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**High Mountain Agribusiness and Livelihood  
Improvement Project (HIMALI: Grant 0248-NEP)**

**Technical Assistance Package 1  
PMU and NGO Management**

# **INCEPTION REPORT**



**Agrifood Consulting International**

In association with



**TAEC Consult P. Ltd.**

## **PREFACE**

This document<sup>1</sup> is the Inception Report for the *High Mountain Agribusiness and Livelihood Improvement Project (HIMALI: Grant 0248-NEP)* Technical Assistance Package 1 – PMU and NGO Management. The Inception Report draws upon the consultations and review work conducted by the TA Team of consultants under the guidance of the Project Management Unit (PMU).

The report has been prepared by Dr. Kenneth Neils, Team Leader, HIMALI TA Package 1 (TL.P1).

Francesco Goletti  
President, Agrifood Consulting International, Inc. (ACI)

Bethesda, 23 March 2012

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<sup>1</sup> To be referred to as “ACI (2012) Inception Report. Technical Assistance Package 1 – PMU and NGO Management. *High Mountain Agribusiness and Livelihood Improvement Project (HIMALI: Grant 0248-NEP)*. Prepared by Agrifood Consulting International (ACI), Bethesda, MD, USA. March 2012.

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**ABBREVIATIONS**

<b>ACAP</b>	Annapurna Conservation Area Project
<b>ACI</b>	AgriFood Consulting International
<b>ADB</b>	Asian Development Bank
<b>AEC</b>	Agro-Enterprise Center
<b>AGF</b>	Agribusiness Grant Fund
<b>CBO</b>	Community based organization
<b>CDDSSs</b>	Capacity Development District Specialists
<b>CDP</b>	Crop diversification project
<b>CLDP</b>	Community livestock development project
<b>CQS</b>	Consultant qualification selection
<b>DADO</b>	District Agriculture Development Office
<b>DAG</b>	Disadvantaged group
<b>DCCI</b>	District Chambers of Commerce and Industry
<b>DDC</b>	District Development Committee
<b>DFID</b>	Department for International Development UK
<b>DMF</b>	Design and monitoring framework
<b>DLS</b>	Department of Livestock Services
<b>DLSO</b>	Department of Livestock Services Office
<b>DOA</b>	Department of Agriculture
<b>DPC</b>	District project coordinator
<b>EA</b>	Executing agency
<b>EMP</b>	Environmental Management Plan
<b>EPR</b>	Environmental Protection Regulations
<b>GAC</b>	Grant assessment committee
<b>GESI</b>	Gender equity and social inclusion plan
<b>GON</b>	Government of Nepal
<b>HIMALI</b>	High Himalaya Agricultural and Livelihoods
<b>IA</b>	Implementing Agency
<b>ICIMOD</b>	International Center for Integrated Mountain Development
<b>IEE</b>	Initial Environmental Examination
<b>LDO</b>	Local District Office
<b>LEP</b>	Labor-based, environmentally friendly and participatory procedure
<b>IEE</b>	Initial environmental examination
<b>MAPs</b>	Medicinal and aromatic plant products
<b>M&amp;E</b>	Monitoring and evaluation
<b>MOAC</b>	Ministry of Agriculture and Cooperatives
<b>NGO</b>	Non-Government Organization
<b>NR</b>	Nepali Rupees
<b>NRB</b>	Nepal Rastra Bank
<b>NSP</b>	NGO Service Provider
<b>NTFP</b>	Non-Timber Forest Product
<b>PAM</b>	Project administration manual
<b>PD</b>	Project Director
<b>PMU</b>	Project Management Unit
<b>PPMS</b>	Project performance and monitoring system
<b>PPTA</b>	Project preparation technical assistance
<b>RD</b>	Regional Directorate
<b>QCBS</b>	Quality and cost based selection
<b>SOE</b>	Statement of expenditure
<b>TA</b>	Technical assistance
<b>TL.P1</b>	Team Leader /PMU and NGO Management Consultant, HIMALI TA Package 1
<b>TL.P2</b>	Team Leader /Agribusiness Capacity Development Expert, HIMALI TA Package 2
<b>TOR</b>	Terms of Reference
<b>USD</b>	United States dollar

## 1 INTRODUCTION

1. The purpose of this inception report is to set out a clear strategy and way forward for the implementation of the TA assignment and to specify the various activities and actions, timing and outputs of the specific tasks for the project. The inception report includes the approach and methodology, an organization chart, a detailed work plan, consultants and inputs schedule, project budget, and the terms of reference for the consultants.

### 1.1 Objectives and Scope of the Technical Assistance

2. The objective of the Asian Development Bank (ADB) Technical Assistance (TA) grant to the Government of Nepal is to assist farmers and downstream businesses to strengthen linkages, take advantage of the gradual improvement in infrastructure, in order to realize the existing demand for mountain products. The TA in the High Mountain Agribusiness and Livelihood Improvement Project will contribute to the achievement of Government and ADB development outcomes, including the diversification and commercialization of agricultural production in mountain areas of Nepal.

### 1.2 Organization of the Inception Report

3. The structure of this report is as follows:

- Section 1. Introduction
- Section 2. Project background
- Section 3. Strategy, approach, methodology, financial resources, and institutional and implementation arrangements
- Section 4. Project description
- Section 5. Inception phase achievements
- Section 6. Monitoring and evaluation arrangements
- Section 7. Financial/budget plan
- Section 8. Workplans and consultant schedule

## 2 PROJECT BACKGROUND

### 2.1 Rationale for Selection of Project Area, Needs and Opportunities for Technical Assistance

4. In rural Nepal, where about 85% of Nepal's population lives, the pace of development is slow and variable, particularly in the high mountain areas. In the rural areas in the mountains, the overall income poverty incidence is about 34%. The rationale for selection of the project area is based on value chain corridors linking mountain areas to downstream agribusiness and markets. Air transport and road construction from regional centers now reaches many of the project districts, and adjacent remote high mountain districts without motor roads feed product into value chains via pack animals and porters over traditional trade and herding routes. The criteria for selection of each of the ten districts included that (i) the district be classified by the Government as a high mountain area, (ii) the district be classed as least developed or intermediate developed, (iii) there exists

agricultural products and value chains with development potential, (iv) there is interest in participation expressed by district stakeholders at workshops, (v) there are other initiatives in rural infrastructure and tourism that complement the agricultural value chain development potential, (vi) there is no duplication of other donor agricultural sector projects.

5. The rural households in the 10 mountain districts targeted by the HIMALI are food insecure and have malnutrition stunting over 60%. In some districts, the poverty rate is 60%. In these mountain districts where the rural population has limited access to markets and employment opportunities, household coping strategies have caused some of the most productive people to migrate for off-farm work, resulting in seasonal woman headed households, and feminization of agricultural labor. These mountain districts have, however, comparative advantages in the production of certain traditional and high value products including wool and livestock, certified seeds, off-season vegetables, dairy, meat, and a wide range of medicinal and aromatic plant products. These products have strong domestic and, to some extent, international demand. However, the rural population in these mountain districts has not been able to take advantage of the ready markets because of their remoteness, lack of soft and hard infrastructure, lack of capital, and limited business investment.

## 2.2 Project Objective, Description, and Expected Outcome

6. The Project will assist farmers and downstream businesses to strengthen linkages, take advantage of the gradual improvement in infrastructure, in order to realize the existing demand for mountain products. A demand-driven approach will be used to mobilize interested producer groups, provision of support for quality improvement, value adding and product aggregation into quantities of scale sufficient to attract demand-side business, stimulate private sector agribusiness development, and reduce risk exposure to businesses investing in the high mountain districts. Representative agricultural products that are high in demand in the ten districts include the following:

**Table 1 Product in High Demand in the Ten HIMALI Districts**

Development Regions	Mid-Western	Western	Central	Eastern
Districts	Jumla, Mugu, Humla, Dolpa	Mustang, Manang	Rasuwa, Dolakha	Solukhumbu, Sankhuwasaba
Agricultural Products	Wool, meat, vegetable seeds, MAPS, forest products	Wool. Meat, fruit, vegetable MAPS, agro-tourism	Dairy and cheese from yak and highland cattle, meat, MAPS, forest products	Yak cheese, dairy, meat, fruit, vegetable and potato seed, MAPS, agro-tourism, forest products

7. Project grants will be provided to eligible entities for implementing viable agribusiness plans that demonstrate income and employment benefits in the project districts. Private sector has expressed interest in a range of suitable business development, including: (i) organized production of high value products through contract or supply agreements; (ii) establishment of collection, post-harvest quality grading and storage facilities; (iii) processing and value adding; and (iv) quality certification to access high value markets.

8. The project impact will be improved incomes in selected high mountain areas. The project outcome will be mountain agribusinesses are commercially viable in selected high mountain

districts. The project is expected to result in (i) an additional \$20 million gross production value per year, (ii) 7,500 jobs created by participating enterprises, and (iii) participating business enterprises achieving a rate of return on investment of no less than 15% per annum by 2017. The project will also improve mountain communities' resilience to climate change by supporting the implementation of elements of community climate change adaptation action plans, and community forestry and rangeland group action plans for timber, grazing and medicinal plants collection. Beneficiaries will be required to contribute resources, in kind and/or financial, towards activities funded by the project.

### **3 STRATEGY, APPROACH, METHODOLOGY, FINANCIAL RESOURCES, AND INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS**

#### **3.1 Project Strategy**

9. The Project strategy is to assist eligible groups of stakeholders and individual enterprises that have potential in developing agribusinesses in ten mountain districts, invest in high-value agricultural commodity value chains. The Project will assist these stakeholders/enterprises in linking with the downstream agribusiness processors and manufacturers.

#### **3.2 Technical Approach and Methodology**

10. The technical approach to increasing rural incomes in the ten districts of the HIMALI Project is to attract investment in the production of high-value agricultural products in ten high mountain districts, value-added agribusiness that links producers to markets, and the packaging and marketing of processed agricultural products for both the domestic and export markets. Because the ten targeted districts of the Project are remote and have limited infrastructure for transportation, the potential investments in high-value agricultural production and agribusiness in these districts need careful business planning. For this reason, the Project has organized technical teams in the ten districts who will promote the Project activities and make potential stakeholders aware of the investment opportunities, assist the stakeholders in preparing business plans and investing their own money accompanied with Project grant money, and link the stakeholders to market agents that are involved in downstream packaging and marketing.

11. The methods that the Project is using are built upon the design, experience, institutional structures and operational procedures established during the L1778-NEP: Crop Diversification Project (CDP), the L2071-NEP Community Livestock Development Project (CLDP), the DFID Livelihood from Forests Project, and action research from ICIMOD. The methods used are value-chain development-based considering the comparative advantages of the high mountain areas, the relatively weak institutional capacities, the lack of or only recently developed infrastructure, poor access to both input and output markets, and the realities of the existing households and available labor for agricultural work in these mountain areas.

#### **3.3 Financial Resources and Disbursement**

12. The total investment cost estimate of the HIMALI Project is \$30.2381 million. The Project is funded through a Grant Agreement made between the Government of Nepal (GON) and ADB. ADB is providing the GON a grant of \$20 million on the condition that up to \$1,749,100 of the Grant amount is made available to the AEC for their business planning services to the beneficiaries in the HIMALI Project. The GON is contributing \$10.2381 million to the HIMALI Project.

13. The Project has limited Procurement as 35% of the Project cost and more than 50% of ADB finance will be managed in a financial intermediary role where successful beneficiary applications will be provided funds and will then procure according to usual commercial practice. Within the Project procurement responsibilities there will be (i) 2 consulting service packages totaling \$3.16 million of which \$2.91 will be ADB financed and \$0.25 million of GON co-financing, (ii) minor civil works contracts totaling \$2.2 million, and (iii) goods contracts totaling \$3.6 million.

14. About \$18.74 million (\$10.598 million from ADB) is budgeted for investment grants that are processed through the PMU of the HIMALI Project. The budgeted amount includes up to 80% of the total investment of business plans approved by the GAC and the PMU. Disbursement of Agribusiness Grants to beneficiaries will be under the instruction of the Project Director (PD), following the recommendation of the independent GAC on each application, to instruct the NRB to make payment from the imprest account to the beneficiaries specified commercial bank account.

15. ADB's imprest fund and statement of expenditure (SOE) procedures will be used for disbursement. The maximum ceiling for SOE payments will be \$100,000. One first generation imprest accounts will be opened by the PMU with the Nepal Rastra Bank (NRB) to facilitate disbursements the USD account for Agribusiness Grants and other ADB financed activities.

16. Ten second generation imprest accounts in NRs will be opened with commercial banks, one in each of the 10 District Project Coordination Offices, for district project operations. The maximum ceiling for these accounts will be NRs 7.43 million (\$100,000).

17. About \$2.078 million (\$1.155 million from ADB) of the Project budget will be used for 10 district packages comprising, for each district, civil works and equipment costs for one District Services Office (including office, training hall, basic laboratory, and staff quarters), and up to forty Service/Sub-Centers. The land where the civil works will be done, is owned by MOAC, so there are no resettlement issues. All construction plans will include an environmental impact assessment and management action plans.

18. Other investment cost items include the contract cost of the NGO Service Providers, office equipment and supplies, agricultural materials, training workshops, fairs, and promotions.

### **3.4 Institutional Arrangements**

19. The MOAC is the executing agency (EA), and will implement the project through the Department of Livestock Services (DLS). The AEC will be an implementing agency (IA) that provides mountain agribusiness planning services to commercially viable entities in the Project districts, commercial actors along the agricultural value chains, and to agribusiness, manufacturers, and marketers seeking to obtain mountain products.

20. The MOAC has established a Project Steering Committee with the same composition as during the project preparation technical assistance (PPTA), but also including the CEO, AEC. The Committee is chaired by the Secretary of the MOAC and includes senior representatives from relevant MOAC Divisions and Departments including Planning, Monitoring and Evaluation, Gender and Environment, Administration, Agribusiness, Livestock, Agriculture, Food Technology and Quality Control, and National Agriculture Research Council; and representatives from other Ministries and agencies including Finance, National Planning Commission, and Forestry and Soil Conservation.

21. The MOAC has appointed Dr. Krishna Sankhi, a Senior Veterinarian from the DLS, as the Project Director of the Project Management Unit (PMU) of the HIMALI Project. The MOAC has also assigned staff as Accounts Officer and Administration Officer to ensure compliance with government regulations. Additional support staff (accounting, administration, monitoring, reporting and others) have been or will be contracted locally by the PMU. The DLS Regional Directorates and a District Project Coordinator, from either the Department of Livestock Services Office (DLSO) or the Department of Agriculture Development Office (DADO) in each Project district, will assist in coordination, monitoring and evaluation as part of their line responsibilities.

22. A consulting services package, “package one”, to which this Inception Report addresses, will provide project management consultants for the PMU and district NGO staff in each of the districts. The role of international consultants is to guide start-up and assist in establishing procedures including communication strategy, procurement, monitoring and evaluation (M&E) and safeguards. International consultants are: (i) International Team Leader/ Implementation specialist (27 person-month), and (ii) Monitoring and Evaluation specialist (4 person-month). National consultants will be full-time to carry out the main implementation responsibilities of the PMU, supervise the district NGOs, and will report directly to the Project Director: (i) National Team Leader/ Mountain Agribusiness Expert (70 person-month), (ii) Procurement Expert (24 person-month), (iii) Grants Coordinator (60 person-month), and (iv) Monitoring and Evaluation Expert (70 person month), and (v) Social Expert (24 person-month). The consultants will also provide short-term technical consultants (144 person-months) as needs are identified by agribusiness and project stakeholders. For instance, the Project will draw on unspecified technical assistance budget to provide NGO assistance to community groups to develop action plans for climate change adaptation, community forestry and rangeland co-management. Support for implementing elements of those plans will be coordinated through the DPCs. The action plans will include the establishment of tree, MAPs and forage nurseries and demonstration plots with community grazing land management groups and community forestry groups to improve capacity for climate change adaptation and for rehabilitating natural resources used by the community.

23. A second consulting services package, to which this Inception Report does not address, will provide consulting services for agribusiness capacity building of AEC and NGO field teams for the early stage of Project implementation.

24. The PMU will establish a three-member, Agribusiness Grants Assessment Committee (GAC) to provide independent and expert assessment and recommendations on Agribusiness Grant applications.

### **3.5 Implementation Arrangements**

25. The Project will assist farmer groups, private agribusiness and agricultural value chain service enterprises in developing and implementing viable and sustainable business plans. With prior clearance from the PMU and the ADB, the PMU and NGO management consultants will engage NGOs in each district to facilitate planning and implementing information campaigns in Project districts to (i) introduce the project aims, opportunities and Agribusiness Grant requirements to agricultural groups, cooperatives and other stakeholders in close collaboration with the AEC, (ii) identify eligible groups that have potential in developing agribusiness plans, and climate adaptation, community forestry and rangeland action plans acceptable for project grants, and (iii) assess their needs for market linkages, and technical and business management capacity strengthening. Since there are few if any roads, campaigns will almost exclusively be conducted by trekking to major villages, and to ensure communication outreach to include more remote communities, indigenous and disadvantaged groups, the district NGOs will obtain approval from the PMU to hire community-

based organization (CBO) services. The role of the CBOs is to inform, organize and represent their constituents in project information and planning events, and to facilitate completion of any subsequent due diligence required for business plans. The initial and extensive campaign efforts should be completed by the end of the first year of the Project. The NGOs will also establish and maintain an information base of eligible interest groups and enterprises (gender and DAG disaggregated), facilitate local communication and mobilization to link the groups and enterprises with the Agro-Enterprise business development services and other support networks. The PMU monitoring and evaluation specialists will guide NGOs and assist in establishing the content and in maintaining the database.

26. The AEC will promote the Project aims and opportunities to agribusinesses, manufacturers, and exporters in the regional centers and in Kathmandu. The AEC will collaborate in a supporting role with the district NGOs in the district-level promotional and informational campaign. Following the identification of interest groups by the district NGOs, the AEC will also provide the groups and enterprises, and the Project area in general, information on markets and prices, sources of specialized agro-inputs and equipment, and facilitate commercial linkages with processors and traders. The AEC will coordinate with the PMU, DPCs, district NGOs, enterprises and agribusinesses in conducting or participating in agribusiness trade promotion fairs and value chain development workshops in Project district and regional centers. The AEC will provide assistance to the groups, agribusinesses and enterprises in preparing viable business plans and improving forward and backward market linkages. The AEC Agribusiness Planning Specialists will regularly and extensively visit project districts to assist groups and enterprises to develop viable and sustainable agribusiness plans, and to assist them to prepare eligible proposals for Agribusiness Grants financed by the project. AEC will pre-screen business plans and Agribusiness Grant proposals at district level, operating under strict commercial confidentiality. Proponents will submit the Agribusiness Grant proposals to the PMU via the DPC.

27. The PMU will select a GAC to assess business plans. The GAC will meet at least twice per month or more frequently to assess and process applications. The Project Director will Chair the Committee, the Grants Coordinator will act as Secretary, and the Committee will comprise a gender-balanced mix of contracted independent experts with demonstrated expertise. The Committee will comprise experts in: (i) business development, (ii) business financial management, and (iii) environmental and social safeguards.

28. Under individual contracts to the PMU, the GAC experts will be paid a fee for each business plan reviewed. An Environmental Management Plan (EMP) will be submitted with all Agribusiness Grant applications to ensure that the proponents are aware of the environmental implications and the necessity to plan and incorporate mitigation measures into their business plans. These will be assessed by the Environmental & Social Safeguards Expert on the Grants Assessment Committee. The applicant will sign a Grant Agreement with the project, specifying the EMP will be fulfilled prior to full disbursement of the grant. Smaller sized proposals with less processing volumes will require environmental due diligence with EMPs with less technical details, whereas larger proposals must meet the Environment Protection Regulations (EPR) 1997, requiring IEE and implementable mitigation plans and monitoring mechanisms, for construction and operation phases. In addition, GoN's regulations for environmental compliance shall be applicable and need for conducting IEE for each individual agribusiness proposal will be determined as per EPR 1997 and ADB Guidelines.

29. The PMU will send successful applicants an Agribusiness Grant agreement to be signed and returned, which will specify the reporting and other obligations for expending and acquitting the Grant, and detail procedures for agreement completion or termination. Following receipt of the signed agreement, the PMU will instruct Nepal Rastra Bank (NRB) to disburse Grant proceeds into

the nominated bank account of the Grant recipient, or direct to an agreed supplier, according to the schedule and conditions stated in the Grant Agreement. PMU staff will collaborate with district project coordinators (DPCs) and the NGO to monitor and evaluate impacts and verify Grant recipient acquittal reporting requirements.

30. The PMU, assisted by the Package 1 consultants, will organize study tours, post-graduate and short-term in-service training for MOAC staff in the PMU and for DPCs. The purpose of the training and study tours is not only to improve capacity, but also to motivate the efforts of assigned government staff in recognition of their additional responsibilities.

31. Women and disadvantaged groups (DAGs) will be fully included in Project promotion campaigns and women's groups and enterprises will have equal access to all project benefits, including access to business planning and Agribusiness Grants, demonstration partnerships and community forage and community forestry activities.

## **4 PROJECT DESCRIPTION**

### **4.1 Project Components and Expected Results**

32. There are three Project components, including Mountain Agribusiness Development, Value Chain Capacity Development, and Project Management. The expected results include an increase in the 2011 gross production value per year by \$20 million by 2017, 7500 jobs created by participating enterprises, representing \$6.4 million in wages.

### **4.2 Outputs**

33. Three main outputs include (i) an increased number of mountain agribusinesses making use of agribusiness grants, (ii) mountain agribusinesses have knowledge and access to improved production technologies and value-addition, and (iii) effective project management at the central and district levels. The Project will help agribusinesses, including individual farmers and farmer groups, which meet eligibility criteria, apply for small and medium size agribusiness grants provided by the project. Applicants must contribute a minimum of 20% to the cost of any agribusiness proposal. Applicants must be (i) legally registered farmer groups, cooperatives, and community organizations with business based on mountain agricultural products, (ii) registered community forestry groups and rangeland grazing groups, (iii) agribusiness firms registered under the Nepal Company Act, with formal contract or direct supply links with value chain participants in high Mountains, or (iv) individual business persons (legally registered with tax number) with at least 5 employees in the business and located in the HIMALI mountain districts. Staff of MOAC, the HIMALI project and its contracted service providers, and their family members, are not eligible.

### **4.3 Major Issues To Be Addressed in TA Project**

34. Major issues in the TA include (i) adapting the implications of climate change to the value chain development activities and investments, (ii) fully integrating women and disadvantaged groups into the Project promotion campaign, and (iii) facilitating equal access of women and disadvantaged groups to Project benefits, including access to business planning and agribusiness grants, demonstration partnerships, and community forage and community forestry activities.

35. Other issues that will be addressed by the Project include that all civil works (i) will be carried out according to the labor-based, environmentally-friendly, and participative procedures (LEP) used by the ADB Development of Rural Infrastructure for Livelihoods project, which ensures local people are employed in construction and Government Departments are participating in relevant planning processes, and (ii) will prepare and implement Environmental Management Plans. These Environmental Management Plans and similar plans of the value added agribusinesses, where the mountain products are collected and processed, invested in by the private sector will be based on the IEE developed during the PPTA for the HIMALI Project and follow-up environmental assessments.

## **5 INCEPTION PHASE ACHIEVEMENTS**

### **5.1 Staff Hiring**

36. Most of the Package 1 consultants were hired soon after the contract between ACI and the GON was signed on 10 February 2012. The International Team Leader/Implementation Specialist – Package 1, Dr. Kenneth E. Neils, arrived to Kathmandu to start work on 17 February 2012. The National Team Leader/Mountain Agribusiness Specialist, Mr. Dala Ram Pradhan, and the Grants Coordinator, Mr. Damodar Ghimire started work on 10 February 2012. The Procurement Specialist, Mr. Jalad Sundar Pradhan, started work on 16 February 2012. The international M&E Specialist, Mr. Peter Mawson, will start work on the HIMALI project on/about 16 April 2012. The national M&E Specialist and the national Social & Environmental Safeguards Specialist are in the process of being hired.

### **5.2 NGO Service Providers and AEC Recruitment**

37. ADB has approved the recruiting of district NGOs using the CQS procedures instead of recruiting a national NGO using the QCBS procedures. The CQS procedure will invite bids from eligible NGOs over a 1-month advertisement period. Once the NGOs are selected, the approval process and contracting of the NGOs will take at least one month. By mid to late May, the contracted, district NGOs (including District Managers and Facilitators) should be starting their work in the districts.

38. The AEC has recruited an Agro-Enterprise Team Leader to work on the HIMALI Project. Four Regional Agribusiness Planning Specialists and ten District Agro-Enterprise Specialists will be hired by the middle to end of May 2012.

### **5.3 Promotional Campaign/Workshops**

39. Pamphlets in Nepali that describe the HIMALI Project have been published and circulated.

40. Orientation Workshops were held in Sankhuwasaba and Mustang districts. At the Sankhuwasabha Workshop held in the DDC Hall in Khadbari on February 27, 21012, sixty-four people from NGOs, cooperatives, farmer groups, community forestry user groups, DOA, DLSO, DADO, LDO, District Forest Office, District Soil Conservation Office, Makalu Barun National Conservation Office, District Cottage Industries Office, and the private sector attended. Mr. Ananta Gauli, Chairperson of the District Chamber of Commerce and Industries (DCCI) of Sankhuwasabha, chaired the meeting.

Dr. Krishna Prasad Sankhi, Project Director of HIMALI, made a comprehensive and clear presentation about the objectives, activities, indicative area of the investment and implementation mechanism of the project. Discussion was followed after his presentation. The participants had the following queries and suggestions:

- Cardamom is a very important cash crop in the district. So can cardamom production and marketing be included in the project?
- Which activities will be done by DLSO, DAO and which others will be done by NGOs?
- How many NGOs will be involved in the program implementation?
- Will national NGOs be eligible to work in the district? There are also NGOs which are registered for some time but has not worked. Will such NGOs be eligible to work? Can newly registered NGOs work in the project?
- Can allo (a kind of plant which is used to produce garments out of its fiber) be included in the project?
- There is great potentiality of NTFP in the district. So it needs to be given a priority.
- Can Rudrkshay (*Eliocarpus sp*) be included in the project?
- When will the NGO selection start?
- Can it also help small businesses of less than Rs 250,000? If not, many such businesses will be deprived of the benefit of the project.
- Why will the HIMALI Project not fund the buying or leasing of land?

41. Dr. Sankhi clarified all the queries of the participants. Team Leader James Keddie and National Team Leader Dala Ram Pradhan gave their opinions. The Workshop was then adjourned.

42. Besides the Workshop in Sankhuwasaba, the HIMALI Team attended a pig production training program at the DLSO organized by the District Women Development Office for 20 women pig producers. During the discussion, the following pig production issues were addressed to the DSP officials:

- Prevalence of diseases
- Shortage of pig feed
- Shortage of good breeding pigs
- Small local market

43. At the Mustang Workshop held in the DDC Hall in Jomosom on March 5, 2012, seventy people from government line agencies, NGOs, farmer groups, cooperatives, and the private sector attended. The Workshop was conducted by Dr. Guru Prasad Khakural, DLSO Veterinary Officer, the designated HIMALI Project Coordinator for the District. The HIMALI presentation was made by Dr. Sankhi followed by speeches from Dr. Neils and various District officials. Dr. Sankhi answered the attendees' questions including

- How will the Project address the lengthy NGO selection process?
- Will only the NGOs be involved in providing services for the HIMALI Project, or will entrepreneurs also be eligible for provision of services?
- In Mustang, farmers are interested in cooperative farming in horticulture. What kind of help can the Project provide? Can the Project provide support in irrigation systems?
- Vegetable farming and shop keeping can bring immediate return. Can the Project support these enterprises? Can the Project also get involved in activities started by the other Projects?
- Can Project support in river bed farming?

- Will the Project help us in training and management of orchards including irrigation, fertilizer, saplings, and pruning?
- Can the Project help in the irrigation of orchards?
- Is the Project going to select only agriculture-related NGOs? Can Red Cross be included as an eligible NGO? Must NGOs be registered earlier or are new NGOs also eligible to apply? The Project needs to clarify the 80% and 20% investment shares of the Project and investors, respectively.
- This orientation program (Workshop) is more useful to the farmers than to the Government officials. More farmers need the orientation.
- Can the Project help the Government Horticulture Farm?

44. Besides conducting the Workshop, the HIMALI Team visited NGOs (ACAP and STEP) to get a better understanding of these organizations. Meetings were also held with the DCCI President, Mr. Khagendra Tulachan.

45. A National Workshop is tentatively scheduled for 26 March 2012. The eight remaining district orientation workshops will be held before the end of April.

## **5.4 Risk Management and Issues**

### **5.4.1 Various Risks in Project Implementation**

46. There are various risks to timely and efficient Project implementation that need to be presented. These risks involve the delay in recruiting the District NGO Service Providers and the risk of inflated input prices and lack of sufficient budget to rehabilitate Government Research Farms to the expected levels (as per the BOQ).

47. **Delay in recruiting the District NGO Service Providers** – The recruitment of the NGOs was delayed because a change in the recruitment procedure (from QCBS to CQS) was necessary and needs to be approved by the ADB. Approval is imminent and the PMU will go ahead on recruiting the District NSPs as soon as the approval arrives. The shortened CQS procedure will allow the PMU to select the NSPs by the end of April and issue contracts by early May. By mid-May, the NSPs should be receiving training and soon thereafter be carrying out their terms of reference.

48. The delay in recruiting the NSPs (and in turn the NSPs hiring their short-term, village-level staff) and getting them trained will hold up the early expected progress in getting interested groups identified and preparing business plans. Since the HIMALI – Package 2 Agribusiness Capacity Development Specialists are ready to be deployed into their respective regions of the Project area in April, they will then be working with the DPCs, AEC Agribusiness Specialists, and the stakeholders. Only in May will the NSPs be preparing to work with the stakeholders.

49. The delay in getting the stakeholders mobilized and prepared to apply for the grants has significant implications when it comes to the seasonality of agricultural production. Part of the season may have passed before the grants are available to the interested stakeholders/enterprises. To ensure the most interested stakeholder groups/enterprises are given assistance with market linkages and business plans before the NGOs are actively involved in field activities, the HIMALI professional staff will do what is possible to coordinate with the trained DPCs and AEC Agribusiness Specialists. It is not possible at this time to project the impact the delay in recruiting the District NSPs will have on the HIMALI Project's Outcome and Outputs.

50. **The risk of inflated input prices** and lack of sufficient budget to rehabilitate Government Research Farms to the expected levels – The Procurement Specialist (Package 1) has been working with the PD and TL.P1 in preparing all appropriate documents for bidding out the MOAC Office construction in Sankhuwasabha, Jumla, and Solukhumbu (Stanboche Research Farm). Upon review of the BOQ and the office construction drawings, the budgets for these offices is not nearly enough. At best, a fraction of the office construction could be constructed this GON fiscal year with the remainder constructed after additional funds are made available. These are just two examples of what is anticipated to be more problems with the construction and equipment investments in the MOAC Field Offices.

**5.4.2 Issue - Project Monitoring by Regional Directorates**

51. The HIMALI Project is implemented in ten districts which are spread across four Development Regions except the Far West Development Region. Livestock and agriculture share five districts each in leading the districts as DPCs for the HIMALI Project (Table 2).

**Table 2 Regions and DPC for HIMALI**

<b>Region</b>	<b>DPC (Livestock)</b>	<b>DPC (Agriculture)</b>
Eastern Region	Sankhuwasabha	Solukhumbu
Central Region	Dolakha, Rasuwa	-
Western Region	Mustang	Manang
Mid Western Region	Jumla	Dolpa, Mugu, Humla
Total	5	5

52. Project districts have both livestock and agricultural activities. The PAM mentions that monitoring of all the district activities will be done by DLS Regional Directorates. It would be more logical if livestock and agriculture activities are monitored by their respective Regional Directorates (RDs). It would be more appropriate for project management to do monitoring from both Livestock and Agriculture Regional Directorates to their respective districts. Livestock led DPC districts are spread in all 4 regions. Livestock RDs from all 4 regions will monitor livestock activities. Agriculture led DPCs are there only in 3 regions in Eastern, Western and Mid-Western regions. Agriculture RDs from those 3 regions will monitor agriculture activities.

**5.4.3 Issue – Need for Increasing the Person Months of the Procurement Specialist and Social & Environment Safeguards Specialist in 2012**

53. The number of proposed person-months for the Procurement Specialist and the Social & Environmental Safeguards Specialist for 2012 are 8 person months each (see Section 8.1).

**5.4.4 Issue – Need to Supply Package 1 and 2 Consultants with Office Equipment and Furniture, Work-related Transportation, Land Line, and Electricity**

54. The Package 1 and 2 Consultant Teams are working without adequate office equipment and furniture, access to transportation for work-related purposes, land-line and inter-com telecommunications, etc. For the Consultant Teams to be able to do their jobs efficiently and effectively, printers, scanners, voltage regulators, and file cabinets are needed. For attending meetings, banking, and other work-related activities, Consultant Teams will need to use taxis (and get reimbursed by the Project) whenever there is no Project vehicle available to them. To make communications more efficient among the HIMALI staff and for outside calls, an intercom system and a separate land line is needed for the Consultant Teams. During working hours there have been

blocks of time when no electricity is available in the HIMALI office. Steady access to electric power is essential for the HIMALI Project.

## 6 MONITORING AND EVALUATION ARRANGEMENTS

### 6.1 Baseline Development and Monitoring and Evaluation Requirements and Arrangements

55. The Project will use available secondary data for a baseline since the size and remoteness of the area prohibits a project-specific survey. The PMU will establish and maintain a systematic project performance management system (PPMS), satisfactory to ADB, as part of its management information system. The PPMS will provide implementation progress information for a results-based management system. Key performance indicators in the design and monitoring framework, disaggregated by product value chains, district, sex, and disadvantaged group (DAG), will be the basis for the PPMS.

56. To design and establish the PPMS, two M&E Officers, hired by the PMU, will work together with the Project Director, International and the National M&E Specialists, Grants Coordinator, and the Social and Environmental Safeguards Specialist of Package 1, and with the District Project Coordinators and NGO Service Providers. The PPMS will be maintained by the PMU’s M&E Officers, the National M&E Specialist of Package 1, District Project Coordinators, and NGO Service Providers. They will also monitor the management of identified environmental risks and mitigation measures in the EMPs attached to Agribusiness Grant Agreements, and civil works for MOAC facility upgrade. The M&E staff will monitor data for indicators listed in the overall Design and Monitoring Framework and the Gender Equity and Social Inclusion Plan in the PAM. The Project will collect data from monitoring agribusiness plans, grants and business plan implementation, benefit monitoring reports and evaluation studies to be coordinated by the Monitoring and Evaluation Specialist at the PMU, and implemented with assistance of AEC and the NGO Service Providers.

### 6.2 Project Reporting

57. ACI, through the Team Leader of Package 1, will submit an inception report, 58 monthly progress reports, five annual reports, a midterm report, a draft final report, and a final report to the PMU based on the following schedule.

**Table 3 Reporting Requirements**

No.	Output	Target number	Completion date (month after commencing the TA)
1	Inception Report	1	1
2	Annual reports	5	12 and yearly
3	Mid-Term Report	1	30
4	Draft Final report	1	62
5	Final Report	1	63
6	Monthly Progress reports	58	1 and monthly

### 6.3 Evaluation Arrangements and Requirements

58. ADB and the Government will review the Project at least twice a year covering performance of executing and implementing agencies and stakeholders, progress of implementation, compliance with Grant Agreements and civil works safeguards, and economic growth of mountain agribusiness. ADB and the Government will undertake a comprehensive midterm review of the Project 36 months after project effectiveness to identify problems and constraints encountered and suggest corrective measures. Specific items to be reviewed include (i) project management and implementation effectiveness, (ii) compliance with safeguard measures, (iii) implementation of the gender and social inclusion plan, (iv) effectiveness of capacity building of farmers and district MOAC support staff, (v) extent to which value chain development and value addition objectives are being met, (vi) lessons learned, good practices and innovations, and their replicability, and (vii) any other issue agreed upon by the Government and ADB. Technical, budgetary, and design modifications could be considered based on the results of the review.

## **7 FINANCIAL/BUDGET PLAN**

59. The estimated total budget for the TA – Package 1 is US\$ 2,675,957. Out of this, a total of \$ 2,614,540 is the estimated total expenditure with the balance of \$ 61,417 as a contingency amount. Besides salaries for international and national consultants, the budget includes provisional sums with \$100,000 for seminars/workshops/training and \$50,000 for studies/surveys/reports. The combination of these two, coupled with the \$47,950 for domestic air travel, will insure that the Project promotion and communication campaign is comprehensive and effective, training is conducted where it is most needed, and the monitoring and evaluation PPMS is well integrated into the reporting network of the HIMALI Project.

## **8 PROJECT WORKPLANS AND CONSULTANT SCHEDULE**

### **8.1 Consultant Terms of Reference, Inputs and Schedule**

60. The terms of reference (TOR) for each of the consultants in Package 1 are given in the PAM. The inputs and schedule for Package 1 consultants are given in Table 4 below. Note that the number of proposed person-months for the Procurement Specialist and the Social & Environmental Safeguards Specialist for 2012 are 8 person months for each. In the Project Administration Manual, the number of person months for the Procurement Specialist was 4 person months in 2011 and 4 person-months in 2012 and the number of person months for the Social & Environmental Safeguards Specialist was 4 person months in 2011 and 4 person months in 2012. The increase to 8 person months for the Procurement Specialist is needed because of the concentration of procurement work the first year of the Project. In 2013, the number of person-months for the Procurement Specialist was increased to 7 person months. Similarly, the increase to 8 person months for the Social & Environmental Safeguards Specialist is needed because the work in gender equality and social inclusion will be concentrated the first year.

**Table 4 Consultant Inputs and Schedule**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Total</b>
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Consultant	(person months)						
International Team Leader/Implementation Specialist	10	8	6			3	27
International Monitoring and Evaluation Specialist	3	1					4
National Team Leader/Mountain Agribusiness Specialist	10	12	12	12	12	12	70
Procurement Specialist	8	7	6	3			24
National Grants Coordinator	6	12	12	12	12	6	60
National M&E Specialist	10	12	12	12	12	12	70
National Social & Environmental Safeguards Specialist	8	4	4	4	4		24
National Unallocated Short-term Technical Experts	12	36	48	24	24		144

## 8.2 Workplans

61. In this section, (1) the near-term Workplan (from now until the end of the next quarter – through June 2012) is described in detail and (2) the full five-year Workplan is projected.

### 8.2.1 Near-Term Workplan

62. On 26 March 2012, the HIMALI PMU and Package 1 and 2 Consultants will conduct a National Workshop on the HIMALI Project in Kathmandu where officials from the GON, NGOs, donor projects, private agribusinesses, and other organizations will have an opportunity to understand and ask questions about the implementation of the HIMALI Project. From 27-29 March 2012, a Training of Trainers Program (on Agribusiness and Value Chain Development and its Applications) will be conducted in Kathmandu by the HIMALI professional staff for District officials (including DPCs) from the ten targeted districts who will be taking some responsibility for training the HIMALI stakeholders in their respective districts in the various value chain developmental activities and business planning.

63. During the near-term as well as overall, the TL.P1 will participate with the PMU in the Steering Committee meetings related to the Project. The TL.P1 will, with regular inputs from all the Package 1 consultants, assist the PD in preparing and submitting on a timely basis all Project reports, including the monthly Project progress reports and Project completion report, to the GON and ADB. The Package 1 Consultants will assist the PMU in establishing and implementing an effective and efficient strategy for Project promotion and communication and for monitoring and evaluating the business planning and grant application and review process.

64. In April-May 2012, the HIMALI Project will focus on orientation workshops in the district centers of the eight remaining districts, followed by village-based workshops in all ten districts to promote and communicate the HIMALI Project activities to the potential village stakeholders. The District Project Coordinators and the DCCI Presidents in the districts, assisted by the HIMALI Package 1 and 2 Consultants and the AEC Regional Agribusiness Planning Specialists will play a key role in organizing and communicating the agribusiness strategies to the potential stakeholders.

65. By the end of April 2012, the District NGO Service Providers (NSPs) will be selected. Once selected and contracted (for 5 years), these NSPs, namely the District NGO Manager and two District Facilitators, will prepare, with the guidance of the HIMALI National Team Leader, workplans and operations budgets. In May, the NSPs will receive value chain development training from the HIMALI consultants and will closely coordinate field activities in their respective districts with the AEC Regional Agribusiness Planning Specialists and the AEC District Agro Enterprise Specialists.

66. In May 2012, each NSP will recruit six short-term, village-level, NGO staff in each district to facilitate social mobilization and data collection. The NSPs will then conduct (on an on-going basis), with close collaboration with the DPCs, AEC, and the HIMALI National Team Leader and Agribusiness Capacity Development Specialists, the Project promotion, communication, and social mobilization campaign through village-level workshops, group-level meetings, individual stakeholder visits, and mass media.

67. During the ongoing campaign, the NSPs will identify, and maintain a database of, district and village level interest groups, cooperatives, and enterprises interested or already involved in value chain business activities with the greatest potential. The NSPs will assist these interested groups in accessing the market linkages and business development services of the AEC Regional and District Agribusiness Specialists. The NSPs will, in collaboration with the AEC Specialists and the HIMALI Grant Manager, assist those interested groups that are developing business plans in completing the EMP due diligence requirements for agribusiness grant applications. For those small, remote, and DAG enterprises, the NSPs will facilitate communication and correspondence regarding their applications for the Grants and eventual implementation.

### **8.2.2 Overall Workplan**

68. The overall Workplan, based on quarterly projections, for the Package 1 Consultants for February 2012 until April 2017, is given in Appendix 1. The Workplan includes activities related to start-up, regular reporting, work planning, Project promotion and stakeholder communication program, selection of Project partners and committees, monitoring and evaluation, procurement, and financial and contracting. The Workplan schedule is a projection and will be modified over time.

**APPENDIX 1. WORKPLAN FEBRUARY 2012 – APRIL 2017**

Year	2012				2013				2014				2015				2016				2017	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
1	ACI contract signs Himali Project contract																					
2	Hire domestic & international experts - Pkg 1 & 2																					
3	Prepare Workplan																					
4	Prepare and submit Inception Report																					
5	Prepare format for and submit Monthly Progress Report																					
	Assist the PMU in preparing the Grant Implementation Manual																					
6	Prepare and submit Annual Report																					
7	Prepare and submit Mid-Term Report																					
8	Prepare and submit Draft Final Report																					
9	Prepare and submit Final Report (Project Completion report)																					
10	Participate with PMU in Project Steering Committee meetings																					

**HIMALI TA Package 1 – PMU and NGO Management – INCEPTION REPORT**

Year	2012				2013				2014				2015				2016				2017	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
11	<b>Project Promotion and Stakeholder Communication Program</b>																					
12	Conduct National Workshop - Kathmandu (1)																					
13	Conduct District Workshops - Districts (10)																					
14	Conduct TOT Value Chain Training Workshop - Kathmandu (1)																					
15	Monitor the Trainers that conduct 100 value chain training workshops in the VDCs of the districts																					
16	Conduct district workshop awareness training with the NGO Service Providers, AEC-Business Development Specialists, and Project Coordinators and MOAC staff, on the social, gender, peace, and land resettlement strategies, and the social mobilization and communication approaches that insure that the women and DAGs are well-informed of the Project and have access to participate in Project activities																					
17	Monitor the Trainers activities on promoting value chain investments among stakeholders																					
18	Prepare Project promotion and information materials																					
19	Conduct Radio/TV Himali Project promo programs																					
20	Disseminate Project promotion materials through the selected NGOs, the AEC, and DADO, DLSD, and other district offices																					
21	Disseminate Project promotion materials and meet on experiences and lessons learned with other donor projects operating in the same or adjoining districts																					

**HIMALI TA Package 1 – PMU and NGO Management – INCEPTION REPORT**

Year	2012				2013				2014				2015				2016				2017	
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
Activity/Quarter																						
22	<b>Selection of Project Partners/Committees</b>																					
23	Prepare District NGOs - CQS procedures for recruiting and advertisement																					
24	Get ADB approval of District NGOS - CQS documents																					
25	Advertise District NGOs recruitment																					
26	Select District NGOs, including the NGOs' District Managers and Facilitators																					
27	Facilitate the training of District NGOs' staff (by the Agribusiness Capacity training Specialists of Pkg 2)																					
28	Guide the District NGO Service Provides in their workplan and operating budget preparation, reporting and monitoring and evaluation, Project promotion, communication, social mobilization, and data collection activities																					
29	Facilitate the collaboration of the NGO Service Providers with the DPCs, AEC, and Agribusiness Capacity Development Specialists (Pkg 2) and assist the NGO Service Providers in establishing agribusiness linkages and in facilitating investments																					
30	Prepare Grants Assessment Committee (GAC) recruiting documents and recruiting procedures																					
31	Get approval by ADB of the GAC recruitment documents																					
32	Advertise GAC recruitment																					

**HIMALI TA Package 1 – PMU and NGO Management – INCEPTION REPORT**

Activity/Quarter	Year																							
	2012				2013				2014				2015				2016				2017			
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April		
33	Review candidates and select GAC members																							
34	Orientation of the GAC to the Grant review and recommendation process																							
35	Check the business plans and grant applications for complete documentation as well as sound business planning, business financial viability, and social, gender, and environmental impact; forward grant applications to the GAC and coordinate timely turn around																							
36	Collate recommendations from the GAC, get PD's approval on the response to each applicant; confirm get applicant's signed Grant Agreement; confirm grant recipients have completed all Agreement requirements; recommend to Finance Manager for disbursement of approved grant payment to grant recipient																							
37	Maintain an Agribusiness Grants management information system																							
38	Prepare monthly progress reports on the performance of the grants program																							
39	Prepare annual progress reports on the performance of the grants program																							
40	Meet with AEC CEO and professional staff to coordinate hiring of Team Leader and Business Development Specialists																							
41	Monitor the progress of AEC in hiring the TL and Specialists and in their training by the Agribusiness Capacity Development Specialists (Pkg 2)																							
42	Monitor (through the M&E performance monitoring program and the feedback from the Agribusiness Capacity Development Specialists (Pkg 2)) the progress of the AEC Team Leader and Specialists in preparing business plans and effectively assisting the value chain stakeholders																							
43	Promote (through Project partners) and advise Project stakeholders on mechanisms for public-private agribusiness partnerships																							

**HIMALI TA Package 1 – PMU and NGO Management – INCEPTION REPORT**

Year	2012				2013				2014				2015				2016				2017	
Activity/Quarter	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
44	<b>Monitoring and Evaluation (M&amp;E)</b>																					
45																						
46																						
47																						
48																						
49																						
50																						
51																						
52																						
53																						
54																						

**HIMALI TA Package 1 – PMU and NGO Management – INCEPTION REPORT**

Year	2012				2013				2014				2015				2016				2017	
Activity/Quarter	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
55	<b>Procurement</b>																					
56	Carry out all procurement activities of the Project (as per the approved Procurement Plan), insuring compliance with ADB's Procurement Guidelines and implementation of agreed procurement arrangements																					
57	Assist in developing the technical requirements of the Government agricultural/livestock research farms in establishing model value added facilities, demonstrations, nurseries, etc. that will be used for training the agricultural/livestock stakeholders																					
58	Prepare bidding documents, tender notices, invitations for bid for procured goods and services																					
59	Collect, open, and evaluate bids and finalize contracts																					
60	Administer all contracts to insure compliance with all contract terms and conditions																					
61	Maintain all records related to procurement, complaints and responses																					
62	Update the Procurement Plan to reflect actual implementation needs																					
63	Prepare procurement implementation reports according to ADB's reporting requirements																					
Year	2012				2013				2014				2015				2016				2017	
Activity/Quarter	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April
64	<b>Financial and Contracting</b>																					
65	Install accounting system compatible with the PMU's accounting system																					
66	Prepare and submit monthly invoices																					
67	Prepare contract modifications whenever necessary																					
68	Prepare final financial report																					
69	Assist the PMU with annual audit of the Himali Project																					