- (2) More cooperatives serve micro-entrepreneurs.

The rationale for this component is the recognition of the importance of improving access to finance for micro-entrepreneurs' start-up and resilience and acknowledging that it is important to continue providing these services. The implementation strategy of this component will be based on two pillars.

The first pillar will be to support financial institutions like MFIs and commercial banks to extend their outreach through partnership with NMEFEN. This will require providing support to the MoI and NMEFEN to develop a certification process for newly graduated micro-entrepreneurs that provides information on the type and areas of training received. The recognition of the graduation process is a necessary step to improve the financial institutions' capacity to risk-profile potential borrowers. This intervention will target, in particular, some financial products that were developed under the UNCDF/UNDP programme Enhancing Access to Financial Services (EAFS), such as start-up loan products for micro-entrepreneurs.

The second pillar will be to support NMEFEN to provide a range of services to members to increase their capacity to access funding. Following MEDEP's experience, one area will be to support the formation of cooperatives and linking these to wholesale finance sources. This will require a number of steps, such as, developing business plans for up scaling loans and link to wholesale lending financial institutions; organising face to face meetings with Nepal Rastra Bank; and account and book keeping training. Another area will be to develop innovative financing tools, like crowd financing. Within the framework of a partnership agreement with a financial institution NMEFEN could prepare online profiles of those members that require additional borrowing to grow, and post them on Kiva (<http://www.kiva.org>). Funds raised through crowd funding could also be used by NMEFEN to provide a credit guarantee by a financial institution that lends to its members. The key to

this intervention will be to ensure that access to these financing services will be a service provided to NMEFEN members and will contribute to the financial sustainability of NMEFEN.

The impact chain for component 5 is presented below. The blue arrows show the path to crowding-in and sustainability.

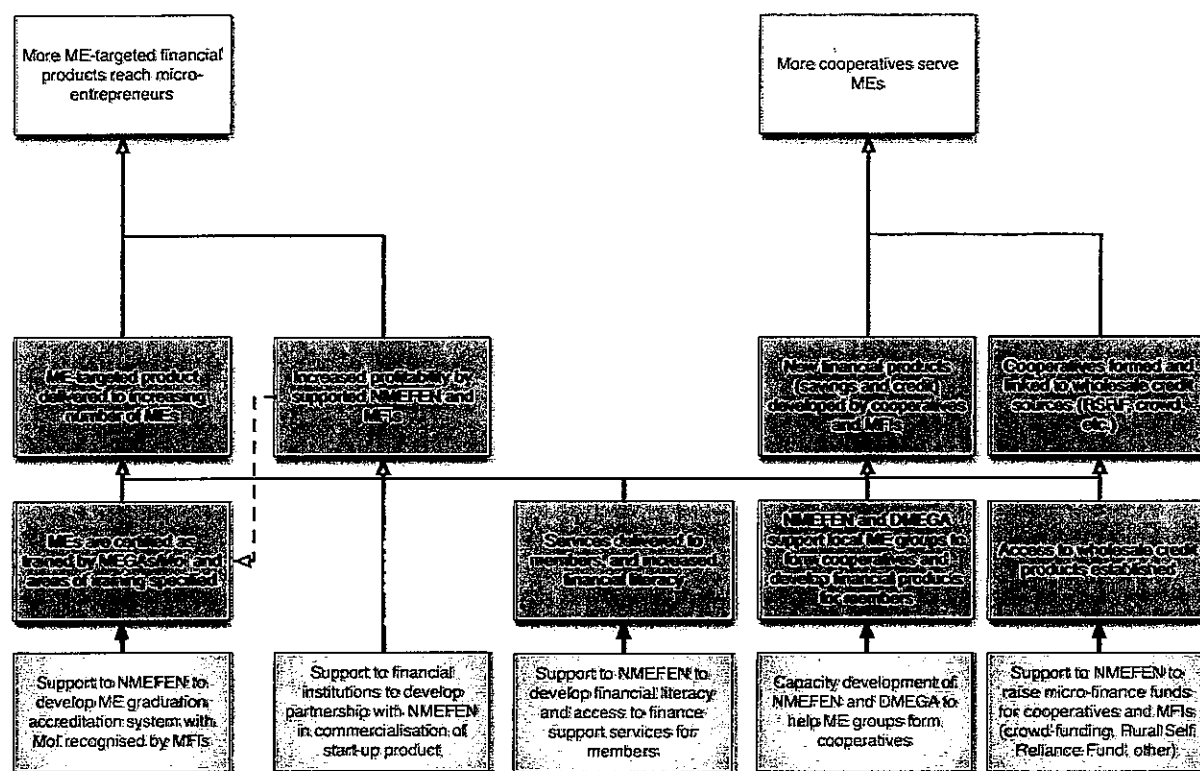


Figure 12 – Component 5 Impact Chain

Based on the above Impact Logic, a number of indicative milestones for Component 5 are proposed in the table below. Please note that these may change as programme implementation progresses and the MEDEP team gains a better understanding of the market system for MED.

	Milestone	Means of verification	Date
1	MoI/NMEFEN/financial institutions develop ME graduation accreditation system	Agreement in place	Q3 Y1
2	NMEFEN /DMEGA and financial institutions develop partnership for marketing of ME-targeted products	Products marketed	Q2 Y2
3	NMEFEN /DMEGA start providing basic financial literacy and counselling services to members	Services marketed	Q3 Y2
4	NMEFEN develops innovative financial services for members in partnership with MFIs	Services developed	Q3 Y2
5	Support for creation of new cooperatives is delivered sustainably	Service marketed	Q4 Y3

3.6 Component 6 - Programme impact assessment, monitoring, advocacy and coordination

Since the Paris Declaration on Aid Effectiveness in 2005 both the development assistance community and recipient countries have committed to being more accountable for measuring the results of its development programmes. The major funding agencies are asking for 'attributable impact' rather than just an assessment of what happened and a few success stories. Agencies such as AusAID, DFID, SDC, CIDA and others are placing a strong emphasis on knowing "what works and doesn't work, and why?"

Increasingly, impact assessment is being seen as an internal management process rather than an external event conducted by consultants. For this reason, it is essential that programme managers become more familiar with: a) how impact assessment can be incorporated into a programme's design architecture; and b) how verification of impact can be used as a means for identifying the most important drivers of impact during a programme's life cycle. By doing this, resources can be allocated and reallocated to those interventions that are yielding the best results. All of this reinforces the need for a systemic approach to designing, delivering and measuring interventions.

The key principles of MEDEP Phase IV results measurement system will be:

- That results measurement is integrated into design, implementation monitoring and scaling up of interventions;
- That the essential changes to be measured are:
 - Contributions that interventions make to sustained creation of micro-entrepreneurs;
 - Net income changes for the micro-entrepreneurs created, attributable to interventions;
 - Changes in the sustained delivery of MED;
 - Changes in target group behaviour stimulated by interventions;
 - Increases in the demand from the target group for the induced changes (service market);
 - An increase in new entrants/service providers in the provision of MED and ME supporting services.
- That monitoring these changes will be the basis for the programme's internal and external knowledge management strategies;
- That this system will inform management to make continuous decisions on the overall value for money of the programme's portfolio.

The aim of Component 6 will therefore be to monitor implementation and impact on the basis of a well-developed and credible impact chain, and to inform and improve the programme strategic framework. This component will also use findings from impact measurement to help the programme advocate for key policy and regulatory changes that may improve the delivery and effectiveness of MEDPA and MED activities in MEDPA. A detailed description of the M&E framework and implementation is provided in Part 6 of this document.

Recognising that in Nepal a considerable number of development partners are in implementing and supporting poverty alleviation programmes in a number of areas that are either overlapping or adjacent to MEDEP, this component will also take the lead in promoting coordination among programmes, and brokering deals that can benefit MEDEP. To do this, in agreement with other development partners programmes, the component may decide to develop a web portal.

4.1 Implementation arrangements

The Programme will be implemented by the MoI according to the National Implementation Guidelines, as agreed between GoN and UNDP. MoI will depute an experienced Joint Secretary to work as the National Programme Director (NPD). The NPD will have experience in relevant issues on microenterprise creation, development and management. The Micro-Enterprise Unit in MoI will coordinate overall programme implementation. MoI, represented by the NPD, will be responsible for overseeing overall Programme implementation and ensuring that the Programme objectives and outcomes are achieved. The NPD, with day-to-day support from NPM, will also ensure the consolidation of MEDEP IV and the government-run MEDPA programme in one joint government intervention for the delivery of MED.

In MEDEP IV the Ministry of Federal Affairs and Local Development will be co-opted as co-implementing agency. The involvement of MoFALD is key to ensuring that DDCs take full ownership for the implementation of MED.

Ministry of Federal Affairs and Local Development and Ministry of Industry will develop a MEDPA Operations Guidelines to regulate DCSI/CSIDB which will implement MEDPA activities through sub-contracting mechanism under the guidance of District Enterprise Development Committee (DEDC). MEDF operated under DEDC is equally responsible and accountable to DDC which is governed by Local Self Governance Act 1999. Since the two ministries, i.e. MoFALD and MoI are the key ministries, they need to have consensus to channel fund through MEDF as agreed by the steering committee meeting of MEDPA held on 4 June 2013.

UNDP Support Services: UNDP support will be required for Programme implementation in areas such as: a) recruitment of Programme staff; b) procurement of goods, equipment and services; c) recruitment of national and international consultants; d) sub-contracting for planning and implementation of training and workshops, information systems etc; e) mid-term and final evaluation of the Programme, etc. The procurement of goods and services and the recruitment of programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

4.2 Programme Board

A Programme Board (PB) will exert overall programme oversight and be the decision making body responsible for ensuring that the Programme implementation follows the agreed strategies of implementation, Programme outputs are produced as per the Programme objectives, and Programme inputs are best utilized for producing maximum outputs in a timely and cost effective manner. It will review the progress of the Programme performance (substantive and financial) and approves the annual work plans, budgets and reports. The Board will provide strategic guidance, and will ensure the Programme's objectives are achieved.

The Board will have three described roles:

- A Programme Executive Role – will be played by National Programme Director, Joint Secretary of MoI as the representative MoI. NPD will chair the PB.
- A Senior Supplier Role –UNDP Assistant Country Director, Poverty and Inclusion Unit, and representatives from Donor will provide guidance regarding the technical feasibility of the programme.
- A Senior Beneficiary role –representatives from MoFSC, MFALD, MoAD, NRB, DCSI, CSIDB, AYON, FNCSI, FNCCI and others will take part to Board meetings as need arises. The Board will also have the power to decide if additional agencies are deemed to be co-opted to the Board.

The National Programme Manager will act as the Board Secretary. For each Board meeting minutes will be recorded, signed by the Board chair and distributed to all Board members.

National Programme Manager (NPM): The NPM is a full-time Programme-funded staff member for the first two and a half years of MEDEP Phase IV. MoI will designate an under- secretary to work closely with the programme funded National Programme Manager to learn the Programme activities and gradually take over the role of NPM after two and half years. However, the annual review will be conducted whether the government designated Staff is fully ready to take over the role of NPM or not. In order to take over the leadership for the implementation of MEDEP IV the government-appointed NPM will have to meet the following criteria:

- The government-NPM will be fully committed to MEDEP and will remain in her/his post for the programme duration.
- The government-NPM will attend related training sessions on systems and institutional development provided by the Senior International Specialist and organised by MEDEP.
- At the beginning of the third year of implementation the government-NPM will prepare and submit an updated strategic framework and implementation plan for the remainder of the programme to be submitted to MoI, UNDP and AusAID.

The NPM will report to the Chair of the PB/NPD and be responsible for the day-to-day management, administration, coordination and supervision of programme implementation. S/he will monitor work progress and ensure timely delivery of outputs in a cost effective manner as per the Annual Work Plans and the Programme Resource Results Framework (RRF). The Programme Manager will ensure high compliance, progress reporting and monitoring.

Cash Transfer Mechanism:

UNDP will transfer the fund (cash) allocated for this Programme in the Programme account managed by Nepal Rastra Bank (NRB) on quarterly basis upon submission of Funding Authorization and Certification of Expenditure (FACE). First request will be based on the approved AWP, and first quarter work plan and subsequent installment are transferred upon minimum of 80% from previous advances and 100% from all earlier advances. UNDP will transfer the budget required for the first instalment in the beginning of the implementation. The subsequent transfers are made upon receipt of signed completion of each quarterly plan including financial report as well as next quarterly work plan.

There will be direct payment through UNDP for the payment where UNDP assigned as responsible party to complete the activities outlined in AWP/QWP. UNDP adopts the harmonized approach cost transfer (HACT) and the payment modality will be based on the HACT approach (i.e., based on the micro assessment report of IP).

The Programme will be audited as per UNDP audit requirements.

4.3 Programme assurance

Programme assurance is the responsibility of the Programme Board. While the Board will maintain the responsibility for programme assurance, a Programme Analyst in UNDP will be delegated to carry out all functions related to programme assurance. These will include: (i) maintaining liaison between the members of the Programme Board throughout the Programme; (ii) ensuring that Programme activities and budgets are in compliance with approved work plans and budgets; (iii) support to control risks; (iv) maintaining visibility of the Programme; (v) establishing workable internal and external communications; (vi) ensuring compliance with applicable UNDP rules and regulations; (vii) adhering to Results Monitoring Guidelines monitoring and reporting requirements and standards; (viii) following the quality management procedures; (ix) ensuring that Programme Board's decisions are implemented; (x) managing Programme revisions according to the required procedures; and (xi) providing technical support to the Programme team. The UNDP Programme Analyst will be independent from the MEDEP National Programme Manager and will attend Board meetings as observer.

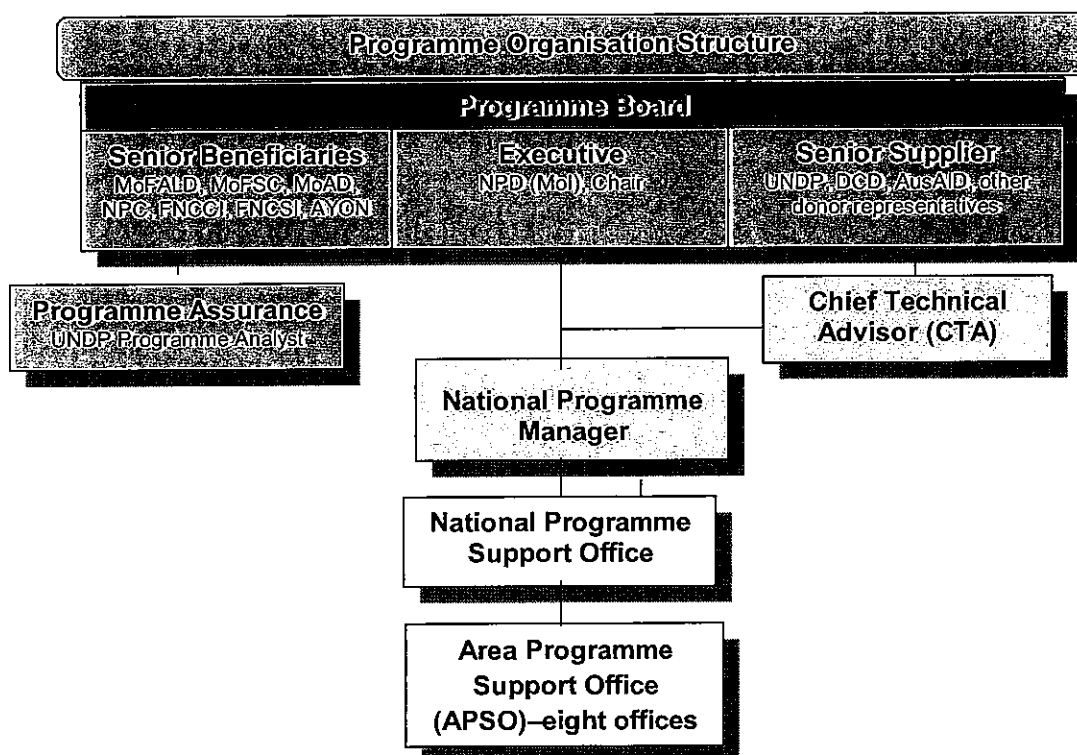
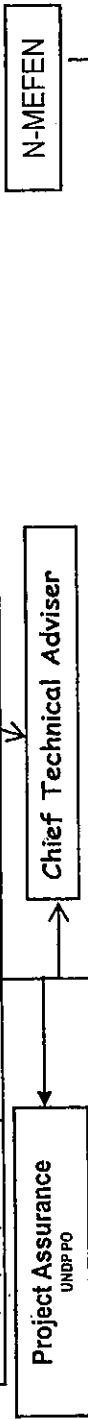
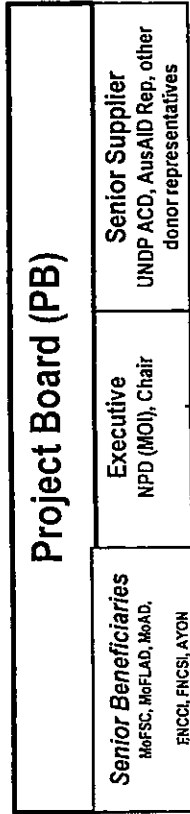
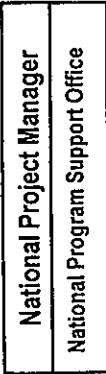


Figure 13 – Programme organisation structure



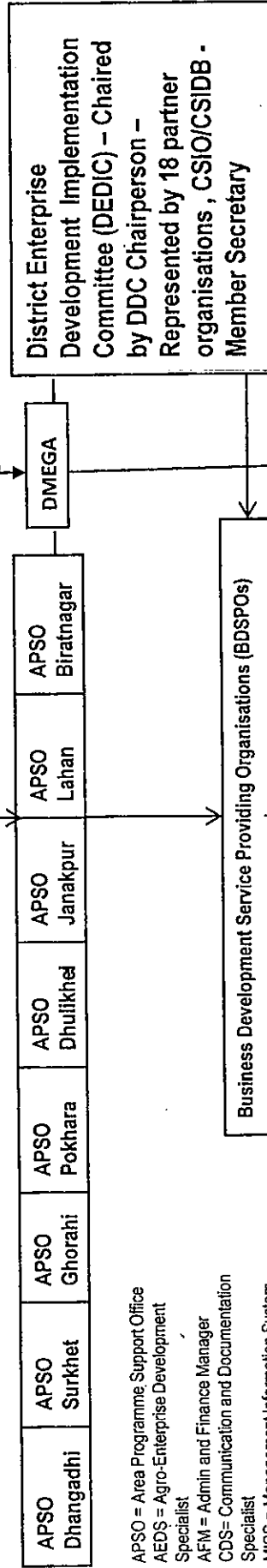
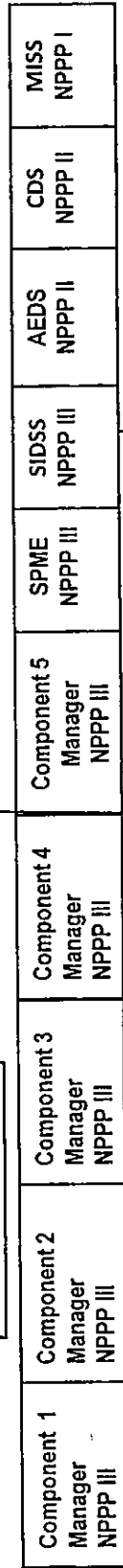
New Members in Project Board:

- * (6) Nepal Rastra Bank
- * (7) Federation of Chamber of Commerce Industries
- * (8) Federation of Nepal Cottage and Small Industries



- Project Support Unit**
1. AFM - NPPP III
 2. AFS - NPPP II
 3. SAFA SU 7 - 2
 4. Secretary - SU 4 - 2
 5. Driver - SU 2 - 4
 6. Messenger - SU 1 - 2

- Each APSO will comprise of the following staffs
1. APSM, NPPP III - one
 2. GSS, NPPP II - two
 3. MDS, NPPP II - two
 4. AFA, SU 6 - one
 5. MISA, SU 6 - one
 6. Driver, SU 2 - one



Rural Market Centres - 10 - 12 in each district, each RMC covering one to few VDCs One Enterprise Development Facilitator (EDF) looks after a few VDCs under one Rural Market Centre

Target Beneficiaries (Groups): New and Existing Micro-Entrepreneurs

Project Organisation Structure

APSO = Area Programme Support Office
AEDS = Agro-Enterprise Development Specialist
AFM = Admin and Finance Manager
CDS = Communication and Documentation Specialist
MISS = Management Information System Specialist
SPME = Senior Monitoring and Evaluation Specialist
SIDSS = Senior Institutional Development and Strategy Specialist
APSM = Area programme Support Manager
GSS = Government Support Specialist
MDS = Market Development Specialist
MISA = Management Information System Associate

Signature

Thank you for the work

4.4 Programme Implementation Team

MEDEP IV will take a *facilitation* role in delivering MED. This will involve considerable changes in the composition of MEDEP III staff.⁵⁴ The structure of the Implementation Team proposed herewith takes into account that the transition to becoming a *facilitator*⁵⁵ will require some time, and will happen gradually as DDCs graduate. For the first four years of programme implementation it is expected that the MEDEP team will continue to implement MED directly (hence procure MED service providers directly) in those DDCs that do not meet the criteria described in section 3.2 of this document. MEDEP will, however, agree a clear end date for direct implementation with each of these DDCs, within the context of its new offer of partnership.⁵⁶ To successfully manage this transition, and ensure that relationships with partners evolve gradually, a considerable number of positions in MEDEP IV will be retained from MEDEP III as illustrated in the tables below.

The MEDEP team will also be strengthened with the support of a Senior Institutional Development and Strategy Expert, an international consultant who will provide close advice to the National Programme Manager on the timing for staff changes, as the programme develops, as well as on the development of MEDEP IV offer to partners as described in section 2.7 of this document.

The detailed ToRs for each one of the MEDEP IV positions are proposed in Annex 5.

⁵⁴ The experienced human resource currently involved in the MEDEP III will however be given the opportunity to provide services in MEDEP IV by applying for the new positions if they wish so.

⁵⁵ A more detailed explanation of the role of a Facilitator is proposed in Annex 4.

⁵⁶ Following the pace set by the hand-over strategy described in section 3.2.

Staff Positions Proposed for MEDEP Phase IV and compared to existing Staff Positions in MEDEP Phase III

S.N	Title of the Position	Positions and Level proposed for Phase IV		Remarks
		Level	Number	
National Programme Support Office (NPSO), Kathmandu				
1	National Programme Director (NPD)	Joint Secretary	0	Existing position to be retained from MEDEP III
2	Chief Technical Adviser	NPPP-IV (Step - 12)	1	New position
3	National Programme Manager (NPM)	NPPP-IV	1	Existing position to be retained from MEDEP III for the first two and half years of MEDEP Phase IV, but however annual review will be conducted whether the government designated staff is fully ready to take over the role of NPM.
4	Senior Institutional Development and Strategy Expert (SIDSE)	Short term	1	New position (for 18 months for up to three years of intermittent mission MEDEP Phase IV) ⁵⁷
5	Intervention Manager Component I (MEDPA Implementation)	NPPP III	1	New position
6	Intervention Manager Component II (Policy)	NPPP III	1	New position
7	Intervention Manager Component III (Micro-Enterprise Services)	NPPP III	1	New position
8	Intervention Manager Component IV (MED Service Provider Strengthening)	NPPP III	1	New position
9	Intervention Manager Component V (Financial Services)	NPPP III	1	New position
10	Monitoring and Evaluation Specialist	NPPP III	1	New position
11	Senior Institutional Development and Strategy Specialist (SIDSS)	NPPP III	1	New position
	Admin and Finance Manager	NPPP III	1	New position
12	Admin and Finance Specialist	NPPP II	1	Existing position to be retained from MEDEP III
13	Agro-Enterprise Development Specialist	NPPP II	1	Existing but to be continued until end of PSLP project of Central Queensland University and UNDP that will phase out in December 2015
14	Communication Documentation Specialist	NPPP II	1	Existing position to be retained from MEDEP III
15	Admin and Finance Associates	SU VII	2	Two existing positions SU 6 to be upgraded to SU 7 in MEDEP III
16	Management Information System Specialist (MISS)	NPPP I	1	Existing position to be retained from MEDEP III
17	Office Secretary	SU IV	2	Two existing positions to be retained from MEDEP III
18	Drivers	SU II	4	Four Existing position to be retained from MEDEP III
19	Messenger	SU I	2	Two Existing position to be retained from MEDEP III
	Total staff in NPSO		25	
Area Programme Support Offices (APSOs), eight APSOs proposed in Phase IV				Note: MEDEP will no longer implement MED directly. The role of local offices will change, becoming support offices for local governments and players. Relationships will be less intense than they currently are, since role will move from direct implementation to mentoring.

⁵⁷ The Senior International Specialist (SIS) will be hired on short term basis. Altogether 18 months will be the total service period of SIS, who intermittently will come in Nepal and provide his/her technical expertise in the first 3 years of MEDEP IV Phase.

S.N.	Title of the Position	Positions and Level proposed		Remarks
		Level	Number	
	APSO		8	
1	Area Programme Support Manager (APSM)	NPPP III	1x8=8	These are the head of each APSO.
2	Government Support Specialist	NPPP II	2x8=16	These officers report to head of local APSO, but from a technical point of view report to the Intervention Managers Component I (government).
3	Market Development Specialist	NPPP II	2x8=16	These officers report to head of local APSO, but from a technical point of view report to the Intervention Managers Component IV, III and V (MED service provisions, and ME services). Needed from beginning of MEDEP IV
4	Admin Finance Associates (AFA)	SU VI	1x8=8	These officers report to head of local APSO, but from a technical point of view report to the NPSO Admin and Financial Specialist.
6	Admin Finance Assistants (AFA)	SU V	0	Redundant
7	Management Information System Associate (MISA)	SU VI	1x8=8	These officers report to head of local APSO, but from a technical point of view report to the NPSO M&E Specialist
46	Programme Associate - Monitoring and Evaluation Officers (PA-MEO)	SU VI	0	These positions are redundant. Capacity building to government officers will be delivered in a transactional way, hence within the context of well defined interventions. Staffs involved in the implementation of these interventions will be hired on a need-basis as consultants.
47	Programme Associate - Enterprise Development Officer (PA-EDO)	SU VI	0	These positions are redundant. Capacity building to government officers will be delivered in a transactional way, hence within the context of well defined interventions. Staffs involved in the implementation of these interventions will be hired on a need-basis as consultants.
48	Programme Associate -Business Development Officer (PA-BDO)	SU VI	0	These positions are redundant. Capacity building to government officers will be delivered in a transactional way, hence within the context of well defined interventions. Staffs involved in the implementation of these interventions will be hired on a need-basis as consultants.
49	Drivers	SU II	1x8=8	
	Total staff in APSOs		64	
	Total staff in MEDEP		89	

For the implementation of MEDEP IV a two-tier structure is proposed, consisting of a central National Programme Support Office (NPSO), in charge of developing the overall vision for the programme, produce plans, budgets and reports, develop the technical approach of interventions and coordinate programme activities and eight Area Programme Support Offices (APSOs), each one in charge of implementing the programme approach in different districts. The eight APSOs will be able to cover the initial 38 MEDEP districts as well as to respond to requests to support other districts if these come.⁵⁸

⁵⁸ In the best-case scenario, if (although unlikely) all of the 75 districts graduate and are ready to receive mentoring/coaching support from MEDEP each APSO Government Support Officer (two in each APSO) would coordinate mentorship for only 4.6 districts.

Within the context of the two-tier structure, management responsibility is decentralised to the APSOs, with two main lines of reporting. On the one hand, APSO Officers respond to the APSO Micro-enterprise Specialist, who holds the overall view of how programme implementation is progressing in the APSO's districts. On the other hand, officers formulate intervention strategies under the supervision of the specific NPSO intervention manager of competence. For instance, an intervention aimed at developing DDC X's awareness of the importance of pooling resources for MED through the MEDF will be developed by one of the two APSO Government Support Officer for DDC X⁵⁹ and the NPSO Intervention Manager for Component 1, and approved jointly by the APSO ME Specialist and the NPM.

The proposed implementation model also anticipates that a large part of programme implementation activities, such as training, research and analysis, will effectively be outsourced on a need basis to external consultants, whilst the programme staff will remain responsible for strategy formulation, planning, mentoring partners, managing contracts, monitoring progress, and reporting to GoN and donors. The key staff positions for MEDEP IV will therefore need to have a strong management profile, while specific technical expertise will be outsourced from the market on a need basis.

The NPSO management team will develop and update the overall programme strategy, through weekly meetings that will bring all senior national-level management and Intervention managers together. At the beginning of each month such management meetings will be extended to the APSO's Micro-Enterprise Specialists. The importance of these management meetings cannot be overemphasised, since it will allow the management team to maintain a clear vision for change and a shared strategic vision on how to achieve it. It will also ensure coordination between the different programme components and ensure that they jointly contribute to systemic change.

To support the integration between MEDEP and MEDPA, and to strengthen GoN capacity in delivering MED, a Chief Technical Advisor will be seconded to the MoI. The Advisor will be providing policy and implementation guidance to MEDPA and will work as liaison between MEDEP and MEDPA.

National Programme Support Office (NPSO):

The overall responsibility of Programme implementation rests with the National Programme Support Office (NPSO) located in Kathmandu and headed by the National Programme Manager (NPM) functioning under the direct supervision of the MoI NPD.

The NPSO will be composed of 5 Intervention Managers, each one responsible for the implementation of one of the Programme components. The Managers will provide technical leadership for each component of the programme and coordinate the work of APSO Government Support and Market Development Officers at the district level. The NPSO will also be comprised of a Monitoring and Evaluation Specialist, in charge of the Programme M&E system and supported by a Communication and Documentation Specialist, a MIS System Associate and APSO MIS Associates. The Administrative Finance Specialist will be

⁵⁹ Note that each APSO will be staffed with two GSOs.

At national level a Chief Technical Advisor will be seconded to the Mol MEDPA programme, to provide policy advice to GoN and mentor Mol on the implementation of successful MED following the experience of MEDEP.

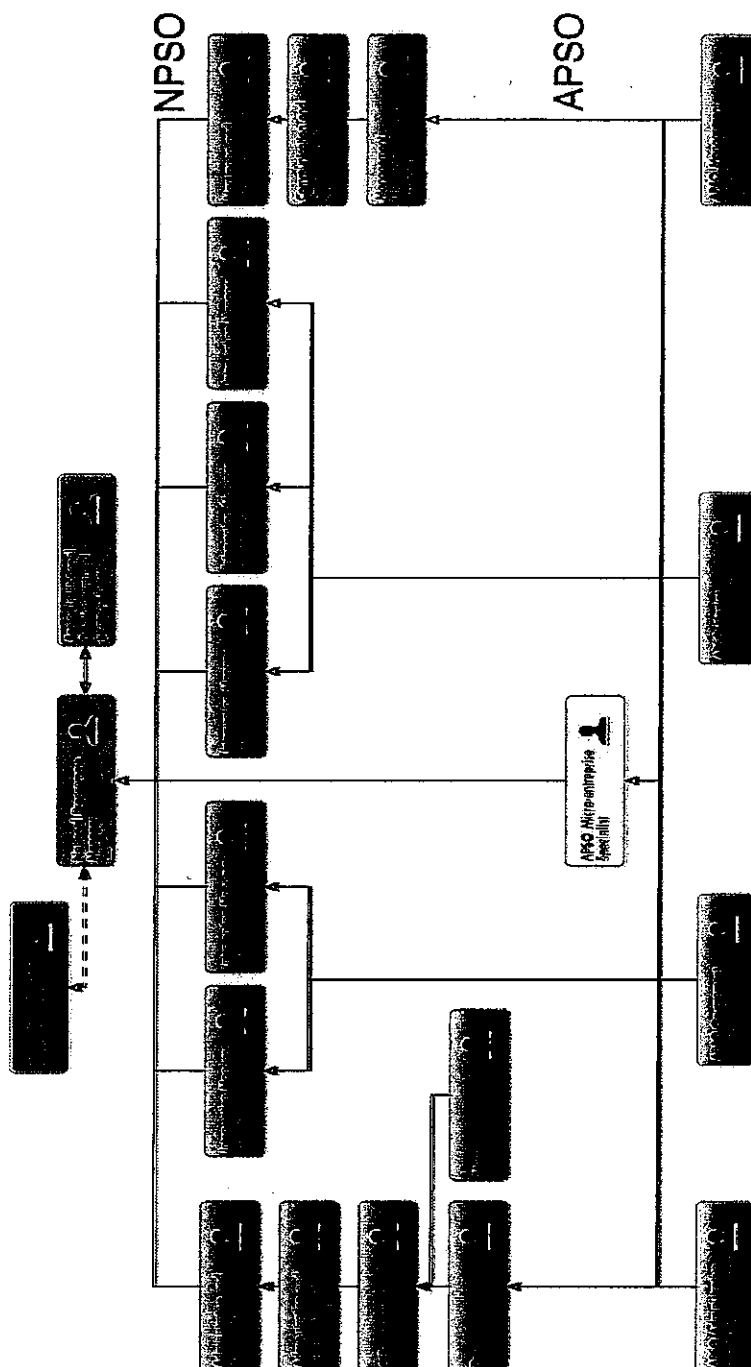


Figure 14 – MEDEP's Organogram

Area Programme Support Office (APSO):

APSOs will be headed by Micro-enterprise Specialists in charge of coordinating activities at the district level, ensuring that the target number of micro-entrepreneurs are developed, and producing work plans, budgets and reports to be collated at the national level.

The APSOs will be in charge of implementing the programme at the district level. Each APSO will provide mentorship and support to existing MEDEP and MEDPA districts. The MES, in collaboration with the Government Support Officer (GSO), will provide support to the DDCs to establish District Enterprise Development Implementation Committees, Micro-enterprise Development Funds, and District Enterprise Development Plans and will mentor DDCs to run these institutions effectively. MES and GSOs will also lead the direct development of micro-entrepreneurs in those MEDEP districts that are not yet graduated to financial support.

In addition to MES and GSOs, APSOs will be staffed with Market Development Officers, market-savvy managers that will be supporting district service providers and micro-entrepreneurship associations to successfully deliver micro-entrepreneurship development and services to members.

4.5 Coordination at District Level and Fund Flow Mechanism

MEDEP will continue direct implementation in those districts that are not yet graduated to receive direct funding support. Graduated districts will instead be supported with decreasing matching funds as described in the "handover strategy" for Component 1. Once the provision of matching funds starts, each donor will transfer funds to UNDP upon signing a cost sharing agreement. UNDP will subsequently transfer these funds to the Programme account with Nepal Rastra Bank on a quarterly basis. At the stage of implementation, for "graduated" programme districts, funds will then be channelled through the district level Micro-enterprise Development Funds (MEDF). About US \$ 14 million from MEDEP will be channelled through the MEDF over five years. Similarly DDC will allocate their own resources and also mobilise resources from other local agencies and potential partners or agencies including donors for MED activities. For this DDC will organize regular meetings with all agencies working in ME development. For the effective use of the funds and for ensuring accountability, the MEDF guidelines and operational rules, also envisaged by MEDPA, will be revised. In order to ensure proper management of MEDEP funds at the district level, APSO MES will be made signatory of the account. A sample among the programme districts will be taken during the annual audit and expenditures made through the MEDF will be audited.⁶⁰ MEDEP will also, in coordination with the concerned GoN agency (in this case the Financial Comptroller General's Office - FCGO), build the capacity of the concerned district level officials on public finance management, procurement, and audit management. Upon receipt of the signed quarterly progress report, including the financial report as well as the quarterly plan, funds for the subsequent quarter will be transferred into the Programme account. Furthermore, the Programme will be implemented by bringing all financial inputs into the national budget system; this will be fully reflected in the Red Book.

⁶⁰ All districts that have made use of the MEDF will however be audited on the first year, in order to draw lessons for the programme.

In accordance with UNDP's Programme, Operations, Policies and Procedures, the Programme will follow standard UNDP procedures for review, reporting, and monitoring and evaluation. Assessment of impacts will also comply with Donors' Committee for Enterprise Development (DCED) standards and will adopt DCED Universal Impact Indicators where possible.

5.1 Changing MEDEP III Impact assessment system

Because of the change in focus from direct implementation to a facilitation role, in phase IV MEDEP will need to expand and change the nature of its current M&E system.

Over the years, MEDEP has developed a strong input-output *Management Information System (MIS)* to generate accurate and quality disaggregated data on the number and profile of the micro-entrepreneurs created and the costs associated with entrepreneurship development. At the moment, the system is largely based on contracting micro-enterprise associations (MEGAs) for data collection. Whilst the current system ensures complete accountability in resource use, the current contracting arrangement is distorting the associations' operational focus into being MEDEP agencies, rather than at the service of their members. As MEDEP will phase out from direct support, this relationship with the MEGAs will have to gradually change and eventually be terminated, hence, the nature of the M&E system will need to change from *input-output* to *results-based*, extending its focus beyond measuring micro-entrepreneurs created, to also assessing institutional change and development.

To ensure a successful transition between the existing and the expanded system, during phase IV MEDEP will maintain a two track approach to M&E, continuing to implement the current system in those districts where it carries out MED directly, and implementing an "extended" system in those districts where MED is carried out by government or private sector operators, without MEDEP's direct intervention.⁶¹ Since those districts that will be supported through grant funding will be implementing MED within the framework of the MEDPA programme at the central level, MEDEP will support the Ministry of Industry and MEDPA secretariat to develop an adequate M&E system for MEDPA that will respond to the donors accountability needs as well as the government's capacity and interest in monitoring the impact of the programme. MEDEP will also strengthen the capacity of MoI, MEDPA and the district line agencies, to monitor MEDPA implementation through building the capacity of government to extend its M&E system.

A graphical representation of the two-track M&E system is represented below.

⁶¹ For instance, these will be "graduated" districts, whereby MEDEP will provide some limited grant money, or districts where private MED service providers have successfully fund-raised for the implementation of MED.

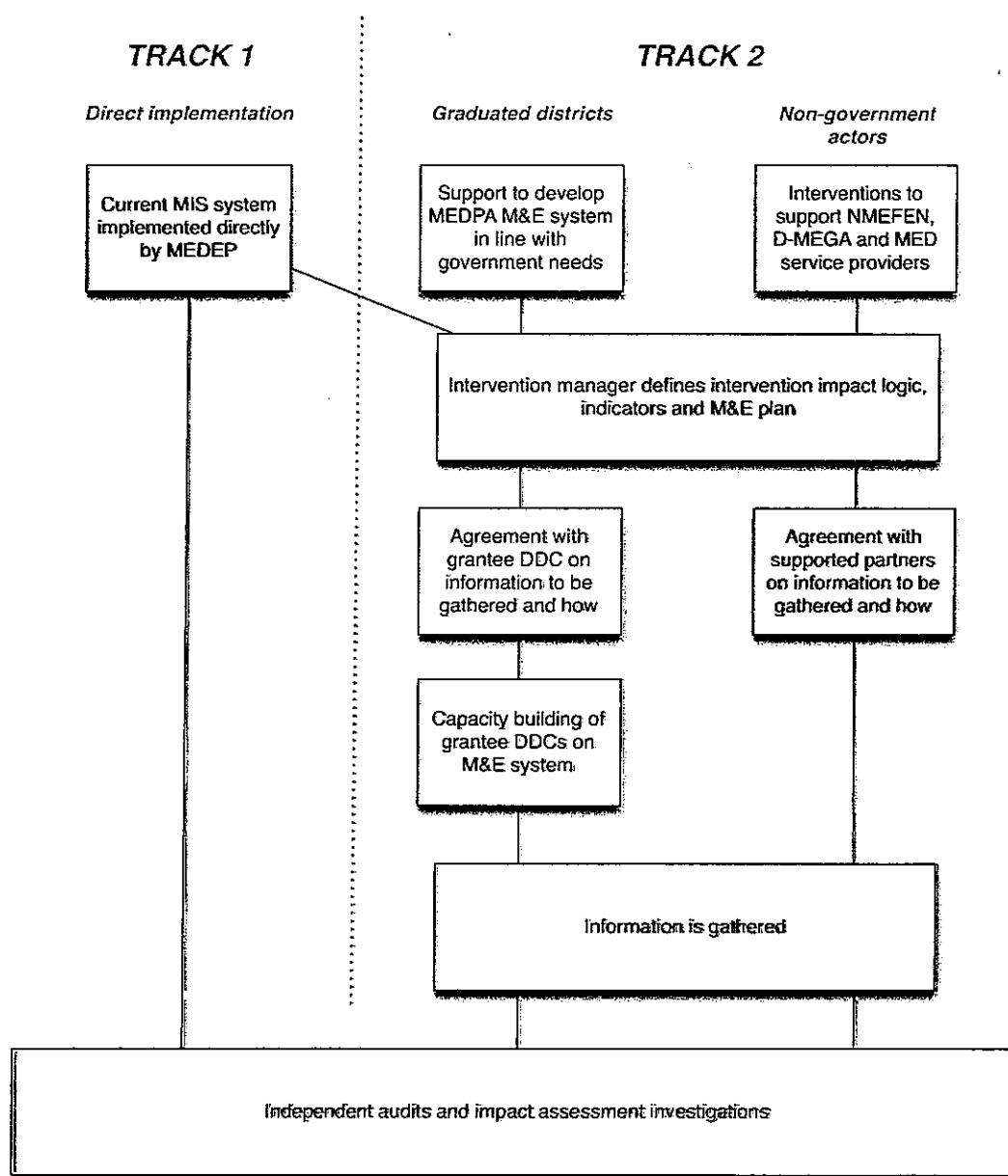


Figure 14 – MEDEP's two tracks M&E system

5.2 Measuring the impact of market facilitation interventions

With MEDEP taking up the role of facilitator, programme implementation will face an increased degree of complexity. For this reason, in MEDEP IV impact assessment will be an internal management process rather than an external event conducted by consultants. Prompt feedback from internally carried out impact assessment will allow the MEDEP management to take informed decisions when designing interventions and deliver effective change.⁶²

⁶² However, self-evaluation does not fully provide accountability, since the programme may be too indulgent and not sufficiently objective when measuring its own work. For this reason yearly independent impact evaluations will also be carried out within the context of a longitudinal impact assessment process. See section 5.5 for more clarity on independent longitudinal impact assessment.

To do this, the MEDEP programme managers will strive to understand the following:

- a) How impact assessment can be incorporated into a programme's design architecture; and
- b) How verification of impact can be used as a means for identifying the most important drivers of impact during a programme's life cycle.

The use of impact measurement as a management tool will allow effective flexibility, strengthening the Programme's capacity to allocate and reallocate resources to those interventions that are yielding the best results, within the context of having a portfolio approach to interventions.

While this document presents the overall programme impact logic and the impact logic for each single programme component, the design cannot provide details on the single programme interventions, as these will respond to programme tactics and a number of contingent factors. Detailed Intervention Logics and impact assessment plans for each intervention will be developed prior to implementation in *Intervention Game Plan* documents that will be approved by the National Programme Manager. Intervention Logics and Assessment plans will need to fit within the Impact Logic of each respective component as presented in this document. Component Impact Logics will be updated from time to time, as the team improves its understanding of the MED market system.

The key principles in the design of the Intervention Logics will be:

- That results measurement is integrated into design, implementation monitoring and scaling up of interventions;
- That the essential changes to be measured are:
 - Contributions that interventions make to sustained creation of micro-entrepreneurs;
 - Net income changes for the micro-entrepreneurs created, attributable to interventions;
 - Changes in the sustained delivery of MED by government and non-government actors;
 - Changes in the level of services delivered by micro-entrepreneurs associations to members that contribute to the resilience of micro-entrepreneurs;
 - An increase in new entrants/service providers in the provision of MED and ME supporting services;
 - Changes in target group behaviour stimulated by interventions;
- That the monitoring of these changes will be the basis for the programme's internal and external knowledge management strategies;
- That this system will inform management to make continuous decisions on the overall value for money of the programme's portfolio.

With the aim of thoroughly incorporating the above principles in the implementation of the programme as well as in monitoring and evaluation, MEDEP IV will adopt the DCED Standards for results measurement both for MEDEP and MEDPA.

5.3 The DCED Standards for Results Measurement

The Standards have emerged over the past 4 years in response to the increasing need for private sector development programmes to improve their performance and to report credible impact numbers that can be used to make resource allocation decisions. The Standard was tested with several programmes in 2008-9 and has gone through several iterations to ensure that it is robust and at the same time applicable even for smaller Programmes. The current version is V, dated January 2010.

The DCED Standards is a process management standard and is designed much the same way as other standards approved by the International Standards Organisation (ISO). It has sections including: articulating results chains; defining indicators of change; measuring changes in indicators; estimating attributable changes; capturing wider changes in the system or market; tracking programme costs; reporting results; and managing the system of results measurement. Within each of these sections there are control points and compliance criteria, as listed below.

Articulating Results Chains

No.	Control Point	Compliance Criteria	Level
1.1	An impact logic(s) is articulated explicitly for each of the selected interventions	A documented impact logic is developed for each intervention selected. The impact logic(s) is thorough, logical and realistic, showing, as far as possible, how the selected intervention(s) lead to achievement of development goals. Relevant contributions of other initiatives are mentioned.	Must
		The impact logic(s) are sufficiently detailed that changes at all key levels can be assessed quantitatively and/or qualitatively.	
		The programme has clear documentary evidence of research and analysis that underlies the logic of the steps in the impact logic(s) and explains how changes are likely to lead to lasting impact. Significant assumptions are explicitly identified.	

Stages of compliance with the Standard

For a programme such as MEDEP that has been implemented for 14 years, transition to full compliance with the Standards will take time. Compliance will therefore be realised through five gradual stages:

1. Engagement of an international expert versed in the DCED Standards, to design MEDEP IV impact assessment system. Following recommendations from the expert, agree with UNDP, AusAID, and Mol on the inclusion or exclusion of certain parts of the Standards. Some control points or compliance criteria are listed in the Standards as either a "must" or "recommended". Programme management will discuss and agree with UNDP at the start of the programme on which of the control points are "musts" for UNDP and which ones will just be "recommended". In this way it will be clear to both parties exactly what results will be measured and

reported. A number of indicators drawing from the DCED Universal Indicators as well as the UNDAF are proposed in Annex 2 of this document.

2. The second stage will involve the creation of the M&E system applicable to MEDPA and MEDEP. The key elements of the system have been described in this section of the programme document and are comprised of the Impact Logics, the interventions Game Plans, Manuals, Guidelines, and trained staff. It will take the programme approximately six months to establish the processes, formulate the appropriate documentation and train the staff to operate the system.
3. In the third stage, the management will have an external check of the system by bringing in a DCED certified auditor to ensure that the initial system is in compliance with the Standards.
4. At the fourth stage, the system is operationalised for both interventions by Programme's partners being facilitated as well as any interventions implemented directly by programme staff. During this period, revisions are made to processes and documentation, staff guidelines are developed and further training is conducted.
5. At the fifth stage, by the 18th month of the programme, an external DCED accredited auditor is brought in to audit the operation of the system and certify that it is generating credible information and that this information is being used for the allocation of resources within the programme.

Management of the System

As shown in the programme's organisational diagram, MEDEP will have one manager dedicated to results measurement. The key functions of this manager will be to:

- Work with MEDEP's implementation partners to implement interventions, or directly with Intervention Managers that are implementing direct interventions, to ensure that all interventions are designed in compliance with the DCED Standards. In practice this will mean approving all results chains as part of the Game Plan approval process, before implementation and ensuring that a Results Measurement Plan is in place before interventions are executed.
- MEDEP will develop result based monitoring and evaluation guidelines and results measurement framework in DCED standard. Based on this guideline and results framework, new MIS software will be developed for MEDEP IV Phase. MEDEP will train officials related to MEDPA from MoI, DCSI and CSIDB from both central and district level on the guidelines, results framework and new MIS software. MEDPA will adopt accordingly. Ultimately, MEDEP will report the overall progress of all result levels to the AusAID and UNDP as per the system and given formats. Precise reporting formats will be designed and mechanisms established in consultation with MoI, DCSI and CSIDB.
- During this phase of results chain preparation, check that the opportunities for the inclusion of excluded groups and the participation of women have been optimised.
- Aggregate the impact of all interventions into annual reports for both management, UNDP, AusAID and MoI with an additional internal assessment of the risk rating for each intervention.
- Prepare case studies on both successful and unsuccessful interventions that analyse what happened, what was achieved and what lessons can be drawn from this

experience. This repository of experience will form the backbone of the MEDEP's knowledge management capacity and will be used as an input to review MEDEP's strategic approach.

As indicated in the Management Arrangement Section, the M&E component will be staffed with one Senior M&E Manager with significant experience with results measurement in large programmes and trained on DCED Standards, one Management Information System Associate, one Information and Documentation Specialist, and six APSO Management Information System Associates, one in each APSO. All of these staff will be trained in the application and management of the DCED Standards.

5.4 The M & E Cycle

The MEDEP M&E system will abide to the following monitoring and assessment cycle.

At the beginning of MEDEP IV – At the beginning of MEDEP IV an impact analysis study will be carried out to gain a thorough understanding of the benefits that the programme has brought to its beneficiaries over the past 14 years. In particular, the study will identify the key success factors of MEDEP's approach, assessing their contribution to micro-entrepreneurs resilience, with the aim of helping the programme to prioritise interventions and adapt MEDPA's approach.

Prior to each intervention – Before initiating any intervention, the Intervention Managers will develop a clear *Game Plan*, a simple 4/5 page document that describes the rationale for the intervention, the expected outputs, contribution to component's outcomes, impact logic, key monitoring indicators and budget⁶³. Game Plans will be developed for every intervention, including interventions for direct delivery of micro-entrepreneurship development.

At the beginning of each intervention – The Intervention Managers will present an offer of support to the partners they intend to help. These may be specific DDCs, or MEGAs or MED service providers, etc. The Offer will specify what data will need to be collected during programme implementation for MEDEP to be able to assess progress. Partnership will be conditional on the partner's willingness to collect such data.

In those districts where MEDEP is still directly developing micro-entrepreneurs the adequate resources to monitor implementation will be hired and deployed by the Programme.

During each intervention – Since in the phase of facilitation MEDEP will develop close relationship with its partners through a mentoring and hand-holding process, the Intervention Managers should be sufficiently close to partners to be able to have a sense of whether implementation is going in the right direction, and partners are successfully changing practices. This closeness will allow the Programme to timely change tactics and review strategies if the initial intervention Game Plan is proven not to be effective.

In addition to closeness and mentorship, the Intervention Managers will hold partners accountable for collecting data as agreed at the stage of initiating the intervention. Depending on the type of intervention, data will be collected at different stages of implementation.

⁶³ The Capacity Assessment carried out in 2011/2012 may be used to set baseline indicators and design capacity development activities within each intervention.

During implementation MEDEP will also support⁶⁴ partners to take stock of the benefits and improvements they have obtained from the innovations/changes that they have introduced thanks to the support received by the Programme. These findings will be used to prove the validity of the introduced changes to the partners, but also as case studies to showcase to other partners in the attempt to stimulate replication and crowding-in.

On a quarterly basis – The Intervention Managers will be measuring progress on the achievement of Component Outcomes on a quarterly basis, by providing anecdotal and substantiate evidence of relevant changes to the National Programme Manager for the compilation of quarterly implementation reports. Measurement of changes will be based on the component impact logic. Some key indicators are identified in the M&E framework proposed in the annex.

A Quarterly Progress Report (QPR) will be compiled and submitted to the Programme Board by the National Programme Manager providing an analysis of progress. The QPR will also include an updated Risk Log, an Issue Log, a Lessons-learned Log, and a Monitoring Schedule.⁶⁵

On an annual basis – Once a year MEDEP will carry out an in-depth impact evaluation study, with the aim of identifying the total number of micro-entrepreneurs created, their resilience (likelihood to cease business), and the impact of the micro-business on their livelihood, income, level of education and gender empowerment. The study will compare the achievement of graduated and not-yet-graduated districts using quasi-experimental control groups to assess impact. The study will also include case studies of those market institutions (either government, DDCs, MEGAs or MED service providers) that have introduced significant changes/improvements in their operational and business model, resulting in improved delivery of MED. The annual impact assessment will be discussed at an annual event organised by Mol/MEDPA in partnership with MEDEP, and comprising of all the major MED stakeholders.

The impact assessment will be included in the Annual Progress Report that the National Programme Manager will submit to the Programme Board once a year. The Annual Progress Report will be reported against the OECD DAC evaluation criteria of: relevance, effectiveness, efficiency, sustainability and gender equity. An updated M&E Framework and Tracking Tool will also be annexed to the Annual Progress Report.

Field visits will be organized for donors and Programme Board members at least once a year.

From time to time – The MEDEP M&E Manager, in collaboration with Intervention Managers, will, from time to time, develop case studies depicting success stories in each component of MEDEP. The use of these case studies will be to promote replication and raise the profile of MED in Nepal, both within government, as well as with donors and the private sector. The Intervention Managers, who, being in contact with partners, will have a good understanding of progress, will trigger the identification of these case studies.⁶⁶

⁶⁴ Most likely paying the costs for or even recruiting the consultants to carry this on.

⁶⁵ The Risk Log, Issue Log, Lessons-learned Log, and the Monitoring Schedule will be developed and logged in the UNDP Atlas system.

⁶⁶ A number of techniques may be used for the compilation of the Case Studies, such as focused-group discussions, participant observation, PRA methods, investigations, and other ethnographic techniques.

5.5 Monitoring for Accountability

A number of measures will be set in place to ensure that MEDEP will deliver value for money. Differently from internal impact assessment (that is a management tool), these assessments will be carried out by independent evaluators external to NMDP.

An independent evaluator (consultant) will be contracted at the beginning of the programme to conduct a **Longitudinal Impact Assessment** of MEDEP's progress.⁶⁷ The consultant will design and implement a study to track impacts over an eight year period from an initial baseline in 2013 to an end date in July 2022. The final study will measure the number of micro-entrepreneurs that have graduated from MEDEP and MEDEP-supported partners over the years, and will estimate the resilience of these entrepreneurs comparing achievements during and after the end of MEDEP. The Impact Assessment study will provide UNDP with a better understanding of the links between the activities and outcomes of the programme and help learn and disseminate lessons from MEDEP that can inform the design and implementation of programmes of this kind in the future. The longitudinal impact assessment will also measure the impact of the institutional change generated by MEDEP by measuring the number of micro-entrepreneurs that are being created two years after the end of MEDEP IV.

The Longitudinal Impact Assessment consultant will produce **Annual Programme Review** during the fourth quarter of the year to assess the Programme's progress in the achievement of expected outcomes and its performance. Key MEDEP staff from NPSO and APSO as well as UNDP will participate in this review. Results from the annual review will set priorities for the following year.

The Annual Review of end of 2015/16 will serve as **Mid-term Review** and will look more in-depth at the strategic direction of the programme. The Mid-term review will provide the last opportunity to introduce major revisions to the Programme's approach and strategy.

The Annual Review of end of 2018/19 will serve as **End of Programme Review** and will be particularly focussed on assessing institutional change and trends in sustainable MED in Nepal in addition to estimating numbers of micro-entrepreneurs created and sustainability of MEDEP's partners.

Two years after the End of Programme Review (in July 2021), the consultant will carry out a **Final Review** to measure the effective impact of MEDEP's institutional changes, and estimate the number of ME that have been created after MEDEP's support has come to an end.

Implementation will also be **monitored by the UNDP Country Office as well three UNDP field offices** located in Dadeldhura (Far-western region), Nepalgunj (Mid-Western region), and Biratnagar (Eastern region). These offices have field monitors who go on regular field visits to Programmes in their regions and report directly to the country office.

Before grant money is allocated to any of the programme's beneficiaries, MEDEP's staff will carry out a **fiduciary risk assessment of the grantee**. This will include taking vision of the grantee account audits as well as assessing its financial management and procurement capacity. MEDEP will also conduct *un-announced spot checks* to grantee organizations to verify that activities are implemented as per the approved plans, budgets, and guidelines.

⁶⁷ ToR for the Longitudinal Impact Assessment is presented in Annex 6.

Finally, **MEDEP's accounts will also be audited annually** in accordance with UNDP guidelines. Spot audit checks may also be conducted two to three times a year depending on the perceived level of risk for the programme.

5.6 Coordination with other programmes

Building strategic partnerships and alliances with other projects and programmes, as well as with private sector actors, will be critical for the effectiveness of MEDEP IV and for a more harmonized approach to microenterprise promotion for poverty reduction and employment generation.

UN agencies: Synergy will be established with other UNDP initiatives, particularly between poverty reduction, Renewable Energy Project, Comprehensive Disaster Risk Management Programme, and environment conservation programs as they complement each other. Partnership with UNCDF will be established to ensure that MEDEP supported entrepreneurs benefit from UNCDF's initiatives in Nepal such as the Mobile Money for the Poor and Clean Start.⁶⁸

GoN programs: The ongoing partnership with the Ministry of Federal Affairs and Local Development (MFALD) will be strengthened. In particular, coordination and collaboration with MoFALD's Local Governance and Community Development Programme (LGCDP) will be established to facilitate local governments to invest in micro-enterprise development promotion utilizing block grants. As the MoFALD is a member of MEDEP's Programme Board (see management arrangement section), institutional linkage is already established to operationalize this partnership. In addition, there is already a MoFALD and MoI jointly approved guideline to manage the district level Microenterprise Development Fund (MEDF) established in the DDCs, through which DDC contributions to micro-enterprise development have been channeled in the past. In Phase IV, MEDPA's and MEDEP's contributions will also be channeled through MEDF. Similarly, coordination and collaboration with GoN's programmes on forestry, agriculture ("One Village One Product" and now "One District One Product" initiative), and livestock will be established through the Ministry of Agriculture Development and Ministry of Forest and Soil Conservation, both of which are members of MEDEP Programme Board. Similarly all the districts offices of MoAD and MoFSC are the members of the District Enterprise Development and Implementation Committee.

Partnership and collaboration with GoN's Renewable Energy and Rural Livelihoods Programme (RERL), executed by the Alternative Energy Promotion Centre (AEPC), will be materialized to ensure that the poor among the beneficiaries of the renewable energy systems RERL promotes will be supported by MEDEP (in MEDEP programme districts) for energy-based microenterprises so that while they benefit from energy for income generation, they can also afford to pay for the energy thereby making the energy system sustainable.⁶⁹

Programmes of development partners: Partnerships, collaboration and co-ordination with programmes of development partners are very important for achieving greater developmental impact. UNDP and MEDEP are already in discussion with various programmes of other development partners. While better coordination at the district level is what has been possible with some of the partners (e.g. Helvetas, ADB), possibilities for linkage have been explored with a few (e.g. JICA, SNV, GIZ; DfID, DANIDA, World Bank,

⁶⁸ As UNCDF's initiatives mentioned here are all in scoping phases, it is not possible to mention the nature of the partnership more concretely at this point in time. UNDP is engaged with UNCDF in the process of scoping the feasibility of their proposed initiatives with a particular focus on how those initiatives can link up with MEDEP IV.

⁶⁹ Discussions with AEPC already held for this partnership and it was concluded that MEDEP and RREP can indeed work together at the district level since RREP also implements through the DDC. Details of the nature of collaboration will be worked out later.

IFAD) for value chain development, and specifics of partnership modalities are being discussed for active collaboration with the World Bank's Poverty Alleviation Fund and Enhanced Vocational Education and Training Project (EVENT).

Poverty Alleviation Fund: MEDEP is in the process of signing an MOU with the PAF. The core areas of PAF are community mobilization, productive micro-infrastructure and revolving fund established for income generation activities. Currently PAF does not provide support to enterprise development, which is an integral part of ensuring income generation is sustainable. As enterprise development is a key strength of MEDEP there is a valuable opportunity for collaboration among the two programmes.

Enhanced Vocational Education and Training (EVENT) Project: In order to replicate MEDEP model in 75 districts under MEDPA programme, GoN needs an increased number of human resources, especially Enterprise Development Facilitators. At present, only about 650 such facilitators are trained, which is less than the required number, even for implementing MEDPA programme in 50 districts. Discussion is going on with EVENT to provide scholarships for three year diploma and 15 month long Technical School Leaving Certificate (TSLC) in more than 20 different subjects with a target of 1,500 during the project period. There is already a TSLC on becoming Enterprise Development Facilitator (EDF).

AusAID's other initiatives:

Public Sector Linkage Programme (PSLP)/AusAID: MEDEP will be working with Post Doctoral students, who will be working in Harvest Technology in Central Queensland University, Australia under the small grant project on "Improving Mandarin Micro-Enterprises through a Systems Consideration in western and mid-western regions of Nepal". AusAID has directed them to work closely with MEDEP/MoI, Ministry of Agriculture Development (MoAD) and Institute of Agriculture and Animal Sciences, University of Agriculture and Forestry. It is an opportunity for MEDEP to lead them and develop a system of orange and sweet orange processing and fresh product export. If approved, this project will come into effect from November 2012 for three years. Coordination will also be established with Micro, Small and Medium Enterprises (MSMEs) aimed at building, strengthening and enhancing the capacity of MSMEs that are women-led and owned in Bangladesh, Bhutan, India, Nepal and Sri Lanka to derive greater benefits from regional markets and value chains, with the support of AusAID, UNDP, Commonwealth Secretariat, International Finance Corporation during 2013-2016. UNDP Asia Pacific is implementing Promoting Micro, Small and Medium Enterprises (MSMEs) to build, strengthen and enhance the capacity of MSMEs that are women-led and owned in Bangladesh, Bhutan, India, Nepal and Sri Lanka to derive greater benefits from regional markets and value chains, with the support of AusAID, UNDP, Commonwealth Secretariat, and International Finance Corporation during 2013-2016. In view of similar goals, close cooperation and linkage should be established with the project.

Partnership with Private Sectors:

Partnership with Federation of Nepalese Chamber of Commerce and Industry (FNCCI) and Federation of Nepal Cottage and Small Industry (FNCSI): MEDEP has had partnership with both FNCCI and FNCSI for many years. Currently, both district chamber of commerce and FNCSI are members of the District Enterprise Development and Implementation Committee that oversees the programme at the district level. MEDEP works with them closely, particularly to support micro-entrepreneurs with market information, branding, labeling, etc. FNCCI is also promoting many agro-based and forest based products through the One Village One Product programme (now One District One Product program), and therefore, MEDEP promoted entrepreneurs will be linked up with this project.

Partnership with Federation of Handicraft Association of Nepal (FHAN): MEDEP has developed its partnership with FHAN for product design, Participatory Action Research of Banana Fiber extraction, and also established partnerships on Trade Fair Exhibitions. All

these activities are conducted on cost sharing basis. This partnership will continue under the new phase.

Partnership with Fair Trade Group (FTG): MEDEP and FTG are conducting Trade Fairs and Exhibitions on a cost sharing basis that has significantly improved the quality standard of the products and expanded market for micro-entrepreneurs' products. Some of the FTG members are buying products from MEDEP entrepreneurs and selling to international markets. This partnership will continue under the new phase.

Partnerships with Individual Business Houses: MEDEP developed partnerships with several individual business houses such as Gandaki Bee Concern, Nepal Dairy, Organic Village, Mahaguthi, and Women Entrepreneurs Association of Nepal Co-operative. Gandaki Bee concern provides technical training to beekeepers on a cost sharing basis with buy back guarantee of products. With such linkage some products have found a place in international markets such as Allo, Nepali Paper, Honey, Pater products, Dhaka, Incense Sticks, Herbal Soap, Nettle Powder, etc. although in small quantities.

MEDEP IV will also support the Ministry of Industry to effectively coordinate among the various development partners, private sector, and the Ministries active in the area of micro-enterprise development. Also in agreement with other development partners programmes, the component will develop a web portal where MEDEP's research documents, annual reviews, case studies and impact assessment will be made available to the public. Similarly this phase will help Government to organize monthly donor meeting on enterprise development for better synergy. The aim of the programme will be to share as much information as possible on the areas of MEDEP's intervention, and leverage collaboration with other private sector development programmes in Nepal. As the programme progresses, a multi-donor, multi-partner national programme will be developed in Sector-Wide Approach (SWAP) format to implement the programme sustainably.

PART B: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference, constitute a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

This Programme document shall be the instrument referred to as such in Article 1 of the SBAA between the GoN and UNDP, signed on 23 February 1984.

Consistent with Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Programme is being carried out;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.

PART VI: RESULTS AND RESOURCE FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 2: Vulnerable groups have improved access to economic opportunities and adequate social protection

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Poverty incidence:

(a) % of employed people living below national poverty line

Baseline: 22% (NLFS 2010)

Target: 17% (2015)

(b) % of population below national poverty line

Baseline: 25.2% (NLSS III; 2010/2011)

Target: 20% (2017)

Applicable Key Result Area: to be updated with UNDP HQ's new strategic plan's result areas

Partnership Strategy: MEDEP IV will have partners both from Government and non-government sectors. The Ministry of Industry, Ministry of Forest and Soil Conservation, Ministry of Federal Affairs and Local Development, Ministry of Agricultural Development, National Planning Commission and the Nepal Rasta Bank will be direct partners in the role of implementing or collaborating agencies. At the district level too, partnership with District Development Committee/District Enterprise Implementation Committee, District Forest Office, District Agriculture Office, District Livestock Service Office as well as district branches of the Federation of Nepalese Chambers of Commerce and Industries and Federation of Nepalese Cottage and Small Industries will be sought for programme implementation. Similarly, association of entrepreneurs at all levels will be partners especially for monitoring and advocacy. Service providing organizations such as the business development service providers and financial service providers will be key to ensuring effective delivery of the programme. Collaboration with other civil society organizations representing MEDEP's beneficiary groups such as the Association of Youth Organizations Nepal, District Dalit Coordination Committee, District Janajati Coordination Committee, National Federation of Disabled-Nepal, etc. will be sought in the process of programme implementation.

Programme title and ID (ATLAS Award ID): Micro-enterprise Development Programme (MEDEP), Phase IV

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (tentative breakdown)
Output I A sustainable delivery system for Micro-Entrepreneurship Development in Nepal with at least 73,000 new micro-entrepreneurs created in 5 years, 60,000 of which resilient, Women - 70%, Men -	1. 30,000 new micro entrepreneurs created directly	1.1 Conduct resource and market analyses in programme districts taking into account infrastructural development like rural roads, energy availability or projects, communication technology, and rural market centers, as well as natural resource base. 1.2 Identify VDCs using DAG mapping, population census, etc. and conduct PRA to select target settlements and HH survey to establish baseline on poverty status 1.3 Social mobilization and formation of micro-entrepreneurs' groups (MEGs), training on group management and group savings, etc. 1.4 Provide entrepreneurship development (SIYB) training to	MoI, DDC, VDC, CSIDB, DCSI, BDSPO, DMEGA, District Agriculture Department, District Forest Department, MFIs, private sector,	\$20,912,580

<p>30%, Dalits – 30%, Indigenous Nationalities (Adivasi – Janajatis) – 40% (should focus more on Groups 1 to 4 categorised by National Foundation for the Development of Indigenous Nationalities - NEFIN, Government of Nepal), Other Castes – 30%, Unemployed Youths as per government policy of age group between 16 to 40 years – 60%, Unemployed Youths of age group between 16 to 30 years – 40% (mainly Unemployed Youths this age group migrates for job abroad), Madheshi – 40% (it will include all Madhesh origin Dalits, IN, Women, Men,</p>		<p>target beneficiaries</p> <p>1.5 Provide technical skill training and appropriate technology/equipment support to the entrepreneurs for establishing of enterprises</p> <p>1.6 Provide/arrange Common Facility Centres to hard core poor groups and link to financial service providers</p> <p>1.7 Support for market linkage locally and continue with business counselling</p> <p>1.8 Resilient support to existing micro-entrepreneurs</p> <p>1.9 Execute RBM&E Guideline and Result Measurement Framework along with Revamped GSIMIS</p>		
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Youths, Other castes, etc.)		2. MED service providers able to deliver MED sustainably	<p>2.1 Conduct market analysis to understand resource base, overall capacity and understanding of MED and MED service market, and to identify potential partners.</p> <p>2.2 Develop training modules with training institution to target potential MED service providers.</p> <p>2.3 Support commercialisation of training modules.</p> <p>2.4 Support and mentor NEDC (or similar organisation) to develop and actuate market strategy based on a MED curriculum developed in partnership with MoI/MEDPA.</p> <p>2.5 Mentor MED service providers that intend to invest in developing MED capacity and bid for MEDPA contracts.</p> <p>2.6 Support NEDC to develop socialisation events to replicate success in delivering MED.</p> <p>2.7 Support NEDC to develop and establish various published and electronic resource materials and access to useful online resources in the sector of enterprise development.</p> <p>2.8 Support NEDC to conduct TOTs on a number of key trainings to produce local trainers in the areas related to micro-enterprise development as well as Programme management</p> <p>2.9 Support Training Institutions to develop standardized courses/trainings to produce the necessary human resources such as Forest Enterprise Development Facilitator, Agriculture Development Facilitator, etc.</p>	MoI, MEDPA, NEDC, MED Service Providers, FNCCI, FNCSI	\$803,182
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	<p>3. Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme</p>	<p>3.1 Provide advisory and technical support to the Secretariat of the national level Committees established to drive and oversee for MEDPA.</p> <p>3.2 Improve capacity of MEUs at MoI, CSIDB, DCSI on MEDEP model, implementation mechanisms, coordination and results-based planning, budgeting, M&E (including revision of model).</p> <p>3.3 Improve capacity of line ministries such as MoFLD, MoA, MoFSC to understand and implement micro-entrepreneurship creation as a poverty reduction tool.</p> <p>3.4 Establish and strengthen gender and social inclusion responsive MIS database along with RBM&E guideline at MoI, DCSI and CSIDB and build capacity to analyze data for effective monitoring and planning.</p> <p>3.5 Support MoI to effectively document and communicate its plans, programmes and achievements and carry out procurement for MEDPA.</p> <p>3.6 Support MoI to create synergy among various sectoral agencies engaged in the areas of income generation/self-employment at the central level for the optimum use of resources in achieving the national goal of poverty alleviation.</p> <p>3.7 Support MoI for scale up service to the existing micro-entrepreneurs in 50 MEDPA districts for the resiliency of the existing enterprises.</p> <p>3.8 Support MoI to establish accreditation programmes with training institutions and NEDC.</p> <p>3.9 Support MoI to establish MED knowledge centre</p>	<p>MoI, CSIDB, DCSI, NEDC</p>	<p>\$710,812</p>
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<p>Output II: Micro-entrepreneurs' access to a number of business development services such as markets, finance, improved</p>	<p>4. Institutional Capacity of the district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON/MEDPA programme including local bodies (43,000 micro-entrepreneurs delivered in 5 years)</p>	<p>4.1 Build capacity of DCSIO, CSIDB, DDC, DEIC to understand and implement the six stages of MEDEP's integrated model (social mobilization and PRA methods, SIYB TOTs, access to finance, M&E, GSI Programme cycle management, report writing, including M&E, procurement and public finance management, contract management.</p> <p>4.2 Orientation on gender and social inclusion, women's empowerment and peace sensitive planning and programming.</p> <p>4.3 Orientation on needs identification, PRA methods, market analysis and microfinance.</p> <p>4.4 Support to strengthening the district coordination mechanism (DEDIC), advocacy and district level resource mobilization.</p> <p>4.5 Support to districts, municipalities and VDCs interested to invest in micro-enterprise activities to develop DEDP, MEDEP and VEDP through bottom up approach.</p> <p>4.7 Fiduciary/readiness assessment of potentially graduated DDCs and provision of grants to graduated DDCs for implementation of MED.</p>	<p>MoI, DDC, VDC, CSIDB, DCSI, MED SPs, DMEGA, NEDC.</p>	<p>\$1,074,050</p>
<p>Output II: Micro-entrepreneurs' access to a number of business development services such as markets, finance, improved</p>	<p>5. GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED</p>	<p>5.1 Support Government to revise Industrial Enterprise Act 2049 in line with Industrial Policy 2067.</p> <p>5.2 Support Government to finalise Sub-Contracting Policy (for linkages between large and small enterprises) and Subcontracting Acts and By laws.</p> <p>5.3 Review and identify gaps in sectoral policies/Laws and recommend for harmonization.</p>	<p>MoI, NMEFEN, DMEGA, NEDC, Research Institutions</p>	<p>\$255,275</p>

technologies and advocacy, sustainably provided (on a cost-recovery basis) by ME associations and/or private providers.	is available.	<p>5.4 Support Government to develop guidelines to promote agro and forest based micro-enterprises.</p> <p>5.5 Support Government to prepare or revise guidelines and manuals for sustainable internalization of MEDEP into the MEDPA.</p> <p>5.6 Support Government to prepare a multi-donor, multi-partner programme document by 2017.</p> <p>5.7 Build capacity of Research Institutions to conduct market analysis, and research on product development, access to finance, and MED, and develop commercial strategy for dissemination.</p> <p>5.8 Support ME associations to carry out advocacy following a consolidated and effective methodology.</p> <p>5.9 Support Government to establish dialogue platforms and carry out dialogue effectively.</p>		
	<p>6. NMEFEN, DMEGA and other similar organisations deliver relevant services to graduated micro-entrepreneurs on a sustainable basis, including advocacy;</p>	<p>6.1 Identify the current status of existing micro-entrepreneurs members of associations in terms of their readiness for scale up.</p> <p>6.2 Support ME associations to develop vision and business plan on the basis of identified members needs.</p> <p>6.3 Mentor ME associations in developing and delivering services to members such as trainings (TOEE, TOGE), access to markets, identification of useful technology, financial counselling, revision of business plans, etc. At least 5 service toolkits commercialised by end of programme.</p> <p>6.4 Support ME associations to develop SMS information/communication platform with members.</p> <p>6.5 Mentor ME associations in the delivery of services, and</p>	<p>NMEFEN, DMEGA, MEGA, MFIs, private sector</p>	\$1,594,370

		in organising exposure visits to other districts, organise trade fairs/exhibitions to provide opportunities for diversification.		
	7. Access to finance improved: X cooperatives developed; Y linked to wholesale lending; Z micro-entrepreneurs have access to finance	<p>7.1 Research on micro-entrepreneurs' financial needs and appropriate products and services required for them.</p> <p>7.2 Platforms created for sharing knowledge and experiences among financial service providers to serve micro and small entrepreneurs more effectively.</p> <p>7.3 Deliver financial literacy trainings to micro-entrepreneurs.</p> <p>7.4 Support NMEFN and DMEGA to create and build capacity of cooperatives and linking them with wholesale lending institutions.</p> <p>7.5 Firm agreement between NMEFN and financial institutions to recognise MED graduation mechanism and risk-profile ME graduated borrowers.</p> <p>7.6 Support NMEFN and DMEGA to develop innovative financial products in partnership with MFIs (i.e. crowd-financing).</p>	NRB, FSPs, federation of cooperatives and development banks, cooperatives	\$1,034,818
Programme Support Cost	Programme Support Cost	Salary of management staff, house rent and related utilities, vehicle purchase and maintenance, other equipments, communication, travel cost, office supplies, monitoring and evaluation.	MEDP/UNDP/Ausa ID	\$7,862,341
Total				\$34,247,429

ANNEXES

Annex 1: Risk Log

Programme Title: Micro-enterprise Development Programme Phase IV
Award ID: 00049631
Year: 2013-2017

#	Description	Category	Impact & Probability	Countermeasures / Management response
	Enter a brief description of the risk	<ul style="list-style-type: none"> • Environmental • Financial • Operational • Organizational • Political • Regulatory • Security • Strategic • Other 	Describe the potential effect on the Programme if this risk were to occur Enter probability on a scale from 1 to 5 ⁷⁰	What actions have been taken/will be taken to counter this risk
1	Political instability with long absence of parliament	Political	Rating 3: If there is no parliament for an extended period of time, the policy related work that MEDEP will be supporting would be hampered. Hence, result may be delayed.	As far as the Programme's inputs are concerned in these policy development activities, there will be no impact because of political instability, as the Programme will continue to engage with experts and relevant stakeholders to do the necessary reviews, analysis, and draft the policies, Acts, Regulations and Guidelines. Programme will also continue to engage in policy advocacy work so that Programmes' inputs do, in fact, inform policies. The lack of a stable central power will, however, shed significant uncertainty on the future of government policies and MEDPA, undermining the incentive of the institutions involved to take ownership of MED.

⁷⁰ The ratings are the following: 1=negligible, 2=low, 3=medium, 4=significant, 5=high. The rating is for the probability of a particular risk occurring which is based on either knowledge of past experiences or occurrences of similar risks, or speculation over how political situations may unfold in Nepal given the post-conflict transition and instability it is going through especially with the uncertainty around federalism and state restructuring.

#	Description	Category	Impact & Probability	Countermeasures / Management response
2	Delay in constitution making and state restructuring	Political	Rating: 3 Delay in constitution making and state restructuring process may affect Programme activities particularly because it will most likely entail prolonged periods of disturbances, political instability, and general strikes that will hamper programme implementation.	MEDEP is designed with full GoN ownership and in response to GoN's demands to complement MEDPA, as clearly stated in GoN's MEDPA document. MEDEP is already institutionalized in GoN. Hence, there will be GoN support for programme implementation even during political disturbances. Delays caused by external factors will be continually analysed and strategies will be worked out to seek the best possible partnerships or mechanisms to expedite implementation given the circumstances including UNDP implementing directly with approval from GoN.
3	Unknown form and implementation of federal structure	Political	Rating: 3 MEDEP's activities related to local government structures (DDC/VDCs) and institutionalization at the local level may be affected.	Even after federalism is declared, there will certainly be a transition time when GoN will have to prepare to implement the new political structure. MEDEP will take advantage of this transitory period to review the implementation mechanism and re-adjust the institutional set up that will respond to the demand and structure of the federal system.
4	Absence of elected representatives at the local level	Political (Instability)	Rating: 2 Absence of elected bodies may affect Programme implementation to some extent but this is the same context in which MEDEP IV is being developed and the past MEDEP phases have been implemented.	District Enterprise Development Implementation Committee, which is headed by the DDC Chair, currently represented by the Local Development Officer in the absence of elected officials, will provide oversight to both MEDEP and MEDPA at the district level. This Committee will be guided by the common guideline meant for both MEDPA and MEDEP funds management.
5	DDC offices exposed to volatile security situation, frequent protests, individual threats and political pressure, and office shut down.	Political	Rating: 3 As DDC manages the MEDF, programme implementation will be hampered as sub-contracting to the service providers will be delayed; strikes may make it difficult for service providers to deliver the services on time to the beneficiaries; and Programme events may not happen as planned.	Learning from past experiences of MEDEP implementation during conflict years, Basic Operating Guidelines and Do-No-Harm approaches will be applied and UN's neutral role will be communicated. Also, MEDEP as a poverty reduction programme targeted to the poor and the vulnerable who will be adversely affected by political disturbances will be communicated to all political parties and groups causing disruptions. In addition, the new approach followed by the programme spreads risks by broadening focus from government alone to include key organisations in the system for MED development. MEDEP will therefore continue to work with ME associations, promoting their capacity to care for the interest of members and advocate for change, and will work with MED service

#	Description	Category	Impact & Probability	Countermeasures / Management response
				providers to enable them to raise funds outside of government channels. Transparency, impartiality, and accountability related to MEDEP's activities through the DDCs and other district line agencies will be heightened through various communication mechanisms.
6	GoN is expanding to new districts under MEDPA without considering the available human and financial resources.	Operational	Rating 3: less effectiveness of the programme.	MEDEP will be providing a full time CTA to Mol to do the strategic level planning under MEDPA. It is because of MEDEP's advocacy and dialogue with Mol that the new districts added in 2012/13 fiscal year were MEDEP districts. Also, MEDEP will advocate and support Mol to advocate for central funds for MEDPA—as it has been doing currently with very close engagements with the National Planning Commission and the Ministry of Finance through Mol. As MEDPA has already been categorized as priority one (P1) programme of the GoN, funding for it will be continued with priority even in the future as long as MEDPA remains as a P1 programme.
7	Political pressure on selecting new VDCs.	Operational	Rating 2- While selecting the new VDCs District Enterprise Development Implementation Committee (DEDIC) gets pressures from political parties to choose their VDCs without considering the MEDEP criteria.	Effective and frequent communication to local political parties and other key stakeholder on MEDEP's objectives, model, beneficiaries, and its selection process, will be done. The emphasis of MEDEP IV on building local ownership will minimise the opportunity for political pressure.
8	Frequent transfer of the Government officials.	Operational	Rating:5, Frequent transfer of the government officials affects the implementation of the programme, the impact of capacity development, and the cost effective delivery of expected targets. This is a significant risk especially given that after 2.5 years a government appointed NPM will run MEDEP.	This is an issue that donors have taken seriously with GoN and there is a GoN policy of retaining a staff for 2 years in a position. Hence, UNDP will draw on this policy and have dialogue with GoN and seek GoN/Mol commitment on staff continuity before Phase IV is launched. When new staff come on board MEDEP will pro-actively work with the new staff to familiarize them about MEDEP and bring them up to speed. MEDEP will also work closely with Mol, appointing a Chief Technical Adviser within the Ministry. A standard package of materials on MEDEP would be prepared to share with new comers to MEDEP's Programme board, DEDIC members, Mol, and to the various micro-enterprise units in the CSIDB and DCSI officers as well as DDCs and line agencies.
9	Phasing out and handing over of MEDEP to Mol is slower than	Strategic and Operational	Rating: 4 The key thrust of Phase IV is to help Government and Mol	This phase focused on capacity development of different stakeholders, for this MEDEP is hiring an International Specialist who will be provide structured

#	Description	Category	Impact & Probability	Countermeasures / Management response
	expected due to systemic issues within the Mol leading to ownership, capacity and accountability challenges		build its capacity and handover the Programme to the Government. Limited ownership, leadership, capacity and accountability will slow down the process.	training on institutional development, system change and Making Markets Work for the Poor (M4P) methodology to the MEDEP/MEDPA team. Similarly the Secretary of Mol and other high level staff have already realized that this is a high time for them to take over.
10	Lack of co-ordination and collaboration among different Programmes at central and district levels.	Operational	Rating: 2 Without coordination at central and district levels between Mol and key ministries such as MoFALD, MoAD, MoFSC, and their line agencies, the multiplier effects of MEDEP's support will be low and programme delivery will be inefficient.	MEDEP will support the Mol to create coordination mechanism at the central level so that Mol can coordinate better with other central level agencies. Similarly, MEDEP will provide support to strengthen the DEDIC at the district level for effective coordination. Section 2.1.7 of this document explains how MEDEP will support in this area.
11	Channeling MEDEP funds through Micro-enterprise Development Fund increases fiduciary risk, which is assessed as being very high by many Development Partners.	Fiduciary risk (Financial)	Ranking 4: The MEDF is at the DDC where intense political interference happens for fund utilization which can impact the Programme negatively and lead to donors pulling out from the programme.	GoN has already developed Public Expenditure & Financial Accountability and Fiduciary Risk Reduction Action Plan (Implementation period – March 2012 - July 2015). In addition, for oversight of MEDEP funds, MEDEP will have one of its staff members as a signatory to the bank account (along with a DDC staff) through which payments will be made. Reports on the results of MEDEP's funds will be done separately. MoFALD and Mol jointly approved guidelines to manage the MEDF are also in place. In terms of procurement, UNDP will continue to provide technical assistance. A rapid assessment of capacity at the district level will be conducted before channelling funds through MEDF. Local and central level finance staff will be trained to manage MEDF effectively. In addition, the capacity of government to provide MEDF training will be strengthened. MEDF fund will be used through result based subcontracting mechanism, where the service providers selected based on their competency and done centrally.
12	High staff turnover in MEDEP.	Operational	Rating: 2 Will delay implementation.	If funding for the entire programme period (i.e. 5 years) is confirmed, this risk will be reduced as staff will feel more secure in their jobs. Also, UNDP is currently in discussion with Ministry of Finance and Ministry of General Administration on Programme staff personnel policy and payment scales.
13	MEDEP finds it challenging to	Operational	Rating: 4 Will undermine the	To help MEDEP's staff develop facilitation skills and be fully comfortable with the

#	Description	Category	Impact & Probability	Countermeasures / Management response
	change its role from being an implementer to being a facilitator.		thrust of Phase IV and significantly affect achievement of objectives.	changed approach, MEDEP staff will be trained in facilitation and systemic change. In addition a Senior Institutional Development and Strategy Expert with experience in strategy development and organisational change will be hired to join the MEDEP team, and will be tasked with the responsibility of fostering the development and update of the strategic vision for the programme.
14	As agreed with government, a perspective NPM will be appointed by government at the beginning of programme implementation to be seconded to MEDEP and be mentored by the MEDEP NPM. The government NPM is supposed to take over the management of MEDEP after two and a half years, conditionally to having acquired an adequate understanding of the programme's objectives and methodology. After 2.5 years of implementation GoN will impose its National Programme Manager even if the appointed person does not demonstrate sufficient capacity and understanding of the MEDEP IV approach.	Operational	Rating: 4 Will undermine achievement of programme's objectives, in particular sustainability and systemic change.	<p>The Senior International Specialist (SIS) will be providing structured training on institutional development, system change and M4P methodology to the whole MEDEP team including the Government NPM. The SIS will be requested to provide internal feedback on how the training is received and on the team mastery of these basic strategy and operational tools. This will serve as a basis to have an objective evaluation of the readiness of the appointed perspective NPM. In addition the programme's capacity to leverage systemic change will be assessed during the independent annual reviews. The reviews will provide an objective assessment of what type of capacity the programme will need to be successful, including an assessment of the capacity of the NPM and perspective NPM. Criteria for the government-appointed NPM to take over are listed in section 4.2 of this document and reported below:</p> <ul style="list-style-type: none"> - The perspective NPM will work with the MEDEP NPM for at least one year before being considered for taking over the leadership of the programme. - The government-NPM will be fully committed to MEDEP, will have no assignment other than managing MEDEP and will remain in her/his post for the remaining duration of the programme. - The government-NPM will attend training sessions on M4P and systems and institutional development provided by the Senior International Specialist and organised by MEDEP and will have to show a good understanding of the M4P approach and methodology by the end of the first two years of programme implementation. - At the beginning of the third year of implementation the government-NPM will prepare and submit an updated strategic framework and implementation plan for the remainder

#	Description	Category	Impact & Probability	Countermeasures / Management response
				of the programme to be submitted for approval to Government, UNDP and AusAID.
15	The significant change in approach with MEDEP IV, embracing M4P operational principles as DCED standards in impact measurement leaves the programme with a considerable capacity deficit, since these approaches are new to Nepal.	Operational	Rating: 4. Can undermine achievement of programme's objectives if capacity building is not delivered effectively.	To respond to this capacity deficit, the government and UNDP have agreed to procuring the service of a Senior International Specialist with experience in strategy development, institutional change, M4P and DCED standards, to help MEDEP senior management with the development of a sound approach for the programme and to deliver training to the whole MEDEP staff. The consultant will be hired for a total level of effort of 18 months over two years. If the capacity building provided during this initial period will not suffice the terms of contract of the consultant may be extended. The decision to extend will be taken on the basis of an independent assessment of capacity carried out as part of the regular annual review process.

Annex 2: Gender and Social Inclusion Context

Although Nepal has made significant progress in many of the development outcomes, as reflected by the progress on MDG indicators, disparities in outcomes persist in terms of gender, social groups, income groups, and geographic regions. The terrain consisting of high hills and mountains have made infrastructure development difficult and costly, thereby keeping some geographical areas not well connected to the national economy. Lack of access to road, transportation, communication infrastructure, and basic services has meant limited interaction with market, financial institutions and information networks, resulting in economic exclusion and concentration of poverty in these remote regions as discussed in the earlier section.

While some remote districts experience such geographic, and thereby economic, exclusion, people living in the accessible districts of the Tarai have experienced political and cultural exclusion historically, leading to their marginalization in the development process and outcomes. Similarly, the caste-based ideology and hierarchical and patriarchal social structure that underpins most Nepali cultures have led to discriminatory socio-cultural practices such as untouchability of certain social groups like the Dalits, and discrimination against women. Historically, the political economy of Nepal also contributed to the marginalization of certain cultural groups like the Janajatis and minority communities like the Muslims from the state's decision making structures. In Nepal, the development-related results of gender discrimination, like poverty, varies between urban and rural areas, and between regions. With regard to gender-related development, the Mid and Far-Western Regions, again, have the lowest rankings in the country on both the Gender Empowerment Measure⁷¹ as well as on the Gender-related Development Index⁷²—the composite indices which measure the inequality between men and women. Gender-based discrimination persistent in Nepali cultures has led to women falling behind in most development indicators. For example, less than 6% of women are employed in the formal sector, and there was no change in women's employment patterns in almost two decades between 1990 and 2008 in the non-agricultural sector.⁷³ In addition, cultural norms in some communities constrain women's mobility in public spaces, their participation in the public domain including the markets, and therefore limit them in becoming homemakers whose contributions to the economy in general and to the household economy in particular are not recognized. The adult literacy rate for women remains at 44% compared to 72% for men; and 83% of Tarai Dalit women are illiterate. According to NLSS III, poverty is higher among those with low levels of education/literacy which suggests that women are more vulnerable to being poor and remaining poor.

The indices for human development in Nepal vary more widely by caste and ethnicity than by region. There are lower HDI rankings for Dalits, and other minorities, including Muslims, and Janajatis.⁷⁴ When incidence of poverty is disaggregated, there are significant disparities among social groups. For example, while Hill Dalits have 43.6% (highest) poverty, Newars

⁷¹ NHDR 2009; Table 2.9, and p.

⁷² NHDR 2009; Table 2.7, and p.

⁷³ The share of women aged 15 years and above in wage employment in the non-agriculture sector was 18.9% in 1990 and 19.9% in 2008 (Nepal Labour Force Survey 2009).

⁷⁴ NHDR 2009, Tables 2.12, 2.13 and pp. 43-45

only have 10.3% (lowest). Disparities are found within social groups too; for example, while Tarai Brahmin have only 18.6% (lowest), Tarai Dalits have 38.2% poverty incidence. Among the non-Dalit Hill communities, the poverty incidence ranges from 10.34% of the Brahmins, 23.4% of the Chhetris, to 28.7% of the Hill Janajatis. The rate of poverty reduction is approximately three times lower for Dalits (6.5%) than the national average of 19.5%.

Employment opportunities and access remains fragmented and highly differentiated. From 1998/99 to 2008/9⁷⁵, the percentage of Dalits and Janajatis employed in the non-agricultural sector fell sharply from nearly 48% and 50% respectively to just about 20% for both groups, whereas the national average went up by 3%. According to NLFS II, the overall under-employment rate is 30% while it is 46% for age group 20-24 and 35.3% for 15-19 years. Similarly, this rate is 50% for urban and 27% for rural areas. Under-employment is highest among Dalits (9%). While these developments have a strong negative impact on the overall development of Nepal within an increasingly interconnected world of markets, information and employment, the disaggregated analysis shows that some Nepalis are more affected than others.

The NLSS III survey has also shown that poor in Nepal typically have more children and large household size, are illiterate or have very low literacy, and are landless or have less than one hectare of land. Individuals or communities with these characteristics also are discriminated based on their socio-economic status and therefore excluded. Similarly, persons with disability (3.6% of Nepal's population)⁷⁶ are stigmatized because of their disability thereby exacerbating the barriers to inclusion. The incidence of disability is also higher among the poor than those from the higher consumption quintiles according to the NLSS III.

As exclusion based on gender, social identity, disability, poverty or any other characteristic is both a process and an outcome, it is necessary to tackle it strategically such that barriers to exclusion are removed, or at least lessened, capability of those excluded are built, and an enabling environment is created for them to have equality in opportunities. Over the past two decades, numerous initiatives have been undertaken by donors, government, UN agencies, and NGOs to address poverty and social exclusion in Nepal. These efforts include various infrastructure development, skill training, women's empowerment, social mobilization, income generation and enterprise development activities,⁷⁷ as well as Public Private Partnership for service delivery programmes. GoN has also been implementing the Microenterprise Development Programme (MEDEP) since 1998 which is ongoing in its third phase. Given the current socio-economic context of poverty, inequality, gender disparity, social exclusion and inequity, a new microenterprise development programme applying a pro-poor, gender-responsive, inclusive and conflict sensitive approach that is proposed in this document to contribute to poverty reduction and employment generation is very much a need of the country. Nepal's international development partners have also recognized the need to have short, medium and long-term actions for promoting better livelihoods, youth

⁷⁵ The data on employment are from the Nepal Labour Force Survey II (NLFS), 2009.

⁷⁶ According to ...the following are the definitions and classifications of people with disability in Nepal:

⁷⁷ For example, the World Bank's Poverty Alleviation Fund; GTZ's INCLUDE programme, UNDP's programmes for Local Governance and Community Development and Rural Energy Development; DFID's Livelihood and Forestry Programme and CSP; Helvetas' ILUM and SNV's REAP.

employment, and inclusive economic growth to consolidate peace as well as to make development peace-sensitive (Nepal Peace and Development Strategy 2010-2015). This fourth phase of MEDEP will entail short, medium and long-term actions to particularly address issues of poverty, inequality and underemployment, thereby contributing to address some of the key causes of conflict in Nepal.

Annex 3: Monitoring and Evaluation Framework⁷⁸

Outcomes, Outputs and Activity Results	Area of the Indicator	Indicator(s)/ Quantity Criteria	Baseline	Target	Source(s)/ Means of Verification	Target Timing
UNDAF Outcome: Vulnerable groups have improved access to economic opportunities and adequate social protection	Employment and Poverty Reduction	% of employed people living below the poverty line (UNDAF)	22%	17%	NLSS	2015
		% of people living below the national poverty line	25.2%	20%	NLSS	2017
		Net additional per capita income of micro entrepreneurs due to micro-enterprise activities	42%	50%	Annually from Programme database/ independent evaluation	June 2018
		# of micro-entrepreneurs having income above the poverty line		75%	Annually from Programme database/ independent evaluation	June 2018
		Net additional jobs created attributable to micro-entrepreneurship development		TBD	Annually from Programme database/ independent evaluation	June 2018
MEDEP Impact: At least 73,000 (30,000 directly) new micro-entrepreneurs (of which will still be in business two years after graduation) Women - 70%, Men – 30%, Dalits – 30%, Indigenous Nationalities (Adivasi –		Number of micro-entrepreneurs created (graduated) by MEDEP (i.e. who reach the start-up stage) disaggregated by gender, Dalit, Janjati, Madhesi, persons with disability and youths (below 30 years old)	60,685	73,000	Annually from Programme database/ independent evaluation	June 2018
		Number of micro-entrepreneurs created (graduated) by MEDPA and other non-government agents (i.e. who reach the start-up stage) disaggregated by gender, Dalit, Janjati, Madhesi, persons with disability and youths (below 30 years old)	9,000	43,000	Independent evaluation	June 2018

⁷⁸ Please be aware that the Monitoring and Evaluation Framework will be finalised in the initial stages of MEDEP IV, however the framework presented here provides an initial minimum set of indicators.

Janajatis) – 40% (should focus more on Groups 1 to 4 categorised by National Foundation for the Development of Indigenous Nationalities - NEFIN, Government of Nepal), Other Castes – 30%, Unemployed Youths as per government policy of age group between 16 to 40 years – 60%, Unemployed Youths of age group between 16 to 30 years – 40% (mainly Unemployed Youths this age group migrates for job abroad), Madheshi – 40% (it will include all Madhesh origin Dalits, IN, Women, Men, Youths, Other castes, etc.)		Total (MEDEP + MEDPA) # of micro-entrepreneurs still operating two years after graduation disaggregated by gender, Dalit, Janjati, Madhesi, persons with disability and youths (below 30 years old)		60,000	Annually from Programme database/ independent evaluation	June 2018
Outcome of Component 1: GoN has the capacity to coordinate, plan, procure and monitor service providers for	Capacity of government	Annual central government resources for micro enterprise development		20% annual increment	Annually from Red Book	June 2014 to 2018
		Total annual resources other than MEDPA's leveraged in Micro Enterprise Development Funds (MEDF) at the district level		At least 100% of funds leveraged	Annually from Programme database/ independent evaluation	June 2018

the delivery of MED		Number of MEDEP districts implementing MEDPA Programme without financial and technical support from MEDEP		At least 38	Annually from Programme database/ independent evaluation	June 2018
Outcomes of Component 2: (1) GoN makes use of MED-relevant evidence and dialogue in policy making and planning; (2) More MED-relevant research is available	Advocacy and Dialogue	Public-private dialogue platform on micro-entrepreneurship development established and meeting regularly at national level		Quarterly meetings	Quarterly from dialogue minutes	December 2014
		Policies, Acts and Regulations guidelines developed/ revised to replicate MEDEP model under MED-PA		Act and by laws in place	Mol records	June 2018
		# of MED relevant researches produced (commissioned or autonomously produced) not-funded by MEDEP		At least one each year	Annually from independent evaluation	June 2018
Outcome of Component 3: (1) NMEFEN and D-MEGA deliver relevant services to graduated micro-entrepreneurs sustainably. (2) NMEFEN and D-MEGA are able to advocate sustainably at national and district level	ME services for resilience	% of micro-entrepreneurs members of ME associations		At least 75%	Annually from Programme database/ independent evaluation	June 2018
		% of entrepreneurs members of ME associations having access to district/regional level market (sex and social group disaggregated)		TBD	Annually from Programme database/ independent evaluation	June 2018
		# of ME associations delivering services to members (including advocacy) on a sustainable basis		100%	Annually from Programme database/ independent evaluation	June 2018
Outcome of Component 4: Service providers are able to deliver MED services	Capacity of MED service providers	Total number of MED service providers short-listed in MED service bids nation-wide		TBD based on Component 4 market assessment	Annually from independent evaluation	June 2018

sustainably		Number of individuals trained to work as Enterprise Development Facilitators	650	2,000	Annually from surveying training institutions	June 2018
		Total resources fund-raised by MED service providers (other than MEDPA) for delivery of MED-related activities (including training)			Annually from Programme database/ independent evaluation	June 2018
		Quality of MED services delivered to the satisfaction of MEDPA		95%	From MEDPA implementation reports and MEDPA contract management processes.	
Outcome of Component 5: (1) More ME-targeted financial products reach micro-entrepreneurs; (2) More cooperatives serve micro-entrepreneurs.	Access to finance	Number of cooperatives established to promote access to finance for micro entrepreneurs	10	100	Annually from Programme database/ independent evaluation	June 2018
		Number of poor entrepreneurs who increase their access to financial services (sex and social group disaggregated)		TBD	Annually from Programme database/ independent evaluation	June 2018
		% of entrepreneurs having a savings account in a Financial Service Provider (sex and social group disaggregated)		TBD	Annually from Programme database/ independent evaluation	June 2018

Annex 4: What does facilitation mean in practice and what do facilitators do?

Facilitators are bodies (e.g. NGOs, programmes, government departments, business development services, in this case MEDEP) that intervene in market systems (such as the market for MED service provision in Nepal) so that these achieve social/public objectives. Their role is time-bound and finite, an 'agent' (or catalyst) for positive market change but without taking up a function in the market system. A facilitator must clarify its role and responsibility and constantly update its understanding of the system, catalyse change and engage with all actors and functions while at the same time remain neutral.

There is no template for facilitation, but it depends highly on the context, the phase of the programme and the type of interventions. It ranges from a 'facilitative attitude' influencing decision-making to concrete facilitation activities. Market facilitation as a practice is more of an art than a science, directed by principles rather than a list of actions, which can make it difficult to translate from theory into practice.

Implementers are often able to repeat the language, but struggle to define the meaning behind the vocabulary and struggle even further to translate these ideas and principles into action. This is because market facilitation is admittedly complex, ambiguous, context-dependent and difficult.

Facilitation should, however, respect core rules such as valid information shared by all stakeholders (transparency), free and informed choices by the participants (self-determination) and internal commitment to those choices (ownership and responsibility).

Facilitation also requires understanding and responsiveness to local context, flexibility, leadership and entrepreneurial thinking. However, although requiring flexibility, facilitation should always be guided by the overarching strategy to crowd-in other actors into the system and underpinned by appropriate analysis.

The art of facilitation lies in the balance between flexible and strategic interventions, and a golden rule could be "act and tread lightly". In addition, it should not be forgotten that facilitators are not only interacting with market systems but also with social systems which need to be analysed and taken into account.

The main areas where facilitation intervenes include capacity building (training, coaching and promoting exchange), research and development, promoting a shared vision among stakeholders, defining roles and responsibilities, supporting the creation of linkages and networks, identifying business opportunities and supporting joint monitoring and evaluation by fostering mutual learning processes by all parties. Yet, it is necessary to constantly check that potential system actors that could take up these functions are not being crowded-out of the system.

Different stakeholders have different roles and responsibilities during the different phases of a programme that need to be clearly defined, and this also applies to the facilitator. Every participant needs to know what she/he will and can do, and what she/he can or will not do. Mapping all the actors, building a Programme on their incentives and capacities and clarifying 'who does' and 'who pays' can help position the facilitator and the other stakeholders in the Programme environment.

Facilitation is not restricted to programme implementation or to the implementing agent. It needs to be included at all stages of the programme cycle, from initial design to evaluation and it concerns all agents, from donors to strategic partners.

Annex 5: Terms of References of Staff members

Post Title: National Programme Director (NPD)

Duty Station: MoI/NPSO in Kathmandu with occasional travel to the MEDEP and MEDPA districts.

Duration: MoI will avail the services of the NPD available for the duration of the programme and until all procedures for closure is completed.

General Responsibilities:

The NPD is the principal representative of the Government at the programme level. The primary function of the NPD is to:

1. Guide the programme to implement the decisions of the Outcome Board (OB) and Programme Board (PB).
2. Ensure that decisions related to programme implementation are done in a participatory and collective manner; and ensure that it remains relevant to the Government's policies and priorities.

The NPD will represent the PB as the Executive and member of OB. The NPD will be responsible for managing the implementation of the programme which includes: personnel, subcontracts, training, equipment, administrative support and financial reporting. Additionally, the NPD will be responsible for the achievement of outputs and ensuring co-operation and support from the partner organizations.

Specific Responsibilities:

1. Ensure that all prerequisite and prior obligations of the Government to the programme, including Government's contributions, are met.
2. Strengthen and supervise the National Programme Support Office, including staff facilities and services, in accordance with the MEDEP work plan.
3. Prepare regular updates and ensure the implementation of a detailed work plan consistent with the provisions of the programme document. This work plan should contain a time-phased listing of programme activities/tasks to be performed and the outputs that should result from any or a combination of these activities.
4. Act as the chief representative of the programme during review meetings, evaluations and in discussions and, hence, be responsible for review and evaluation reports prepared by the National Programme Manager.
5. Exercise overall technical, financial and administrative oversight of the programme, including supervision of national and international personnel assigned to the programme.
6. Monitor the physical and financial performance of the programme and update the Work Plan every six months.
7. Assume direct responsibility to the Government and UNDP for the funds provided under the programme, consistent with the relevant financial and accounting rules and procedures.
8. Act as the authorized Government official for requesting funds from UNDP and certifying payment requests, Government Disbursement Report (GDR) and Combined Delivery Report (CDR).

9. Ensure timely preparation and submission of required reports, including technical, financial, study tour/fellowship reports, as well as Annual Programme Review/Report (APR).
10. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.

Responsibilities on programme completion and follow-up:

In order to ensure the efficient termination of programme activities, the NPD will:

1. Prepare a draft Terminal Report for consideration at the Outcome Board meeting, and submit a copy of this report to the UNDP Resident Representative for comments at least 2 months before the completion of the programme.
2. Make a final check of all equipment purchased under the programme through a physical inventory, indicating the condition of each equipment item and its location; discuss and agree with the UNDP and the implementing agent(s) the mode of disposition of such equipment and follow up on the exchange of letters among the UNDP, Government and implementing agent(s) on the agreed manner of disposition of programme equipment; take action to implement the agreed disposition of equipment in consultation with the programme parties.
3. Attend the Terminal Review and contribute towards the final preparation of the Terminal Report.
4. At the final closure of the programme, ensure all terminal arrangements relating to programme personnel are completed.

Appointment

The NPD will be a Senior Official (Joint Secretary level) of GoN and appointed by the Ministry of Industries.

Post Title: Chief Technical Advisor

Level: NPPP IV

Number of Positions: One (new)

Duty Station: Lalitpur with occasional travel to MEDEP and MDPA districts.

Duration: August 2013—31 July 2018. Service contract will be issued annually.

Responsibilities

Chief Technical Adviser (CTA) will report to the Secretary Mol and the Joint Secretary, Mol and NPD of MEDEP through UNDP and will be responsible for Micro Enterprise Development activities (including the MEDPA and MEDEP programmes), CTA will be specifically responsible for the following:

1. Mentor the implementation of MEDPA and MEDEP, providing advice on how the programme should be adapted to achieve the broadest impact within the limitations of the programme resources.
2. Assist Mol for sustainability of programmes through effective collaboration mechanisms with District Development Committees and local government agencies with the aim to pool resources for micro-enterprise development to the district Micro-Enterprise Development Fund (MEDF).
3. Mentor National Programme Manager, Component Managers, other Senior staffs and Area Programme Support Managers to effectively implement MEDEP model in MEDEP districts and internalise the full package of MEDEP model in MEDPA districts.
4. Assist Mol to advocate across ministries and government agencies for the adoption of micro-entrepreneurship development as a valid tool for poverty alleviation and support the ministry to establish a coordination platform that will facilitate pooling resources for micro-enterprise development.
5. Assist Mol to plan and implement MEDPA in a gender sensitive and socially inclusive manner and ensure that all implementing partners are sensitized and trained in gender and social inclusion.
6. Build the capacity of the MEU/MES to exercise overall technical oversight of the MEDPA programme, including supervision of national and international personnel assigned to the MED initiatives.
7. Co-ordinate and collaborate with DCSI, CSIDB, donor funded projects and other relevant organisations to develop and implement curricula of technical skills training in micro and small enterprise sectors.
8. Co-ordinate with DCSI, CSIDB, CTEVT and other government training institutes, review their skill training packages, consolidate the skill training packages used by them and MEDEP and prepare joint standard curricula for micro and small enterprises promotion and development of required human resources such as Enterprise Development Facilitator/Officer (EDF/O) promoted by MEDEP and other institutions..
9. Assist Mol to establish an effective Management Information System for the implementation of MEDPA and build their capacity to run the system.
10. Assist Mol to prepare annual work-plans for MEDEP and MEDPA.

11. Support Mol to conduct, at least once a year, and reviews of MEDPA implementation.
12. Support Mol to liaise with MEDEP, agree joint work plans, capacity development support and provision of funds for MEDPA's activities.
13. Support Mol to liaise with other development partners to promote MEDPA's approach and raise funds for MEDPA's activities.
14. Provide support to Mol with the aim to upgrade the Mol Microenterprise Unit (MEU) to an adequately staffed and resourced Micro-enterprise Section (MES).
15. Support Mol to develop policies in the area of micro-enterprise development as well as in drafting the Acts and Regulations of the Industrial Policy and other relevant policies and guidelines.
16. Support Mol and UNDP to prepare a Capacity Development Plan for government agencies on the development and implementation of MED activities.
17. Work closely with, and provide technical support to, the Ministry of Federal Affairs and Local Development (MOFALD) for the internalization of the MEDEP-model in the District Development Committee with reference to development of programme and policy feedbacks.
18. Advice and advocate that programmes and activities are planned and implemented in a gender sensitive and socially inclusive manner.
19. Provide inputs to MEDEP's progress reports to UNDP and donors.
20. Carry out other assignments, as required by the Mol and MEDEP from time to time.

Qualifications and Education

The candidate will have attained a Master's Degree or higher academic qualifications in development related discipline. PhD degree in relevant field preferred.

Experience

The candidate will have at least 10 years working experience in the field of micro-enterprise development with very good understanding of the challenges faced by micro-enterprises, such as access to credit, access to markets and access to business development services. The candidate will also have experience in programme management and in delivering advice to senior officials. In particular, the candidate will:

1. Have experience with policy feedbacks to government and advocacy in the area of micro-enterprise development.
2. Possess a sound understanding of issues, challenges and opportunities in Nepal in the area of micro-enterprise development.
3. Possess effective networking skills and be able to work with a wide range of stakeholders, both within and outside government.
4. Have fund-raising experience, including programme marketing and advocacy at the national and international level.
5. Be proficient in office computer applications such as MSWord, Excel and database management.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: National Programme Manager (NPM)

Level: NPPP IV

Number of Positions: One (existing in phase III and to be continued in phase IV)

Duty Station: Kathmandu with frequent travel to MEDEP and MEDPA districts

Duration: August 2013 - 31-December 2015. Service contracts will be issued on annual basis.

Duties and Responsibilities

NPM will report to NPD through CTA and s/he, in close consultation with the NPD, CTA and UNDP, will:

1. Provide leadership to the implementation of MEDEP phase IV based on its proven model taking responsibility for the overall programme performance and delivery of outputs in harmony with MEDPA implementation.
2. In consultation with the CTA and Senior Development Strategy Expert develop the strategic framework for the implementation of MEDEP and MEDPA, lead and coordinate the action of the MEDEP Component Managers to ensure coherence with the MEDEP and MEDPA developed framework.
3. Ensure smooth transition of MEDEP's approach from direct implementation of MED programmes to the role of facilitator and development capacity support.
4. Develop collaborative relationships with Ministries of GoN such as MoI, Ministry of forest and Soil conservation (MoFSC), Ministry of Federal Affairs and Local Development (MoFALD), Ministry of Co-operative and Poverty Alleviation (MoCPA), Ministry of Women, children and Social Welfare (MWCSW), and Ministry of Agriculture Development (MoAD), concerned Departments and district level line agencies for micro-enterprise development, Nepal Rastra Bank (NRB), business member organisations such as Federation of Nepalese Chambers of Commerce and Industry (FNCCI), Federation of Nepal Cottage and Small Industry (FNCSI), Federation of handicrafts Association of Nepal (FHAN), Micro-Entrepreneurs Associations, etc.
5. Ensure that MEDEP interventions in the districts is streamlined phased out into MEDPA.
6. Provide support to GoN to develop an appropriate policy and regulatory framework for the implementation of MEDPA and the promotion of MED as a lead tool for poverty eradication in Nepal.
7. Ensure the development of interventions aimed at supporting the capacity of MED service providers to become more successful in delivering MED services in accordance with the MEDEP model.
8. Ensure the development of interventions aimed at strengthening the capacity of Micro-entrepreneurs associations to deliver sustainable services to their membership base, including technological solutions, financial counselling and product marketing.
9. Provide adequate leadership, support and facilitations for the implementation of the Programme across regional APSOs.

10. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
11. Promote the replication and adaptation of MEDEP's MED approach by other agencies, such as the government-run MEDPA programme, MED service providers and others.
12. On a quarterly basis, in collaboration with the MEDEP Component Managers and consultation with the Senior Institutional Development Strategy Specialist, prepare and update the detailed MEDEP programme work-plans, schedule and budget, for approval by the MoI and the UNDP/Nepal.
13. Act as a member of the Start and Improve Your Business (SIYB) Secretariat on behalf of MEDEP and provide technical inputs in institutionalisation of SIYB secretariat in Nepal.
14. Prepare annual and quarterly progress reports as well as other reports for UNDP, donors, and other stakeholders, as per Programme requirements in consultation with the MEDEP Component Managers.
15. Regularly update the Risk Log, HR plan and Procurement Plan. Based on the updating of Risk and Issue Logs, prepare action plans to take necessary measures to reduce risk and resolve issues
16. Ensure the timely mobilization and utilization of programme resources, including personnel, training and equipment.
17. Draw up specifications for the equipment required under the programme; ensure the procurement of such equipment according to NEX Guidelines; maintain an inventory and ensure proper operation, maintenance and deployment of such equipment.
18. Ensure full compliance of operations with NIM/NEX-guidelines, implementation of operational strategies, establishment of management targets and monitoring of achievement of results.

Qualifications and Education

The candidate will have attained a Master's Degree or higher qualification in Management from a recognised University, or any other related field.

Experience

The candidate will have at least **10 years** of experience in different areas pertaining to private sector and micro-enterprise development, as well as a good understanding of market development and the Nepali business development consulting market. Demonstrated ability to formulate and implement effective business development strategies will be a plus. The candidate will also possess good managerial skills and a good understanding of how micro-entrepreneurship can effectively be a tool for poverty alleviation. Experience working in the private sector will be a plus.

Computer skills

Candidate should have understanding and knowledge of basic computer applications such as MSWord, Excel and database management.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Senior Institutional Development & Strategy Expert (SIDSE)

Level: International Consultant

Number of Positions: One (new)

Duty Station: Kathmandu with frequent travel to MEDEP and MED-PA districts.

Duration: Intermittent mission of about six months each year in 2014, 2015 and 2016. Special Service Agreement (SSA) will be issued by UNDP.

Duties and Responsibilities

The role of the SIDSE will be to assist National Programme Manager with the development of the MEDEP and MEDPA strategic framework and in ensuring that the interventions developed by the programme contribute coherently to the achievements of the programme objectives. In addition, the SIDSE will support the entire MEDEP programme team to successfully translate programme activities from creating micro-entrepreneurs to becoming a facilitator, a catalyst for the engagement of state and non-state organisations in the delivery of MED. In particular the SIDSE will:

1. Provide advice to the NPM and the MEDEP team to develop intervention strategies that will deliver maximum impact, and in particular, will generate sustainable institutional change.
2. Support the NPM and the Component Managers to develop intervention strategies aimed at strengthening the market for MED services, as well as membership-based services provided by national and district level micro-enterprise associations.
3. Organise and lead monthly internal strategy review meetings for the benefit of the whole MEDEP team (including APSOs).
4. Provide guidance and support to programme operations aimed at strengthening the government-run MEDPA programme.
5. Work closely with the CTA to develop institutional capacity development for Mol, MoFALD, MoAD and MoFSC in the area of micro-enterprise development.
6. Support the M&E specialist to develop and refine indicators to track significant changes in institutional development by MEDEP Programme partners.
7. Identify and analyse issues that may undermine the success of the programme and propose them to the attention of the National Programme Manager.
8. Assist the National Programme Manager in the preparation and consolidation of the overall budget, monitor expenditures in accordance with UNDP/NIM financial rules and cost-recovery policies and implement adequate internal control.
9. Identify experts for conducting studies, trainings, and other capacity development activities in the required fields. Assist NPM in preparing reports, TORs, and MEDEP knowledge products, and in coordination with other partners.
10. Perform any other duty assigned by the NPM.
11. Apply principles of gender and social inclusion as the crosscutting issue in every aspect of the Programme implementation and management.

12. Maintain close contact with UNDP and AisAID to ensure coordination on programme strategies as well other matters of concern.

Qualifications and Educations

The candidate will have a Master's Degree, or higher qualification, in Economics, Institutional Economics or Business Management.

Experiences

The candidate will have a good understanding of markets and at least 10 years experiences in the Making Markets Work for the Poor M4P approach and Micro-Enterprise Development for Poverty Alleviation model with international level exposure. S/he should have a sound knowledge of institutional capacity development as well as gender and social inclusion analysis. S/he should possess a clear understanding of the basic concepts of micro enterprise development, market-driven development strategies, and of enhancing sustainable livelihoods.

Language

Fluency in both spoken and written English is required.

Post Title: Intervention Manager Component 1 (MEDPA implementation)

Level: NPPP III

Number of Positions: One (new)

Duty Station: NPSO with extensive visits to MEDEP and MEDPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually.

Duties and Responsibilities

The Intervention Manager for Component 1 will be responsible for achieving the outcomes of Component 1. The IMC1 will develop and implementing a portfolio of interventions aimed at strengthening the capacity of the Government of Nepal to deliver effective Micro-Enterprise Development programmes, based on an adaptation of the MEDEP model and experience. The IMC1 will work directly under the National Programme Manager (NPM), and in close collaboration with the other Intervention Managers, and in particular with intervention the Manager for Component 4. S/he will:

1. Lead the development of a comprehensive study to assess the key factors of success of the MEDEP model, how much each of these influences the likelihoods of developing resilient micro-entrepreneurs and which element should be realistically replicated by the government-run MEDPA programme.
2. Develop a clear strategic vision for Component 1, updating the Component's intervention logic and monitoring progress on the achievement of the Component's objectives.
3. Work closely with Chief Technical Advisor to provide the necessary advice and capacity building support for the effective implementation of MEDPA.
4. Coordinate the work of the 8 APSO Government Support Officers in the districts in their effort to mentor local DDCs, VDCs and local communities in the delivery of a successful MEDPA by pooling funds from different public sources including DDCs and VDCs block grants.
5. Support MoI to develop an adequate procurement arrangement for MED service providers, so to guarantee quality, efficiency and flexibility. These may include a national tender process to pre-select service providers and ultimately deployment in districts.
6. Support MoI to develop, in collaboration with the National Entrepreneurship Development Centre (or any other institution that is in the position to be a market leader for MED in Nepal), a branded minimum quality standard for the delivery of MED programmes for service providers to adhere to when bidding for MEDPA contracts. This standard should be easily recognisable (i.e. *MEDEP model and approach*) and the capacity to be trained in the standard should be available in the market.
7. Within the context of the defined standard, develop the capacity of the MEU in MoI, the DCSI and CSIDB to promote MED and MEDPA across government ministries and local offices by organising events and training services.
8. Support GoN to develop incentive schemes to reward personnel involved in the implementation of MEDPA if MEDPA is effectively implemented.

9. Develop a capacity building programme for GoN ministries and agencies involved in the implementation of MEDPA and income generating programmes in agreement with government and UNDP.
10. Ensure that MEDPA activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
11. Provide policy advisory to the MEDEP NPM and GoN on improving policies, regulations and guidelines for the successful implementation of MEDPA.
12. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate should have at least a secondary university degree in economics, business or law from a reputable University, and training or experience in market development.

Experience

S/he should possess a minimum of **seven years** of experience in designing or implementing micro-entrepreneurship development programmes ideally coupled with a good understanding of the Nepali public sector. The candidate should be highly motivated, possess good analytical skills, and an ability to lead teams. He/she should be able to demonstrate an attitude for problem-solving and original thinking.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems necessary for: (a) data analysis and (b) programme management and coordination (i.e. word processing and budgeting and accounting software).

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Intervention Manager Component 2 (Policy dialogue)
Level: NPPP III

Number of Positions: One (new)

Duty Station: NPSO with extensive visits to MEDEP and MEDPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually.

Duties and Responsibilities

The Intervention Manager for Component 2 will be responsible for achieving the outcomes of Component 2. The IMC2 will develop and implementing a portfolio of interventions aimed at strengthening the capacity of the Government of Nepal and Micro-entrepreneurs associations to dialogue and make use of evidence in improving the policy and regulatory environment for micro-enterprise. The IMC2 will work directly under the National Programme Manager (NPM), and in close collaboration with the other Intervention Managers, in particular with intervention the Manager for Component 1. S/he will:

1. Lead the development of a comprehensive study to identify and assess the key research organisations with the mandate, interest, and capacity to deliver research on micro-enterprise development and issues pertaining to micro-entrepreneurship.
2. Develop a clear strategic vision for Component 2, updating the Component's intervention logic and monitoring progress on the achievement of the Component's objectives.
3. Work closely with Chief Technical Advisor to provide the necessary advice and capacity building support for the establishment of an effective dialogue platform for government and private sector to monitor the implementation of MEDPA and discuss policy issues that are relevant to micro-entrepreneurship.
4. Coordinate the work of the 8 APSO Government Support Officers in the districts in their effort to help local DDCs to establish local dialogue platforms.
5. Support selected research organisations to produce quality research that is relevant to micro-entrepreneurship policies, within the framework of a successful commercial strategy.
6. Help government make use of evidence in improving policy making and dialoguing with the private sector.
7. Mentor micro-enterprise organisations to advocate effectively with government, by building their capacity to identify, research, present issues to government and involve their membership base in the process.
8. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
9. Review the existing micro-enterprises and other enterprises related policies, acts, by-laws, guidelines, etc. in the Mol and elsewhere and advocate and provide technical support to relevant organisation to make it micro-enterprise friendly
10. Provide policy advisory to the MEDEP NPM and GoN on improving policies, regulations and guidelines for the successful implementation of MEDPA.

11. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate should have at least a Masters degree in economics, business or law or any other relevant subject from a reputable University, and training or experience in market development.

Experience

S/he should possess a minimum of **seven years** of experience in designing and implementing programmes that support advocacy, voice and accountability and/or proven experience in successful business membership organisations, civil society organisations or advocacy groups. The candidate should be highly motivated, possess good analytical skills, and an ability to lead teams. S/he should be able to demonstrate an attitude for problem-solving and original thinking.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems necessary for: (a) data analysis and (b) programme management and coordination (i.e. word processing and budgeting and accounting software).

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Intervention Manager Component 3 (Micro-enterprise services)

Level: NPPP III

Number of Positions: One (new)

Duty Station: NPSO with extensive visits to MEDEP and MEDPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually.

Duties and Responsibilities

The Intervention Manager for Component 3 will be responsible for achieving the outcomes of Component 3. The IMC43 will develop and implementing a portfolio of interventions aimed at strengthening the capacity of Micro-enterprise associations and other service providers to provide a number of services to the created and existing micro-enterprises. The IMC3 will work directly under the National Programme Manager (NPM), and in close collaboration with the other Intervention Managers, ad in particular with intervention the Manager for Component 5. S/he will:

1. Develop a clear strategic vision for Component 3, updating the Component's intervention logic and monitoring progress on the achievement of the Component's objectives.
2. Support the National Micro-entrepreneurs Federation Nepal (NMEFN) and the District Micro-Entrepreneurs Groups Associations to develop credible business plans, governance structures and membership offers to recruit new members.
3. Drawing from the experience accumulated by MEDEP, itemise the technological solutions developed over the years (under the appropriate technology component), develop new solutions and package them as a deliverable service for micro-entrepreneurs on a cost-recovery basis. Embed these service packages in the membership offer of the membership associations.
4. Coordinate the work of the 8 APSO Market Development Officers in the districts in their effort to help local D-MEGAs to develop service offers and recruit members.
5. Build the capacity and mentor micro-entrepreneurs associations to adopt development (business plans), market membership offers, recruit members, develop and manage budgets.
6. Support the NMEFN and D-MEGAs to develop strategic partnerships with key market players that can deliver services to micro-entrepreneurs, such as the Centre for Rural Technology of Nepal.
7. Support NMEFN and D-MEGAs to develop a SMS-based communication platform to deliver services and information to members similar to Esoko (www.esoko.com).
8. Work closely with Regional and relevant district level offices (MOAC and MOFSC) for increased access to technical support services.
9. Develop mechanism to link micro-entrepreneurs with input suppliers, and to markets.

10. Develop collaboration with private sector to provide embedded technical services, especially to improve product quality, packaging, and branding.
11. Conduct market studies and competitiveness studies for improved access of products of micro-entrepreneurs in the domestic and export markets.
12. Identify "lead" firms and develop marketing linkages of micro-entrepreneurs.
13. Develop collaborations with FTG-Nepal, and large retailers for supply chain integration of products of MEs
14. Provide technical support to CPSOs, DDCs/DEDCs, BDSPOs, D-MEGAs, and SMPPL and others to design, conduct and analyse marketing of products and services.
15. Develop marketing strategies, working closely with AVCS and FVCS, for improving market access of selected agro-based and forest-based products. Conduct trainings in marketing, market networking or related subjects to transfer skills on marketing to MEDEP staffs, partner organizations and support MEDEP staffs to transfer skills to micro-entrepreneurs.
16. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
17. Provide policy advisory to the MEDEP NPM and GoN on improving policies, regulations and guidelines for the successful implementation of MEDPA.
18. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate should have at least a secondary university degree in economics, business or law from a reputable University, and training or experience in market development.

Experience

S/he should possess a minimum of **seven years** of experience in designing and implementing programmes that support business membership organisations, civil society organisations or advocacy groups. Experience in developing and marketing innovative products and services is an asset. The candidate should be highly motivated, possess good analytical skills, and an ability to lead teams. He/she should be able to demonstrate an attitude for problem-solving and original thinking.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems necessary for: (a) data analysis and (b) programme management and coordination (i.e. word processing and budgeting and accounting software).

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Intervention Manager Component 4 (MED Service Providers Strengthening)

Level: NPPP III

Number of Positions: One (new)

Duty Station: NPSO with extensive visits to both MEDEP and MEDPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually.

Duties and Responsibilities

The Intervention Manager for Component 4 will be responsible for achieving the outcomes of Component 4. The IMC4 will develop and implementing a portfolio of interventions aimed at strengthening the capacity of Nepali service providers to deliver and market MED services based on the MEDEP model, and in a successful and profitable way. The IMC4 will work directly under the National Programme Manager (NPM), and in close collaboration with the other Intervention Managers, and in particular with intervention the Manager for Component 1. S/he will:

1. Lead the development of a comprehensive market study to identify potential new entrants in the MED service market (consulting companies as well as NGOs or other entities), their capacity, constraints and market vision.
2. Develop a clear strategic vision for Component 4, updating the Component's intervention logic and monitoring progress on the achievement of the Component's objectives.
3. Coordinate the work of the 8 APSO Market Development Officers in the districts in their effort to support local MED service providers develop the capacity to deliver MEDEP-model MED, successfully compete for bids, and fund-raise.
4. Support the National Entrepreneurship Development Centre (or any other institution that is in the position to be a market leader for MED in Nepal) to advocate and agree with GoN on a branded, minimum standard level of quality and capacity for MED service providers to bid for MEDPA contracts. This standard should be easily recognisable by a brand name (i.e. *MEDEP model and approach*).
5. Within the context of the defined standard, develop the capacity of NEDC or similar institution to promote MED and the government-approved standard, by organising events and training services within the context of a successful commercial strategy.
6. Support the development of the commercial strategies and visions of selected Nepali MED service providers to expand their capacity in delivering MED.
7. Support MED service providers to develop linkages with the institutions working on developing and dissemination of the appropriate technologies required for the development of the micro-enterprises, as part of their bidding strategy.
8. Support selected training institutions to develop, package and market training courses for the development of Enterprise Development Facilitators/Officers (EDF/O), in particular, targeting those Nepali service providers who could potentially be new entrants in the MED market.

9. Coordinate activities in those districts where MEDEP is still developing micro-entrepreneurs directly, ensuring the timely procurement of qualified service providers and effective contract management and monitoring.
10. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
11. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate should have at least a Masters degree in economics, business or law from a reputable University, and training or experience in market development.

Experience

S/he should possess a minimum of **seven years** of experience in designing or implementing market development programmes ideally coupled with experience in developing the business of a reputable consulting company or NGO. The candidate should be highly motivated, possess good analytical skills, and an ability to lead teams. He/she should be able to demonstrate a clear understanding of the basic concepts of micro enterprise development, market driven development strategies and branding.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems necessary for: (a) data analysis and (b) programme management and coordination (i.e. word processing and budgeting and accounting software).

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Intervention Manager Component 5 (Financial Services)

Level: NPPP III

Number of Positions: One (new)

Duty Station: NPSO with extensive visits to MEDEP and MEDPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually.

Duties and Responsibilities

The Intervention Manager for Component 5 will be responsible for achieving the outcomes of Component 5. The IMC5 will develop and implementing a portfolio of interventions aimed at strengthening the capacity of Micro-enterprise associations to facilitate micro-enterprises to access finance. The IMC5 will work directly under the National Programme Manager (NPM), and in close collaboration with the other Intervention Managers, ad in particular with intervention the Manager for Component 3. S/he will:

1. Develop a clear strategic vision for Component 5, updating the Component's intervention logic and monitoring progress on the achievement of the Component's objectives.
2. Map the access to financial services by financial service providers in MEDEP's working areas.
3. Support the National Micro-entrepreneurs Federation Nepal (NMEFN) and the District Micro-Entrepreneurs Groups Associations to develop relationships with micro-finance institutions to extend access to finance to members.
4. Drawing from the experience accumulated by MEDEP, support micro-entrepreneurs associations to market financial products to members. Embed these service packages in the membership offer of the membership associations.
5. Coordinate the work of the 6 APSO Market Development Officers in the districts in their effort to help local D-MEGAs to develop financial support service offers.
6. Provide support on enhancing access to finance among the micro-entrepreneurs promoted under the Programme, especially in inaccessible hill and mountain areas.
7. In partnership with Intervention Manager Component 4, Organize training on capacity development of the BDSPO on enhancing access to finance among the micro-entrepreneurs promoted under the project.
8. Provide support to transform MEGA into financial cooperatives and assist them to develop the capacity on accounting, book keeping, governance, loan management and financial management.
9. Support MEGAs to develop innovative products and initiatives in partnership with MFIs that can extend access to finance to members (i.e. online crowd-financing like Kiva <http://www.kiva.org>).

10. Build the capacity and mentor micro-entrepreneurs associations to adopt development (business plans), market membership offers, recruit members, develop and manage budgets.
11. Develop collaborations with Micro-finance institutions and wholesale lenders to link grassroots savings and credit cooperatives. .
12. Support micro-entrepreneurship associations to develop financial counselling services to help groups of entrepreneurs form cooperatives and have access to the Rural Self Reliance Fund.
13. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
14. Provide policy advisory to the MEDEP NPM and GoN on improving policies, regulations and guidelines for the successful implementation of MEDPA.
15. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate should have at least a secondary university degree in economics, finance, business or law from a reputable University, and training or experience in market development.

Experience

S/he should possess a minimum of **seven years** of experience in designing and implementing programmes that support business membership organisations, civil society organisations or advocacy groups. Experience of micro-finance and work in micro-finance organisations is an asset. The candidate should be highly motivated, possess good analytical skills, and an ability to lead teams. He/she should be able to demonstrate an attitude for problem-solving and original thinking.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems necessary for: (a) data analysis and (b) programme management and coordination (i.e. word processing and budgeting and accounting software).

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Senior Monitoring and Evaluation Specialist (SMES)

Level: NPPP III

Number of Positions: One (new)

Duration: August 2013 - 31 July 2018. Service contract will be issued annually with possibilities of extension.

Duty Station: NPSO Kathmandu with frequent visits to MEDEP and MEDPA districts.

Duties: Under the direct supervision of National Programme Manager (NPM), the Senior Monitoring and Evaluation Specialist (SMES) will be responsible for the development and implementation of effective Monitoring, Evaluation and System at different levels of programme implementation.

Duties and Responsibilities

Specifically, the Senior Monitoring and Evaluation Specialist will:

1. Review the existing the Management Information System (MIS) and database systems of MEDEP and revise to make compatible to adapt by Ministry of Industry and its agencies.
2. Prepare Monitoring and Evaluation process and develop indicators for the effective implementation of the programme meeting the requirements of standards set in donors Committee on Enterprise Development (DCED) wherein UNDP is also one of the members.
3. Provide timely analysis to the NPM, CTA and the Senior Institutional Development and Strategy Expert to develop and update the programme overall strategic framework, impact chains and intervention logics.
4. Collate and compile MEDEP's progress reports from APSO Management Information System Associate and partner organisations.
5. Support NPM in producing monthly, quarterly, and annual reports including other relevant sectoral reports as per the need of the programme.
6. Develop appropriate formats for collecting data for database management.
7. Train MEDEP staffs, Mol and its agency staffs, programme implementing partner organisations (NGOs/BDSPOs/Private organisations) with the support of Capacity Development Specialist (CDS) in Monitoring and Result Measurement of the programmes (both MEDEP and MEDPA) following DCED standards.
8. Assist professional staff in preparing the Monitoring and Evaluation and Result measurement indicators in relation to objectives, outputs and activities as defined in Results and Resource Framework.
9. Develop effective intranet and sound database systems of MEDEP.
10. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.

11. Perform any other duties assigned by NPM and MEDEP senior management as per need of the programme.

Qualifications and Education

A Masters Degree or higher qualification in Social Science or relevant field from recognised University

Experience

S/he must have **seven years** experience of working in enterprise and/or poverty reduction programmes and should possess experience in developing monitoring and evaluation and result measurement systems for such programmes. The candidate should have experience in communication and producing quality reports and should be able to disseminate information to different levels of stakeholders with the application of participatory tools.

Computer Skills

S/he must be well versed in MS Word, Excel, Access and PowerPoint in computer including Nepali typing.

Language

S/he must be fluent in both spoken and written Nepali and English languages.

Post Title: Senior Institutional Development & Strategy Specialist (SIDSS)

Level: NPPP-III

Number of Positions: one (new)

Duty Station: Ministry of Industry, Kathmandu with extensive visits to MEDEP and MEDEPA districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually with possibilities of extension.

Duties and Responsibilities

S/he will report to National Programme Manager (NPM) and in close consultation with NPM and the programme team will:

1. Work closely with **Senior Institutional Development & Strategy Expert (SIDSE)** to develop the MEDEP and MEDPA strategic framework and in ensuring that the interventions developed by the programme contribute coherently to the achievements of the programme objectives.
2. Assist SIDSE to conduct meetings, workshops, seminars, etc. to train MEDEP to staffs to successfully translate programme activities from creating micro-entrepreneurs to becoming a facilitator, a catalyst for the engagement of state and non-state organisations in the delivery of MED service.
3. Train Government Officials (central level and district level staffs of Department of Cottage and Small Industry (DCSI) and Cottage and Small Industry Development Board (CSIDB), District Enterprise Development Committee (DEDC) member organisation staffs to implement Micro-Enterprise Development for Poverty Alleviation (MEDPA).
4. Undertake capacity development needs analysis of MEDPA under the Government programme.
5. Develop plan of action for capacity development of the stakeholders of MEDEP.
6. Co-ordinate with DCSI, CSIDB, Industrial Enterprise Development Institute (IEDI) Council for Technical Education and Vocational Training (CTEVT), Ministry of Education, private training institutes to produce Enterprise Development Facilitator (EDF) through 15 Month Technical School Leaving Certificate (TSLC) or higher level Diploma Courses.
7. Co-ordinate with relevant organisations to make provision of scholarships to develop EDF to meet the demand of EDF of the government and other programmes.
8. Coordinate with National Skill Testing Board of CTEVT in order to develop certified EDF for implementation of MEDEP model and MED-PA of Government programme.
9. Train MEDEP staff and partner organizations for addressing gender and social inclusion in micro-enterprise development.
10. Assess the physical, human resources and logistics of government, DDC, other stakeholders and find out the areas of needs to support them.

11. Design, organise and conduct need-based training to the MEDEP and MEDPA staff, partner organizations' staff and the micro-entrepreneurs on different aspects.
12. Develop Terms of References (TORs) for consultants and trainers for conducting study, research and surveys in food related policies, activities, issues and problems and guide them to accomplish the tasks.
13. Review the existing technical skill training curricula and packages implemented by MEDEP, MEDPA, DCSI, CSIDB, MOAD, MOFSC, CTEVT, projects and programmes and private training institutes and revise training manuals as per need and maintaining uniformity in technical skill packages.
14. Coordinate with Start and Improve Your Business (SIYB) Secretariat on behalf of MEDEP and provide technical inputs in institutionalization of SIYB secretariat in Nepal.
15. Ensure that gender and social inclusion concept and principles are internalised in the programme by all staff, government organisations, DEDC members, BDSPOs, DMEGAs, PB members and other partner organisations and also ensure the at least two third decision making positions (Chairperson, Secretary and Treasurer) of MEDEP promoted organisations (MEGAs, DMEGAs, NMEGA, BDSPOs, NEDC and others) are occupied by either Women and/or Dalits and/or Indigenous Nationalities.
16. Act as Gender and Social Inclusion (GESI) focal person for MEDEP and MEDPA.
17. Co-ordinate with government and private training institutes to review the skill training packages and develop new packages.
18. Conduct field visits to monitor capacity development activities.
19. Conduct any other activity as required by NPM and MEDEP management.

Qualifications and Experience

S/he should have minimum of Masters degree in management or social science or any other relevant field from the recognised university with demonstrated skills in training management and experience in organisational capacity development of Micro and Small enterprises development. S/he should have minimum **seven years** experiences in the relevant fields.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems such as MS Word, Excel and PowerPoint.

Language

Fluency in both spoken and written Nepali and English languages is required. Skills in typing Nepali language is an added advantage.

Post Title: Administrative and Finance Manager (AFM)

Level: NPPP III

Number of Positions: One (new upgraded from the existing Administrative and Finance Specialist (AFS) NPPP II in phase III)

Duty Station: Kathmandu with frequent travel to MEDEP and MEDPA programme districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension.

Duties and Responsibilities

Under the direct Supervision of the National Programme Manager, the AFM is responsible for:

1. Provide inputs on developing common guidelines for MEDEP, MEDPA and MEDF revising the existing Result Based Sub-Contracting Guidelines of MEDEP, Implementation Guidelines of MEDPA, Micro-Enterprise Development Operational Guidelines and Micro-Enterprise Development Fund Operational Directives of DDC that will be common to UNDP/MEDEP, MIO/MEDPA and DDC/MEDF to implement MEDEP phase IV in alignment with MEDPA.
2. Assist Mol for bidding process and selection of Business Development Service providing Organisations (BDSPOs/NGOs) for both MEDEP and MEDPA through MEDF.
3. Supervising records on financial accounts, personnel, procurement and inventory of MEDEP, MEDPA and MEDF .
4. Managing administrative work and provide logistic support for smooth implementation of the programme.
5. Preparing and submitting quarterly financial reports and annual inventory report to UNDP office and MOI.
6. Preparing annual and quarterly work plans based on revised guidelines.
7. Prepare human resource and procurement plans and initiate recruitment of human resources and procurement of services.
8. Arranging Programme Board, Procurement and Recruitment Committee meetings and preparing minutes of these meetings.
9. Backstopping, monitoring and providing training to the field based Programme/ Finance/Administrative staffs in the areas of financial and administrative management and reporting.
10. Conduct internal audit of MEDEP/MEDPA subcontracted partner BDSPOs/NGOs, DMEGAs and MEDEP part of budget transferred to MEDF.
11. Managing annual audit exercise and taking follow-up actions.
12. Controlling and supervising financial and administrative management, including internal audit of the APSO, NPSO, MEDEP contributed part of budget in MEDF.

13. Implementing and following up of Audit reports and reporting to UNDP periodically.
14. Conducting variance analysis of budget delivered against planned activities at the end of each quarter and preparation of quarterly budgets in consultation with the Monitoring and Evaluation Specialist.
15. Ensure that MEDEP activities are planned, resources are allocated and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
16. Supervising and management of programme vehicles and equipment.
17. Ensure that gender and social inclusion concept and principles are internalised in the programme by all staff, government organisations, DEDC members, BDSPOs, DMEGAs, PB members and other partner organisations and prepare Gender and Social Inclusive programmes, activities and budgets. Perform any other duty assigned by NPM as per need of the programme.

Qualifications and Education

Candidate must have a Masters Degree in Business Management or Accounting from the recognised university with hands-on experience with UN or similar development programme or reputed private organization for a minimum of 5 years.

Experience

Candidate should possess an excellent financial accounting and reporting as well as exposure in administration of programme. Must have independent auditing skills.

Computer Skills

S/he must have excellent skills in computers (Windows, Word, Excel, Power Point); should be able to operate financial packages independently.

Language

S/he must have excellent written and spoken command of English and Nepali.

Post Title: Administrative and Finance Specialist (AFS)

Level: NPPP II

Number of Positions: One (Existing in phase III and to be continued in phase IV)

Duty Station: Kathmandu with frequent travel to MEDEP and MEDPA programme districts

Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension

Duties and Responsibilities:

Under the direct Supervision of the National Programme Manager, the AFS is responsible for:

18. Provide inputs on developing Result Based Sub-Contracting Guidelines that will be common to UNDP/MEDEP, MEDPA and MEDF to implement MEDEP phase IV in alignment with MEDPA.
19. Assist MOI for bidding process and selection of Business Development Service providing Organisations (BDSPOs/NGOs) for both MEDEP and MEDPA.
20. Supervising records on financial accounts, personnel, procurement and inventory.
21. Managing administrative work and provide logistic support for smooth implementation of the programme.
22. Preparing and submitting quarterly financial reports and annual inventory report to UNDP office.
23. Preparing annual and quarterly work plans.
24. Arranging Programme Board, Procurement and Recruitment Committee meetings and preparing minutes of these meetings.
25. Backstopping, monitoring and providing training to the field based Programme/ Finance/Administrative staffs in the areas of financial and administrative management and reporting.
26. Managing annual audit exercise and taking follow-up actions.
27. Controlling and supervising financial and administrative management, including internal audit of the APSO, NPSO, MEDEP contributed part of budget in MEDF.
28. Implementing and following up of Audit reports and reporting to UNDP periodically.
29. Conducting variance analysis of budget delivered against planned activities at the end of each quarter and preparation of quarterly budgets in consultation with the Monitoring and Evaluation Specialist.

30. Ensure that MEDEP activities are planned, resources are allocated and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
31. Supervising and management of programme vehicles and equipment.
32. Ensure that gender and social inclusion concept and principles are internalised in the programme by all staff, government organisations, DEDC members, BDSPOs, DMEGAs, PB members and other partner organisations and prepare Gender and Social Inclusive programmes, activities and budgets. Perform any other duty assigned by NPM as per need of the programme.

Qualifications

Education:

Candidate must have a Masters Degree in Business Management or Accounting from the recognised university with hands-on experience with UN or similar development programme or reputed private organization for a minimum of 5 years.

Experience

Candidate should possess an excellent financial accounting and reporting as well as exposure in administration of programme. Must have independent auditing skills.

Computer skill

S/he must have excellent skills in computers (Windows, Word, Excel, Power Point); should be able to operate financial packages independently.

Language:

S/he must have excellent written and spoken command of English and Nepali.

Post Title: Agro-Enterprise Development Specialist

Level: NPPP-II

Number of Positions: one (Existing in phase III and to be continued in phase IV until end of Public Sector Linkage Programme – PSLP of Central Queensland University/AusAID from January 2013 to December 2015).

Duty Station: NPSO Kathmandu with frequent travel to MEDEP and MEDPA districts.

Duration: Until 30 November 2015.

Duties and Responsibilities

S/he will report to National Programme Manager (NPM) and in close consultation with NPM and the programme team will:

1. Co-ordinate with Central Queensland University (CQU), Australia, Department of Agriculture (DOA), Nepal Agriculture Research Council (NARC), district Agriculture Development Offices (DADOs), Producers and Entrepreneurs Associations, Co-operatives, Private Sector Organisations, Traders and other stakeholders to implement joint project of CQU/AusAID and Government of Nepal.
2. Assist PSLP team leader and the scientists from CQU, PSLP implementing team and other stakeholders in conducting meetings, workshops and visits while implementing PSLP.
3. Assist the PSLP implementation team in activity planning, preparing progress reports and technical publications.
4. Take lead in the implementation of agro-based enterprise promotion, and selection of most potential agro-based value chains for promotion in consultation with stakeholders including private sectors.
5. Develop action plan on agro-based enterprise promotion by applying value chain and market network and linkage approaches to benefit resource poor producers / processors in targeted districts.
6. Review existing agro-enterprise policies, forest enterprise policies and other relevant policies of Government of Nepal and persuade them and provide technical and financial support to revise these policies or develop new policies.
7. Promote functional collaboration with other stakeholders, projects and development partners to strengthen the agro-based enterprises.
8. Work as a Liaison to Ministry of Agriculture Development (MOAD) to internalise MEDEP Model into their system in co-ordination with Micro-Enterprise Development for Poverty Alleviation (MEDPA) programme of Ministry of Industry
9. Also work as a Liaison to Poverty Alleviation Fund (PAF) for co-ordination and synchronisation of their programme in the programme overlapping districts

10. Work closely with institutions under MOAD such as Nepal Agriculture Research Council (NARC), Department of Agriculture (DOA), Department of Livestock Services, Directorates under these Departments, Regional Directorate of Agriculture to avail their technology and resources for implementing Agro-based enterprises in the districts.
11. In close consultation with **Intervention Manager Component 4 (Micro-enterprise services)** and other professionals of MEDEP design training curricula in Agro-based enterprises.
12. Ensure that gender and social inclusion concept and principles are internalised in the programme by all staff, government organisations, DEDC members, BDSPOs, DMEGAs, PB members and other partner organisations
13. Develop mechanism to link micro-entrepreneurs with input suppliers, and to markets.
14. Develop collaboration with private sectors to provide embedded technical services especially to improve product quality, packaging, and branding.
15. Conduct market studies and competitiveness studies for improved access of products of micro-entrepreneurs in the domestic and export markets.
16. Process documentation, collection and compilation of required information from the entrepreneurs and stakeholders.
17. Conduct market studies and value chain analysis for selected agro-based commodities / products.
18. Sharing the experience and results at review meetings with stakeholders for strengthening of agro-based enterprises and value chains through refinement of approaches and modalities for effective collaboration.
19. Ensure that gender and social inclusion concept and principles are internalised in the programme by all staff, government organisations, DEDC members, BDSPOs, DMEGAs, PB members and other partner organisations and also ensure the at least two third decision making positions (Chairperson, Secretary and Treasurer) of MEDEP promoted organisations (MEGAs, DMEGAs, NMEGA, BDSPOs, NEDC and others) are occupied by either Women and/or Dalits and/or Indigenous Nationalities.

Qualifications and Experience

The Agro-Enterprise Specialist will have at least Masters Degree in Agriculture, Agriculture Economics or Agribusiness Management from the recognised University/Institution. S/he should have working experiences of at least Five Years in agro-based enterprises. S/he should be able to demonstrate a clear understanding of the basic concepts of Market-based Value chain analysis on the specified sectors. S/he should have strong background in co-ordinating with government and private sectors and working with multi stakeholders.

Computer Skills

S/he should possess understanding and knowledge of the basic computer systems such as MS Word, Excel, PowerPoint and Access. Typing skills in Nepali language will be an added advantage.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Communication and Documentation Specialist (CDS)

Level: NPPP II

Number of Positions: One (existing in phase III and to be continued in phase IV)

Duty Station: Kathmandu with extensive visits to MEDEP and MEDE-PA districts.

Duration: August 2013 - 31 July 2018. Contract will be issued annually with possibilities of extension.

Duties and Responsibilities

Communication and Documentation Specialist will report to NPM and will be responsible for:

1. Document best practices and success case studies of different entrepreneurs and products promoted by MEDEP and Government of Nepal under MED-PA programme and document them as part of the third phase completion report.
2. Support the capacity building of BDSPO on documentation and communications.
3. Train MEDEP and MED-PA staff in technical writing of successful case studies, best practices and other occasional reports.
4. Co-ordinate with stakeholders and different media for the dissemination of MEDEP information and its initiatives to have a greater impact and outreach of the programme's achievements.
5. Supervise and manage MEDEP website content and make regular updates.
6. Provide support in producing monthly, quarterly and Annual Reports and Annual Progress Reports including other relevant sectoral reports as per the need of the program.
7. Maintain regular contact with journalists and media persons and publicise MEDEP through radio, FM. TV, Newspapers and ensure publication of MEDEP related matters in national and international newspapers and Journals.
8. Edit reports, research articles, theses and other documents as and when needed by the programme staff.
9. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
10. Co-ordinate with consultants involved in documentation of "Lessons Learned" and finalise for publication.
11. Prepare effective and efficient communication strategic guidelines
12. Train MEDEP personnel, BDSPOs staffs and Entrepreneurs Association in effective communication.
13. Other tasks as per directives of NPM

14. Collect and compile MEDEP's progress reports from districts, partner organizations and MEDEP's central level staffs and prepare publicity materials.
15. Develop and implement effective dissemination strategies on principles, process and achievements of MEDEP and document best practices and success stories to the development community and government departments.
16. Edit the reports research articles, thesis and other documents as and when needed by the programme staff.
17. Translate documents and reports from English to Nepali language and vice versa.
18. Prepare Entrepreneurs Resource Directory in consultation with programme staff, D-MEGA, NMEGA, NEDC, BDSPO and other stakeholders
19. Act as liaison for different media organisations to disseminate MEDEP outcomes, success stories and best practices.
20. Perform any other duties assigned by MEDEP management or NPM

Qualifications and Education

Possession of a Masters degree in Development Communication, Journalism, management, social science or relevant field from a recognised university.

Experience

S/he should have **five years** experience in development communication activities in Nepal or in developing countries. Additional degree in English subject will be added value.

Computer Skills

S/he must be well versed in MS Word, Excel, PowerPoint and desktop publication packages in computer. Typing skills in Nepali language will be an added advantage.

Language

Fluency in both spoken and written Nepali and English languages. Skills in typing in both English and Nepali language is essential.

Post Title: Senior Administration and Finance Associate (AFA)

Level: SU-7

Number of Positions: Two (upgraded from existing SU 6 to SU 7)

Duty Station: Kathmandu with frequent travel to MEDEP and MEDPA districts.

Duration: Until 31 July 2018. Service contract will be issued annually with possibilities of extension.

Duties and Responsibilities

Under the direct Supervision of the National Programme Manager and Administrative and Finance Specialist (AFS), the AFA will be responsible for:

1. Supervising records on financial accounts, personnel, procurement and inventory.
2. Managing administrative work and provide logistic support for smooth implementation of programme.
3. Preparing and submitting quarterly financial reports and annual inventory report to UNDP office.
4. Co-ordinating with PMES to prepare annual and quarterly work plans.
5. Preparing monthly shadow budget for tracking the delivery of the programme.
6. Arranging Programme Executive Board, Procurement and Recruitment Committee meetings and preparing minutes of these meetings.
7. Arranging and providing logistic support for the conduct of workshop and seminars.
8. Backstopping, monitoring and providing training to the field based Programme/ Finance/Administrative staffs in the areas of financial and administrative arrangements and reporting.
9. Conducting frequent field visits for the purpose of monitoring and supervision.
10. Managing annual audit exercise and taking follow-up actions.
11. Controlling and supervising financial and administrative management, including internal audit of the Area Programme Support Offices (APSOs).
12. Providing technical assistance to BDSPOs, D-MEGAs, DDC (DEDF) in financial management.
13. Ensuring that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion
14. Supervising and controlling of programme vehicles and equipment.
15. Conducting analysis of programme budget allocation and expenditure from a gender and social inclusion perspective under the guidance of the NPM and Gender Focal Point.

16. Supervising the work of other support staff.

17. Support other activities as required by the programme management.

Qualifications and Education

S/he should have Bachelors Degree in Business Management or relevant development field.

Experience

S/he should have hands-on experience with UN or similar development programme or reputed private organization for a minimum of 5 years; Should possess an excellent financial accounting abilities including auditing and reporting as well as exposure in administration of programme.

Computer Skills

Must have excellent skills in computers (Windows, Word, Excel, Power Point, Access); should be able to operate financial packages independently; Must have independent auditing skills; Typing skills in Nepali language.

Language

S/he must have excellent written and spoken command of English and Nepali.

Position/Title: Management Information System Specialist (MISS)
Level: NPPP I
Number of Positions: One (existing in phase III and to be continued in phase IV)
Duty Station: Kathmandu with frequent visit to MEDEP and MEDPA districts.
Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension.

Management Information System Associate will report to NPM and SMES.

Duties and Responsibilities

1. Review the existing MIS and database systems in MEDEP and design and upgrade as per need of MEDEP and MEDPA and internalise in all stakeholders as MED MIS common systems. Train officers of MEU/MoI, EDU/DDC, DCSI, CSIDB, partner organisations and BDSPO, DMEGA on installation and operation of MIS system in MEDEP Model.
2. Monitor, evaluate and follow up the use and results of MIS system at all levels as regular technical support.
3. Conduct orientation on developed MIS database to NPSO, APSO, MEDPA staff and other members as required.
4. Develop MIS Database User Manual and disseminate.
5. Provide data and information to NPM and other professionals for producing monthly, quarterly, and annual reports including other relevant sectoral reports as per the need of the programme.
6. Provide regular updated facts and figures in table, graphs, and charts as per need.
7. Develop appropriate formats for collecting data for database development and management in coordination with MEDEP Management Team.
8. Assist APSO team, BDSPOs and DMEGAs in collecting and compiling from the field, analysing and producing reports.
9. Assist other professional staff in preparing the M&E indicators in relation to objectives, output and activities as defined in Results and Resource Framework of MEDEP.
10. Assist in the preparation of a detail work plan for MEDEP's MIS programme implementation to achieve output targets agreed formulation and preparation of Programme.
11. Review and prepare MIS to include future expansion of target participants, decentralisation and computerisation to district levels and self-evaluation system using the programmes.

12. Apply and implement the principles and processes of Gender and Social Inclusion as the cross cutting issue.
13. Prepare a logical model and functional specification of MEDEP-MIS. Conduct together with sub-contractor systems analysis of installation and decentralisation requirements.
14. Review TOR for hardware procurement, software programming, installation, training, operating manuals and maintenance.
15. Develop different software as per the need of the programme.
16. Design a dual language information retrieval system (Intranet) for all major programme documents, reports and manuals produced in coordination with Monitoring, Evaluation and Communication Specialist.
17. Prepare and submit reports based on the information and data received from APSOs and districts as required by MEDEP.
18. Update MEDEP Website regularly and provide technical support in computer system to all programme staffs.
19. Train and assist Management Information System Associates (MISAs) working in APSOs to operate at APSO and district level.
20. Perform any other duty assigned by programme management.

Qualifications and Education

Masters Degree in Information Technology or relevant subject.

Experience

Three years of strong professional background with management information systems, with exposure in development field.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Office Secretary

Level: SU4

Number of Positions: Two

Duty Station: NPSO based in Kathmandu.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually with possibilities of extension.

Duties and Responsibilities

The Secretary will be reporting to AFS / AFA under the guidance of NPM. S/he will:

1. Arrange appointments for CTA, NPM and professional staff
2. Manage and receive telephone calls
3. Maintain records for the despatch and registration of letters and documents
4. Prepare draft letters and memos in Nepali and English.
5. Maintain office-filing system.
6. Manage and maintain office library.
7. Operate and maintain photocopy, fax, multi-media equipment, computers and all office equipment
8. Supervise drivers, messenger, and other support staff reporting to him/her.
9. Maintain all personnel information including staff movement plans, leave records, quarterly travel plans, quarterly leave plans of staff, and compile Quarterly Travel Plans, Leave Plans, monthly leave records of the staff and submit to UNDP and government through NPM.
10. Co-ordinate with APSOs and other relevant partner organisations for conducting meeting, workshops, seminars, etc.
11. Assist AFA/O to handle petty cash and liquidate it in regular intervals.
12. Check timely the Log Books of all vehicles maintained by the drivers and prepares reports of fuel consumption and mileage coverage and report to NPM through AFA/S.
13. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion
14. Perform any other duty assigned by programme management

Qualifications

I.A. or 10+2 or equivalent from a recognised institution with at least 2 years experience in secretarial service or with eight months secretarial training, Bachelors Degree preferred.

Experience

S/he must have experience of secretarial services and have knowledge of basic computer operation with good command of typing in both English and Nepali languages. Experience in similar capacity at UNDP or INGOs will be a special advantage.

Language

S/he will have fluency in spoken and written Nepalese language and good knowledge of English.

Post Title: Driver

Level: SU2

Number of Positions: Twelve

Duty Station: NPSO, and APSOs.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension.

Duties and Responsibilities

Under the direct supervision of AFS or as required by the Programme Management, the Driver will follow the instruction and guidelines of the Programme Management. Driver assigned in duty will perform following jobs:

1. Operate and maintain assigned vehicles, report all maintenance requirements to concerned staff, and maintain a daily trip log book
2. Assure regular and timely check up and smooth operation of assigned vehicle(s)
3. Able to perform extra time duty as per the requirement of the office and management of NPSO/APSO
4. Abide by the guidelines laid down by the programme/UNDP on vehicle use and operation and its security.
5. Apply and implement the principles and processes of Gender and Social inclusion as the cross cutting issue.
6. Carry out other tasks as directed by the Programme Management
7. Liaise with NPSO's AFA/O for vehicle maintenance, renewal of registration, and other aspects

Qualification: and Education

A Driver should have secondary level education.

Experience

S/he must have at least three years of driving experience in remote hill and rugged roads of Nepal.

The Driver must be self-disciplined and must be aware of all rules and regulations related to driving and vehicle registration. Familiarity with basic knowledge of vehicle maintenance is required. Priority will be given to drivers, who have a good understanding of UN rules and its system.

Post Title: Messenger

Level: SU1

Number of Positions: Two

Duty Station: NPSO.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually with possibilities of extension.

Duties and Responsibilities

The Messenger will report to Office Secretary and will be responsible to AFS in NPSO. S/he will:

1. Deliver office documents to other organizations and offices
2. Provide secretarial support to the Secretary
3. Clean office rooms and maintain sanitation in the office and office premises
4. Operate machines such as fax, telephone, photocopier, etc.
5. Handle front desk office.
6. Provide supporting hand during meetings and workshops.
7. Apply and implement the principles and processes of Gender and Social inclusion as a cross cutting issue.
8. Perform any other duty assigned by programme management.

Qualifications

Secondary level or equivalent education from a recognised institution with at least 3 years experience in a relevant field.

Experience

S/he must have experience in providing secretarial support. Experience in similar capacity at UNDP or INGOs will be a special advantage.

Language

S/he will have fluency in spoken and written Nepalese language and good knowledge of English.

Field Based staff

Post Title: Area Programme Support Manager (APSM)

Level: NPPP III

Number of Positions: Eight (one per each APSO. Existing Micro-Enterprise specialist – MES NPPP II positions upgraded to NPPP III).

Duty Station: One of the APSOs with frequent travel to other MEDEP and MEDPA districts

Duration: August 2013 - 31 July 2018. Service contracts will be issued on annual basis.

Duties and Responsibilities

The MES will be responsible for the operations of the APSO, and ultimately responsible for the number of micro-entrepreneurs created in the districts of competence of the APSO. S/he will coordinate the work of the APSO Government Support Officers and APSO Market Development Officers in close consultation with the NPM and the IMCs. In particular, the role of the MES will be to:

1. Set up the APSO Office ensuring staffing, office equipment and necessary facilities for smooth functioning of the regional office.
2. Prepare a detailed programme work-plan, schedule and budget, for the APSO to be updated on quarterly basis.
3. Ensure the timely mobilization and utilization of programme personnel, subcontracts, training and equipment inputs.
4. Provide adequate support and facilitation in the implementation of the programme at the district level.
5. Provide technical supports through training, workshop exposure visit to Cottage and Small Industry Office and Cottage and Small Industry Development Board (CSIDB) district level offices and DDC/MEDC member organisations to fully understand MEDEP model and ensure that MEDEP model is fully internalised into their systems
6. Prepare training programmes (in consultation with the implementing agent(s)) designed for capacity development of CSIDB / DCSIO for internalization of micro-enterprise development.
7. Prepare implementation reports to be submitted and collated by the NPSO.
8. Ensure that MEDEP reaches out to women and excluded groups in the programme district and that district level supports are designed and targeted to address gender inequality and social exclusion.
9. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion
10. Carry out other assignments, as required by the programme from time to time.

Qualifications and Education

The candidate will have attained a Master's Degree or higher qualification in any field relevant to economic development in Nepal.

Experience

The candidate should have **seven years** experience in different aspects of micro-enterprise development including operationalization of value chain approach, micro-credit, marketing and good managerial experiences with development programmes. He/she should have at least 5 years working experience in micro-enterprise development or related field of activities. S/he will have:

Experience with project or programme management and coordination, and a proven ability to coordinate a complex matrix of development programmes.

Experience working with a recognised national / international organisation in the area of micro enterprise development approached from market development and value chain based perspectives.

Understanding and knowledge of basic computer applications such as MSWord, Excel and database management.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Government MEDPA Support Specialist (GSS)

Level: NPPP II

Number of Positions: Sixteen (new positions, two for each APSO).

Duty Station: APSOs with frequent travel to MEDEP and MEDPA districts.

Duration: Until 31 July 2018. Service contracts will be issued on annual basis.

Duties and Responsibilities

The APSO Government Support Officer will assist the Intervention Managers Component 1 and 4 to implement the components at the district level, developing plans and programmes, and supporting institutional capacity development of local government and agencies. S/he will also be the focal point for coordinating direct micro-entrepreneurship development in the MEDEP supported districts.

S/he will have the following specific duties and job responsibilities:

1. Support IMC1 and IMC2 to develop a clear strategic vision for Component 1 and 2, updating the Components' intervention logic and monitoring progress on the achievement of the Components' objectives.
2. Mentor local DDCs, VDCs and local communities in the delivery of a successful MEDPA by pooling funds from different public sources including DDCs and VDCs block grants.⁷⁹
3. Support DDCs to establish local dialogue platforms.
4. Carry out readiness audit of those DDCs that qualify as mature for MEDEP indirect support, applying the criteria agreed by the NPM.
5. Support DDCs to carry out adequate procurement of MED service providers, so to guarantee quality, efficiency and flexibility. These may follow a national tender process to pre-select service providers and ultimately deployment in districts.
6. Within the context of the defined standard, develop the capacity of the MEUs in DDCs, the district DCSI and CSIDB offices to promote MED and MEDPA across government agencies and local offices by organising events and training services.
7. Ensure that MEDPA activities at the district level are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
8. Conduct workshops, meetings and training with the involvement of VDC Secretaries, Municipalities, DDCs to generate resources at local level for employment creation through micro-enterprise development.
9. Provide policy advisory to the MEDEP IMC2 and the DDC/DCSI and CSIDB on improving policies, regulations and guidelines for the successful implementation of MEDPA.
10. Perform any other duties assigned by the IMC2 and IMC3.

⁷⁹ Each APSO will mentor a maximum of 3 DDCs, with regular visits and remote advice.

11. Support district research organisations to produce quality research that is relevant to micro-entrepreneurship policies, within the framework of a successful commercial strategy.
12. Help DDCs make use of evidence in improving policy making and dialoguing with the private sector.
13. Mentor district and local micro-enterprise organisations to advocate effectively with government, by building their capacity to identify, research, present issues to government and involve their membership base in the process.
14. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
15. Provide policy advisory to the MEDEP NPM and GoN on improving policies, regulations and guidelines for the successful implementation of MEDPA.
16. Perform any other duties assigned by the NPM.

Qualifications and Education

The candidate will have attained a Bachelor's Degree or higher qualification, in a field relevant to economic development in Nepal, from a recognized university. Master's Degree preferred..

Experience

S/he should have at least **seven years** working experience for Bachelor's Degree holders, and **five years** working experience for Master's Degree holders, in the fields of policy analysis, micro enterprise development or related field of activities. S/he should possess a clear understanding of the basic concepts of micro enterprise development, market-driven development strategies, and of enhancing sustainable livelihoods. The candidate should have a substantial level of experience in policy and programme development in different aspects of micro-enterprise development such as micro-credit, marketing, and good managerial experiences at both field as well as national levels. He/she should have a strong background in management, a sound knowledge of institutional capacity development and an awareness of theories of organizational change.

Computer Skills

S/he must be well versed in MS Word, Excel, PowerPoint, Access, etc. in computer. Typing skills in Nepali language is an added advantage.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: Market Development Specialist

Level: NPPP II

Number of Positions: Sixteen (new, two for each APSO)

Duty Station: APSOs with frequent travel to MEDEP and MEDPA districts.

Duration: Until 31 July 2018. Service contracts will be issued on annual basis.

Duties and Responsibilities

The APSO Government Support Officer will assist the will assist the Intervention Managers Component 1 and 4 to implement the components at the district level, developing plans and programmes, and supporting institutional capacity development of local government and agencies. S/he will also be the focal point for coordinating direct micro-entrepreneurship development in the MEDEP supported districts.

S/he will have the following specific duties and job responsibilities:

1. Support IMC3, IMC4 and IMC5 to develop a clear strategic vision for Component 3, 4 and 5, updating the Components' intervention logic and monitoring progress on the achievement of the Components' objectives.
2. Support the District Micro-Entrepreneurs Groups Associations to develop credible business plans, governance structures and membership offers to recruit new members.
3. Drawing from the experience accumulated by MEDEP, itemise the technological solutions developed over the years (under the appropriate technology component), develop new solutions and package them as a deliverable service for micro-entrepreneurs on a cost-recovery basis. Embed these service packages in the membership offer of the district membership associations.
4. Support the District Micro-Entrepreneurs Groups Associations to develop relationships with micro-finance institutions to extend access to finance to members.
5. Drawing from the experience accumulated by MEDEP, support district micro-entrepreneurs associations to market financial products to members. Embed these service packages in the membership offer of the membership associations.
6. Map the financial service providers in the districts of competence.
7. Provide support on enhancing access to finance among the micro-entrepreneurs promoted under the programme, especially in inaccessible hill and mountain areas.
8. In partnership with Intervention Manager Component 4, organize training on capacity development of the district BDSPO on enhancing access to finance among the micro-entrepreneurs promoted under the programme,
9. Provide support to transform D-MEGA into financial cooperatives and assist them to develop the capacity on accounting, book keeping, governance, loan management and financial management
10. Mentor district micro-entrepreneurs associations to adopt development (business plans), market membership offers, recruit members, develop and manage budgets.

11. Support district micro-entrepreneurship associations to develop financial counselling services to help groups of entrepreneurs form cooperatives and have access to the Rural Self Reliance Fund.
12. Work closely with Regional and relevant district level offices (MOAC and MOFSC) for increased access to technical support services.
13. Develop mechanism to link micro-entrepreneurs with input suppliers, and to markets.
14. Support the development of the commercial strategies and visions of selected district MED service providers to expand their capacity in delivering MED.
15. Support district level MED service providers to develop linkages with the institutions working on developing and dissemination of the appropriate technologies required for the development of the micro-enterprises, as part of their bidding strategy.
16. Support district training institutions to develop, package and market training courses for the development of Enterprise Development Facilitators (EDF), in particular, targeting those Nepali service providers who could potentially be new entrants in the MED market.
17. Provide policy advisory to the MEDEP Intervention Managers and DDCs on improving policies, regulations and guidelines for the successful implementation of MEDPA.
18. Ensure that MEDEP activities are planned and implemented in a gender sensitive and inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion.
19. Perform any other duties assigned by the IMCs.

Qualifications and Education

The candidate will have attained a Bachelor's Degree or higher qualification, in a field relevant to economic development in Nepal, from a recognized university. Master's Degree preferred..

Experience

S/he should possess a clear understanding of the basic concepts of micro enterprise development and market-driven development strategies. The candidate should have a substantial level of experience in policy and programme development in different aspects of micro-enterprise development such as micro-credit, marketing, and good managerial experiences at both field as well as national levels. S/he should have **seven years** working experience for Bachelor's Degree holders, and **five years** experience for Master's Degree holders, in the fields of policy analysis, micro enterprise development or related field of activities. He/she should have a strong background in management, a sound knowledge of institutional capacity development and an awareness of theories of organizational change.

Computer Skills

S/he must be well versed in MS Word, Excel, PowerPoint, Access, etc. in computer. Typing skills in Nepali language is an added advantage.

Language

Fluency in both spoken and written Nepali and English languages is required.

Post Title: APSO Administrative and Finance Assistant (AFA)

Level: SU6

Number of Positions: Eight (one per each APSO, existing positions in phase III and to be continued in phase IV)

Duty Station: APSOs with frequent travel to MEDEP and MEDPA programme districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension.

Duties and Responsibilities

Under the direct Supervision of the National Programme Manager, the APSO AFA is responsible for:

1. Maintaining records on financial accounts, personnel, procurement and inventory;
2. Assisting in administrative work and provide logistic support for smooth implementation of programme;
3. Assisting arranging district Enterprise Development Implementation Committee (DEDIC) and Procurement and Recruitment Committee meetings and preparing minutes of these meetings Assisting in arranging and providing logistic support for the conduct of workshops and seminars;
4. Conducting frequent field visits for the purpose of monitoring
5. Preparing sub-contracting documents for partner organisations such as Business Development Service Providing Organisations (BDSPOs), District Micro-Entrepreneurs Group Associations (DMEGAs), Enterprise Development Unit (EDU) of DDCs, District Enterprise Development Committee (DEDC) members, Cottage and Small Industry Office (CSIO), Cottage and Small Industry Development Board (CSIDB) district office, NGO, District Chamber of Commerce and Industries (DCCI), District level Federation of Nepal Cottage and Small Industries (FNCSI), etc.
6. Preparing financial reports on a quarterly basis and preparing variance analyses of each activity and submission to NPSO.
7. Together with MES and other professionals in APSO, assisting in preparing quarterly plans based on the variance analyses of the past quarters based on approved Annual Workplans.
8. Conducting on the spot monitoring of BDSPOs, DMEGAs and other partner organisation which are supported by MEDEP.
9. Ensure that MEDEP activities are planned and implemented in a gender sensitive and socially inclusive manner and that all implementing partners are sensitized and trained in gender and social inclusion
10. Assisting internal and annual audit exercises
11. Assisting and recording of programme vehicles and equipment;

12. Handle petty cash and reimbursement of petty cash bills at NPSO

13. Assist Admin and Finance Specialist as per the requirements

14. Perform any other duty assigned by programme management.

Qualifications and Education

S/he should have at least Bachelors Degree in management with hands-on experience with UN or similar development programme or reputed private organization for at least 5 years.

Experiences

S/he should possess **five years experiences in** financial accounting and reporting skills as well as exposure in the administration of programmes. S/he must have excellent computer skills (Windows, Word, Excel, Power Point); should able to operate financial packages independently. A candidate must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential.

Position/Title: Management Information System Associate (MISA)

Level: SU6

Number of Positions: Eight (new, one per each APSO)

Duty Station: Kathmandu with frequent visit to MEDEP districts.

Duration: August 2013 - 31 July 2018. Service contract will be issued annually, with possibilities of extension.

The APSO Management Information System Associate will report to the APSO MES and the NPSO Management Information System Associate.

Duties and Responsibilities

1. Design and upgrade MIS system for the MEDEP and MEDPA
2. Train officers of MEU/MoI, EDU/DDC, DCSI, CSIDB, partner organisations and BDSPO, DMEGA on installation and operation of MIS system in MEDEP Model.
3. Monitor, evaluate and follow up the use and results of MIS system at all levels as regular technical support.
4. Conduct orientation on developed MIS database to NPSO, APSO and other members as required.
5. Develop MIS Database User Manual and disseminate.
6. Provide data and information to NPM and other professionals for producing monthly, quarterly, and annual reports including other relevant sectoral reports as per the need of the programme.
7. Provide regular updated facts and figures in table, graphs, and charts as per need.
8. Develop appropriate formats for collecting data for database development and management in coordination with MEDEP Management Team.
9. Assist APSO team, BDSPOs and DMEGAs in collecting and compiling from the field, analysing and producing reports.
10. Assist other professional staff in preparing the M&E indicators in relation to objectives, output and activities as defined in Results and Resource Framework of MEDEP.
11. Assist in the preparation of a detail work plan for MEDEP's MIS programme implementation to achieve output targets agreed formulation and preparation of Programme.
12. Review and prepare MIS to include future expansion of target participants, decentralisation and computerisation to district levels and self-evaluation system using the programmes.

13. Apply and implement the principles and processes of Gender and Social Inclusion as the cross cutting issue.
14. Prepare a logical model and functional specification of MEDEP-MIS. Conduct together with sub-contractor systems analysis of installation and decentralisation requirements.
15. Review TOR for hardware procurement, software programming, installation, training, operating manuals and maintenance.
16. Develop different software as per the need of the programme.
17. Design a dual language information retrieval system (Intranet) for all major programme documents, reports and manuals produced in coordination with Monitoring, Evaluation and Communication Specialist.
18. Prepare and submit reports based on the information and data received from APSOs and districts as required by MEDEP.
19. Update MEDEP Website regularly and provide technical support in computer system to all programme staffs.
20. Perform any other duty assigned by programme management.

Qualifications and Education

Bachelor degree in Information Technology or relevant subject from recognised university.

Experience

Five years of strong professional background with management information systems, with exposure in development field.

Language

Fluency in both spoken and written Nepali and English languages is required.

Annex 6: Terms of Reference for MEDEP IV Longitudinal Impact Assessment

Introduction

The United Nations Development Programme (UNDP) seeks to procure a consultant to undertake a Longitudinal (seven years) Impact Assessment (IA) for the Microenterprise Development Programme for in Nepal (MEDEP). The consultant will design and implement a study to track impacts over a seven year period from an initial baseline in 2013 to an end date in 2020. The Impact Assessment study will provide UNDP with a better understanding of the links between the outcomes and activities of the programme and help UNDP learn and disseminate lessons from MEDEP IV that can inform the design and implementation of other micro-entrepreneurship programmes of this kind.

Background

The Microenterprise Development Programme is a UNDP/Government of Nepal programme aimed at supporting the development of micro-entrepreneurs amongst the poor and excluded of Nepal. MEDEP has been implemented for a number of years and is now in its fourth phase, running from 2013 to 2018. During this phase MEDEP aims to expand its original scope to focus on building the institutional capacity of the Government of Nepal and other market players such as service providers and micro-enterprise associations, to continue deliver micro-entrepreneurship development over the years to come, even after the end of MEDEP's support in 2018. MEDEP is managed by a team of locally recruited consultants and is headed by a government appointed National Programme Director.

Whilst programme performance against the annual work plan and the impact logic are measured and reported on by the MEDEP management team on a quarterly and annual basis, programme accountability and value for money also requires independent reviews to be carried at the end of each programme's year, at mid-term and each phase's end.

To date, these reviews have focussed on assessing progress in terms of number of micro-entrepreneurs directly created by MEDEP. There has been no systematic attempt to assess the institutional changes that MEDEP has been able to create and understand to what extent MEDEP has contributed to the achievement of a better national system for micro-entrepreneurship creation in Nepal, lead by government, but supported by a number of market players like service providers and micro-entrepreneurship associations. Nor has any attempt been made to test the programme logic that the development of micro enterprises is an effective tool to lift and keep many very poor people above the poverty line. In order to plug that gap, this Longitudinal Impact Assessment Study will complement MEDEP existing M&E system in order to fully capture the activity-outcomes relationship. UNDP will fund the exercise, which is expected to start in 2013 and run until 2022 – three years after the current end date of the MEDEP programme.

Objectives of the Impact Assessment

The overall objective of the IA is to evaluate MEDEP's progress against its objective to *deliver a sustainable delivery system for Micro-entrepreneurship development in Nepal*. It will assess whether and to what extent the government agencies, private sector service providers and micro-enterprise associations supported by MEDEP, have resulted in improvements in Nepal's capacity to create micro-entrepreneurs and increased jobs and incomes for the very poor.

The consultant will design and implement a study to track impacts over a eight years period from an initial baseline in 2013 to an end date in July 2022. The final study will measure the

number of micro-entrepreneurs that have graduated from MEDEP and MEDEP-supported partners over the years, and will estimate the resilience of these entrepreneurs comparing achievements during and after the end of MEDEP.

Specific questions to be addressed are:

- What kind of changes in the regulatory / institutional / capacity environment for Micro-enterprise creation have occurred?
- Have these changes led to a positive impact on the enabling environment for Micro-enterprise creation? And in turn led to an increase in the number of micro-enterprises created and jobs?
- Who is affected by the changes (particular region/geographical area, ethnic/social group etc.)?
- Are these changes attributable to MEDEP and to what extent?
- What is the legacy of MEDEP in terms of government's capacity, the consultancy market and micro-enterprises associations? Will partners continue MEDEP initiatives after the programme end date?

Consideration needs to be given where possible to:

- The counterfactual – what would MEDEP's partners have achieved without MEDEP?
- Before and after – status prior to MEDEP support; progress against this baseline; and the sustainability of improvements after MEDEP has ended (incl. do ex MEDEP's partners continue MED-related activities?)

Approach, methods and tools

MEDEP has a comprehensive M&E system in place to measure programme performance outcome and output level. The IA should draw and build on the existing system and tools to the greatest extent possible. The IA should utilise the existing M&E system and data that is generated by MEDEP to the greatest extent possible and complement this with additional indicators, quantitative and qualitative methods / data collection tools as appropriate to meet the above mentioned objective and answer related questions. This will include tracking the GoN progress in allocating resources for micro-enterprise development and improvements in the capacity of selected District Development Committees, service providers, micro-enterprise associations to effectively and sustainably play a role in micro-enterprise creation and support, across the lifespan of MEDEP and beyond.

The consultant will be expected to complete the design of the IA study within an initial 3 months period. This will be discussed and agreed upon with MEDEP and UNDP prior to commencement of the implementation phase of the study.

Scope of Work

The consultant(s) will:

- Review and absorb the history of MEDEP, lessons learnt, the current approach and methodology, the M&E system and impact logic.
- Review all relevant documents and use existing programme data and tools as appropriate
- Design an Impact Assessment approach with relevant indicators to measure impact at outcome level.
- Collect all relevant data, carry out surveys as appropriate
- Conduct meetings with all relevant stakeholders

- Make a presentation to MEDEP key stakeholders on the findings in each year, prior to submitting the review report
- Prepare draft annual and final review reports and circulate these to relevant stakeholders for comments
- Prepare final reports, following receipt of comments

Deliverables

- An Impact Assessment Manual that outlines the design details of the IA, including methodology, tools etc. and specifics of how it will be conducted (timing, stakeholders involved, etc.) – to be delivered within the first three months of the assignment.
- Annual Review Reports from 2013/14 until 2018/19 that capture updated findings of the IA and more generic lessons learnt.
- A Mid-term Review Report in 2015/16.
- An End-of Programme Review Report in 2018/19.
- A final Review Report in 2021/22.
- Access to database of data collected from MEDEP funded interventions

Timing

The IA should start in September 2013 with preparatory design work and end in July 2021. It will involve annual data gathering and reporting.

Communication and Documentation Plan for 2013

Award ID:

Award Title:

**Micro-Enterprise Development Programme
(MEDEP)**

Year: August - December 2013

S. N.	Description	Objective	Budget (approx.) USD	Tentative date for completion	Target Group	Additional Information/Remarks	Remark
1	Sharing and documentation of the Success Stories and Best Practices of MEDEP through NTV's Krishi Karyakram	To bring out the success stories and learning through Nepal Television's Krishi Karyakram which is produced by Agriculture Information and Communication Centre To share MEDEP's best practices, publicize success stories and promote entrepreneurs amongst the stakeholders	2,311	22 episodes by the end of December, 2013. MEDEP's programmes are aired on weekly basis.	Entrepreneurs, potential entrepreneurs, policy makers, planners, implementers, General Public	In consultation with AICC	Contractual
2	Sharing and documentation of the Success Stories and Best Practices of MEDEP	To bring out the success stories and learning through independent reportage by mainstream journalists to better inform the stakeholders	1,448	September and November	Policy makers, planners, Implementers, General Public, Potential Entrepreneurs	In consultation with media houses and respective journalists	Regular
3	Photography	To capture Micro Entrepreneurs while in action in their respective enterprises for organizational learning and sharing with wider audiences	788	October	General Public, Potential Entrepreneurs, donors, media, medep staffs and stakeholders		Contractual Service/Individual
4	Producing a documentary of Eco-tourism enterprises (Eco-Trail and other enterprises)	To promote newly created Eco-Tourism trail and eco-tourism based enterprises	6,303	September- November	Eco-tourism entrepreneurs, domestic and foreign tourists, educational institutions, donors and stakeholders	Hiring a professional photograph and send him/her to capture high quality pictures	Contractual Service Company
5	Producing a profile of Graduate entrepreneurs		1,050	August- September		Prepare profile with Photo, address and brief description about the Enterprise	Contractual Service Individual

S. N.	Description	Objective	Budget (approx.) USD	Tentative date for completion	Target Group	Additional Information/Remarks	Remark
6	Printing of various sectoral reports and other communication and advocacy materials	To disseminate process and model of MEDEP, and best practices/success stories	2,101	Ongoing	Government (MED-PA), MOI, MOAD, MOFSC, MOFALD, DDC/DEDC, DMEGAS, BDSOs, EDFs, donors, etc.	Subcontracting Consulting Agency for Designing, Printing, Publishing in English/Nepali	Regular
7	Publication of successful entrepreneurs stories	To disseminate best practices/success stories	1,000	August-December	Government (MED-PA), MOI, MOAD, MOFSC, MOFALD, DDC/DEDC, DMEGAS, BDSOs, EDFs, donors, and Successful entrepreneur	Subcontracting Consulting Agency	Regular
8	Weekly News broadcast on micro-enterprise sector	To publicise the MEDEP and MEDPA through Radio Nepal booked by Cottage and Small Industries Development Board (CSIDB)	1,000	August - December	Government (MED-PA), MOI, MOAD, MOFSC, MOFALD, DDC/DEDC, DMEGAS, BDSOs, EDFs, donors, and Successful entrepreneur	Cost sharing basis	Regular
9	Publication in occasional regular journals	For knowledge Management on Micro-enterprise sector.	1,000	August - December	Academics, Researchers, Students, Government (MED-PA), MOI, MOAD, MOFSC, MOFALD, DDC/DEDC, DMEGAS, BDSOs, EDFs, donors, and Successful	Cost sharing basis	Occasional
Total			17,000				

Annex 7: Human Resources Plan for MEDEP IV

Human Resource Plan

Year 2013

Project Name: MICRO ENTERPRISE DEVELOPMENT PROGRAMME – NEP

Functional Title	Category	Reference to Activity ID	Duration Position	No of Position(s)	Budget	Date - Final TOR submit to UNDP	Expected Entry on Duty Date	Remarks
As Regular Staff								
Chief Technical Advisor (NPPP-IV)	NPPP-IV	3	5 year	1		Jul-13	Dec-13	
National Programme Manager	NPPP-IV	3	2.5 Years	1		Jul-13	Dec-13	
Intervention Manager Component 1 (MEDPA implementation)(NPPP-III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Intervention Manager Component 2 (Policy Dialogue) (NPPP-II)	NPPP-III	3	5 year	1		Jul-13	Dec-13	

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Intervention Manager Component 3 (Micro Enterprise Services) (NPPP-III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Intervention Manager Component 4 (MED service Provider Strengthening)(NPPP- III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Intervention Manager Component 5(Financial Services) (NPPP-III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Senior Monitoring and Evaluation Specialist (NPPP-III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Senior Institutional Development & Strategy Specialist (NPPP-III)	NPPP-III	3	5 year	1		Jul-13	Dec-13	
Area Programme Support Manager (NPPP III)	NPPP-III	3	5 year	8		Jul-13	Dec-13	
Government MEDPA Support Specialist (NPPP-II)	NPPP-II	3	5 year	16		Jul-13	Dec-13	
Marketing Development Specialist (NPPP-II)	NPPP-II	3	5 year	16		Jul-13	Dec-13	
Senior Administration and Finance Associate (SU-7)	SU-7	3	5 year	2		Jul-13	Dec-13	
Management Information System Associate (SU-6)	SU-6	3	5 year	8		Jul-13	Dec-13	
Food Technologist (short term)	NPPP-I	1	6 months	1	\$4,000	Jul-13	Aug-13	

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Policy and Programme Development Specialist (short Term)	NPPP-III	1	6 months	1	\$6,617	Jul-13	Aug-13	
Consultants for Year 2013								
DCED Trainer	International Consultant	1	15 Day	1	\$20,000.00	Jul-13	Aug-13	
Technical document consolidating Consultant	national consultant	2	3month	1	\$4,000.00	Jun-13	Aug-13	

Prepared by



Lakshman Pun

NPM, MEDEP

Approved by



Nabina Sharestha

OIC, Poverty and Inclusion Unit,
UNDP

Endorsed by (PISU)



Andreas Lehner

Moan Gurung, HR Analyst, UNDP

Manager, Project Implementation Support UNIT (PISU)




Annex 8: Procurement Plan for MEDEP IV

Requisition Plan for 2013

Requisition Planning Information

No.	Project Name	Project No.	Budget Owner	Description	ATLAS Account code	Category	Qty	Est. Contract Amount (USD)	Planned Delivery Quarter	Remarks
1	MEDEP		Nabina Shrestha, OIC, PIU, UNDP	SLR Camera	Activity 6, 72200	Furniture & Equipments	1	1,100.00	Quarter 3	
2	MEDEP		Nabina Shrestha, OIC, PIU, UNDP	Electric Heater	Activity 6, 72200	Furniture & Equipments	6	350.00	Quarter 4	
3	MEDEP		Nabina Shrestha, OIC, PIU, UNDP	Furniture	Activity 6, 72200	Furniture & Equipments	9	15,900.00	Quarter 4	In 8 APSO
4	MEDEP		Nabina Shrestha, OIC, PIU, UNDP	Mobile Set for NPM	Activity 6, 72200	Furniture & Equipments	1	250.00	Quarter 3	
5	MEDEP		Nabina Shrestha, OIC, PIU, UNDP	External Evaluation of Sub contracting Result of the NGOs	Activity 2, 72100	Contr Ser Comp	1	47,400.00	Quarter 4	
	Total							65,000.00		



Lakshman Pun
NPM, MEDEP



Nabina Shrestha
OIC/Poverty & Inclusion Unit



Andreas Lehnert
Manager, Project Implementation Support UNIT (PISU)

ANNUAL WORK PLAN (August-December), 2013

Project Title: Micro-Enterprise Development Project (MEDEP) IV

Award ID: 00075193

Duration (start month/year - end month/year): 5 months (August-December) 2013

UNDAF/ICPAP Outcome : Vulnerable groups have improved access to economic opportunities and adequate social protection

UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	TIMEFRAME		Responsible Party	BUDGET						Unfunded Amount USD
		Q1	Q2		Funding Source (code)	Donor Name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	
Activity Result 1: A sustainable delivery system for Micro-Entrepreneurship Development established.	Annual Target : 4,250 new micro-entrepreneurs directly and support 1,000 existing for their resiliency (MEDEP); and 3,000 new micro-entrepreneurs indirectly and support 850 existing micro-entrepreneurs for their resiliency (MEDPA). Sub-Activity 1.1.1 : Social mobilization support for formation and operation of 475 micro-entrepreneurs' groups (identification of potential micro-entrepreneurs from target Sub-Activity 1.1.2 : Provide entrepreneurship development trainings and support 4675 micro-entrepreneurs to develop Business Plans; Information on linkage for accessing of micro credit Sub-Activity 1.1.3 : Provide technical skill training with teaching materials and technology to 4250 micro-entrepreneurs Sub-Activity 1.1.3 : Provide Common Facility Centre support and 10 new Micro-enterprises operated by hard-core poor people Sub-Activity 1.1.4 : Provide support to activate 10 existing but sick Common Facility Centres Sub-Activity 1.1.5 : Provide support to 3000 new micro-entrepreneurs for market linkages and product promotion Sub-Activity 1.1.6 : Programme implementation support (regular follow up, counselling, monitoring and reporting)	475		MOI	30000	AusAID	72100	Contr Ser Comp	18	475	8,600
		8		MOI	30000	AusAID	74200	Print & Publicat'n	963	8	7,700
		4,675		MOI	30000	AusAID	72100	Contr Ser Comp	12	4,675	55,300
		4,250		MOI	30000	AusAID	72100	Contr Ser Comp	97	4,250	411,300
		10		MOI	30000	AusAID	72100	Contr Ser Comp	6,175	10	61,750
		10		MOI	30000	AusAID	72100	Contr Ser Comp	2,760	10	27,600
		3,000		MOI	30000	AusAID	72100	Contr Ser Comp	16	3,000	48,800
		74		MOI	30000	AusAID	72100	Contr Ser Comp	1,492	74	110,395
		111		MOI	30000	AusAID	72100	Contr Ser Comp	1,357	111	150,610

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the (expected outputs))	Targets for Planned Activities	TIMELINE Year		Activity Category	BUDGET						Unfunded Amount USD
			Q1	Q2		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD
age group migrates for job abroad), Madheshi – 40% (it will include all Madhesh origin Dalits, IN, Women, Men, Youths, Other castes, etc.).		300			MOI	30000	AusAID	72100	Contr Ser Comp	1,284	300	385,178
		37			MOI	30000	AusAID	72100	Contr Ser Comp	446	37	16,500
	Sub-Activity 1.1.7 : Strengthen capacity of entrepreneurs and traders of Mandarin	1			MOI	30000	CQU	72100	Contr Ser Comp	7,500	1	7,500
		1			MOI	30000	CQU	71600	Travel	1,000	1	1,000
		1			MOI	30000	CQU	74200	Print & Publication	1,500	1	1,500
	Sub-Activity 1.1.8 : Conduct study visit for Traders and growers of Mandarin	1			MOI	30000	CQU	71600	Travel		1	-
		1			UNDP	30000	CQU	71600	Travel		1	-
	Sub-Activity 1.1.9 : Support to DEDOs for reviewing progress, regular monitoring, coordination and cooperation for programme management	38			MOI	30000	AusAID	72100	Contr Ser Comp	455	38	17,300
	Sub-Activity 1.1.10 : Implement communication, documentation and dissemination activities	1			MOI	30000	AusAID	72100	Contr Ser Comp	8,000	1	8,000
		1			MOI	30000	AusAID	74200	Print & Publication	7,000	1	7,000
		1			MOI	30000	AusAID	71600	Travel	2,000	1	2,000
	Sub-Activity 1.1.11 : Information collection, compilation, results verification, GSIMIS operation, report generation, bottom up planning, and institutionalisation of associations of micro entrepreneurs	37			MOI	04000	UNDP	72100	Contr Ser Comp	1,443	37	53,400
	Sub-Activity 1.1.12 : Follow up Gender and Social Inclusive Management Information System (GSIMIS) operation and updated data	7			MOI	04000	UNDP	75700	Worksp	643	7	4,500
	Sub-Activity 1.1.13 : National Consultative meeting and planning and review Works'p	2			MOI	30000	AusAID	71600	Travel cost	3,500	2	7,000
		2			MOI	30000	AusAID	75700	Worksp	3,000	2	6,000
	Sub-Activity 1.1.14 : Coordination and Monitoring Field visits by MEDEP Staffs, policy level & GoN stakeholders, & other key stakeholders	4			MOI	30000	AusAID	71600	Travel	5,000	4	20,000
		4			MOI	30000	AusAID	75700	Meeting	1,750	4	7,000
	Sub-Activity 1.1.15 : Conduct District resource potential study of Jhapa and Morang for enterprise Development.	1			MOI	30000	AusAID	72100	Contr Ser Comp	7,650	1	7,650

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EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME		Responsible Party	BUDGET							
			AME	Q1 Q2		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost (USD)	No. of Units	Amount USD	Unfunded Amount USD
	Sub-Activity 1.1.16 : Support for providing furthe Business Development Support to existing micro-entrepreneurs in order to make them sustainable - (i) assess areas of needs for sustainability of micro-enterprises and for re-activating sick micro-enterprises and record baseline information for providing resiliency service	38			MOI	30000	AusAID	72100	Contr Ser Comp	58	38	2,200	
	Sub-Activity 1.1.17: Provide support to 1,000 existing entrepreneurs micro-entrepreneurs for sustainability of their micro-enterprises (advance training, Appropriate Technology)	1,000			MOI	30000	AusAID	72100	Contr Ser Comp	150	1,000	150,200	
	Sub-Activity 1.1.18: Provide support to 3000 existing micro-entrepreneurs (relatively new) for market linkages and product promotion with bigger business houses for prioritised products	3,000			MOI	30000	AusAID	72100	Contr Ser Comp	20	3,000	60,700	
	Sub-Activity 1.1.19: Provide support to 1,000 micro entrepreneurs to revive their sick enterprises	10,000			MOI	30000	AusAID	72100	Contr Ser Comp	8	10,000	78,300	
	Sub-Activity 1.1.20: Joint technical support, follow up, counselling, monitoring, documentation of recommendations and issues reported	6			MOI	30000	AusAID	72100	Contr Ser Comp	1,417	6	8,500	
	Sub-Activity 1.1.21: Coordination and intensive monitoring field visits of PO/EDU/DDC, DEDC members, and technical persons for supporting micro entrepreneurs	37			MOI	30000	AusAID	71600	Travel	605	37	22,400	
	Sub-Activity 1.1.22: Conduct a national level Works'p on Micro Enterprise Development and its impact on reducing poverty	1			MOI	30000	AusAID	75700	works'p	5,100	1	5,100	
		1			MOI	30000	AusAID	72100	Contr Ser Comp	9,900	1	9,900	
		1			MOI	04000	UNDP	71300	Local Consultant	4,000	1	4,000	
	Sub-Activity 1.1.23: Reward and Recognition Certificates to 200 Graduated Entrepreneurs	1			MOI	30000	AusAID	75700	Training/ Works'p	8,721	1	8,721	
		1			MOI	30000	AusAID	71600	Travel	4,000	1	4,000	
	Sub-Activity 1.1.24: Support for Marketing and Product promotion (Trade Fair Exhibition participation at d fferent level)	1			MOI	30000	AusAID	72100	Contr Ser Comp	31,400	1	31,400	
	Activity 1.2 : Enhance capacity of MED service providers to deliver MED sustainably												
	Sub-Activity 1.2.1: Training on required issues to EDFs and EDF development / Advance EDF development Course	1			MOI	30000	AusAID	72100	Contr Ser Comp	30,000	1	30,000	
		1			MOI	30000	AusAID	74200	Print & Publicat'n	1,000	1	1,000	

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EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME	Responsible Party	BUDGET							Unfunded Amount USD
					Funding Source (code)	Donor Name and code	Budget Codes	Budget Description	Unit/ Cost USD	No of Units	Amount USD	
		1	Q1 Q2	MOI	04000	UNDP	75700	Worksp	47,400	1	47,400	
	Sub-Activity 1.2.2: On the Job Training support to 52 potential EDFs	1		MOI	30000	AusAID	72100	Contr Ser Comp	1,400	1	1,400	
		1		MOI	30000	UNDP	72100	Contr Ser Comp	36,200	1	36,200	
	Sub-Activity 1.2.3 : Skill Test and Certification	1		MOI	30000	AusAID	72100	Contr Ser Comp	1,200	1	1,200	
	Sub-Activity 1.2.4: Re-orientation on MEDEP Model, briefing on MEDEP IV Phase and Good Governance practice among partners.	1		MOI	04000	UNDP	75700	worksp	40,900	1	40,900	
	Sub-Activity 1.2.5: Support and mentor NEDC (or similar organisation) to develop and actuate market strategy based on a MED curriculum developed in partnership with MoI/MEDPA.	0		MOI	30000	AusAID	72100	Contr Ser Comp	-	-	-	
	Sub-Activity 1.2.6: Mentor MED service providers that intend to invest in developing MED capacity and bid for MEDPA contracts.	0		MOI	30000	AusAID	72100	Contr Ser Comp	-	-	-	
	Activity 1.3: Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme.											
	Sub-Activity 1.3.1: Provide advisory and technical support to the Secretariat of the national level Committees established to drive and oversee for MEDPA.	1		MOI	30000	AusAID	75700	worksp	700	1	700	
	Sub-Activity 1.3.2: Improve capacity of MEUs at MoI, CSIDB, DCSI on MEDEP model, implementation mechanisms, coordination and results-based planning, budgeting, M&E (including revision of model).	1		MOI	30000	AusAID	75700	worksp	-	1	-	
	Sub-Activity 1.3.3: Initiate for improving capacity of line ministries such as MoFLD, MOA, MoFSC to understand and implement micro-entrepreneurship creation as a poverty reduction tool.	1		MOI	30000	AusAID	75700	worksp	-	1	-	
	Sub-Activity 1.3.4: Initiated for establishing and strengthening gender and social inclusion responsive MIS database along with RBM&E guideline at MoI, DCSI and CSIDB and build capacity to analyze data for effective monitoring and planning.	1		MOI	30000	AusAID	75700	worksp	-	1	-	
	Sub-Activity 1.3.5: Support MoI to effectively document and communicate its plans, programmes and achievements and carry out procurement for MEDPA.	1		MOI	30000	AusAID	75700	worksp	-	1	-	

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EXPECTED OUTPUTS (Please include a table of associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets (for Planned Activities)	TIME FRAME		Responsible Party	BUDGET							Unfund ed Amount USD
			Q1	Q2		Funding Source (code)	Donor Name and code	Budget Codes	Budget Description	Units Cost USD	No. of Units	Amount USD	
	Sub-Activity 1.3.6: Support MOI to create synergy among various sectoral agencies engaged in the areas of income generation/self-employment at the central level for the optimum use of resources in achieving the national goal of poverty alleviation.	1			MOI	30000	AusAID	75700	works/p	-	1	-	
	Sub-Activity 1.3.7: Support MOI for scale up service to the existing micro-entrepreneurs in 50 MEDPA districts	1			MOI	30000	AusAID	75700	works/p	-	1	-	
	Sub-Activity 1.3.8: Support MOI to establish MED knowledge centre	1			MOI	30000	AusAID	75700	works/p	-	1	-	
	Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON's MEDPA programme including local bodies.												
	Sub-Activity 1.4.1: Support JWDC for implementing strategic plan for its sustainability, and for its business development	1			MOI	30000	AusAID	72100	Contr Ser Comp	2,906	1	2,906	
	Sub-Activity 1.4.2: Support for capacity development of implementing partner National Entrepreneurship Development Centre at centre level	1			MOI	30000	AusAID	72100	Contr Ser Comp	7,244	1	7,244	
	Sub-Activity 1.4.3: Support to NMEFEN for sustainability of National Marketing Mechanism of micro entrepreneurs and intensive field visit monitoring in different locations	1			MOI	30000	AusAID	72100	Contr Ser Comp	6,500	1	6,500	
	Sub-Activity 1.4.4: Refresher training support to BDSPOs staffs for effective and efficient programme implementation.	1			MOI	30000	AusAID	75700	works/p	18,000	1	18,000	
	Sub-Activity 1.4.5: Provided technical support to new 45 VDCs for developing VEDPs through orientation and trainings to VDC personnel.	1			MOI	04000	UNDP	75700	works/p	6,978	1	6,978	
	Sub-Activity 1.4.6: 90 social mobilizers working in VDCs level (through LGCDP) and EDFs will be oriented on facilitating for bottom-up planning for VEDPs and social mobilization for micro-enterprise development.	1			MOI	04000	UNDP	75700	works/p	4,500	1	4,500	
	Sub-Activity 1.4.7: preparation of MEDPA implementation guideline and print the same	1			MOI	30000	AusAID	72100	Contr Ser Comp	8,000	1	8,000	
		1			MOI	30000	AusAID	74200	Print & Publicatn	9,000	1	9,000	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIME FRAME		Responsible Party	BUDGET							Unfunded Amount USD
			Q1	Q2		Funding Source (code)	Donor Name and Code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	
	Sub-Activity 1.4.8: Preparation of operational guideline of MEDF	1			MOI	30000	AusAID	72100	Contr Ser Comp	6,000	1	6,000	
	Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase												
	Sub-Activity 1.5.1: Performance evaluation of districts (BDSPOs and DMEGAs) by External Evaluators at APSO level	1			MOI	04000	UNDP	72100	Contr Ser Comp	47,400	1	47,400	
	Sub-Activity 1.5.2: Conduct Training on Result based monitoring and evaluation guideline to the MECOs and EDOS.	1			MOI	04000	UNDP	72100	Contr Ser Comp	1,500	1	1,500	
		1			MOI	30000	AusAID	75700	worksp	8,000	1	8,000	
	Sub-Activity 1.5.3: Conduct Training on DCED to atleast 12 persons	1			UNDP	30000	AusAID	71200	Int'l Consultant	20,000	1	20,000	
		1			UNDP	30000	AusAID	71600	Travel of Int'l Consultant	5,000	1	5,000	
		1			MOI	30000	AusAID	75700	worksp	5,000	1	5,000	
	Sub-Activity 1.5.4: Develop new MIS or re-modelling of the existing MIS based on the final RBM&E guidelines and Results Measurement Framework	1			MOI	30000	AusAID	72100	Contr Ser Comp	6,000	1	6,000	
	Sub-Activity 1.5.5: Train EDFs, PCs, DBAs on RBM&E Guidelines and Results Measurement Framework	1			MOI	30000	AusAID	75700	worksp	8,000	1	8,000	
		1			MOI	30000	AusAID	72100	Contr Ser Comp	6,000	1	6,000	
		1			MOI	30000	AusAID	75700	worksp	12,000	1	12,000	
	Sub-Activity 1.5.6: Performance assessment of MEDPA to confirm effective use of MEDEP model	1			MOI	30000	AusAID	72100	Contr Ser Comp	9,000	1	9,000	
	Sub-Activity 1.5.7: Conduct assessment of effectiveness of MEDEP's support to make micro-entrepreneurs more resilient through job creation and livelihoods improvement.	1			MOI	04000	UNDP	72100	Contr Ser Comp	8,400	1	8,400	
	Sub-Activity 1.5.8: Assessment of MEDEP's contribution on conflict prevention and peace transformation	1			MOI	04000	UNDP	72100	Contr Ser Comp	8,800	1	8,800	
	Sub-Activity 1.5.9: Support for conducting Worksp's for progress review and strategic planning of DCSI anc CSIDB	1			MOI	30000	AusAID	75700	Training/ Worksp	8,500	1	8,500	
	Sub-Activity 1.5.10: Provide support for EDU/CSIDB/CSIO and MEU/CSIDB/DCSI/MOI for effective implementation of MEDPA districts.	1			MOI	30000	AusAID	72100	Contr Ser Comp	4,000	1	4,000	
	Sub-Activity 1.5.11: Support for GoN staffs training and coordination internal monitoring visits with purpose to	1			MOI	30000	AusAID	72100	Contr Ser Comp	26,300	1	26,300	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIME FRAME		Responsible Party	BUDGET								Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
			Q1	Q2		Funding Source (code)	Donor Name and code	Budget Codes	Budget Description	Unit Cost USD							
Conducting interim exposure visits with purpose to learn more about MEDEP Model practically. GMS		1			MOI	30000	AusAID	75700	Works/p		10,000	1.00	10,000				
		1			UNDP	30000	AusAID	75100	GMS		138,625	1	138,625				
		1			UNDP	30000	CQU	75100	GMS		700	1.00	700				
	Total of Output 1:				Sub								2,400,157				
	Output 2: Micro-entrepreneurs' access to a number of business development services such as market, finance, improved technologies and extension, sustainability provided (on a cost-recovery basis) by ME																
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services sustainably.	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.																
	Sub-Activity 2.1.1: Preparation of Activity plan for operationalization of subcontracting policy	1			MOI	30000	AusAID	72100	Contr Ser Comp		2,907	1	2,907				
	Sub-Activity 2.1.2: Support MoI and Committees for finalization and approval of MEDPA operational guidelines	1			MOI	30000	AusAID	72100	Contr Ser Comp		2,500	1	2,500				
	Sub-Activity 2.1.3: Support MoI for providing inputs for finalisation of Industrial Act and regulations for micro-enterprise development	1			MOI	30000	AusAID	75700	works/p		1,000	1	1,000				
	Sub-Activity 2.1.4: Support MoI for donors meeting for resource generation for MEDPA	1			MOI	30000	AusAID	72100	Contr Ser Comp		2,500	1	2,500				
	Activity 2.2 NMEFEN, DMEGA and other similar organisations deliver relevant services to graduated micro-entrepreneurs on a sustainable basis, including advocacy;																
	Activity 2.3: Create conducive environment for accessing financial service to micro-entrepreneurs																
	Access to finance improved:																
	Sub-Activity 2.3.1: Facilitate for strengthening access of micro-entrepreneurs to credit for MED - 15 registered cooperatives with the technical support from RSFF/NRB receive wholesale lending	1			MOI	30000	AusAID	72100	Contr Ser Comp		500	1	500				
	Sub-Activity 2.3.2: Cooperative Management/ Account Keeping training to 15 pre-cooperatives, and support for registration	30			MOI	30000	AusAID	72100	Contr Ser Comp		383	30	11,500				
Sub-Activity 2.3.3: Extend linkage for receiving loan through FIs, FINGOs, Banks, CFUGs, cooperatives, MFIs, development banks by 2,750 new micro-entrepreneurs (first time loan receivers).	15			MOI	30000	AusAID	72100	Contr Ser Comp		833	15	12,500					

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIME FRAME Q1 Q2	Responsible Party	BUDGET						Unfund- ed Amount USD
					Funding Source (Code)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD
Activity 3: Programme Implementation Support	Sub-Activity 2.3.4: Develop linkage between missing middle entrepreneurs and private banks/ MFIs to address the financial requirement	1		MOI	30000	AusAID	72100	Contr Ser Comp	1,000	1	1,000
	Sub-Activity 2.3.5: Support micro-entrepreneurs associations for operational and management for strengthening market linkage, discussion on policy issue	1		MOI	30000	AusAID	72100	Contr Ser Comp	43,300	1	43,300
	Sub-Activity 2.3.6: Registration and licensing of food products from 38 districts	1		MOI	30000	AusAID	72100	Contr Ser Comp	1,500	1	1,500
	Sub-Activity 2.3.7: Provide Logistic Support to existing MEG, MEGA, Cooperatives,	1		MOI	30000	AusAID	72100	Contr Ser Comp	7,000	1	7,000
	Sub-Activity 2.3.8: GMS	1		UNDP	30000	AusAID	75100	GMS	6,139	1	6,139
	Total of Output 2:				Sub Total						93,846
	Implementation support cost	8		MOI	30000	AusAID	71400	Contr Serv indiv.	28,750	8	230,000
		8		MOI	04000	UNDP	71400	Contr Serv indiv.	20,736	8	165,884
		8		MOI	04000	UNDP	72200	Equipment	2,200	8	17,600
		8		MOI	04000	UNDP	72400	Communication	1,375	8	11,000
		8		MOI	04000	UNDP	71600	Travel	1,000	8	8,000
		8		MOI	04000	UNDP	72500	Supplies	925	8	7,400
		8		MOI	04000	UNDP	72500	Supplies	213	8	1,700
		8		MOI	04000	UNDP	73100	Rent Premises	1,750	8	14,000
		8		MOI	04000	UNDP	73100	Custodin & Clean	600	8	4,800
		8		MOI	04000	UNDP	73100	Utilities	438	8	3,500
		8		MOI	04000	UNDP	73400	R&M Office Equip	875	8	7,000
		8		MOI	04000	UNDP	73400	Vehicle r&M	4,375	8	35,000
		8		MOI	04000	UNDP	74200	Print & Publicat'n	875	8	7,000
		8		MOI	04000	UNDP	74500	Insurance	500	8	4,000
		8		MOI	04000	UNDP	74500	Miscellaneous	1,500	8	12,000
		8		MOI	04000	UNDP	75700	Learning cost	250	8	2,000
		2		UNDP	04000	UNDP	71600	M&E comm cost	14,284	1	14,284.05

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets (for Planned Activities)	TIMEER	Responsible Party	BUDGET								Unfund- ed Amount USD	
			AME		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD			
			Q1									Q2		
		2		UNDP	30000	AusAID	71600	M&E comm cost		61,875	1	61,875.29		
		1		UNDP	30000	CQU	75100	GMS		5	1	5		
		1		UNDP	30000	CQU	71600	M&E comm cost		261	1	261		
		1		UNDP	30000	AusAID	75100	GMS		32,186	1	32,186		
	Total Programme Support cost				Sub Total							639,496		
Grand TOTAL														3,133,499

Donor	Amount (US\$)
AusAID	2,536,887
UNDP	585,646
CQU	10,966

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Approved by OIC, Poverty & Inclusion unit, UNDP
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Annual Work Plan 2014

Award Title: Micro-Enterprise Development Project (MEDEP)

Award ID: 00075193

Duration: January to December 2014

UNDAF/CPAP Outcome : Vulnerable groups have improved access to economic opportunities and adequate social protection

UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfunded Amount USD	
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
			1	2	3	4									
		317					MOI	30000	AusAID	72100	Contr Ser Comp	3,125	317	990,602	
	Sub-Activity 1.1.10 Strengthen capacity of entrepreneurs and traders of Mandarin	1					MOI	30000	CQU	72100	Contra Ser Company	35,000	1	35,000	
	Sub-Activity 1.1.11 : Institutionalisation of associations of micro entrepreneurs (discussing on issues/ problems and identifying solutions/ strategies; regular information collection, compilation, results verification, GSIMIS operation, report generation; bottom up planning)	38					MOI	04000	UNDP	72100	Contr Ser Comp	2,463	38	93,607	
	Activity 1.2: Enhanced capacity of MED service providers able to deliver MED sustainably														
	Sub-Activity 1.2.1 : MEDEP supports some selected MED SPs to develop fund-raising strategies for delivery of MED products														
	Sub-Activity 1.2.1.1: Develop fund-raising strategies for delivery of MED products by NEDC and BDSPOs (expert, field work, national workshop, district workshops)	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub-Activity 1.2.1.2: Orientation by NEDC and MED SPs to their members (e.g. EDFs)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Sub-Activity 1.2.2 : Support NEDC to develop training for MED SPs on MED & MEDPA model market it, bid for contracts, fund raise														
	Sub-Activity 1.2.2.1: Prepare capacity development package on pro-poor and inclusive MED for GoN stakeholders and other actors in collaboration with Mol (e.g. GoN staff, DDC/DEDC, MED SPs, EDFs, MEs, etc.);	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.2.2.2: Capacity development of NEDC through training (for e.g. Training on Net work management, GSI Programme Planning and Management, Proposal Development,	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	Sub-Activity 1.2.2.3: Support for revise operational guideline for MED service friendly (for e.g. Operating guidelines, GSI guidelines, Admin guidelines, Results-based monitoring guidelines etc)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.2.2.4: Training need assessment of NEDC's member organizations or MED SPs (expert, field work, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.2.2.5: Preparation of training course as per Training need assessment of NEDC's member organizations	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	

EXPECTED OUTCOMES (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and the sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							Unfund ed Amount USD
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	
	Sub-Activity 1.2.2.6: Develop proposals in collaboration with DMEGAs and other actors for bidding of MEDPA, MEDEP and others	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Sub-Activity 1.2.2.7: Develop and operate strategy/mechanisms of updating information on technical skill training providers and disseminating to MED SPs	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.2.3 : MEDEP co-funds a number MED SPs to be trained on MED and MEDPA through NEDC														
	Sub-Activity 1.2.3.1: Several trainings based on the need assessment findings.	1					MOI	30000	AusAID	72100	Contr Ser Comp	28,152	1	28,152	
	Sub-Activity 1.2.3.2 Support for human resources through co-funding for services relating to capacity development of the orgs and to execute the business plans	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,909	1	10,909	
	Sub-Activity 1.2.4 : MEDEP coaches some MED SPs contracted by GoN in delivery of MEDPA														
	Sub-Activity 1.2.4.1: (i) Orientation on MEDPA Model and Approach.	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 1.2.4.2 : (ii) Business counselling skills training to Enterprise Development Facilitators	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.2.5 : MEDEP supports Mol for development of EDFs training course and accreditation programme														
	Sub-Activity 1.2.5.1: (i) Develop the courses at level 2, 3 and 4 on Forest Enterprise Development Facilitator (FEDF) and Agro-Enterprise Development Facilitators (AEDF) in collaboration with Council for Technical Education and Vocational Training (CTEVT), Ministry of Industry (Mol) and NEDC.	1					MOI	30000	AusAID	72100	Contr Ser Comp	29,326	1	29,326	
	Sub-Activity 1.2.5.2: (Revise the EDF training manuals and Publish	1					MOI	30000	AusAID	72100	Contr Ser Comp	11730	1	11,730	
	Sub-Activity 1.2.5.3: (Support NEDC for facilitating for Skill certification of MES/EDF at different level,	1					MOI	30000	AusAID	72100	Contr Ser Comp	12,903	1	12,903	
	Sub-Activity 1.2.5.4: (iii) Support for scholarship and OJT supports for EDF developments.	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Sub-Activity 1.2.5.5: (Assist for the development of criterias and process for accreditation to MOI	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub-Activity 1.2.6: (MEDEP supports training institutions to develop training offer and market EDFs training courses compliant with Mol accreditation														
	Sub-Activity 1.2.6.1: Identify and support training institutions to deliver accredited EDF courses	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
	Sub-Activity 1.2.6.2: MEDEP Model and advocacy to Training Institutions	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Sub-Activity 1.2.6.3: Development of training institutions' strategy for marketing EDFs training courses	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Sub-Activity 1.2.6.4: Evaluate the quality of training delivery and support for improvements	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Activity 1.3: Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme.														
	Sub-Activity 1.3.2: Support to GoN to develop incentive scheme for GoN staff involved in MEDPA														
	Sub-Activity 1.3.2.1: Develop incentive scheme manual incorporating (expert, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Sub-Activity 1.3.2.2: Organize orientation to GoN Staff	1					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076	
	Sub-Activity 1.3.2.3: Organise study visit on practices of ME	15					MOI	30000	AusAID	71600	Travel	4,000	15	60,000	
	Sub-Activity 1.3.3: MEDEP develops training on MED for government training centres in particular MoI, MoAD, MoFSC, MoFALD, MCPA														
	Sub-Activity 1.3.3.1: Support government training centres of MoI, MoAD, MoFSC, MoFALD, MCPA to develop and integrate training courses on MED in their regular training for developing capacity of staff members at different levels (experts, meetings, workshops)	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Sub-Activity 1.3.3.2: Conduct TNA to identify the training requirements of GoN staff involved in MEDPA at centre and district level	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Sub-Activity 1.3.3.3: Support training centres to periodically assess the training course contents and effectiveness of training delivery	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub-Activity 1.3.4: MEDEP sponsors initial MoI training & providing mentoring support to MoI staff to disseminate MEDPA -														

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund- ed Amount USD
	Sub-Activity 1.3.4.1: (i) Provide trainings to staff of Mol, DCSI, CSIDB and other actors for developing their capacity on: (i) results-based programme management, monitoring & results measurement (ii) micro-enterprise strategy development and basics of MED model (iii) pro-poor public private partnership development, contracting and management (iv) gender and social inclusion, equity and sustainable development (v) value chains and environmental sustainability in micro-enterprise development (vi) access to financial services and marketing linkages for micro-enterprise development , and etc.	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Sub-Activity 1.3.4.2: (ii) MEDEP provides GSIMIS training to DBA/Computer Operators involved in MEDPA	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub-Activity 1.3.4.3: (iii) MEDEP involves with Mol (DCSI and CSIDB) for organizing MEDPA review workshop	1					MOI	30000	AusAID	75700	Training/ Works'p	8,211	1	8,211	
	Sub-Activity 1.3.4.4: (iv) MEDEP involves in regular field visits and provide feedbacks and mentoring to GoN staff involved in MEDPA	1					MOI	30000	AusAID	75700	Training/ Works'p	8,211	1	8,211	
	Sub-Activity 1.3.5: Support to Mol for simplification & adaptation of MEDPA model & development of MEDPA Guidelines on the basis of impact analysis -														
	Sub-Activity 1.3.5.1: Develop concept proposal/ToR and get approved						MOI	30000	AusAID	72100	Contr Ser Comp			-	
	Sub-Activity 1.3.5.2: Conduct study and impact analysis of first three years of MEDPA implementation (select end subcontract expert organization)						MOI	30000	AusAID	72100	Contr Ser Comp			-	
	Sub-Activity 1.3.5.3: InterActivity workshops among the relevant stakeholders including MEs' organizations to validate findings from the above						MOI	30000	AusAID	75700	Training/ Works'p			-	
	Sub-Activity 1.3.5.4: Develop MEDPA guidelines based on the findings from Impact Analysis, and get approved						MOI	30000	AusAID	75700	Training/ Works'p			-	
	Sub-Activity 1.3.6: Provide senior policy advisory to GoN for the improvement of ME policy framework (through embedded senior MED advisor) -													-	
	Sub-Activity 1.3.6.1: Operation of Micro-Enterprise Section of Mol (office establishment within Mol, training/orientation to MOI officials of the section, work plan of the section	1					MOI	30000	AusAID	75700	Training/ Works'p	3,519	1	3,519	
		1					MOI	30000	AusAID	72200	equipment	8,211	1	8,211	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET					Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description					
	Sub-Activity 1.3.6.2: Detail plan of senior MED advisor's support to improvement of ME policy framework is developed (e.g. policy inputs, evidence-based feedback for MED) and is implemented	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730		
	Sub-Activity 1.3.6.3: Regularization of periodic meetings of Steering Committee and policy decisions and mechanisms of harmonization of sectoral policies are made for pro-poor and inclusive MED (quarterly meetings)	1					MOI	30000	AusAID	75700	Training/ Works'p	4,692	1	4,692		
	Sub-Activity 1.3.6.4: Joint monitoring visits of GoN stakeholders for inputs to policy and guidelines on MED (at least twice in a year)	1					MOI	30000	AusAID	75700	Training/ Works'p	4,692	1	4,692		
	Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON's MEDPA programme including local bodies.															
	Sub-Activity 1.4.1: Procurement system developed & agreed with MoI/DDCs and procurement training delivered through GoN training structure															
	Preparation of a procurement system document and get approved (experts, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384		
	Conduct trainings to GoN, DDCs, DEDICs and the relevant actors on the above through GoN training structure (RPs, training events)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730		
	Orientation in districts on the requirements for procurement and the process (MEDPA and MEDEP districts)	1					MOI	30000	AusAID	72100	Contr Ser Comp	13,196	1	13,196		
	Sub-Activity 1.4.2: Provides coaching & hand holding to graduated MEDPA DEDICs & support to MoI to hold DEDICs dissemination events -															
	Revise MEDF guidelines by incorporating indicators of graduated districts and their performance indicators	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		
	Provide support to DDCs to develop a District Enterprise Development Plan, setting-up and running an Enterprise Development Unit, a Micro Enterprise Development Fund, and committing resources to MED at local and central level	1					MOI	30000	AusAID	72100	Contr Ser Comp	42,229	1	42,229		
	Provide matching fund support to first 5 districts graduated	1					MOI	30000	AusAID	72100	Contr Ser Comp	58,651	1	58,651		

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			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor Name and code	Budget Codes	Budget Description					
	SSupport Local Bodies/ VDC Secretaries to pool local resources for MED and for implementation of VEDP using the existing forum at Ward Citizen Forum and Community Awareness Centre (meeting, training, mentoring)	1					MOI	30000	AusAID	75700	Training/ Works'p	21,114	1	21,114		
	Support DDC/DEDIC to implement DEDP Strategy through meeting, interActivity, field visit, mentoring, coaching	1					MOI	30000	AusAID	75700	Training/ Works'p	21,114	1	21,114		
	Involve MEDPA staff at district level to work together with local bodies through visit, workshop, meeting jointly with MEDEP staff	1					MOI	30000	AusAID	75700	Training/ Works'p	11,730	1	11,730		
	Replication of lessons from best DDCs starts (Organize events where the graduated districts/ LDOs/ POs share their experiences to new districts)	1					MOI	30000	AusAID	75700	Training/ Works'p	11,730	1	11,730		
	Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase															
	Sub-Activity 1.5.1: Develop DCED Standard Result Based M&E System of MEDEP Phase IV															
	Sub-Activity 1.5.1.1: Review and adjust Component Impact Logics every year	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346		
	Sub-Activity 1.5.1.2: Ensured system of MEDEP IV in compliance with the DCED Standard.	1					MOI	30000	AusAID	71600	Travel of Int'l Consultant	9,152	1	9,152		
	Sub-Activity 1.5.2: Enhanced capacity of GoN, MEDEP and other stakeholders to plan , implement and monitor microenterprise development programme															
	Sub-Activity 1.5.2.1: Trained on Impact Logic, Indicators of Results-based M&E Guideline on MED to the MEDEP staff and implementing partners	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730		
	Sub-Activity 1.5.2.2: Support the Ministry of Industry and CSIDB/DCSI with technical support from MED perspective through out the whole process of Bottom Up Strategic Planning of MEDPA	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557		
	Sub-Activity 1.5.2.3: Conduct internal exposure visit for learning and sharing of best practices, success cases and experiences on MED implementation to enhance conceptual clarity and practical knowledge about MEDEP model. (Cost sharing basis)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730		
	Sub-Activity 1.5.2.4: Support the Ministry of Industry and DCSI/CSIDB for Annual Review workshop in cost sharing basis.	1					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076		

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			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
			1	2	3	4									
	Sub-Activity 1.5.2.5: Build the capacity of GoN officials, MEDEP, district offices, EDU/DDC and its implementing partners (database assistants) on M&E system (MIS SOFTWARE) based on MEDPA and Result based M&E Guideline of MEDEP Phase IV that should be in line with GoN needs	1					MOI	30000	AusAID	72100	Contr Ser Comp	36,950	1	36,950	
	Sub-Activity 1.5.2.6: External Evaluation of MED SPs implementing MEDEP	1					MOI	30000	AusAID	72100	Contr Ser Comp	41,056	1	41,056	
	Sub-Activity 1.5.2.7: External Evaluation of MED SPs implementing MEDPA in cost sharing basis with DCSI/CSIDB	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 1.5.2.8: Sharing and strategic planning workshop at national level	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 1.5.3: Effective Monitoring for Accountability														
	Sub-Activity 1.5.3.1: Conduct an Annual Programme Review during the fourth quarter of the year to assess the Programme's progress in the achievement of expected outcomes and its performance	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Sub-Activity 1.5.3.2: Independent Audit and Impact Assessment Investigation	1					MOI	30000	AusAID	72100	Contr Ser Comp	41,056	1	41,056	
	Sub-Activity 1.5.3.3: Monitored by the UNDP Country Office as well three UNDP field offices, donors, policy level GoN officials, and Media Crew	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 1.5.3.4: Regular monitoring of results and verifying of the achievements by internal human resources (MEDEP, MEDPA, BDSPO, DMEGA NMEFEN, NEDC)	1					MOI	30000	AusAID	72100	Contr Ser Comp	46,921	1	46,921	
	Sub-Activity 1.5.4: Enhanced coordination with other programmes														
	Sub-Activity 1.5.4.1: Sub-Activity 1.5.4.1: Update regularly and operate the web portal for promoting coordination among development partners that are implementing and supporting poverty alleviation programmes in a number of areas that are either overlapping or adjacent to MEDEP effectively in a sustainably	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Sub-Activity 1.5.4.2: Conduct meeting/ interActivity and sharing workshops of MEDPA Secretariate / among development partners that are implementing and supporting poverty alleviation programmes; Document the information and agreements.	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	

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			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description				
	Sub-Activity 1.5.4.3: Printing of documents, guidelines, directives, manuals, research reports, advocacy and teaching materials.	1					MOI	30000	AusAID	74200	Print & Publication	11,730	1	11,730	
	Sub-Activity 1.5.4.4: Regular InterActivity with Journalists through Press Briefing, News Release, Interviews, Opinion Articles, Press Meet, InterActivity with Journalists and Policy Makers	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,798	1	8,798	
	Sub-Activity 1.5.4.5: Media Advocacy: Partnership with mainstream media	1					MOI	30000	AusAID	72100	Contr Ser Comp	28,152	1	28,152	
	Sub-Activity 1.5.4.6: Document the best practices in Audio, Visual and Print, and share an archive	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 1.5.4.7: Coordination, Technical Support and feedback from DDC and its line agencies and thematic experts	1					MOI	30000	AusAID	72100	Contr Ser Comp	44,575	1	44,575	
		1					MOI	30000	AusAID	71600	Travel	5,865	1	5,865	
		1					MOI	30000	AusAID	75700	Meeting/ Works/p	1,760	1	1,760	
	Sub-Activity 1.5.4.8: Implementation support cost Sa ary of international staff	12					UNDP	30000	AusAID	71200	Contr Serv indiv. Int.	20,000	12	240,000	
	Sub-Activity 1.5.4.9 : GMS	1					UNDP	30000	AusAID	75100	GMS	382,852	1	382,852	
		1					UNDP	30000	CQU	75100	GMS	2,450	1	2,450	
	Total of Output 1:													5,983,226	
Output 2: Capacity of Business service providers and ME associations developed to provide different services sustainably.															
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services sustainably.	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.														
	Sub-Activity 2.1.1: Support to GoN to carry out dialogue with from ME Associations & make use of evidence at national & district level														
	Sub-Activity 2.1.1.1: Develop strategy and process document for ME-relevant policy formulation (expert, meeting)	1					MOI	30000	AusAID	75700	Training/ Works/p	2,933	1	2,933	
	Sub-Activity 2.1.1.2: Discussion and approval of the above document by Steering Committee of MEDPAMol (meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,399	1	4,399	
		1					MOI	30000	AusAID	75700	Training/ Works/p	2,346	1	2,346	
	Sub-Activity 2.1.1.3: Dialogue meetings of GoN/Mo' with NMEFEN in Steering Committee at least twice in a year	1					MOI	30000	AusAID	75700	Training/ Works/p	2,346	1	2,346	
	Sub-Activity 2.1.1.4: National policy dialogue workshop for gender and social inclusive MED (at least once in a year)	1					MOI	30000	AusAID	75700	Training/ Works/p	5,865	1	5,865	
	Sub-Activity 2.1.1.5: Dialogue meetings (including for policy/updating of MEDPA) of GoN/Mol with DMEGA in DEDIC quarterly (4 times a year)	1					MOI	30000	AusAID	75700	Training/ Works/p	2,346	1	2,346	

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			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
	Sub-Activity 2.1.1.6: Evidence-based policy papers for inputs to amendment of legislation for MED (at least two in a year) (expert, meeting)	1					MOI	30000	AusAID	75700	Training/ Works'p	5,865	1	5,865	
		1					MOI	30000	AusAID	72100	Contr Ser Comp	4,399	1	4,399	
	Sub-Activity 2.1.1.7: Amendment of relevant legislation and revision of MEDPA guidelines (Industrial Enterprise Act and by laws: MEDPA guidelines) (expert, meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,399	1	4,399	
		1					MOI	30000	AusAID	75700	Training/ Works'p	3,519	1	3,519	
	Sub-Activity 2.1.2: Support to selected research organizations to carry out cost-effective research as part of commercial strategy														
	Sub-Activity 2.1.2.1: Identify priority areas of research for generating evidence-based research documents for the improvement of MED delivery and policy formulation (expert, meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
		1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Sub-Activity 2.1.2.2: Conduct research, organize interActivity workshop among the relevant actors, and finalize evidence-based research documents (expert, field work, workshop/meeting)														
	Sub-Activity 2.1.2.3: CPresent in the Forum such as Steering Committee of MEDPA and DEDICs for disseminating the above documents for taking up by the relevant organizations (expert, meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Sub-Activity 2.1.2.3: CPrepare periodic publication (at least once in a year) and dissemination of the documents through various mechanisms (e.g. through Micro-Enterprise Resource Centre...)	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Sub-Activity 2.1.3: CSupport to selected research organizations to develop business plans and commercial strategies														
	Sub-Activity 2.1.3.1: Develop concept proposal and organize meetings with the selected research organisations (including government research centres) (meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Sub-Activity 2.1.3.2: Preparation of a draft business plan and commercial strategy of cost-effective research by the selected research organizations (support through experts)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 2.1.3.3: Conduct interActivity workshop with relevant actors and finalize the above strategies	1					MOI	30000	AusAID	75700	Training/ Works'p	9,384	1	9,384	

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							Unfund ed Amount USD		
			Q. 1	Q. 2	Q. 3	Q. 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD			
	Activity 2.2 Strengthen the capacity of the national and district micro-entrepreneurs associations and other similar organisations sustainably to strengthening their capacity to deliver services, marketing in commercialise basis, dialogue with government and give voice to their members, including advocacy;																
	Sub-Activity 2.2.1: Support NMEFEN & DMEGAs to carry out & commission research for advocacy as part of service package to members																
	Sub-Activity 2.2.1.1: (i) Formation of advocacy committee of 5 to 7 persons at NMEFEN and DMEGA levels (support through facilitator/expert, orientation workshop at national and district levels)	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557			
	Sub-Activity 2.2.1.2: (ii) Hire legal/advocacy expert for developing legislative proposal as per need at NMEFEN level (remuneration of the legal expert for 3 years, NMEFEN finances from the fourth year)	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038			
	Sub-Activity 2.2.1.3: (iii) Regular meetings for advocacy activity (2 times in a year at NMEFEN level; quarterly at DMEGA level)	1					MOI	30000	AusAID	75700	Meeting/ Works/p	10,557	1	10,557			
	Sub-Activity 2.2.1.4: (Select Issue to Advocacy)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519			
	Sub-Activity 2.2.1.5: (Research proposed Solutions)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865			
	Sub-Activity 2.2.1.6: (Develop overall advocacy strategy)																
	Sub-Activity 2.2.1.7: (Develop targeted advocacy materials)																
	Sub-Activity 2.2.1.8: (Apply strategic tools)	1					MOI	30000	AusAID	72100	Contr Ser Comp	16,891	1	16,891			
	Sub-Activity 2.2.2: (Support NMEFEN & DMEGAs to develop SMS communication platform to deliver info & pool opinion of members as part of service package)																
	Sub-Activity 2.2.2.1: (Develop a training manual for SMS communication to deliver info)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865			
	Sub-Activity 2.2.2.2: Identify MES able to use of SMS for communication where network is available	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519			
	Sub-Activity 2.2.2.3: Develop a SMS communication platform (Market info, supplier info, financial inform.) and operationalization	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692			
	Sub-Activity 2.2.2.4: Training organized for use of SMS for communications platform to deliver info and pool opinion of members	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692			

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and the sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET					Unfund ed Amount USD			
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD		No. of Units	Amount USD	
	Sub-Activity 2.2.3: Support to NMEFEN's and DMEGAs' advocacy capacity (e.g. links with other BMOs, training on advocacy techniques)															
	Sub-Activity 2.2.3.1: Support to NMEFEN for its capacity development through training on MED model, market network development and management, organizational development, sustainability, pro-poor public private partnership, GSIPPE, advocacy and policy level influence (experts, training events)	1					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076		
	Sub-Activity 2.2.3.2: NMEFEN supports to DMEGAs for their organizational capacity development, and for strengthening their coordination and trust building (support for 3 yrs. and NMEFEN/DMEGA finances from 4th year) (training, coaching, mentoring, monitoring on staff management, staff efficiency, advocacy, NMEFEN and DMEGAs review at least once a year)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		
	Sub-Activity 2.2.3.3: NMEFEN identifies BMOs for specific products for linkages and communicates these to DMEGAs (expert, meeting, workshop)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Sub-Activity 2.2.3.4: Support DMEGAs to promote quality products diversification and development, and support micro-entrepreneurs for linkage with BMOs as per their quality and quantity requirements. NMEFEN/DMEGA identify cosumer demand and regularly update the micro-entrepreneurs on products. Benchmark of good quality product as per consumer demand (e.g. Durga K.C's Ferbal soap) and promote the quality maintenance by micro-entrepreneurs as per the benchmark.	1					MOI	30000	AusAID	72100	Contr Ser Comp	29,326	1	29,326		
	Sub-Activity 2.2.4: Support NMEFEN & DMEGAs to develop business plan members service package & market membership offer															
	Sub-Activity 2.2.4.1: Support DMEGAs to develop vision and business plan on the basis of identified MEs' needs (expert, workshops and meetings at district level)	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114		
	Sub-Activity 2.2.4.2: Disseminate the business plan to DMEGAs and MEGs and convince them on usefulness of members service package and membership offer (awareness campaigns, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114		

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfund ed Amount USD				
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD			
	Sub-Activity 2.2.5: Support to relevant organizations/agencies and NMEFEN/DMEGAs to partner to develop new technologies for members																	
	Sub-Activity 2.2.5.1: Participatory Activity research of new technologies for adoption and adaptation by MEs (through collaboration of relevant organizations, NMEFEN, DMEGAs and private business actors) (at least 12 technologies)	1					MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191				
	Sub-Activity 2.2.5.2: Campaign for demand creation, and commercialization of new technologies by relevant organizations, NMEFEN, DMEGAs and private business actors (at least 12 technologies)	1					MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191				
	Sub-Activity 2.2.6: Support NMEFEN & DMEGAs to income-generating services for members (Develop capacity for delivering service packages)																	
	Sub-Activity 2.2.6.1: Develop NMEFEN's capacity for delivering members service package to DMEGAs	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519				
	Sub-Activity 2.2.6.2: Business counselling skills training to Business Development Counsellors	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692				
	Sub-Activity 2.2.6.3: Cooperatives promotion and linkage for wholesale lending and with BMOs	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173				
	Sub-Activity 2.2.6.4: Develop DMEGAs' capacity for delivering members service package to MEs	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114				
	Sub-Activity 2.2.6.5: Business service counselling provision (current status, database, counselling) (service provision through business development counsellor, and database management by database asst.)	1					MOI	30000	AusAID	72100	Contr Ser Comp	152,023	1	152,023				
	Cooperatives capacity development	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346				
	Sub-Activity 2.2.7: Support NMEFEN & DMEGAs to develop and market to members service package as part of membership offer (service package development, develop marketing strategy of service package)																	
	Sub-Activity 2.2.7.1: Support NMEFEN to develop service package and marketing strategy of the package (at least 5 service toolkits) (expert, meetings, workshops, publication)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730				
	Sub-Activity 2.2.7.1: Support DMEGAs to disseminate toolkits and train MEs	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557				
	Sub-Activity 2.2.8: Support to NMEFEN & DMEGAs to disseminate new technologies on a commercial basis (part of bids for MEDPA, creation of self-funded CFCs)																	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAM				Responsible Party	BUDGET					Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description					
	Sub-Activity 2.2.8.1: Support NMEFEN for various mechanisms to disseminate new technologies (e.g exhibition, trade fair, development and printing of catalogues, advertisement through radio, TV, FM, etc.)	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211		
	Sub-Activity 2.2.8.2:Support DMEGAs for technology adoption/adaptation by MEs through CFCs (8 CFCs in a year, 32 CFCs in 4 years)	1					MOI	30000	AusAID	72100	Contr Ser Comp	93,842	1	93,842		
	Sub-Activity 2.2.8.2:Develop capacity of DMEGAs coordinate with BDSPs for joint proposal to bid for MEDPA	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Activity 2.3: Create conducive environment for accessing financial service to micro-entrepreneurs															
	Sub-Activity 2.3.1: Support NMEFEN to develop ME graduation accreditation system with MoI recognised by MFIs															
	Sub-Activity 2.3.1.1: Identify graduated MEs and prepare lists with indicators through mapping of MFIs	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346		
	Sub-Activity 2.3.1.2: Identify potential MFIs/Banks & develop MoU for partnership by NMEFEN through meeting, workshop	1					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587		
	Sub-Activity 2.3.1.3: MFI/Banks provides loan to the graduated MEs (ensure thorough monitoring, field visit, review meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460		
	Sub-Activity 2.3.2: Support to financial institutions to develop partnership with NMEFEN in commercialization of start-up loan product															
	Sub-Activity 2.3.2.1: Identify FSPs and provide support to develop loan products based on the needs of micro enterprises.						MOI	30000	AusAID	72100	Contr Ser Comp	4,692				
	Sub-Activity 2.3.2.2: Develop partnership through MOU by organizing workshops/meetings with the MFIs/Banks	1					MOI	30000	AusAID	75700	Meeting/ Works'p	11,144	1	11,144		
	Sub-Activity 2.3.2.3: Provide orientation training to MFIs/Banks on MEDEF model	1					MOI	30000	AusAID	75700	Meeting/ Works'p	23,460	1	23,460		
Sub-Activity 2.3.2.4: Organize field exposure visit to sensitize and make MFIs/Banks familiar on enterprise development activities implemented by MEs	1					MOI	30000	AusAID	75700	Meeting/ Works'p	23,460	1	23,460			
Sub-Activity 2.3.3: Support to NMEFEN to develop financial literacy and access to finance support services for members																
Sub-Activity 2.3.3.1: support to NMEFEN for operational management	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,909	1	10,909			

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and the sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET				Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description				
	Sub-Activity 2.3.3.2: Assess needs from the perspective of MFIs partners in order to designing micro-entrepreneur friendly loan product						MOI	30000	AusAID	72100	Contr Ser Comp				
	Sub-Activity 2.3.3.3: Support NMEFEN to develop strategy to deliver integrated services in the areas of access to finance, financial literacy, services provided by MFIs/Banks/Cooperatives and their requirements, methodologies and limitations. NMEFEN orients to DMEGAs on it	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,144	1	11,144	
	Sub-Activity 2.3.3.4: Support NMEFEN to modify the current contents (practiced by MEDEP) and coordinates with UNCDF and other organizations to collect the information related to financial literacy	1					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587	
	Sub-Activity 2.3.3.5: NMEFEN develops financial literacy package to raise awareness to micro-entrepreneurs on setting goals for business, budgeting, keeping track record of income and expenses, insurance, savings and other related contents with support from MEDEP (meetings, workshop)	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub-Activity 2.3.3.6: NMEFEN mobilizes EDFs by providing them ToI on Financial Literacy and develops a team of trainers to deliver the training on financial literacy to MEs as a part of the MEDEP integrated package (2 events)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub-Activity 2.3.3.7: NMEFEN conducts different activities to create awareness of micro-entrepreneurs on financial literacy by organizing seminars, workshop and distributing literature, using public media to sensitize the local stakeholders and create conducive atmosphere	1					MOI	30000	AusAID	72100	Contr Ser Comp	13,490	1	13,490	
	Sub-Activity 2.3.4: Capacity development of NMEFEN and DMEGA to help ME groups form cooperatives														
	Sub-Activity 2.3.4.1: Support NMEFEN to identify the different modalities to integrate the features of saving-led micro-lending methodologies among MEGs to strengthen their capacity (by visiting Village Banks, Cooperatives - multipurpose and single purpose cooperative, SFCL, Village Savings Loan Association and others) through outsourcing	1					MOI	30000	AusAID	72100	Contr Ser Comp	44,575	1	44,575	
	Sub-Activity 2.3.4.2: Support NMEFEN to develop an operational manual to orient the MEGs to form cooperatives and print it for all DMEGAs	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfund- ed Amount USD	
			Q. 1	Q. 2	Q. 3	Q. 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
	Sub-Activity 2.3.4.3: Support NMEFEN for the collaboration with concerned stakeholders - Nepal Rastra Bank for policy matters and convening other stakeholders for coordination, federation of cooperatives for networking, and service delivery (training, providing literature/ books of account), and wholesale lending organizations to link up the cooperatives for working capital (by organizing workshop, meeting, exposure visit, develop MoU between NMEFEN and relevant stakeholders)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub-Activity 2.3.4.4: Support NMEFEN to identify the potential MEGs linked to specific production chains to promote cooperative of micro-entrepreneurs involved in specific type of micro-enterprise, e.g. vegetable production, dairy products, livestock, poultry, etc.	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Sub-Activity 2.3.4.5: Support NMEFEN to develop contents for the training to cooperatives on governance, business plan development, book keeping & accounting skills, savings mobilization, loan operation and financial management.	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Sub-Activity 2.3.4.6: Support NMEFEN to link the MEGs promoted financial cooperatives with Rural Self Reliance Fund (RSRF)/NRB and other wholesale lending organizations such as FMDB, SFDB, Cooperative Bank, RMDC with more priority to those cooperatives formed in inaccessible hill areas (List down all the cooperatives, develop eligibility criteria in line with the wholesale lending organization's requirement to access wholesale fund provide them training on it, publish leaflets and distribute to the cooperatives to create mass awareness)	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	Sub-Activity 2.3.4.7: NMEFEN identifies the areas where MFIs/Banks are reluctant to work especially in inaccessible hill areas to promote cooperatives (by mobilizing EDFs)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,853	1	1,853	
	Sub-Activity 2.3.4.8: Support NMEFEN to promote multipurpose/ savings and credit cooperatives by transforming potential MEGs into it.	1					MOI	30000	AusAID	72100	Contr Ser Comp	24,633	1	24,633	

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAM				Responsible Party	BUDGET						Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
			Q 1	Q 2	Q 3	Q 4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description						
Activity 3: Programme Implementation Support	Sub-Activity 2.3.4.9: Organize face to face InterActivities and workshops between MEG members and the officials of wholesale lending organizations to know more closely and receive and provide financial services by vice versa as per the need of Mes (pre cooperative training)	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384			
	Sub-Activity 2.3.5: Support to NMEFEN to raise micro-finance fund for cooperatives and link with MFIs (crowd-funding, RSRF, other)																
	Sub-Activity 2.3.5.1: NMEFEN develops innovative financing tools, like crowd financing with support from MEDEP (explore it through website and visiting different organizations).	1					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587			
	Sub-Activity 2.3.5.2: Support NMEFEN to prepare online profiles of those members that require additional borrowing to grow, and post them on Kiva (http://www.kiva.org)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173			
	Sub-Activity 2.3.5.3: Support NMEFEN to raise funds through crowd funding to provide a credit guarantee by a financial institution which lends to MEs (through workshop, motivation, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760			
	Sub-Activity 2.3.5.4: Support NMEFEN for counseling with Agriculture Development Bank, Small and Cottage Industry Development Fund, Peace Building Fund to raised fund for providing Mes with financial services	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760			
	Sub-Activity 2.3.5.5: GMS	1					UNDP	30000	AusAID	75100	GMS	61,758	1	61,635			
	Total of Output 2:							Sub Total						942,140			
	Implementation support cost							30000	AusAID	72100	Contra Serv indiv.	1996,667	12	23,960			
								04000	UNDP	72200	Equipment	7750	12	93,000			
								04000	UNDP	72400	Communication	1883,333	12	22,600			
								04000	UNDP	72500	Supplies	1235,417	12	14,825			
							04000	UNDP	73100	Rent Premises	5505,833	12	66,070				
							04000	UNDP	73400	R & M Office Equip	8683,333	12	104,200				
							04000	UNDP	74500	Miscellaneous	3333,333	12	40,000				
							04000	UNDP	74200	Printing & Publication	1250	12	15,000				
							04000	UNDP	71600	Travel	583,333	12	7,000				
		1					04000	UNDP	71600	M&E	11407,55	1	11,408				

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
		1						30000	AusAID	75100	GMS	359622.1	1	359,622	
		1						30000	AusAID	71600	M&E	179447.3	1	179,447	
		1						30000	CQU	75100	M&E	936.25	1	936	
Total Programme Support cost								Sub Total						938,088	
Grand TOTAL															7,863,434

Donor		Amount (US\$)
AusAID	-	7,357,338
UNDP	-	467,710
CQU	-	38,386
Total		7,863,434

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Prepared by NPM
Lakshman Pun, Ph.D.

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Endorsed by NPD
Yam Kumari Khatiwada, Joint Secretary, MoI
Joint Secretary

[Signature]

Approved by OIC, Poverty & Inclusion unit, UNDP
Nabina Shrestha



Annual Work Plan 2015

Duration: January to December 2015

UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET								
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD	
	Sub Activity 1.1.10: Strengthen capacity of entrepreneurs and traders of Mandarin	1					MOI	30000	CQU	72100	Contra Ser Company	23,450	1	23,450		
	Sub Activity 1.1.11: Institutionalisation of associations of micro entrepreneurs (discussing on issues/ problems and identifying solutions/ strategies; regular information collection, compilation, results verification, GSIMIS operation, report generation; bottom up planning)	38					MOI	04000	UNDP	72100	Contr Ser Comp	2,463	38	93,607		
	Activity 1.2 : Enhance capacity of MED service providers to deliver MED sustainably													-		
	Sub Activity 1.2.1: Develop fund-raising strategies for delivery of MED products by NEDC and BDSPOs (expert, field work, national workshop, district workshops)	1					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076		
	Sub Activity 1.2.1.1: Orientation by NEDC and BDSPOs to their members (e.g. EDFs)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Sub Activity 1.2.1.2: Review and guide for implementation	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173		
	Sub Activity 1.2.2: Capacity development of NEDC through training (for e.g. Training on Net work management, GSI Programme Planning and Management, Proposal Development)	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038		
	Sub Activity 1.2.2.1: Preparation of training course as per 2.4	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346		
	Sub Activity 1.2.2.2: Develop proposals in collaboration with DIMEGAs and other actors for bidding of MEDPA, MEDEP and others	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173		
	Sub Activity 1.2.2.3: Develop and operate strategy/mechanisms of updating information on technical skill training providers and disseminating to MED SPs	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,933	1	2,933		
	Sub Activity 1.2.3: MEDEP co-funds a number MED SPs to be trained on MED and MEDPA through NEDC														-	
	MEDEP co-funds a number MED SPs to be trained on MED and MEDPA through NEDC	1					MOI	30000	AusAID	72100	Contr Ser Comp	43,402	1	43,402		
	• Organization development and sustainability for MED Service Providers															
• MEDEP/MEDPA Model and approach to the MED service Providers																
• Results-based project and programme management																
• Coordination and linkage development																
• GSIP/IME for Gender and Social Responsive Programme development and implementation																
Support for documentation of resource materials, electronic resources, on line resources for micro enterprise development		1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
	Support for human resources through co-funding for services relating to capacity development of the orgs and to execute the business plans	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	Sub Activity 1.2.4: MEDEP coaches some MED SPs contracted by GoN in delivery of MEDPA														
	Orientation on MEDPA Model and Approach	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Business counselling skills training to Enterprise Development Facilitators	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub Activity 1.2.5: MEDEP supports Mol for development of EDFs training course and accreditation programme														
	Develop Agriculture EDF (AEDF) and Forestry EDF (FEDF) course and manuals	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Support NEDC for facilitating for Skill certification of MES/EDF at different level	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Support for scholarship and OJT supports for EDF developments	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Sub Activity 1.2.6: MEDEP supports training institutions to develop training offer and market EDFs training courses compliant with Mol accreditation														
	Identify and support training institutions to deliver accredited EDF courses	1													
	MEDEP Model and advocacy to Training Institutions	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Development of training institutions' strategy for marketing EDFs training courses	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Activity 1.3: Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme.														
	Sub Activity 1.3.1: MEDEP develops training on MED for government training centres in particular Mol, MoAD, MoFSC, MoFALD, MCPA														
	Support training centres to periodically assess the training course contents and effectiveness of training delivery	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub Activity 1.3.2: MEDEP sponsors initial Mol training & providing mentoring support to Mol staff to disseminate MEDPA -														

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
	(i) Provide trainings to staff of MoI, DCSI, CSIDB and other actors for developing their capacity on: (i) results-based programme management, monitoring & results measurement (ii) micro-enterprise strategy development and basics of MED model (iii) pro-poor public private partnership development, contracting and management (iv) gender and social inclusion, equity and sustainable development (v) value chains and environmental sustainability in micro-enterprise development (vi) access to financial services and marketing linkages for micro-enterprise development, and etc.	1					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	(ii) MEDEP provides GSIMIS training to DBA/Computer Operators involved in MEDPA	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	(iii) MEDEP involves with MoI (DCSI and CSIDB) for organizing MEDPA review workshop	1					MOI	30000	AusAID	75700	Training/Workshop	8,211	1	8,211	
	(iv) MEDEP involves in regular field visits and provide feedbacks and mentoring to GoN staff involved in MEDPA	1					MOI	30000	AusAID	75700	Training/Workshop	8,211	1	8,211	
	Sub Activity 1.3: Support to MoI for simplification & adaptation of MEDPA model & development of MEDPA Guidelines on the basis of impact analysis - Develop concept proposal/ToR and get approved													-	
	Conduct study and impact analysis of first three years of MEDPA implementation (select and subcontract expert organization)						MOI	30000	AusAID	72100	Contr Ser Comp			-	
	InterActivity workshops among the relevant stakeholders including MEs' organizations to validate findings from the above						MOI	30000	AusAID	75700	Training/Workshop			-	
	Develop MEDPA guidelines based on the findings from Impact Analysis, and get approved						MOI	30000	AusAID	75700	Training/Workshop			-	
	Sub Activity 1.3.4: Provide senior policy advisory to GoN for the improvement of ME policy framework (through embedded senior MED advisor) -													-	
	Operation of Micro-Enterprise Section of MoI (office establishment within MoI, hardware support, training/orientation to staff members of the section, work plan of the section developed as per MEDPA strategy)	1					MOI	30000	AusAID	75700	Training/Workshop	5,865	1	5,865	
	Detail plan of senior MED advisor's support to improvement of ME policy framework is developed (e.g. policy inputs, evidence-based feedback for MED) and is implemented	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Regularization of periodic meetings of Steering Committee and policy decisions and mechanisms of harmonization of sectoral policies are made for pro-poor and inclusive MED (quarterly meetings)	1					MOI	30000	AusAID	75700	Training/Workshop	4,692	1	4,692	

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
	Joint monitoring visits of GoN stakeholders for inputs to policy and guidelines on MED (at least twice in a year)	1					MOI	30000	AusAID	75700	Training/ Workshop	4,692	1	4,692	
	Conduct a National Seminar on MED for poverty alleviation (one in 2015 and one in 2017)	1					MOI	30000	AusAID	75700	Training/ Workshop	14,076	1	14,076	
	Sub Activity 1.3.5:Support to GoN to carry out dialogue with from ME Associations & make use of evidence at national & district level														
	Revision of the above document by incorporating learning and approval (expert, meeting)	1					MOI	30000	AusAID	75700	Training/ Workshop	4,692	1	4,692	
	Dialogue meetings of GoN/MoI with NIMEFEN in Steering Committee at least twice in a year	1					MOI	30000	AusAID	75700	Training/ Workshop	2,346	1	2,346	
	National policy dialogue workshop for gender and social inclusive MED (at least once in a year)	1					MOI	30000	AusAID	75700	Training/ Workshop	5,865	1	5,865	
	Dialogue meetings (including for policy/updating of MEDPA) of GoN/MoI with DMEGA in DEDIC quarterly (4 times a year)	1					MOI	30000	AusAID	75700	Training/ Workshop	2,346	1	2,346	
	Evidence-based policy papers for inputs to amendment of legislation for MED (at least two in a year) (expert, meeting)	1					MOI	30000	AusAID	75700	Training/ Workshop	5,865	1	5,865	
	Amendment of relevant legislation and revision of MEDPA guidelines (Industrial Enterprise Act and by laws; MEDPA guidelines) (expert, meeting)	1					MOI	30000	AusAID	75700	Training/ Workshop	3,519	1	3,519	
	Sub Activity 1.3.6:Support to selected research orgnizations to carry out cost-effective research as part of commercial strategy														
	Identify priority areas of research for generating evidence-based research documents for the improvement of MED delivery and policy formulation (expert, meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Conduct research, organize interActivity workshop among the relevant actors, and finalize evidence-based research documents (expert, field work, workshop/meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Present in the Forum such as Steering Committee of MEDPA and DEDICs for disseminating the above documents for taking up by the relevant organizations (expert, meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
Prepare periodic publication (at least once in a year) and dissemination of the documents through various mechanisms (e.g. through Micro-Enterprise Resource Centre...)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		
Sub Activity 1.3.7:Support to selected research organizations to develop business plans and commercial strategies															

EXPECTED OUTPUTS: (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfund ed Amount USD
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD
	Develop concept proposal and organize meetings with the selected research organisations (including government research centres) (meetings)						MOI	30000	AUSAID	72100	Contr Ser Comp			-
	Preparation of a draft business plan and commercial strategy of cost-effective research by the selected research organizations (support through experts)						MOI	30000	AUSAID	72100	Contr Ser Comp			-
	Conduct inter-activity workshop with relevant actors and finalize the above strategies						MOI	30000	AUSAID	75700	Training/ Workshop			-
	Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON's MEDPA programme including local bodies.													-
	Sub Activity 1.4.1: Procurement system developed & agreed with Mo/DDCs and procurement training delivered through GoN training structure													-
	Conduct trainings to GoN, DDCs, DEDICs and the relevant actors on the above through GoN training structure (RPs, training events)						MOI	30000	AUSAID	72100	Contr Ser Comp			-
	Orientation in districts on the requirements for procurement and the process (MEDPA and MEDEP districts)	1					MOI	30000	AUSAID	72100	Contr Ser Comp	5,279	1	5,279
	Sub Activity 1.4.2: Support to GoN to develop incentive scheme for GoN staff involved in MEDPA													-
	Publish the success cases of the best performing GoN staff and DDCs	1					MOI	30000	AUSAID	72100	Contr Ser Comp	5,865	1	5,865
	Award the best performing DDCs and GoN staff (e.g. in-country training, in-country exposure visit) (2 events per year)	1					MOI	30000	AUSAID	72100	Contr Ser Comp	11,730	1	11,730
	Sub Activity 1.4.3: Provides coaching & hand holding to graduated MEDPA DEDICs & support to MoI to hold DEDICs dissemination events -													-
	Provide support to DDCs to develop a District Enterprise Development Plan, setting-up and running an Enterprise Development Unit, a Micro Enterprise Development Fund, and committing resources to MED at local and central level	1					MOI	30000	AUSAID	72100	Contr Ser Comp	63,343	1	63,343
	Provide matching fund support to first 9 districts graduated	1					MOI	30000	AUSAID	72100	Contr Ser Comp	105,572	1	105,572
	Support Local Bodies/VDC Secretaries to pool local resources for MED and for implementation of VEDP using the existing forum at Ward Citizen Forum and Community Awareness Centre (meeting, training, mentoring)	1					MOI	30000	AUSAID	75700	Training/ Workshop	21,114	1	21,114
	Support DDC/DEDIC to implement DEDP Strategy through meeting, inter-activity, field visit, mentoring, coaching	1					MOI	30000	AUSAID	75700	Training/ Workshop	21,114	1	21,114

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
	Involve MEDPA staff at district level to work together with local bodies through visit, workshop, meeting jointly with MEDEP staff	1					MOI	30000	AusAID	75700	Training/ Workshop	11,730	1	11,730	
	Replication of lessons from best DDCs starts (Organize events where the graduated districts/ LDOs/ POs share their experiences to new districts)	1					MOI	30000	AusAID	75700	Training/ Workshop	11,730	1	11,730	
	Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase													-	
	Sub Activity 1.5.1: Develop DCED Standard Result Based M&E System of MEDEP Phase IV													-	
	Review and adjust Component Impact Logics every year	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Ensured system of MEDEP IV in compliance with the DCED Standard.	1					MOI	30000	AusAID	75700	Training Workshop	9,152	1	9,152	
	Sub Activity 1.5.2: Enhanced capacity of GoN, MEDEP and other stakeholders to plan , implement and monitor microenterprise development programme													-	
	Refresher training Impact Logic, Indicators of Results-based M&E system of MED to solve the existing problems and issues	1					MOI	30000	AusAID	72100	Contr Ser Comp	25,220	1	25,220	
	Support the Ministry of Industry and CSIDB/DCSI with technical support from MED perspective through out the whole process of Bottom Up Strategic Planning of MEDPA	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557	
	Conduct internal exposure visit for learning and sharing of best practices, success cases and experiences on MED implementation to enhance conceptual clarity and practical knowledge about MEDEP model. (Cost sharing basis)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Support the Ministry of Industry and DCSI/CSIDB for Annual Review workshop in cost sharing basis.	1					MOI	04000	UNDP	71600	Travel	14,076	1	14,076	
	Refresher training on M&E system (MIS SOFTWARE) based on MEDPA and Result based M&E Guideline of MEDEP Phase IV that should be in line with GoN needs	1					MOI	30000	AusAID	72100	Contr Ser Comp	36,950	1	36,950	
	External Evaluation of BDSPOs implementing MEDEP	1					MOI	30000	AusAID	72100	Contr Ser Comp	56,305	1	56,305	
	External Evaluation of BDSPOs implementing MEDPA in cost sharing basis with DCSI/CSIDB	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sharing and strategic planning workshop at national level	1					MOI	30000	AusAID	75700	Meeting/ Workshop	11,730	1	11,730	
	Sub Activity 1.5.3: Effective Monitoring for Accountability													-	

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the achievement of expected outcomes and its performance)	Targets for Planned Activities	TIMEFRAME				Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
			Q1	Q2	Q3	Q4								
	Conduct an Annual Programme Review during the fourth quarter of the year to assess the Programme's progress in the achievement of expected outcomes and its performance	1					MOI 30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Independent Audit and Impact Assessment Investigation	1					MOI 30000	AusAID	72100	Contr Ser Comp	49,267	1	49,267	
	The Annual Review of end of 2015 will serve as Mid-term Review and will look more in-depth at the strategic direction of the programme.	1					MOI 30000	AusAID	72100	Contr Ser Comp	19,191	1	19,191	
	Monitored by the UNDP Country Office as well three UNDP field offices, donors, policy level GoN officials, and Media Crew	1					MOI 30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Regular monitoring of results and verifying of the achievements by internal human resources (MEDEP, MEDPA, BDSPO, DMEGA NMEFEN, NEDC)	1					MOI 30000	AusAID	72100	Contr Ser Comp	46,921	1	46,921	
	Sub Activity 1.5.4: Enhanced coordination with other programmes													
	Update regularly and operate the web portal for promoting coordination among development partners that are implementing and supporting poverty alleviation programmes in a number of areas that are either overlapping or adjacent to MEDEP effectively in a sustainably	1					MOI 30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Conduct meeting/ InterActivity and sharing workshops of MEDPA Secretariate / among development partners that are implementing and supporting poverty alleviation programmes; Document the information and agreements.	1					MOI 30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Printing of documents, guidelines, directives, manuals, research reports, advocacy and teaching materials.	1					MOI 30000	AusAID	74200	Print & Publicat'n	11,730	1	11,730	
	Regular interActivity with Journalists through Press Briefing, News Release, Interviews, Opinion Articles, Press Meet, InterActivity with Journalists and Policy Makers	1					MOI 30000	AusAID	72100	Contr Ser Comp	16,422	1	16,422	
	Media Advocacy: Partnership with mainstream media	1					MOI 30000	AusAID	72100	Contr Ser Comp	18,768	1	18,768	
	Document the best practices in Audio, Visual and Print, and share an archive	1					MOI 30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Coordination, Technical Support and feedback from DDC and its line agencies and thematic experts	1					MOI 30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191	
		1					MOI 30000	AusAID	71600	Travel	5,865	1	5,865	
		1					MOI 30000	AusAID	75700	Meeting/ Workshop	1,760	1	1,760	
	Sub-Activity 1.5.4.8: implementation support cost Salary of international staff	3					UNDP 30000	AusAID	71200	Contra Serv indiv. Int.	20,000	3	60,000	
Total of Output 1:													5,196,509	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET								
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD	
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.															
	Sub Activity 2.1.1: Support Government to prepare or revise guidelines and manuals for sustainable internalization of MEDEP into the MEDPA															
	Sub Activity 2.1.2: Build capacity of Research Institutions to conduct market analysis, and research on product development, access to finance, and MED, and develop commercial strategy for dissemination.															
	Sub Activity 2.1.3: Support ME associations to carry out advocacy following a consolidated and effective methodology.															
	Sub Activity 2.1.4: Support Government to establish dialogue platforms and carry out dialogue effectively.															
	Activity 2.2 Strengthen the capacity of the national and district micro-entrepreneurs associations and other similar organisations sustainably to strengthening their capacity to deliver services, marketing in commercialise basis, dialogue with government and give voice to their members, including advocacy;															
	Sub Activity 2.2.1: Support NMEFEN & DMEGAs to carry out & commission research for advocacy as part of service package to members															
	(ii) Hire legal/advocacy expert for developing legislative proposal as per need at NMEFEN level (remuneration of the legal expert for 3 years, NMEFEN finances from the fourth year)	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038		
	(iii) Regular meetings for advocacy activity (2 times in a year at NMEFEN level; quarterly at DMEGA level)	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557		
	Select issue to Advocacy	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Research proposed Solutions	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		
	Apply strategic tools	1					MOI	30000	AusAID	72100	Contr Ser Comp	16,891	1	16,891		
	Sub Activity 2.2.2: Support NMEFEN & DMEGAs to develop SMS communication platform to deliver info & pool opinion of members as part of service package															
	Identify MEs able to use of SMS for communication where network is available	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Develop a SMS communication platform (Market info, supplier info, financial info,) and operationalization	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692		
	Training organized for use of SMS for communications platform to deliver info and pool opinion of members	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692		

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET								
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD	
	Sub Activity 2.2.3: Support to NMEFEN's and DMEGAs' advocacy capacity (e.g. links with other BMOs, training on advocacy techniques)															
	Support to NMEFEN for its capacity development through training on MED model, market network development and management, organizational development, sustainability, pro-poor public private partnership, GSIPPME, advocacy and policy level influence (experts, training events)	1					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076		
	NMEFEN supports to DMEGAs for their organizational capacity development, and for strengthening their coordination and trust building (support for 3 yrs, and NMEFEN/DMEGA finances from 4th year) (training, coaching, mentoring, monitoring on staff management, staff efficiency, advocacy; NMEFEN and DMEGAs review at least once a year)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		
	NMEFEN identifies BMOs for specific products for linkages and communicates these to DMEGAs (expert, meeting, workshop)	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519		
	Support DMEGAs to promote quality products diversification and development, and support micro-entrepreneurs for linkage with BMOs as per their quality and quantity requirements. NMEFEN/DMEGA identify consumer demand and regularly update the micro-entrepreneurs on products. Benchmark of good quality product as per consumer demand (e.g. Durga K.C's herbal soap) and promote the quality maintenance by micro-entrepreneurs as per the benchmark.	1					MOI	30000	AusAID	72100	Contr Ser Comp	29,326	1	29,326		
	Sub Activity 2.2.4: Support NMEFEN & DMEGAs to develop business plan members service package & market membership offer															
	Support DMEGAs to develop vision and business plan on the basis of identified MEs' needs (expert, workshops and meetings at district level)	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114		
	Disseminate the business plan to MEGAs and MEGs and convince them on usefulness of members service package and membership offer (awareness campaigns, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114		
	Sub Activity 2.2.5: Support to relevant organizations/agencies and NMEFEN/DMEGAs to partner to develop new technologies for members															
	Develop and update the inventory of technologies in collaboration with BDSPs (expert, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865		

EXPECTED OUTCOMES (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
	Participatory Activity research of new technologies for adoption and adaptation by MEs (through collaboration of relevant organizations, NMEFEN, DMEGAs and private business actors) (at least 12 technologies)														
	Campaign for demand creation, and commercialization of new technologies by relevant organizations, NMEFEN, DMEGAs and private business actors (at least 12 technologies)	1					MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191	
	Sub Activity 2.2.6: Support NMEFEN & DMEGAs to income-generating services for members (Develop capacity for delivering service packages)														
	Develop NMEFEN's capacity for delivering members service package to DMEGAs	1					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Cooperatives promotion and linkage for wholesale lending and with BMOs	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Develop DMEGAs' capacity for delivering members service package to MEs	1					MOI	30000	AusAID	72100	Contr Ser Comp	21,114	1	21,114	
	Business service counselling provision (current status, database, counselling) (service provision through business development counsellor, and database management by database asst.)	1					MOI	30000	AusAID	72100	Contr Ser Comp	152,023	1	152,023	
	Cooperatives capacity development	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Sub Activity 2.2.7: Support NMEFEN & DMEGAs to develop and market to members service package as part of membership offer (service package development, develop marketing strategy of service package)														
	Support NMEFEN to develop service package and marketing strategy of the package (at least 5 service toolkits) (expert, meetings, workshops, publication)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Support DMEGAs to disseminate toolkits and train MEs	1					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557	
	Sub Activity 2.2.8: Support to NMEFEN & DMEGAs to disseminate new technologies on a commercial basis (part of bids for MEDPA, creation of self-funded CFCs)														
	Support NMEFEN for various mechanisms to disseminate new technologies (e.g exhibition, trade fair, development and printing of catalogues, advertisement through radio, TV, FM, etc.)	1					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Support DMEGAs for technology adoption/adaptation by MEs through CFCs (8 CFCs in a year, 32 CFCs in 4 years)	1					MOI	30000	AusAID	72100	Contr Ser Comp	93,842	1	93,842	
	Activity 2.3: Create conducive environment for accessing financial service to micro-entrepreneurs														

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfund ed Amount USD			
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD		
	Sub Activity 2.3.1: Support NMEFEN to develop ME graduation accreditation system with MoI recognised by MFIs																
	Identify graduated MEs and prepare lists with indicators through mapping of MFIs	1					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346			
	Identify potential MFIs/Banks & develop MoU for partnership by NMEFEN through meeting, workshop	1					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587			
	MFIs/Banks provides loan to the graduated MEs (ensure thorough monitoring, field visit, review meeting)	1					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460			
	Sub Activity 2.3.2: Support to financial institutions to develop partnership with NMEFEN in commercialization of start-up product																
	Develop partnership through MOU by organizing workshops/meetings with the MFIs/Banks	1					MOI	30000	AusAID	75700	Meeting/ Workshop	11,144	1	11,144			
	Provide orientation training to MFIs/Banks on MEDEP model	1					MOI	30000	AusAID	75700	Meeting/ Workshop	23,460	1	23,460			
	Organize field exposure visit to sensitize and make MFIs/Banks familiar on enterprise development activities implemented by MEs	1					MOI	30000	AusAID	75700	Meeting/ Workshop	23,460	1	23,460			
	Organise study visit on practices of ME development	15					MOI	30000	AusAID	71600	Travel	4,000	15	60,000			
	Sub Activity 2.3.3: Support to NMEFEN to develop financial literacy and access to finance support services for members							30000									
	NMEFEN mobilizes EDFs by providing them ToT on Financial Literacy and develops a team of trainers to deliver the training on financial literacy to MEs as a part of the MEDEP integrated package (2 events)	1					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730			
	NMEFEN conducts different activities to create awareness of micro-entrepreneurs on financial literacy by organizing seminars, workshop and distributing literature, using public media to sensitize the local stakeholders and create conducive atmosphere	1					MOI	30000	AusAID	72100	Contr Ser Comp	13,490	1	13,490			
	Sub Activity 2.3.4: Capacity development of NMEFEN and DMEGA to help ME groups form cooperatives																
	Support NMEFEN to develop an operational manual to orient the MEs to form cooperatives and print it for all DMEGAs	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692			
	Support NMEFEN for the collaboration with concerned stakeholders - Nepal Rastra Bank for policy matters and convening other stakeholders for coordination, federation of cooperatives for networking, and service delivery (training, providing literature/ books of account), and wholesale lending organizations to link up the cooperatives for working capital (by organizing workshop, meeting, exposure visit, develop MoU between NMEFEN and relevant stakeholders)	1					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865			

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	BUDGET						Unfund ed Amount USD	
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
Activity 3: Programme Implementation Support	Support NMEFEN to identify the potential MEGs linked to specific production chains to promote cooperative of micro-entrepreneurs involved in specific type of micro-enterprise, e.g. vegetable production, dairy products, livestock, poultry, etc.	1					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Support NMEFEN to link the MEGs promoted financial cooperatives with Rural Self Reliance Fund (RSRF)/NRB and other wholesale lending organizations such as FMDB, SFDB, Cooperative Bank, RMDC with more priority to those cooperatives formed in inaccessible hill areas (List down all the cooperatives, develop eligibility criteria in line with the wholesale lending organization's requirement to access wholesale fund, provide them training on it, publish leaflets and distribute to the cooperatives to create mass awareness)	1					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	NMEFEN identifies the areas where MFIs/Banks are reluctant to work especially in inaccessible hill areas to promote cooperatives (by mobilizing EDFs)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,853	1	1,853	
	Support NMEFEN to promote multipurpose/ savings and credit cooperatives by transforming potential MEGs into it.	1					MOI	30000	AusAID	72100	Contr Ser Comp	24,633	1	24,633	
	Organize face to face interActivities and workshops between MEG members and the officials of wholesale lending organizations to know more closely and receive and provide financial services by vice versa as per the need of Mes (pre cooperative training) Sub Activity 2.3.5: Support to NMEFEN to raise micro-finance fund for cooperatives and link with MFIs (crowd-funding, RSRF, other)	1													
	Support NMEFEN to prepare online profiles of those members that require additional borrowing to grow, and post them on Kiva (http://www.kiva.org)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Support NMEFEN to raise funds through crowd funding to provide a credit guarantee by a financial institution which lends to MEGs (through workshop, motivation, meetings)	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760	
	Support NMEFEN for counseling with Agriculture Development Bank, Small and Cottage Industry Development Fund, Peace Building Fund to raised fund for providing Mes with financial services	1					MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760	
	Total of Output 2:						Sub Total								724,023
	Programme Implementation support cost	12					MOI	30000	AusAID	72100	Contra Serv indiv.	2,096	12	25,150	
		12					MOI	30000	AusAID	71400	Contra Serv indiv.	71,250	12	855,000	

Micro-Enterprise Development Project (MEDEP) – Phase IV
Annual Work Plan 2016

Award Title: Micro-Enterprise Development Project (MEDEP)
Award ID: 00075193
Duration: January to December 2016

UNDAF/CPAP Outcome : Vulnerable groups have improved access to economic opportunities and adequate social protection
UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

EXPENDED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the expected outputs)	Target for Planned Activities	TIME FRAME			Responsible Party	PLANNED BUDGET							
			Year 1	Year 2	Year 3		Funding Source (code)	Donor (name and code)	Budget Category	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unit Cost USD
Activity Result 1: A sustainable delivery system for Micro-Entrepreneurship Development established. Annual Targets: At least, 7,050 new micro-entrepreneurs created directly and 8,800 resilient; and support for 9,600 new micro-entrepreneurs creation indirectly and 2,700 existing micro-entrepreneurs for their resiliency (MEDPA); Sub Activity 1.1.1 : Conduct resource and market analyses in programme districts taking into account infrastructural development like rural roads, energy availability or projects, communication technology, and rural market centers, as well Sub Activity 1.1.2 : Provide entrepreneurship development trainings and support 5,050 micro-entrepreneurs to develop Business Plans; Information on linkage for accessing of micro credit Sub Activity 1.1.3 : Provide technical skill training with technology and training materials for market linkage and linking with MFIs/co-operatives to 7,500 micro-entrepreneurs Sub Activity 1.1.4 : Provide Common Facility Centre support to 10 new Micro-enterprises operated by hard-core poor people Sub Activity 1.1.5 : Provide support to activate 10 SICK Common Facility Centres Sub Activity 1.1.6 : Provide support to 8000 existing micro-entrepreneurs for their Resiliency Sub Activity 1.1.7 : Provide support to 2000 sick micro-entrepreneurs for revival of their enterprises.	Activity 1.1: Create at least 7,050 new micro-entrepreneurs created directly and 8,800 resilient; and support for 9,600 new micro-entrepreneurs creation indirectly and 2,700 existing micro-entrepreneurs for their resiliency (MEDPA);													
					MOI	30000	AusAID	72100	Contr Ser Comp	12	750	8,798		
					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	38	267,449		
					MOI	30000	AusAID	74200	Print & Publication	2,639	7	18,475		
					MOI	30000	AusAID	72100	Contr Ser Comp	12	8,250	96,774		
					MOI	30000	AusAID	72100	Contr Ser Comp	151	7,500	1,133,115		
					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	10	46,921		
					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	10	23,460		
					MOI	30000	AusAID	72100	Contr Ser Comp	117	8,000	938,416		
					MOI	30000	AusAID	72100	Contr Ser Comp	59	2,000	117,302		

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EXPECTED OUTPUTS (Please indicate baseline, present indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Target for Planned Activity	TIME FRAME			Responsible Party	PLANNED BUDGET						
			Year	Q1	Q2	Q3	Funding Source (CCA)	Donor (Name and CCA)	Budget Code	Budget Description	Unit Cost USD	No of Units	Amount USD
between 16 to 30 years – 40% (mainly Unemployed Youths this age group migrates for job abroad), Madheshi – 40% (it will include all Madheshi origin Dalits, IN, Women, Men, Youths, Other castes, etc.).	Sub Activity 1.1.8 : Provide support to 2000 micro-entrepreneurs for market linkages and product promotion						MOI 30000	AusAID	72100	Contr Ser Comp	18	2,000	35,191
	Sub Activity 1.1.9 : Programme implementation support (regular follow up, counselling, monitoring and reporting)						MOI 30000	AusAID	72100	Contr Ser Comp	6,137	37	227,078
							MOI 30000	AusAID	72100	Contr Ser Comp	10,698	37	393,664
							MOI 30000	AusAID	72100	Contr Ser Comp	3,125	317	990,602
	Sub Activity 1.1.10 : Institutionalisation of associations of micro entrepreneurs (discussing on issues/problems and identifying solutions/ strategies; regular information collection, compilation, results verification, GSIMIS operation, report generation; bottom up planning)						MOI 04000	UNDP	72100	Contr Ser Comp	2,463	38	93,607
	Activity 1.2 : Enhance capacity of MED service providers to deliver MED sustainably												
	Sub Activity 1.2.1 : MEDEP supports some selected MED SPs to develop fund-raising strategies for delivery of MED products												
	Develop fund-raising strategies for delivery of MED products by NEDC and BDSPOs (expert, field work, national workshop, district workshops)						MOI 30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384
	Orientation by NEDC and BDSPOs to their members (e.g. EDFs)						MOI 30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519
	Review and guide for implementation						MOI 30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173
	Sub Activity 1.2.2 : Support NEDC to develop training for MED SPs on MED & MEDPA model market fit, bid for contracts, fund raise						MOI 30000	AusAID		Contr Ser Comp			
	Capacity development of NEDC through training (for e.g. Training on Net work management, GSI Programme Planning and Management, Proposal Development)						MOI 30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519
	Preparation of training course												
	Develop proposals in collaboration with DMEGAs and other actors for bidding of MEDPA, MEDEP and others						MOI 30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346
	Develop and operate strategy/mechanisms of updating information on technical skill training providers and disseminating to MED SPs						MOI 30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173
	Sub Activity 1.2.3 : MEDEP co-funds a number MED SPs to be trained on MED and MEDPA through NEDC						MOI 30000	AusAID	72100	Contr Ser Comp			

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			Responsible Party	Funding Source (costs)	Donor (Name and cost)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
			2014	2015	2016									
	<ul style="list-style-type: none"> • Organization development and sustainability for MED Service • MEDEP/MEDPA Model and approach to the MED service Providers • Results-based project and programme management • Coordination and linkage development • GSJPPME for Gender and Social Responsive Programme development and implementation 					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Support for documentation of resource materials, electronic resources, on line resources for micro enterprise development					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Support for human resources through co-funding for services relating to capacity development of the orgs and to execute the business plans					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Sub Activity 1.2.4 : MEDEP coaches some MED SPs contracted by GoN in delivery of MEDPA													
	Orientation on MEDPA Model and Approach					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Business counselling skills training to Enterprise Development Facilitators					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub Activity 1.2.5 MEDEP supports MoI for development of EDFs training course and accreditation programme					MOI	30000	AusAID	72100	Contr Ser Comp				
	Convert the EDF TSLC course into Diploma level					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Revise the EDF training manuals and Publish					MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Develop Agriculture EDF (AEDF) and Forestry EDF (FEDF) course and manuals					MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
	Support NEDC for facilitating for Skill certification of MEs/EDF at different level					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	Support for scholarship and OJT supports for EDF developments					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub Activity 1.2.6 : MEDEP supports training institutions to develop training offer and market EDFs training courses compliant with MoI accreditation													
	Identify and support training institutions to deliver accredited EDF courses					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	MEDEP Model and advocacy to Training Institutions					MOI	30000	AusAID	72100	Contr Ser Comp	3,519			
	Development of training institutions' strategy for marketing EDFs training courses					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Evaluate the quality of training delivery and support for improvements					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	

EXPECTED OUTCOMES (Please include baseline, objectives, indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the specific outputs)	Target to be achieved by the end of the year	TIMEFRAME				Responding Party	PLANNED BUDGET						
			Q1	Q2	Q3	Q4		Funding Source (each)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost USD	Nb. of Units	Amount USD
	Activity 1.3: Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme.													
	Sub Activity 1.3.1: MEDEP develops training on MED for government training centres in particular MoI, MoAD, MoFSC, MoFALD, MCPA						MOI							
	Support training centres to periodically assess the training course contents and effectiveness of training delivery						MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346
	Revision of the training modules						MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384
	Sub Activity 1.3.2: MEDEP sponsors initial MoI training & providing mentoring support to MoI staff to disseminate MEDPA -						MOI							
	(i) Provide trainings to staff of MoI, DCSI, CSIDB and other actors for developing their capacity on: (i) results-based programme management, monitoring & results measurement (ii) micro-enterprise strategy development and basics of MED model (iii) pro-poor public private partnership development, contracting and management (iv) gender and social inclusion, equity and sustainable development (v) value chains and environmental sustainability in micro-enterprise development (vi) access to financial services and marketing linkages for micro-enterprise development, and etc.						MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384
	(ii) MEDEP provides GSIMIS training to DBA/Computer Operators involved in MEDPA						MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346
	(iii) MEDEP involves with MoI (DCSI and CSIDB) for organizing MEDPA review workshop						MOI	30000	AusAID	75700	Training/ Workshop	8,211	1	8,211
	(iv) MEDEP involves in regular field visits and provide feedbacks and mentoring to GoN staff involved in MEDPA						MOI	30000	AusAID	75700	Training/ Workshop	8,211	1	8,211
	Sub Activity 1.3.3: Support to MoI for simplification & adaptation of MEDPA model & development of MEDPA Guidelines on the basis of impact analysis -						MOI							
	Revise MEDPA guidelines based on the findings from Impact Analysis and develop overall guidelines for MED, and get approved from the Steering Committee						MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211
	Sub Activity 1.3.4: Provide senior policy advisory to GoN for the improvement of ME policy framework (through embedded senior MED advisor) -						MOI							

EXPECTED OUTPUTS (Please include baseline, associated indicators and target outputs)	PLANNED ACTIVITIES (Priority activities to be undertaken during the year which will contribute to the respective outputs)	Target for Planned Activities	TIMEFRAME			Responsible Party	PLANNED BUDGET							
			2014	2015	2016		Funding Source (code)	Donor (Name and code)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund ed Amount USD
	Operation of Micro-Enterprise Section of MoI (office establishment within MoI, hardware support, training/orientation to staff members of the section, work plan of the section developed as per MEDPA strategy)					MOI	30000	AusAID	75700	Training/ Workshop	5,865	1	5,865	
	Detail plan of senior MED advisor's support to improvement of ME policy framework is developed (e.g. policy inputs, evidence-based feedback for MED) and is implemented					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Regularization of periodic meetings of Steering Committee and policy decisions and mechanisms of harmonization of sectoral policies are made for pro-poor and inclusive MED (quarterly meetings)					MOI	30000	AusAID	75700	Meeting/ Workshop	4,692	1	4,692	
	Joint monitoring visits of GoN stakeholders for inputs to policy and guidelines on MED (at least twice in a year)					MOI	30000	AusAID	75700	Meeting/ Workshop	4,692	1	4,692	
	Prepare a draft multi-donor, multi-partner programme document (experts, field work, meetings, workshops)					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076	
	Steering committee meetings where donors are invited for discussion on mechanisms and strategies which need to be in place for initiation of the multi-donor, multi-partner programme					MOI	30000	AusAID	75700	Meeting/ Workshop	1,173	1	1,173	
	Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON's MEDPA programme including local bodies.													
	Sub Activity 1.4.1 : Procurement system developed & agreed with MoIDDs and procurement training delivered through GoN training structure													
	Orientatation in districts on the requirements for procurement and the process (MEDPA and MEDEP districts) to 6 districts					MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760	
	Sub Activity 1.4.2 : Support to GoN to develop incentive scheme for GoN staff involved in MEDPA													
	Publish the success cases of the best performing GoN staff and DDCs					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Award the best performing DDCs and GoN staff (e.g. in-country training, in-country exposure visit) (2 events per year)					MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Organise study visit on practices of IME development					MOI	30000	AusAID	71600	Travel	3,000	10	30,000	

EXPECTED OUTPUTS (Please include baseline, expected indicators and annual targets)	PLANNED ACTIVITIES (Please include key activities to be undertaken during the year which will contribute to the respective outputs)	Target for Planning Activity	TIME FRAME			Responsible Party	PLANNED BUDGET							
			Year 1	Year 2	Year 3		Funding Source (code)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unallocated Amount USD
	Sub Activity 1.4.3 : Provides coaching & hand holding to graduated MEDPA DEDICs & support to MoI to hold DEDICs dissemination events -					MOI	30000	AusAID	72100	Contr Ser Comp				-
	Provide support to DDCs to develop a District Enterprise Development Plan, setting-up and running an Enterprise Development Unit, a Micro Enterprise Development Fund, and committing resources to MED at local and central level					MOI	30000	AusAID	72100	Contr Ser Comp	105,572	1	105,572	
	Provide matching fund support to first 9 districts graduated					MOI	30000	AusAID	75700	Training/ Workshop	21,114	1	21,114	
	Support Local Bodies/ VDC Secretaries to pool local resources for MED and for implementation of VEDP using the existing forum at Ward Citizen Forum and Community Awareness Centre (meeting, training, mentoring)					MOI	30000	AusAID	75700	Training/ Workshop	21,114	1	21,114	
	Support DDC/DEDIC to implement DEDP Strategy through meeting, interActivity, field visit, mentoring, coaching					MOI	30000	AusAID	75700	Training/ Workshop	11,730	1	11,730	
	Involve MEDPA staff at district level to work together with local bodies through visit, workshop, meeting jointly with MEDEP staff					MOI	30000	AusAID	75700	Training/ Workshop	11,730	1	11,730	
	Replication of lessons from best DDCs starts (Organize events where the graduated districts/ LDOs/ POs share their experiences to new districts)					MOI	30000	AusAID	75700	Training/ Workshop	11,730	1	11,730	
	Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase													
	Sub Activity 1.5.1 : Develop DCED Standard Result Based M&E System of MEDEP Phase IV					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	Review and adjust Component Impact Logics every year					MOI	30000	AusAID	75700	Training Workshop	9,152	1	9,152	
	Ensured system of MEDEP IV in compliance with the DCED Standard.													
	Sub Activity 1.5.2 :Enhanced capacity of GoN, MEDEP and other stakeholders to plan , implement and monitor microenterprise development programme													
	Refresher training Impact Logic, Indicators of Results-based M&E system of MED to solve the existing problems and issues					MOI	30000	AusAID	72100	Contr Ser Comp	25,220	1	25,220	

EXPECTED OUTPUTS (Focus include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the top priority outputs)	INDICATOR for Thematic Activity 6	TIME FRAME			Responsible Party	Funding Source (costs)	Donor (name and code)	Output Goods	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unit Cost USD
			2011	2012	2013									
	Support the Ministry of Industry and CSISB/DCSI with technical support from MED perspective through out the whole process of Bottom Up Strategic Planning of MEDCPA					MOI	30000	AUSAID	72100	Contr Ser Comp	10,557	1	10,557	
	Conduct internal exposure visit for learning and sharing of best practices, success cases and experiences on MEC implementation to enhance conceptual clarity and practical knowledge about MEDEP model. (Cost sharing basis)					MOI	30000	AUSAID	72100	Contr Ser Comp	9,384	1	9,384	
	Support the Ministry of Industry and DCSI/CSISB for Annual Review workshop in cost sharing basis.					MOI	04000	UNDP	71600	Travel	14,076	1	14,076	
	Refresher training on M&E system (MIS SOFTWARE) based on MEDPA and Result based M&E Guideline of MEDEP Phase IV that should be in line with GoN needs					MOI	30000	AUSAID	72100	Contr Ser Comp	20,528	1	20,528	
	External Evaluation of BDSPOs implementing MEDEP					MOI	30000	AUSAID	72100	Contr Ser Comp	42,229	1	42,229	
	External Evaluation of BDSPOs implementing MEDPA in cost sharing basis with DCSI/CSISB					MOI	30000	AUSAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sharing and strategic planning workshop at national level					MOI	30000	AUSAID	75700	Meeting/ Workshop	11,730	1	11,730	
	Sub Activity 1.5.3 : Effective Monitoring for Accountability													
	Conduct an Annual Programme Review during the fourth quarter of the year to assess the Programme's progress in the achievement of expected outcomes and its performance						30000	AUSAID	72100	Contr Ser Comp	11,730	1	11,730	
	Independent Audit and Impact Assessment Investigation					MOI	30000	AUSAID	72100	Contr Ser Comp	21,114	1	21,114	
	Monitored by the UNDP Country Office as well three UNDP field offices, donors, policy level GoN officials, and Media					MOI	30000	AUSAID	72100	Contr Ser Comp	11,730	1	11,730	
	Regular monitoring of results and verifying of the achievements by internal human resources (MEDEP, MEDPA, BDSPO, DMEGA NMEFEN, NEDC)					MOI	30000	AUSAID	72100	Contr Ser Comp	46,921	1	46,921	
	Sub Activity 1.5.4 : Enhanced coordination with other programmes													
	Update regularly and operate the web portal for promoting coordination among development partners that are implementing and supporting poverty alleviation programmes in a number of areas that are either overlapping or adjacent to MEDEP effectively in a sustainability						30000	AUSAID	72100	Contr Ser Comp	1,173	1	1,173	

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EXPECTED OUTPUTS (Please include baseline, attached indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Target for Planned Activity	TIMEFRAME				Responsible Party	Funding Source (code)	Donor (name and code)	Budget Code	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount USD
			2011	2012	2013	2014									
	Conduct meeting/ InterActivity and sharing workshops of MEDPA Secretariate / among development partners that are implementing and supporting poverty alleviation programmes; Document the information and agreements.						MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Printing of documents, guidelines, directives, manuals, research reports, advocacy and teaching materials.						MOI	30000	AusAID	74200	Print & Publicat'n	11,730	1	11,730	
	Regular interActivity with Journalists through Press Briefing, News Release, Interviews, Opinion Articles, Press Meet, InterActivity with Journalists and Policy Makers						MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Media Advocacy: Partnership with mainstream media						MOI	30000	AusAID	72100	Contr Ser Comp	18,768	1	18,768	
	Document the best Practices in Audio, Visual and Print, and Share on archive						MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Coordination, Technical Support and Feedback from DDC and its line agencies and Thematic Experts						MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191	
							MOI	30000	AusAID	71600	Travel	5,865	1	5,865	
							MOI	30000	AusAID	75700	Meeting/ Workshop	1,760	1	1,760	
	Sub-Activity 1.5.4.8: implementation support cost Salary of international staff						UNDP	30000	AusAID	71200	Contra Serv Indiv. Int.	20,000	3	60,000	
	Total of output 1													5,227,834	
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services sustainably.	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.														
	Sub Activity 2.1.1.: Support to GoN to carry out dialogue with from ME Associations & make use of evidence at national & district level														
	Dialogue meetings of GoN/MOI with NMEFEN in Steering Committee at least twice in a year						MOI	30000	AusAID	75700	Meeting/ Workshop	2,346	1	2,346	
	National policy dialogue workshop for gender and social inclusive MED (at least once in a year)						MOI	30000	AusAID	75700	Meeting/ Workshop	5,865	1	5,865	
	Dialogue meetings (including for policy/updating of MEDPA) of GoN/MOI with DMEGA in DEDIC quarterly (4 times a year)						MOI	30000	AusAID	75700	Meeting/ Workshop	2,346	1	2,346	
	Evidence-based policy papers for inputs to amendment of legislation for MED (at least two in a year) (expert, meeting)						MOI	30000	AusAID	75700	Meeting/ Workshop	5,865	1	5,865	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the expected outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	PLANNED BUDGET							
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost -USD	No. of Units	Amount -USD	Unfunded Amount -USD
	Amendment of relevant legislation and revision of MEDPA guidelines (Industrial Enterprise Act and by laws; MEDPA guidelines) (expert, meeting)						MOI	30000	AusAID	75700	Meeting/ Workshop	1,173	1	1,173	
	Sub Activity 2.1.2. :Support to selected research organizations to carry out cost-effective research as part of commercial strategy									75700					
	Identify priority areas of research for generating evidence-based research documents for the improvement of MED delivery and policy formulation (expert, meeting)							30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Conduct research, organize interActivity workshop among the relevant actors, and finalize evidence-based research documents (expert, field work, workshop/meeting)						MOI	30000	AusAID	72100	Contr Ser Comp	17,595	1	17,595	
	Present in the Forum such as Steering Committee of MEDPA and DEDICs for disseminating the above documents for taking up by the relevant organizations (expert, meeting)						MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Prepare periodic publication (at least once in a year) and dissemination of the documents through various mechanisms (e.g. through Micro-Enterprise Resource Centre,...)						MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sub Activity 2.1.3. :Support to selected research organizations to develop business plans and commercial strategies						MOI								
	Develop concept proposal and organize meetings with the selected research organisations (including government research centres) (meetings)						MOI		AusAID	72100	Contr Ser Comp				
	Preparation of a draft business plan and commercial strategy of cost-effective research by the selected research organizations (support through experts)						MOI		AusAID	72100	Contr Ser Comp				
	Conduct interActivity workshop with relevant actors and finalize the above strategies						MOI		AusAID	75700	Training/ Workshop				
	Activity 2.2 NMEFEN, DMEGA and other similar organisations deliver relevant services to graduated micro-entrepreneurs on a sustainable basis, including advocacy;														
	Sub Activity 2.2.1. : Support NMEFEN & DMEGAs to carry out & commission research for advocacy as part of service package to members														

EXPECTED OUTPUTS (Please include baseline, contextual indicators and achievements)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the proposed outputs)	Targets for Planned Activities	TIME FRAME			Responsible Party	PLANNED BUDGET							Uninc. Amount USD
			Year 1	Year 2	Year 3		Funding Source (e.g.)	Donor (Name and e.g.)	Budget Code	Budget Description	Uninc. USD	No. of Units	Amount USD	
	(ii) Hire legal/advocacy expert for developing legislative proposal as per need at NMEFEN level (remuneration of the legal expert for 3 years, NMEFEN finances from the fourth year)					MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
	(iii) Regular meetings for advocacy activity (2 times in a year at NMEFEN level; quarterly at DMEGA level)					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557	
	Select Issue to Advocacy					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Research proposed Solutions					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Apply strategic tools					MOI	30000	AusAID	72100	Contr Ser Comp	16,891	1	16,891	
	Sub Activity 2.2.2. : Support NMEFEN & DMEGAs to develop SMS communication platform to deliver info & pool opinion of members as part of service package					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
	Identify IMEs able to use of SMS for communication where network is available					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Develop a SMS communication platform (Market info, supplier info, financial inform.) and operationalization					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Training organized for use of SMS for communications platform to deliver info and pool opinion of members					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692	
	Sub Activity 2.2.3. : Support to NMEFEN's and DMEGAs' advocacy capacity (e.g. links with other BMOs, training on advocacy techniques)													
	NMEFEN supports to DMEGAs for their organizational capacity development, and for strengthening their coordination and trust building (support for 3 yrs. and NMEFEN/DMEGA finances from 4th year) (training, coaching, mentoring, monitoring on staff management, staff efficiency, advocacy; NMEFEN and DMEGAs review at least once a year)					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Support DMEGAs to promote quality products diversification and development, and support micro-entrepreneurs for linkage with BMOs as per their quality and quantity requirements. NMEFEN/DMEGA identify consumer demand and regularly update the micro-entrepreneurs on products. Benchmark of good quality product as per consumer demand (e.g. Durga K C's herbal soap) and promote the quality maintenance by micro-entrepreneurs as per the benchmark.					MOI	30000	AusAID	72100	Contr Ser Comp	29,326	1	29,326	
	Sub Activity 2.2.4. : Support NMEFEN & DMEGAs to develop business plan members service package & market membership offer													

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EXPECTED OUTPUTS (Please include baseline, a set of indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Target for Planned Activity	TIME FRAME			Responsible Party	PLANNED BUDGET							Unit Cost USD	No. of Units	Amount USD	Unit Cost USD
			Year	Quarter	Month		Funding Source (code)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD				
	Disseminate the business plan to MEGAs and MEGs and convince them on usefulness of members service package and membership offer (awareness campaigns, meetings)					MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076				
	Sub Activity 2.2.5 : Support to relevant organizations/agencies and NMEFEN/DMEGAs to partner to develop new technologies for members																
	Participatory Activity research of new technologies for adoption and adaptation by MEGs (through collaboration of relevant organizations, NMEFEN, DMEGAs and private business actors) (at least 12 technologies)					MOI	30000	AusAID	72100	Contr Ser Comp							
	Campaign for demand creation, and commercialization of new technologies by relevant organizations, NMEFEN, DMEGAs and private business actors (at least 12 technologies)					MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191				
	Sub Activity 2.2.6 : Support NMEFEN & DMEGAs to income-generating services for members (Develop capacity for delivering service packages)																
	Develop NMEFEN's capacity for delivering members service package to DMEGAs					MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519				
	Business counselling skills training to Business Development Counsellors					MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692				
	Cooperatives promotion and linkage for wholesale lending and with BMOs					MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173				
	Develop DMEGAs' capacity for delivering members service package to MEGs					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557				
	Business service counselling provision (current status, database, counselling) (service provision through business development counsellor, and database management by database asst.)					MOI	30000	AusAID	72100	Contr Ser Comp	76,012	1	76,012				
	Cooperatives capacity development																
	Sub Activity 2.2.7 : Support NMEFEN & DMEGAs to develop and market to members service package as part of membership offer (service package development, develop marketing strategy of service package)					MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346				
	Support DMEGAs to disseminate toolkits and train MEGs																
	Sub Activity 2.2.8 : Support to NMEFEN & DMEGAs to disseminate new technologies on a commercial basis (part of bids for MEDPA, creation of self-funded CFCs)					MOI	30000	AusAID	72100	Contr Ser Comp	10,557	1	10,557				



EXPECTED OUTPUTS (Please include baseline, expected indicators and annual targets)	PLANNED ACTIVITIES (Identify activities to be undertaken during the year which will contribute to the expected outputs)	Training for Planned Activities	TIME FRAME			Responsible Party	Funding Source (code)	Donor (name and code)	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unallocated Amount USD
			Start	End	Duration									
	Support NMEFEN for various mechanisms to disseminate new technologies (e.g. exhibition, trade fair, development and printing of catalogues, advertisement through radio, TV, FM, etc.)					MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Support DMEGAs for technology adoption/adaptation by MFIs through CFCs (8 CFCs in a year, 32 CFCs in 4 years)					MOI	30000	AusAID	72100	Contr Ser Comp	93,842	1	93,842	
	Activity 2.3: Create conducive environment for accessing financial service to micro-entrepreneurs													
	Sub Activity 2.3.1: Support NMEFEN to develop ME graduation accreditation system with MoI recognised by MFIs													
	Revision of graduation process manual and graduate accreditation system					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587	
	Identify graduated MFIs and prepare lists with indicators through mapping of MFIs					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587	
	Identify potential MFIs/Banks & develop MoU for partnership by NMEFEN through meeting, workshop					MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587	
	MFIs/Banks provides loan to the graduated MFIs (ensure thorough monitoring, field visit, review meeting)					MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Sub Activity 2.3.2: Support to financial institutions to develop partnership with NMEFEN in commercialization of start-up product													
	Develop partnership through MOU by organizing workshops/meetings with the MFIs/Banks					MOI	30000	AusAID	75700	Meeting/ Workshop	11,144	1	11,144	
	Provide orientation training to MFIs/Banks on MEDEP model					MOI	30000	AusAID	75700	Meeting/ Workshop	23,460	1	23,460	
	Organize field exposure visit to sensitize and make MFIs/Banks familiar on enterprise development activities implemented by MFIs					MOI	30000	AusAID	75700	Meeting/ Workshop	23,460	1	23,460	
	Sub Activity 2.3.3: Support to NMEFEN to develop financial literacy and access to finance support services for members													
	Support NMEFEN to develop strategy to deliver integrated services in the areas of access to finance, financial literacy, services provided by MFIs/Banks/Cooperatives and their requirements, methodologies and limitations. NMEFEN orients to DMEGAs on it					MOI	30000	AusAID	72100	Contr Ser Comp	11,144	1	11,144	

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Targets for Planned Activities	TIME FRAME		Responsible Party	PLANNED BUDGET							Unfunded Amount USD
			Q1	Q2		Funding Source (costs)	Donor (Grant and cost)	Budget Code	Budget Description	Unit Cost USD	No. of Units	Amount USD	
	Support NMEFEN to modify the current contents (practiced by MEDEP) and coordinates with UNCDF and other organizations to collect the information related to financial literacy				MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587	
	NMEFEN develops financial literacy package to raise awareness to micro-entrepreneurs on setting goals for business, budgeting, keeping track record of income and expenses, insurance, savings and other related contents with support from MEDEP (meetings, workshop)				MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
	NMEFEN mobilizes EDFs by providing them ToT on Financial Literacy and develops a team of trainers to deliver the training on financial literacy to MEs as a part of the MEDEP integrated package (2 events)				MOI	30000	AusAID	72100	Contr Ser Comp		1		
	NMEFEN conducts different activities to create awareness of micro-entrepreneurs on financial literacy by organizing seminars, workshop and distributing literature, using public media to sensitize the local stakeholders and create conducive atmosphere				MOI	30000	AusAID	72100	Contr Ser Comp	13,490	1	13,490	
	Sub Activity 2.3.4 : Capacity development of NMEFEN and DMEGA to help ME groups form cooperatives												
	Support NMEFEN to identify the different modalities to integrate the features of saving-led micro-lending methodologies among MEGs to strengthen their capacity (by visiting Village Banks, Cooperatives - multipurpose and single purpose cooperative, SFCL, Village Savings Loan Association and others) through outsourcing				MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Support NMEFEN to develop an operational manual to orient the MEGs to form cooperatives and print it for all DMEGAs				MOI	30000	AusAID	72100	Contr Ser Comp		1		
	Support NMEFEN for the collaboration with concerned stakeholders - Nepal Rasra Bank for policy matters and convening other stakeholders for coordination, federation of cooperatives for networking, and service delivery (training, providing literature/ books of account), and wholesale lending organizations to link up the cooperatives for working capital (by organizing workshop, meeting, exposure visit, develop MoU between NMEFEN and relevant stakeholders)				MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	

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EXPECTED OUTCOMES (Please include broadening, associated indicators and annual targets)	PLANNED ACTIVITIES (Unit of activities to be undertaken during the year which will contribute to the respective outputs)	Type of Planned Activity	TIMEFRAME		Responsible Party	PLANNED BUDGET						
			Start	End		Funding Source (code)	Donor (name and code)	Budget Code	Budget Description	Unit Cost USD	No of Units	Amount USD
	Support NMEFEN to identify the potential MEGs linked to specific production chains, to promote cooperative of micro-entrepreneurs involved in specific type of micro-enterprise, e.g. vegetable production, dairy products, livestock, poultry, etc.				MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1	4,692
	Support NMEFEN to link the MEGs promoted financial cooperatives with Rural Self Reliance Fund (RSRF)/NFB and other wholesale lending organizations such as FMDB, SFDB, Cooperative Bank, RMDC with more priority to those cooperatives formed in inaccessible hill areas (List down all the cooperatives, develop eligibility criteria in line with the wholesale lending organization's requirement to access wholesale fund, provide them training on it, publish leaflets and distribute to the cooperatives to create mass awareness)				MOI	30000	AusAID	72100	Contr Ser Comp	5,866	1	5,866
	NMEFEN identifies the areas where MFIs/Banks are reluctant to work especially in inaccessible hill areas to promote cooperatives (by mobilizing EDFs)				MOI	30000	AusAID	72100	Contr Ser Comp	1,853	1	1,853
	Support NMEFEN to promote multipurpose/savings and credit cooperatives by transforming potential MEGs into it.				MOI	30000						
	Organize face to face InterActivities and workshops between MEG members and the officials of wholesale lending organizations to know more closely and receive and provide financial services by vice versa as per the need of MEGs (pre cooperative training)				MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384
	Sub Activity 2.3.5. : Support to NMEFEN to raise micro-finance fund for cooperatives and link with MFIs (crowd-funding, RSRF, other)											
	NMEFEN develops innovative financing tools, like crowd financing with support from MEDEP (explore it through website and visiting different organizations).				MOI	30000	AusAID	72100	Contr Ser Comp	587	1	587
	Support NMEFEN to prepare online profiles of those members that require additional borrowing to grow, and post them on Kiva (http://www.kiva.org)				MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173
	Support NMEFEN to raise funds through crowd funding to provide a credit guarantee by a financial institution which lends to MEGs (through workshop, motivation, meetings)				MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760

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EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	TIME FRAME			Responsible Party	PLANNED BUDGET						Unfunded Amount USD
		Q1	Q2	Q3		Funding Source (code)	Donor (Name and code)	Budget Codes	Budget Description	Unit Cost (USD)	No of Units	Amount USD
	Support NMEFEN for counseling with Agriculture Development Bank, Small and Cottage Industry Development Fund, Peace Building Fund to raised fund for providing Mes with financial services				MOI	30000	AusAID	72100	Confr Ser Comp	1,760	1	1,760
	Total of Output 2:				Sub Total							540,506
Activity 3: Programme Implementation Support	Programme Implementation support cost				MOI	30000	AusAID	71400	Contra Serv indiv.	72,608	12	871,300
					MOI	04000	UNDP	72200	Equipment	6,233	12	74,800
					MOI	04000	UNDP	72400	Communication	1,883	12	22,600
					MOI	04000	UNDP	72500	Supplies	1,235	12	14,825
					MOI	04000	AusAID	72100	Confr Ser Comp	2,137	12	25,640
					MOI	04000	UNDP	73100	Rent Premises	5,506	12	66,070
					MOI	04000	UNDP	73400	R & M Office Equip	8,683	12	104,200
					MOI	04000	UNDP	74500	Miscellaneous	3,333	12	40,000
					MOI	04000	UNDP	74200	Printing & Publication	1,250	12	15,000
					MOI	04000	UNDP	71600	Travel	583	12	7,000
					UNDP	04000	UNDP	71600	M & E	15,971	1	15,971
					UNDP	30000	AusAID	75100	GMS	377,787	1	377,787
					UNDP	30000	AusAID	71600	M & E	161,908	1	161,908
	Total Programme Support Cost											1,797,100
	Grand total											7,565,440
						Donor		Amount (US\$)				
						AusAID		7,097,291				
						UNDP		468,149				
						CQU		-				

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Prepared by NPM
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Endorsed by NPM

Yam Kumari Khatriwada, Joint Secretary, MoE

Joint Secretary

Approved by OIC, Poverty & Inclusion unit, UNDP

Nabina Shrestha

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Micro-Enterprise Development Project (MEDEP) – Phase IV

Annual Work Plan 2017

Award Title: Micro-Enterprise Development Project (MEDEP)

Award ID: 00075193

Duration: January to December 2017

UNDAF/CPAP Outcome : Vulnerable groups have improved access to economic opportunities and adequate social protection

UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

EXPECTED/OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfunded Amount
			Q1	Q2	Q3	Q4								
Activity Result 1: A sustainable delivery system for Micro-Entrepreneurship Development established.	Activity 1.1: Create at least 5,500 new micro-entrepreneurs directly with 8,800 resilient, and support for 9,700 new micro-entrepreneurs creation indirectly and 2,950 existing micro-entrepreneurs for their resiliency (MEDPA).													
	Sub Activity 1.1.1: (1) Conduct resource and market analyses in programme districts taking into account infrastructural development like rural roads, energy availability or projects, communication technology, and rural market centers, as well	750					MOI	AusAID	72100	Contr Ser Comp	12	750	8,798	
		38					MOI	AusAID	72100	Contr Ser Comp	3,519	38	133,724	
		7					MOI	AusAID	74200	Print & Publication	1,468	7	10,284	
	Sub Activity 1.1.2: Provide entrepreneurship development trainings and support 5050 micro-entrepreneurs to develop Business Plans; Information on linkage for accessing of micro credit	5050					MOI	AusAID	72100	Contr Ser Comp	12	5,050	59,238	
	Sub Activity 1.1.3: Provide technical skill training with technology and training materials for market linkage and linking with MFIs/co-operatives to 7500 micro-entrepreneurs	7,500					MOI	AusAID	72100	Contr Ser Comp	117	7,500	877,500	
	Sub Activity 1.1.4: Provide Common Facility Centre support to 10 new Micro-enterprises operated by hard-core poor people	10					MOI	AusAID	72100	Contr Ser Comp	4,692	10	46,921	
	Sub Activity 1.1.5: Provide support to activate 10 SICK Common Facility Centres	10					MOI	AusAID	72100	Contr Ser Comp	2,346	10	23,460	
	Sub Activity 1.1.6: Provide support to 8500 existing micro-entrepreneurs for their Resiliency	8,500					MOI	AusAID	72100	Contr Ser Comp	117	4,429	519,576	
	Sub Activity 1.1.7: Provide support to 2000 sick micro-entrepreneurs for revival of their enterprises.	2,000					MOI	AusAID	72100	Contr Ser Comp	59	2,000	117,302	
	Sub Activity 1.1.8: Provide support to 2000 micro-entrepreneurs for market linkages and product promotion	2,000					MOI	AusAID	72100	Contr Ser Comp	18	2,000	35,191	
	Sub Activity 1.1.9: Programme implementation support (regular follow up, counselling, monitoring and reporting)	37					MOI	AusAID	72100	Contr Ser Comp	6,137	37	227,078	
		37					MOI	AusAID	72100	Contr Ser Comp	10,698	37	393,864	
		317					MOI	AusAID	72100	Contr Ser Comp	3,125	317	990,802	

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Support training centres to periodically assess the training course contents and effectiveness of training delivery	1		Moi	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346
Sub Activity 1.3.2: MEDEP sponsors initial Mol training & providing mentoring support to Mol staff to disseminate MEDPA -										-
(ii) Provide trainings to staff of Mol, DCSI, CSIDB and other actors for developing their capacity on: (i) results-based programme management, monitoring & results measurement (ii) micro-enterprise strategy development and basics of MED model (iii) pro-poor private partnership development, Contracting and management (iv) gender and social inclusion, equity and sustainable development (v) value chains and environmental sustainability in micro-enterprise development (vi) access to financial services and marketing linkages for micro-enterprise development , and etc.	1		Moi	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384
(ii) MEDEP provides GSIMIS training to DBA/Computer Operators involved in MEDPA	1		Moi	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346
(iii) MEDEP involves with Mol (DCSI and CSIDB) for organizing MEDPA review Works'p	1		Moi	30000	AusAID	75700	Training/ Works'p	8,211	1	8,211
(iv) MEDEP involves in regular field visits and provide feedbacks and mentoring to GoN staff involved in MEDPA	1		Moi	30000	AusAID	75700	Training/ Works'p	8,211	1	8,211
Sub Activity 1.3.3: Support to Mol for simplification & adaptation of MEDPA model & development of MEDPA Guidelines on the basis of impact analysis -										-
Sub Activity 1.3.4: Provide senior policy advisory to GoN for the improvement of ME policy framework (through embedded senior MED advisor) -										-
Operation of Micro-Enterprise Section of Mol (office establishment within Mol, hardware support, training/orientation to staff members of the section, work plan of the section developed as per MEDPA strategy)	1		Moi	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865
Detail plan of senior MED advisor's support to improvement of ME policy framework is developed (e.g. policy inputs, evidence-based feedback for MED) and is implemented	1		Moi	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730
Regularization of periodic meetings of Steering Committee and policy decisions and mechanisms of harmonization of sectoral policies are made for pro-poor and inclusive MED (quarterly meetings)	1		Moi	30000	AusAID	75700	Meeting/ Works'p	4,692	1	4,692
Joint monitoring visits of GoN stakeholders for inputs to policy and guidelines on MED (at least twice in a year)	1		Moi	30000	AusAID	75700	Meeting/ Works'p	4,692	1	4,692
Conduct a National Seminar on MED for poverty alleviation (one in 2015 and one in 2017)	1		Moi	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076
Steering committee meetings where donors are invited for discussion on mechanisms and strategies which need to be in place for initiation of the multi-donor, multi-partner programme	1		Moi	30000	AusAID	75700	Meeting/ Works'p	1,173	1	1,173

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Finalize a multi-donor, multi-partner programme document and prepare for initiation	1		MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GoN's MEDPA programme including local bodies.											
Sub Activity 1.4.1: Procurement system developed & agreed with MoI/DDCs and procurement training delivered through GoN training structure											
Conduct trainings to GoN, DDCs, DEDICs and the relevant actors on the above through GoN training structure (RPs, training events)	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
Orientation in districts on the requirements for procurement and the process (MEDPA and MEDEP districts)	1		MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760	
Amendment of procurement system document based on the lessons learnt and get approved (experts, meetings)	1		MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
Conduct trainings to GoN, DDCs and the relevant actors on the above through GoN training structure (RPs, training events)	1		MOI	30000	AusAID	72100	Contr Ser Comp	21,994	1	21,994	
Sub Activity 1.4.2: Support to GoN to develop incentive scheme for GoN staff involved in MEDPA											
Publish the success cases of the best performing GoN staff and DDCs	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
Award the best performing DDCs and GoN staff (e.g. in-country training, in-country exposure visit) (2 events per year)	1		MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
Revise the incentive scheme manual based on learning	1		MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
Sub Activity 1.4.3: Provides coaching & hand holding to graduated MEDPA DEDICs & support to MoI to hold DEDICs dissemination events -											
Provide matching fund support to fourth 9 districts graduated	1		MOI	30000	AusAID	72100	Contr Ser Comp	105,572	1	105,572	
Support Local Bodies/VDC Secretaries to pool local resources for MED and for implementation of VEDP using the existing forum at Ward Citizen Forum and Community Awareness Centre (meeting, training, mentoring)	1		MOI	30000	AusAID	72100	Contr Ser Comp	14,076	1	14,076	
Support DDC/DEDIC to implement DEDP Strategy through meeting, interActivity, field visit, mentoring, coaching	1		MOI	30000	AusAID	75700	Training/Works'p	12,903	1	12,903	
Involve MEDPA staff at district level to work together with local bodies through visit, Works'p, meeting jointly with MEDEP staff	1		MOI	30000	AusAID	75700	Training/Works'p	11,730	1	11,730	
Replication of lessons from best DDCs starts (Organize events where the graduated districts/ LDOs/ POs share their experiences to new districts)	1		MOI	30000	AusAID	75700	Training/Works'p	11,730	1	11,730	
Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase											

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	Conduct meeting/ <i>InterActivity</i> and sharing Works'ps of MEDPA Secretariate / among development partners that are implementing and supporting poverty alleviation programmes; Document the information and agreements.	1				MOI	30000	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Printing of documents, guidelines, directives, manuals, research reports, advocacy and teaching materials. <i>Regular InterActivity with Journalists through Press Briefing, News Release, Interviews, Opinion Articles, Press Meet, InterActivity with Journalists and Policy Makers</i>	1				MOI	30000	AusAID	74200	Print & Publicat'n	7,038	1	7,038	
		1				MOI	30000	AusAID	72100	Contr Ser Comp	16,422	1	16,422	
						MOI	30000	AusAID	72100	Contr Ser Comp	28,152	1	28,152	
						MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
						MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1	9,384	
						MOI	30000	AusAID	71600	Travel	5,865	1	5,865	
						MOI	30000	AusAID	75700	Meeting/Worke's p	1,760	1	1,760	
Total of Output 1:													4,243,797	
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services														
	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.													
	Sub Activity 2.1.1: Support to GoN to carry out dialogue with from ME Associations & make use of evidence at national & district level Revision of the above document by incorporating learning and approval (expert, meeting)	1				MOI	30000	AusAID	75700	Meeting/Worke's p	3,519	1	3,519	
	Dialogue meetings of GoN/Moi with NMEFEN in Steering Committee at least twice in a year	1				MOI	30000	AusAID	75700	Meeting/Worke's p	2,346	1	2,346	
	National policy dialogue Worke's p for gender and social inclusive MED (at least once in a year) Dialogue meetings (including for policy/updating of MEDPA) of GoN/Moi with DMEGA in DEDIC quarterly (4 times a year)	1				MOI	30000	AusAID	75700	Meeting/Worke's p	5,865	1	5,865	
	Evidence-based policy papers for inputs to amendment of legislation for MED (at least two in a year) (expert, meeting)	1				MOI	30000	AusAID	75700	Meeting/Worke's p	2,346	1	2,346	
	Amendment of relevant legislation and revision of MEDPA guidelines (Industrial Enterprise Act and by laws; MEDPA guidelines) (expert, meeting)	1				MOI	30000	AusAID	75700	Meeting/Worke's p	4,692	1	4,692	
	Sub Activity 2.1.2: Support to selected research organizations to carry out cost-effective research as part of commercial strategy													
	Identify priority areas of research for generating evidence-based research documents for the improvement of MED delivery and policy formulation (expert, meeting)	1				MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	

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Conduct research, organize interActivity Works'p among the relevant actors, and finalize evidence-based research documents (expert, field work, Works'p/meeting)	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
Present in the Forum such as Steering Committee of MEDPA and DEDICs for disseminating the above documents for taking up by the relevant organizations (expert, meeting)	1		MOI	30000	AusAID	72100	Contr Ser Comp	2,346	1	2,346	
Prepare periodic publication (at least once in a year) and dissemination of the documents through various mechanisms (e.g. through Micro-Enterprise Resource Centre...)	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
Sub Activity 2.1.3: Support to selected research organizations to develop business plans and commercial strategies											
Revision of the documents by research organizations (expert, meeting)	1		MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1	7,038	
Activity 2.2 Strengthen the capacity of the national and district micro-entrepreneurs associations and other similar organisations sustainably to strengthening their capacity to deliver services, marketing in commercialise basis, dialogue with government and give voice to their members, including advocacy;											
Sub Activity 2.2.1: Support NMEFEN & DMEGAs to carry out & commission research for advocacy as part of service package to members											
Select issue to Advocacy	1		MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519	
Research proposed Solutions	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
Sub Activity 2.2.2: Support NMEFEN & DMEGAs to develop SMS communication platform to deliver info & pool opinion of members as part of service package											
Identify MEs able to use of SMS for communication where network is available			MOI	30000	AusAID	72100	Contr Ser Comp				
Develop a SMS communication platform (Market info, supplier info, financial inform.) and operationalization			MOI	30000	AusAID	72100	Contr Ser Comp				
Training organized for use of SMS for communications platform to deliver info and pool opinion of members			MOI	30000	AusAID	72100	Contr Ser Comp				
Sub Activity 2.2.3: Support to NMEFEN's and DMEGAs' advocacy capacity (e.g. links with other BMOs, training on advocacy techniques)											
NMEFEN supports to DMEGAs for their organizational capacity development, and for strengthening their coordination and trust building (support for 3 yrs, and NMEFEN/DMEGA finances from 4th year) (training, coaching, mentoring, monitoring on staff management, staff efficiency, advocacy; NMEFEN and DMEGAs review at least once a year)	1		MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865	

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Approved by OIC, Poverty & Inclusion unit, UNDP
Nabina Shrestha



Endorsed by NIPD

Yam Kumari Khatiwada, Joint Sec

Joint Secretary

[Signature]

Prepared by NPM
Lakshman Pun, Ph.D.

Micro-Enterprise Development Project (MEDEP) – Phase IV
Annual Work Plan 2018

Award Title: Micro-Enterprise Development Project (MEDEP)

Award ID: 00075193

Duration: January to July 2018

UNDAF/CPAP Outcome : Vulnerable groups have improved access to economic opportunities and adequate social protection

UNDAF Output 2.2 : Government has improved capacity to design, execute and manage economic development programmes and strategies

EXPECTED OUTPUTS: (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			BUDGET				Unit Cost USD	No. of Units	Amount USD	Unfunded Amount
			Q1	Q2	Q3	Funding Source (code)	Donor name and code	Budget Codes	Budget Description				
Activity Result 1: A sustainable delivery system for Micro-Entrepreneurship Development established.	Activity Result 1: A sustainable delivery system for Micro-Entrepreneurship Development established.												
Annual Target: At least, 4,000 existing micro-entrepreneurs for resiliency; support for 4,700 new micro-entrepreneurs creation indirectly and 1,500 existing micro-entrepreneurs for their resiliency (MEDPA)	Activity Result 1.1: At least, 4,000 existing micro-entrepreneurs for resiliency; support for 4,700 new micro-entrepreneurs creation indirectly and 1,500 existing micro-entrepreneurs for their resiliency (MEDPA)	1025				MOI	AusAID	72100	Contr Ser Comp	117	1,025	120,235	
	Sub Activity 1.1.1: Provide support to 1025 existing MEDPA micro-entrepreneurs for their Resiliency					MOI	AusAID	72100	Contr Ser Comp	1,408	38	53,490	
	Sub Activity 1.1.2: Institutionalisation of associations of micro-entrepreneurs (discussing on issues/ problems and identifying solutions/ strategies; regular information collection, compilation, results verification, GSIMIS operation, report generation; bottom up planning)	38											
	Activity 1.2: Enhance capacity of MED service providers to deliver MED sustainably												
	Sub Activity 1.2.1: MEDEP supports some selected MED SPs to develop fund-raising strategies for delivery of MED products					MOI	AusAID	72100	Contr Ser Comp				
	Sub Activity 1.2.2: Support NEDC to develop training for MED SPs on MED & MEDPA model market fit, bid for contracts, fund raise					MOI	AusAID	72100	Contr Ser Comp				
	Develop and operate strategy/mechanisms of updating information on technical skill training providers and disseminating to MED SPs					MOI	AusAID	72101	Contr Ser Comp				
	Sub Activity 1.2.3: MEDEP co-funds a number MED SPs to be trained on MED and MEDPA through NEDC	1				MOI	AusAID	72101	Contr Ser Comp	63,343	1	63,343	
	Strategy development of MED SP					MOI	AusAID	72101	Contr Ser Comp	1,173	1	1,173	
	Support for human resources through co-funding for services relating to capacity development of the orgs and to execute the business plans	1											
	Sub Activity 1.2.4: MEDEP coaches some MED SPs contracted by GoN in delivery of MEDPA												

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	TIMEFRAME		Targets for Planned Activities	2. Budget Allocation	BUDGET						Unit Cost USD	No. of Units	Amount USD	Unfunded Amount
		Q1	Q2 Q3			Funding Source (code)	Donor name and code	Budget Codes	Budget Description						
	Orientation on MEDPA Model and Approach			1	MOI	30000	AusAID	72101	Contr Ser Comp						
	Business counselling skills training to Enterprise Development Facilitators				MOI	30000	AusAID	72101	Contr Ser Comp	5,865	1	5,865			
	Sub Activity 1.2.5 :MEDEP supports Mol for development of EDFs training course and accreditation programme														
	Support NEDC for facilitating for Skill certification of MES/EDF at different level			1	MOI	30000	AusAID	72101	Contr Ser Comp	2,346	1	2,346			
	Support for scholarship and OJT supports for EDF developments			1	MOI	30000	AusAID	72101	Contr Ser Comp	11,730	1	11,730			
	Sub Activity 1.2.6 :MEDEP supports training institutions to develop training offer and market EDFs training courses compliant with Mol accreditation														
	Identify and support training institutions to deliver accredited EDF courses				MOI	30000	AusAID	72101	Contr Ser Comp						
	Activity 1.3: Institutional Capacity of the Central Government developed for implementing GON's MEDPA programme														
	Sub Activity 1.3.1: Provide senior policy advisory to GoN for the improvement of ME policy framework (through embedded senior MED advisor) -														
	Operation of Micro-Enterprise Section of Mol (office establishment within Mol, hardware support, training/orientation to staff members of the section, work plan of the section developed as per MEDPA strategy)			1	MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1	5,865			
	Detail plan of senior MED advisor's support to improvement of ME policy framework is developed (e.g. policy inputs, evidence-based feedback for MED) and is implemented			1	MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730			
	Regularization of periodic meetings of Steering Committees and policy decisions and mechanisms of harmonization of sectoral policies are made for pro-poor and inclusive MED (quarterly meetings)			1	MOI	30000	AusAID	75700	Meeting/ Works'p	2,346	1	2,346			
	Joint monitoring visits of GoN stakeholders for inputs to policy and guidelines on MED (at least twice in a year)			1	MOI	30000	AusAID	75700	Meeting/ Works'p	2,346	1	2,346			
Steering committee meetings where donors are invited for discussion on mechanisms and strategies which need to be in place for initiation of the multi-donor, multi-partner programme			1	MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173				
Finalize a multi-donor, multi-partner programme document and prepare for initiation			1	MOI	30000	AusAID	75700	Meeting/ Works'p	3,519	1	3,519				
Activity 1.4: Institutional Capacity of district level implementing partners (Government, Private Sector, NGOs) developed for implementing GON's MEDPA programme including local bodies.															

EXPECTED OUTPUTS (Please include baseline associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME		RESPONSIBILITY	BUDGET				Unit Cost USD	No. of Units	Amount USD	Unfund. Amount
			Q1	Q2	Q3	Funding Source (code)	Donor name code	Budget Codes	Budget Description				
	Sub Activity 1.4.1: Procurement system developed & agreed with Mo/IDDCs and procurement training delivered through GoN training structure					MOI	AusAID	72100	Contr Ser Comp			-	
	Sub Activity 1.4.2: Support to GoN to develop incentive scheme for GoN staff involved in MEDPA					MOI	AusAID	72100	Contr Ser Comp			-	
	Sub Activity 1.4.3: MEDEP develops training on MED for government training centres in particular MoI, MoAD, MoFSC, MoFALD, MCPA					MOI	AusAID	72100	Contr Ser Comp			-	
	Sub Activity 1.4.4: MEDEP sponsors initial MoI training & providing mentoring support to MoI staff to disseminate MEDPA -											-	
	MEDEP involves with MoI (DCSI and CSIDB) for organizing MEDPA review workshop	1				MOI	AusAID	72100	Contr Ser Comp	8,211	1	8,211	
	Sub Activity 1.4.5: Support to MoI for simplification & adaptation of MEDPA model & development of MEDPA Guidelines on the basis of impact analysis					MOI	AusAID	72100	Contr Ser Comp			-	
	Sub Activity 1.4.6: Provides coaching & hand holding to graduated MEDPA DEDICs & support to MoI to hold DEDICs dissemination events -					MOI	AusAID	72100	Contr Ser Comp			-	
	Activity 1.5: Results-based Monitoring and Evaluation guidelines and Result Measurement Framework system in DCED standard for MEDEP IV Phase											-	
	Sub Activity 1.5.1: Develop DCED Standard Result Based M&E System of MEDEP Phase IV											-	
	Sub Activity 1.5.2: Enhanced capacity of GoN, MEDEP and other stakeholders to plan, implement and monitor microenterprise development programme					MOI	AusAID	72100	Contr Ser Comp			-	
	Support the Ministry of Industry and CSIDB/DCSI with technical support from MED perspective through out the whole process of Bottom Up Strategic Planning of MEDPA	1				MOI	AusAID	72100	Contr Ser Comp	10,557	1	10,557	
	Conduct internal exposure visit for learning and sharing of best practices, success cases and experiences on MED implementation to enhance conceptual clarity and practical knowledge about MEDEP model. (Cost sharing basis)	1				MOI	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Support the Ministry of Industry and CSIDB/CSIDB for Annual Review workshop in cost sharing basis.	1				MOI	AusAID	72100	Contr Ser Comp	18,768	1	18,768	
	External Evaluation of BDSPOs implementing MEDEP	1				MOI	AusAID	71600	Travel	32,845	1	32,845	
	External Evaluation of BDSPOs implementing MEDPA in cost sharing basis with DCSI/CSIDB	1				MOI	AusAID	72100	Contr Ser Comp	5,865	1	5,865	
	Sharing and strategic planning workshop at national level	1				MOI	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Sub Activity 1.5.3: Effective Monitoring for Accountability											-	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			MOI Responsible	BUDGET						Unfunded Amount	
			Q1	Q2	Q3		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units		Amount USD
Activity Result 1: Capacity of Business service providers and ME associations developed to provide different services	Conduct an Annual Programme Review during the fourth quarter of the year to assess the Programme's progress in the achievement of expected outcomes and its performance	1				MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Independent Audit and Impact Assessment Investigation	1				MOI	30000	AusAID	72100	Contr Ser Comp	49,267	1	49,267	
	Monitored by the UNDP Country Office as well three UNDP field offices, donors, policy level GoN officials, and Media Crew	1				MOI	30000	AusAID	72100	Contr Ser Comp	11,730	1	11,730	
	Regular monitoring of results and verifying of the achievements by internal human resources (MEDEP, MEDPA, BDSPO, DIMEGA NMEFEN, NEDC)	1				MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Sub Activity 1.5.4: Enhanced coordination with other programmes													
	Update regularly and operate the web portal for promoting coordination among development partners that are implementing and supporting poverty alleviation programmes in a number of areas that are either overlapping or adjacent to MEDEP effectively in a sustainably	1				MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1	1,173	
	Regular InterActivity with Journalists through Press Briefing, News Release, Interviews, Opinon Articles, Press Meet, InterActivity with Journalists and Policy Makers	1				MOI	30000	AusAID	72100	Contr Ser Comp	12,317	1	12,317	
	Media Advocacy: Partnership with mainstream media	1				MOI	30000	AusAID	72100	Contr Ser Comp	28,152	1	28,152	
	Printing of documents, guidelines, directives, manuals, research reports, advocacy and teaching materials.	1				MOI	30000	AusAID	74200	Print & Publication	9,384	1	9,384	
	Document the best practices in Audio, Visual and Print, and share an archive	1				MOI	30000	AusAID	72100	Contr Ser Comp	23,460	1	23,460	
	Coordination, Technical Support and feedback from DDC and its line agencies and thematic experts	1				MOI	30000	AusAID	72100	Contr Ser Comp	35,191	1	35,191	
		1				MOI	30000	AusAID	71600	Travel	5,865	1	5,865	
	1				MOI	30000	UNDP	75700	Meeting/ Works/p	1,760	1	1,760		
	Total of Output 1:												598,358	
Activity Result 2: Capacity of Business service providers and ME associations developed to provide different services	Activity 2.1: GoN makes use of relevant evidence and dialogue in MED policy making and planning. More research and evidence on MED is available.													
	Sub Activity 2.1.1: Support to GoN to carry out dialogue with from ME Associations & make use of evidence at national & district level													
	Dialogue meetings of GoN/MoI with NMEFEN in Steering Committee at least twice in a year	1				MOI	30000	AusAID	75700	Meeting/ Works/p	1,173	1	1,173	
	National policy dialogue workshop for gender and social inclusive MED (at least once in a year)	1				MOI	30000	AusAID	75700	Meeting/ Works/p		1	-	

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			MOI Responsible	BUDGET						Unfund ed Amount
			Q1	Q2	Q3		Funding Source (code)	Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	
	Dialogue meetings (including for policy updating of MEDPA) of GoM/MoI with DMEGA in DEDIC quarterly (4 times a year)	1				MOI	30000	AusAID	75700	Meeting/ Works'p	1,173	1	1,173
	Evidence-based policy papers for inputs to amendment of legislation for MED (at least two in a year) (expert, meeting)	1				MOI	30000	AusAID	75700	Meeting/ Works'p	2,346	1	2,346
	Sub Activity 2.1.2: Support to selected research organizations to carry out cost-effective research as part of commercial strategy												
	Conduct research, organize interActivity workshop among the relevant actors, and finalize evidence-based research documents (expert, field work, workshop/meeting)	1				MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519
	Prepare periodic publication (at least once in a year) and dissemination of the documents through various mechanisms (e.g. through Micro-Enterprise Resource Centre,...)	1				MOI	30000	AusAID	72100	Contr Ser Comp	3,519	1	3,519
	Sub Activity 2.1.3: Support to selected research organizations to develop business plans and commercial strategies					MOI	30000	AusAID	72100	Contr Ser Comp			-
	Activity 2.2 Strengthen the capacity of the national and district micro-entrepreneurs associations and other similar organisations sustainably to strengthening their capacity to deliver services, marketing in commercialise basis, dialogue with government and give voice to their members, including advocacy;												-
	Sub Activity 2.2.1: Support NMEFEN & DMEGAs to carry out & commission research for advocacy as part of service package to members					MOI	30000	AusAID	72100	Contr Ser Comp			-
	Sub Activity 2.2.2: Support NMEFEN & DMEGAs to develop SMS communication platform to deliver info & pool opinion of members as part of service package					MOI	30000	AusAID	72100	Contr Ser Comp			-
	Sub Activity 2.2.3: Support to NMEFEN's and DMEGAs' advocacy capacity (e.g. links with other BMOs, training on advocacy techniques)					MOI	30000	AusAID	72100	Contr Ser Comp			-
	Sub Activity 2.2.4: Support NMEFEN & DMEGAs to develop business plan members service package & market membership offer					MOI	30000	AusAID	72100	Contr Ser Comp			-
	Sub Activity 2.2.5: Support to relevant organizations/agencies and NMEFEN/DMEGAs to partner to develop new technologies for members					MOI	30000	AusAID	72100	Contr Ser Comp			-
Sub Activity 2.2.6: Support NMEFEN & DMEGAs to income-generating services for members (Develop capacity for delivering service packages)					MOI	30000	AusAID	72100	Contr Ser Comp			-	
Sub Activity 2.2.7: Support NMEFEN & DMEGAs to develop and market to members service package as part of membership offer (service package development, develop marketing strategy of service package)					MOI	30000	AusAID	72100	Contr Ser Comp			-	

Grand

20x

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			BUDGET			Donor name and code	Budget Codes	Budget Description	Unit Cost USD	No. of Units	Amount USD	Unfund. ed Amount
			Q1	Q2	Q3	Q1	Q2	Q3							
	Sub Activity 2.2.8: Support to NMEFEN & DMEGAs to disseminate new technologies on a commercial basis (part of bids for MEDPA, creation of self-funded CFCs)								MOI 30000	72100	Contr Ser Comp				
	Activity 2.3: Create conducive environment for accessing financial service to micro-entrepreneurs														
	Sub Activity 2.3.1: Support NMEFEN to develop ME graduation accreditation system with MoI recognised by MFIs														
	Revision of graduation process manual and graduate accreditation system	1							MOI 30000	72100	Contr Ser Comp	587	1	587	
	Identify graduated MEs and prepare lists with indicators through mapping of MFIs	1							MOI 30000	72100	Contr Ser Comp	587	1	587	
	Identify potential MFIs/Banks & develop MoU for partnership by NMEFEN through meeting, workshop	1							MOI 30000	72100	Contr Ser Comp	587	1	587	
	MFIs/Banks provides loan to the graduated MEs (ensure thorough monitoring, field visit, review meeting)	1							MOI 30000	72100	Contr Ser Comp	21,088	1	21,088	
	Sub Activity 2.3.2: Support to financial institutions to develop partnership with NMEFEN in commercialization of start-up product														
	Develop partnership through MOU by organizing workshops/meetings with the MFIs/Banks	1							MOI 30000	75700	Meeting/ Works/p	11,144	1	11,144	
	Provide orientation training to MFIs/Banks on MEDEP model	1							MOI 30000	75700	Meeting/ Works/p	23,460	1	23,460	
	Organize field exposure visit to sensitize and make MFIs/Banks familiar on enterprise development activities implemented by MEs	1							MOI 30000	75700	Meeting/ Works/p	23,460	1	23,460	
	Sub Activity 2.3.3: Support to NMEFEN to develop financial literacy and access to finance support services for members														
	Support NMEFEN to develop strategy to deliver integrated services in the areas of access to finance, financial literacy, services provided by MFIs/Banks/Cooperatives and their requirements, methodologies and limitations. NMEFEN orients to DMEGAs on it	1							MOI 30000	72100	Contr Ser Comp	11,144	1	11,144	
	NMEFEN conducts different activities to create awareness of micro-entrepreneurs on financial literacy by organizing seminars, workshop and distributing literature, using public media to sensitize the local stakeholders and create conducive atmosphere	1							MOI 30000	72100	Contr Ser Comp	13,490	1	13,490	
	Sub Activity 2.3.4: Capacity development of NMEFEN and DMEGA to help ME groups form cooperatives														

EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED/ACTIVITIES (List key activities and their sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			MOI	BUDGET			Unfund ed Amount					
			Q1	Q2	Q3		Funding Source (code)	Donor name and code	Budget Codes		Budget Description	Unit Cost USD	No. of Units	Amount USD	
	Support NMEFEN for the collaboration with concerned stakeholders - Nepal Rastra Bank for policy matters and convening other stakeholders for coordination, federation of cooperatives for networking, and service delivery (training, providing literature/ books of account), and wholesale lending organizations to link up the cooperatives for working capital (by organizing workshop, meeting, exposure visit, develop MoU between NMEFEN and relevant stakeholders)	1				MOI	30000	AusAID	72100	Contr Ser Comp	5,865	1		5,865	
	Support NMEFEN to identify the potential MEGs linked to specific production chains to promote cooperative of micro-entrepreneurs involved in specific type of micro-enterprise, e.g. vegetable production, dairy products, livestock, poultry, etc.	1				MOI	30000	AusAID	72100	Contr Ser Comp	4,692	1		4,692	
	Support NMEFEN to link the MEGs promoted financial cooperatives with Rural Self Reliance Fund (RSRF)/NRB and other wholesale lending organizations such as FMDB, SFDB, Cooperative Bank, RMDC with more priority to those cooperatives formed in inaccessible hill areas (List down all the cooperatives, develop eligibility criteria in line with the wholesale lending organization's requirement to access and distribute to the cooperatives to create mass awareness)	1				MOI	30000	AusAID	72100	Contr Ser Comp	7,038	1		7,038	
	NMEFEN identifies the areas where MFIs/Banks are reluctant to work especially in inaccessible hill areas to promote cooperatives (by mobilizing EDFs)	2				MOI	30000	AusAID	72100	Contr Ser Comp	1,853	2		3,707	
	Support NMEFEN to promote multipurpose/ savings and credit cooperatives by transforming potential MEGs into it.	2				MOI	30000	AusAID	72100	Contr Ser Comp	24,633	2		49,267	
	Organize face to face interActivities and workshops between MEG members and the officials of wholesale lending organizations to know more closely and receive and provide financial services by vice versa as per the need of Mes (pre cooperative training)	1				MOI	30000	AusAID	72100	Contr Ser Comp	9,384	1		9,384	
	Sub Activity 2.3.5: Support to NMEFEN to raise micro-finance fund for cooperatives and link with MFIs (crowd-funding, RSRF, other)														
	Support NMEFEN to prepare online profiles of those members that require additional borrowing to grow, and post them on Kiva (http://www.kiva.org)	1				MOI	30000	AusAID	72100	Contr Ser Comp	1,173	1		1,173	
	Support NMEFEN to raise funds through crowd funding to provide a credit guarantee by a financial institution which lends to MEGs (through workshop, motivation, meetings)	1				MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1		1,760	

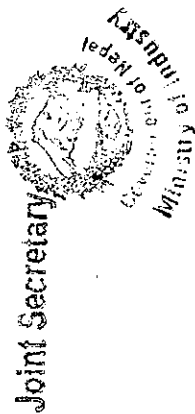
EXPECTED OUTPUTS (Please include baseline, associated indicators and annual targets)	PLANNED ACTIVITIES (List key activities and the sub-activities that contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME			RESPONSIBLE	BUDGET				Unit Cost USD	No. of Units	Amount USD	Unfunded Amount
			Q1	Q2	Q3		Funding Source (code)	Donor name and code	Budget Codes	Budget Description				
	Support NMEFEN for counseling with Agriculture Development Bank, Small and Cottage Industry Development Fund, Peace Building Fund to raised funa for providing Mes with financial services	1				MOI	30000	AusAID	72100	Contr Ser Comp	1,760	1	1,760	
	Output 2 Total					Sub Total							201,921	
	Activity 2.20 : Programme Implementation support cost	7				MOI	30000	AusAID	72100	Contra Serv indiv.	2,027	7	14,190	
		7				MOI	30000	AusAID	71400	Contra Serv indiv.	50,756	7	355,303	
		7				MOI	30000	AusAID	72200	Equipment	714	7	5,000	
		7				MOI	4000	UNDP	72400	Communication	22,432	1	22,432	
		7				MOI	30000	AusAID	72500	Supplies	1,059	7	7,410	
		7				MOI	30000	AusAID	73100	Rent Premises	4,719	7	33,035	
		7				MOI	30000	AusAID	73400	R & M Office Equip	7,429	7	52,000	
		7				MOI	30000	AusAID	74500	Miscellaneous	5,714	7	40,000	
		7				MOI	30000	AusAID	74200	Printing & Publication	3,571	7	25,000	
		7				MOI	04000	UNDP	71600	Travel	714	7	5,000	
		1				UNDP	30000	AusAID	75100	GMS	89,643	1	89,643	
		1				UNDP	30000	AusAID	71600	M & E	38,417	1	38,417	
		1				UNDP	04000	UNDP	71600	M & E	195	1	195	
	Total Programme Support Cost					Sub Total							687,625	
	Grand TOTAL					Total							1,487,904	

Donor		Amount (US\$)
AusAID	-	1,458,518
UNDP	-	29,387
Total		1,487,904

[Signature]

Prepared by NPM
Lakshman Pun, Ph.D.

Endorsed by NPM
Yam Kumari Khatriwada, Joint Secretary, MoI



Approved by OIC, Poverty & Inclusion unit, UNDP
Nabina Shrestha



Annual Work Plan

Nepal - Kathmandu

Project: 00075193

Project Title: Micro-Enterprise Development Programme (MEDEP) IV

Year: 2013

Report Date: 7/25/2013

Output	Key Activities	Timeframe		Responsible Party	Planned Budget			
		Start	End		Fund	Donor	Budget Descr	Amount US\$
00087243 Micro-Enterprise Development P	1.Sustainable delivery system			UNDP	30000	AusAID	Facilities & Administration	138,625.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Contractual Services-Company	182,200.00
				"NEP-Ministry of Industry, Com	30000	AusAID	Training, Workshops and Confer	109,021.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Local Consultants	4,000.00
				UNDP	30000	AusAID	Travel	60,400.00
				"NEP-Ministry of Industry, Com	30000	AusAID	Contractual Services-Company	1,764,733.00
				"NEP-Ministry of Industry, Com	30000	CQU	Travel	1,000.00
				"NEP-Ministry of Industry, Com	30000	CQU	Contractual Services-Company	7,500.00
				"NEP-Ministry of Industry, Com	30000	AusAID	Audio Visual&Print Prod Costs	26,200.00
				UNDP	30000	CQU	Facilities & Administration	700.44
				UNDP	30000	AusAID	International Consultants	20,000.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Training, Workshops and Confer	104,278.00
				"NEP-Ministry of Industry, Com	30000	CQU	Audio Visual&Print Prod Costs	1,500.00
				UNDP	30000	AusAID	Facilities & Administration	6,139.69
				"NEP-Ministry of Industry, Com	30000	AusAID	Contractual Services-Company	85,207.00
	2.ME's access to BDS			"NEP-Ministry of Industry, Com	30000	AusAID	Training, Workshops and Confer	2,500.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Travel	8,000.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Supplies	9,100.00
				UNDP	30000	CQU	Facilities & Administration	5.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Communic & Audio Visual Equip	11,000.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Audio Visual&Print Prod Costs	7,000.00
				UNDP	30000	AusAID	Facilities & Administration	32,186.00
				UNDP	30000	CQU	Travel	261.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Training, Workshops and Confer	2,000.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Miscellaneous Expenses	16,000.00
				"NEP-Ministry of Industry, Com	30000	AusAID	Contractual Services - Individ	230,000.00
				UNDP	04000	UNDP	Travel	14,284.05
				"NEP-Ministry of Industry, Com	04000	UNDP	Rental & Maintenance-Premises	22,300.00
				"NEP-Ministry of Industry, Com	04000	UNDP	Rental & Maint of Other Equip	42,000.00

Signature



Annual Work Plan

Nepal - Kathmandu

Project: 00075193

Project Title: Micro-Enterprise Development Programme (MEDEP) IV

Report Date: 7/25/2013

Year: 2013

Output	Key Activities	Timeframe		Responsible Party	Planned Budget			
		Start	End		Fund	Donor	Budget Descr	Amount US\$
	3. Program Mgmt & Support			UNDP	30000	AusAID	71600 Travel	61,875.29
				"NEP-Ministry of Industry, Com	04000	UNDP	71400 Contractual Services - Individ	165,884.00
				"NEP-Ministry of Industry, Com	04000	UNDP	72200 Equipment and Furniture	17,600.00
TOTAL				3,133,499.47				
GRAND TOTAL				3,133,499.47				

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Jack Khatri

