

Appendix 1: Impact matrix of the module

Name of the module

Green Resilient Agricultural-Centered Private Sector Development (GRAPE)

Country/Region/Global

Nepal

Project number

2024.2089.1

Impact matrix created on

16.11.2025

Runtime

02/2025 to 10/2029

Goals	Indicators	Sources and timing of data collection	Assumptions
<p>Module Objective Gender-equitable and climate-resilient economic development has been strengthened in Nepal.</p>	<p>Module Target Indicator 1 number of newly founded or further developed enterprises with a positive contribution to gender-equitable and climate-resilient economic development. Underlying: 15 enterprises (not disaggregatable by gender and age) Target value: 350 enterprises, of which 228 are women-led and 125 are led by young people (10/2029)</p>	<p>Document analysis of business reports (founding documents, annual reports) Newly founded: Enterprises have a business plan, registration has been completed Further developed: Enterprises show improvements in at least two of the following criteria: higher revenues, new products, improved internal business processes, new markets, increase in corporate financing, increased use of digital technologies (reference year: year in which support from the project began). Enterprises: active along the value chains in the agricultural sector; Gender-equitable: gender-transformative; changes underlying social norms and power relations Measures with a positive contribution to climate resilience: production according to agroecological principles, diversification, use of natural pesticides and fertilizers as well as drought-resistant seeds, implementation of nature-based solutions against</p>	<p>Not applicable, as individual proposal</p>

Goals	Indicators	Sources and timing of data collection	Assumptions
	<p>Module Target Indicator 2 Number of enterprises that have increased the export volume of climate-resilient or biodiversity-friendly products by 20% as part of partnerships with a focus on strengthening women's economic empowerment. Baseline: 1 Companies with initial approaches to women's economic participation: <i>Organic Valley</i> Target value: 10 companies with a 20% increase in export volume (10/2029)</p>	<p>landslides, promotion of agrobiodiversity, sustainable irrigation methods. Young people: Men or women under 40 years of age. Women-led: The company is at least 20% owned by women and the management is in the hands of women. Date of data collection: end of each reporting year</p> <p>Analysis of the annual reports of the participating enterprises. Women's economic participation: Women are economically empowered when they have access to resources and the decision-making power and <i>agency</i> to act economically. <i>Partnerships</i> that contribute to improved economic participation of women create, for example: higher incomes and decent jobs for women; Greater role and responsibility of women in higher levels of value chains, such as aggregation, sorting and processing, and marketing. <i>Export</i>: Export to international markets <i>Climate-resilient or biodiversity-friendly products</i> are goods or services that are either more resilient to the impacts of climate change (e.g., drought-tolerant seeds) or support the conservation and enhancement of biodiversity (e.g., sustainably harvested medicinal and aromatic plants).</p>	

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Goals	Indicators	Sources and timing of data collection	Assumptions
	<p>Module Target Indicator 3</p> <p>Number of enterprises that have introduced new or improved products or services with a positive contribution to climate resilience and biodiversity conservation.</p> <p>Baseline: 0 companies identified so far (so far, there are no companies that specifically focus their business activities on climate resilience and biodiversity conservation)</p> <p>Target value: 25 companies, 20 of which are women-led (10/2029)</p>	<p>Date of data collection: end of each reporting year</p> <p>Analysis of documentation on the new or improved products or services.</p> <p>New or improved products and services: e.g. product diversification, new processing, branding and packaging concepts, quality improvement, new marketing approaches, digital services, etc.</p> <p>Positive contribution: The new or improved companies offer relevant products or services for the development of one or more of the selected value chains.</p> <p>Climate-resilient economic development: e.g. promoting improved water management, promoting drought-resistant seeds, promoting the cultivation of plants to protect against landslides, promoting improved local services and infrastructure that strengthens climate resilience in agricultural-based value chains (e.g. through cooperatives or others).</p> <p>Biodiversity-promoting economic development: Contribution to the goals of the International Convention on Biological Diversity, e.g. by promoting agroforestry approaches and non-wood products or by preserving agro-biodiversity by applying agroecological principles and promoting the diversity of cultivated plant species.</p>	

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Goals	Indicators	Sources and timing of data collection	Assumptions
	<p>Module Target Indicator 4 Number of municipalities in the provinces of Koshi, Karnali and Sudurpaschim that have invested 10% of their annual budget in gender-responsive and climate-resilient economic development. Baseline: 0 municipalities (previously budgeting of measures for climate resilience, but not for climate resilience and gender). Target value: 15 municipalities (10/2029)</p>	<p>Date of data collection: end of each reporting year</p> <p>Analysis of the annual financial reporting of municipalities with regard to the budget shares that promote gender-responsive and climate-resilient economic development. Selected municipality: Municipality in the provinces of Koshi, Karnali and Sudurpaschim. Gender-responsive: addresses gender-specific needs and strengthens equal rights for women and girls Date of data collection: end of each reporting year</p>	
	<p>Module Target Indicator 5 Percentage of actors in the entrepreneurial ecosystem who rate an active economic role of women positively on a rating scale, with an average of 7 out of 10 points. Underlying: 40% of the 200 players Target value: 80% of the 200 actors (10/2029)</p>	<p>Analysis of the results of a sample survey of 200 governmental, private and civil society actors of the entrepreneurial ecosystem in Nepal. Rating: average across all respondents; 0 points: very negative assessment of women as economic actors; 10 points: very positive evaluation of women at all levels of economic participation. Actors in the entrepreneurial ecosystem: governments, financial institutions, media, business service providers, NGOs, entrepreneurs, members of local communities Dates of data collection: end of each reporting year</p>	
<p>Output 1</p>	<p>Output indicator 1.1</p>	<p>Analysis of the documentation of the number of enterprises participating and</p>	

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Goals	Indicators	Sources and timing of data collection	Assumptions
<p>Companies have access to gender-transformative services for their business development.</p>	<p>Number of enterprises that receive gender-transformative business development services. Baseline: 50 companies have already received business development services (not disaggregatable by gender or age) Target: 500 enterprises (400 women-led and/ or 175 youth-led) (10/2029)</p>	<p>completing gender-transformative business development services as well documentation of the gender-transformative orientation of the services. Existing companies have been established on the market for at least 1 year and make a positive contribution to gender-equitable and climate-resilient economic development Gender-transformative services for business development include training, coaching, mentoring, access to business financing and markets. Leadership, negotiation and communication (e.g. strengthening the negotiating position of women entrepreneurs vis-à-vis customers or financial institutions). Dates of data collection: end of each reporting year</p>	<p>Social norms and gender-specific barriers and attitudes can be changed. Local governments are prepared to use the leeway granted to them by the constitutional reform for economic development. Municipalities have access to necessary financial resources through their own revenues or transfer payments from the national level. An economic crisis, political unrest or natural disasters do not hinder the creation and growth of companies. Companies have sufficient time, personnel and financial resources to actively use services for their business development. Non-tariff barriers to trade and/or subsidised imports do not prevent the development of national and international markets. Private sector partners are willing to integrate <i>Women's Economic Empowerment</i> into their value chains. State and civil society institutions have sufficient capacities and resources to scale good practices sustainably.</p>
	<p>Output indicator 1.2 Number of Nepali organisations offering gender-transformative business development services. Baseline: 1 organisation (the Industrial Enterprise Development Institute IEDI already offers BDS) Target: 4 organisations (10/2029)</p>	<p>Document analysis of the organisations involved (e.g. performance reports, training and coaching documents) and brief confirmation from the organisations. Organisations include public, private or civil society institutions that provide gender-transformative services for business development. Gender-transformative means that services specifically address social norms, power imbalances and barriers for female entrepreneurs (e.g. gender-reflective coaching or financial advice).</p>	

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Goals	Indicators	Sources and timing of data collection	Assumptions
		Dates of data collection: end of each reporting year	
<p>Output 2 National and international market links in climate-resilient and biodiversity-friendly value chains are strengthened in gender-responsive partnerships with the private sector.</p>	<p>Output indicator 2.1 Number of approaches implemented in partnership with the private sector to improve women's economic participation in climate-resilient and biodiversity-friendly value chains. Baseline: 1 partnership (with the <i>Organic Valley Company</i> with initial approaches to <i>Women's Economic Empowerment</i>) Target value: 10 approaches in 5 value chains (10/2029)</p> <p>Output indicator 2.2 Number of niche products with improved access to national or international markets, in gender-responsive partnerships with the private sector. Underlying asset: 2 agricultural niche products (sea buckthorn oil and citrus peels) Target value: 7 agricultural niche products (12/2027)</p>	<p>Analysis of the partnership agreements and the new or extended market linkages with regard to their approaches to improving women's economic participation in value chains. Partnerships: partnerships with private sector and/or multi-stakeholder actors; e.g. in the framework of <i>Integrated Development Partnerships with the Private Sector</i> (iDPP) or in the context of multi-stakeholder partnerships between municipalities, national and international traders, cooperatives, private local service providers and other actors. Implemented: Partnership agreements are in place; Approaches for improving women's economic participation have been implemented Relevant value chains: Climate-resilient and biodiversity-friendly value chain Date of data collection: 12/2027</p> <p>Analysis of the annual reports of the trading companies with which the partnerships cooperate with regard to the development of marketing sales on national and international markets for the niche products promoted in the partnerships.</p>	

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		<p>Niche products: High-quality products with high relevance for women's economic participation, climate resilience or biodiversity conservation, e.g. medicinal and aromatic plants (MAPs), non-timber forest products, dried mushrooms, <i>indigenous crops</i> such as millet and beans, mountain honey, etc.; in particular products from organic farming.</p> <p>New or improved access: new market links or increased sales figures of participating retail companies.</p> <p>Markets: national or international</p> <p>Gender-responsive partnerships: Partnerships with the private sector focus on improving women's economic participation.</p> <p>Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029</p>	
<p>Output 3 Gender-equitable and climate-resilient economic development is promoted by local governments.</p>	<p>Output indicator 3.1 Number of structured formats for cooperation between local governments and stakeholders of the local entrepreneurial ecosystem on gender-responsive and climate-resilient economic development</p> <p>Baseline: 1 format (local dialogues in communities on climate resilience with 30% participation of women)</p> <p>Target: 3 institutionalised structured formats with 40% participation of women (10/2029)</p>	<p>Analysis of the documentation of the implementation of the structured formats with regard to their contribution to exchange and cooperation on gender-equitable and climate-resilient economic development.</p> <p>Structured: clearly defined responsibility for the format; set agenda and objectives; regular meetings, documentation of results and agreements.</p> <p>40% women: Participants in functional and decision-making roles within the format.</p> <p>Formats: e.g. <i>Community of Practice of Communities</i></p>	

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	<p>Output indicator 3.2 Number of action plans for local economic development with a focus on gender transformation and climate resilience in implementation. Baseline: 5 action plans in implementation, but so far without taking gender into account Target value: 15 action plans in implementation (10/2029)</p>	<p>Local governments: esp. Municipalities and provinces Stakeholders of the local entrepreneurial ecosystem: public, private and civil society actors Institutionalized: Agreement of the participants on a format and sustainable anchoring with at least one of the actors involved who is responsible for the format (organizer). Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029</p> <p>Analysis of the action plans with regard to their implementation status and their contribution to gender transformation and climate resilience. Participatory: developed with all stakeholders of the local economic system, e.g. by applying the <i>Participatory Appraisal for Competitive Advance / PACA</i> approach. Implementation in close cooperation with employees responsible for promoting gender equality (e.g. <i>Gender Focal Points</i>) and other actors. Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029</p>	
<p>Output 4 Actors in the entrepreneurial ecosystem are sensitized to the positive role of women in the economy.</p>	<p>Output indicator 4.1 Number of people reached through communication campaigns who use an example to demonstrate their commitment to women's economic empowerment. Baseline: 0 people (communication campaigns have not yet been carried out)</p>	<p>Analysis of the campaigns in terms of the number of people reached and their focus on the importance of women's contribution to the economy (measurement by estimating the reach of print media, registered "clicks" in social media, participants in events, etc.).</p>	

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	<p>Target value: 1,000 people out of 10,000 people (10/2029)</p>	<p>Communication campaigns: time-limited and thematically focused media actions that target actors in the entrepreneurial ecosystem, e.g. social media, electronic and print media, radio, television, theatre, film.</p> <p>Role of women: in particular, positive awareness of women's ability to run businesses.</p> <p>Example of commitment: Participation in competitions or similar formats, e.g. via <i>social media</i>, in which one's own commitment is made public</p> <p>Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029</p>	
	<p>Output indicator 4.2</p> <p>Number of participants in dialogue forums confirming that they are positive about an active economic role of women as entrepreneurs.</p> <p>Baseline: 0 participants (so far, no dialogue forums with a corresponding focus have taken place at the municipal level)</p> <p>Target value: 2000 participants (12/2027)</p>	<p>Analysis of the documentation of the municipal dialogues with regard to their contribution to changing attitudes towards women's economic participation.</p> <p>Dialogue forums: Recurring face-to-face events at municipal, district, provincial or national level, e.g. multi-generational dialogue</p> <p>Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029</p>	
<p>Output 5</p> <p>Good practices for sustainable market development have scaled.</p>	<p>Output indicator 5.1</p> <p>Number of good practices for gender-responsive and climate-resilient economic development that are scaled.</p> <p>Underlying asset: 2 good practices (GRAPE partner platform; Integration of good practices for climate-resilient agriculture in curricula of the</p>	<p>Analysis of good practices with regard to their contribution to gender equality, climate resilience or biodiversity conservation and with regard to their scaling.</p> <p>Scaled: Practices are gradually disseminated in a public or civil society institution (horizontal scaling) or</p>	

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		National University of Agriculture and Forestry, but not yet gender-equitable) Target value: 8 good practices (10/2029)	transferred to another context (functional scaling) Date of data collection: 12/2026; 12/2027; 12/2028; 10/2029	
		Output indicator 5.2 Number of people trained on good practices for sustainable market development. Baseline: 16,000 people (trained in production, not market access) Target: an additional 12,000 people, disaggregated by women and persons with disabilities <ul style="list-style-type: none"> • Women: 80% • Persons with disabilities: 2% (10/2029) 	Analysis of participant lists, training documentation and reports from the implementing organisations. The number of people who have participated in training courses on good practices for sustainable market development is counted. This includes, for example, training courses on marketing, quality standards, digital market access or management practices along the value chains. Data collection dates: 12/2026; 12/2027; 12/2028; 10/2029	
Outputs	Key activities on outputs	Inputs / Planned Instruments		Assumptions
Output 1	<ul style="list-style-type: none"> • Development of gender-transformative business development services for existing entrepreneurs as well as those starting up, e.g. use of the gender-transformative business and coaching loop for small and medium-sized enterprises (SME Loop). • Capacity development of business service providers for the implementation of the support programme for companies or founders in the selected value chains. • Involvement of financial institutions in the implementation of the business support programmes to support access to finance for the participants of the programme. 			Social norms and barriers do not prevent women from remote regions of Koshi, Karnali and Sudurpaschim provinces from actively participating in dialogue events and business promotion programmes. Enough women can be identified who want to start or develop their company.

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	<ul style="list-style-type: none"> Establishment and strengthening of networks of women entrepreneurs, including capacity development of actors in the entrepreneurial ecosystem with regard to the special needs and potentials of women-led companies, e.g. Banks. 		<p>Local governments have sufficient human resources and progress is not diminished by staff changes.</p>
Output 2	<ul style="list-style-type: none"> Analysis of value chains to identify starting points for improving women's participation. Building partnerships between private sector actors to create or strengthen market linkages in selected value chains. Promotion of contacts with national and international market players for new or improved access to these markets. Implementation of approaches to strengthen women's economic empowerment within the framework of partnerships. 		<p>Possible tensions and conflicts between communities and within communities can be overcome.</p> <p>Necessary administrative conditions for business development, such as access to land titles, are sufficiently in place.</p> <p>The company's development is not set back by extreme weather events and natural disasters.</p>
Output 3	<ul style="list-style-type: none"> Targeted capacity development of municipal and provincial government staff with regard to gender-transformative economic development (including local gender officers) and advice on strengthening the role of gender officers. Expert advice to selected municipalities on the participatory development and implementation of local economic development strategies and action plans (e.g. also by setting up a <i>community of practice</i> for municipalities). Promoting the development and institutionalisation of public-private dialogue formats for exchange and cooperation. Expert advice to municipalities on the application for state funds for local economic development, the implementation of the Business Climate Survey and the development of a certificate to distinguish business-friendly municipalities and provinces. 		
Output 4	<ul style="list-style-type: none"> Develop and implement communication campaigns that contribute to a change in attitudes at local, provincial 		

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	<p>and/or national level regarding the role of women in the economy (campaigns via social media, film, TV, radio broadcasts, etc.).</p> <ul style="list-style-type: none"> • Organisation of dialogue formats to raise awareness of women's economic participation and the dissemination of positive role models of women entrepreneurs in cooperation with civil society organisations. • Integration of awareness-raising activities regarding the role of women in business into all other outputs. 		
<p>Output 5</p>	<ul style="list-style-type: none"> • <i>Screening</i> and, if necessary, further development of already developed technologies and good practices with regard to gender-responsive effects. • Training of value chain actors on technologies and management practices (use of standard products such as <i>Farmer Business School</i> and digital tools such as <i>Atingi</i>). • Providing technical advice to non-governmental organisations, universities, training centres and other training providers, as well as professional associations and institutions, on the institutionalisation of good practices. • Organising national dialogue formats, including the private sector, to disseminate good practices. • Promoting the exchange of good practices within Nepal and with other countries in the region (e.g. India). • Training of smallholder farmers on methods and approaches of climate-resilient, biodiversity-promoting agriculture. 		