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Terminal Evaluation

Promoting livelihoods in North Eastern India: The cane and bamboo networking project

(UNIDO project numbers: SF/IND/08/004, US/IND/08/002, XP/IND/12/006)



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO EVALUATION GROUP

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Abbreviations and acronyms

ARTFED	Assam Apex Weavers & Artisans Co-operative Federation Ltd.
BCDI	Bamboo and cane development institute
BDA	Bamboo Development Agencies
BTSG	Bamboo Technical Support Group
CAB	Cane and Bamboo
CABG	Cane and Bamboo Group
CBTC	Cane and Bamboo Technology Centre
CBTP	Cane and Bamboo Technology Park
DC (H)	Development Commissioner (Handicrafts)
DIPP	Department of Industrial Policy and Promotion
DoNER	Ministry for Development of North Eastern Region
GOI	Government of India
ICC	Indian Chamber of Commerce
NBM	National Bamboo Mission
NE	North East/ North Eastern
NEC	North Eastern Council
NER	North Eastern Region
NERBaM	North East Regional Bamboo Mission
NEHHDC	North Eastern Handicrafts & Handlooms Development Corporation Ltd.
NGOs	Non-Government Organizations
NID	National Institute of Design
NSSO	National Sample Survey Organization
PSC	Project Steering Committee
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization

Glossary of evaluation related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development objectives of an intervention were or are expected to be achieved.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Log frame (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcomes	The achieved or likely effects of an intervention's outputs.
Outputs	The products in terms of physical and human capacities that result from an intervention.
Relevance	The extent to which the objectives of an intervention are consistent with the requirements of the end-users, government and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

India's North Eastern Region (NER) comprises nine states (Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura) where Bamboo plants are abundant and generate some jobs and economic well-being for villagers while contributing to some rural development. Yet, the cane and bamboo (CAB) sector remains underdeveloped despite growing international markets for CAB products, and the existence and/or creation of several government and non-government agencies in India for developing cane & bamboo economies in NER. According to the statistics of the Ministry of Textiles, India's exports of all handicrafts (excluding carpets and floor covering) averaged US\$ 2.0 billion during 2007-2012.

UNIDO, on the request of the North Eastern Secretariat, started in 2000 Phase I of the "Promoting Livelihoods in North Eastern India: The Cane and Bamboo Networking Project" for a period of four years ending in 2004. Phase II started in 2008

In both phases (I & II), *...the project aimed at addressing a range of problems that plague NE India's bamboo and cane sector: (i) ineffective management of poverty; (ii) unsustainable natural resourced based livelihoods; (iii) the absence of a market driven approach; (iv) inadequate skills and design techniques; (v) inaccessibility to markets and services; (vi) inadequate models of socio-economic organization and entrepreneurship; and (vii) the capacity deficit in implementing bodies. By applying a value-chain approach and organizing beneficiaries into professional associations and groups to enhance industrial efficiency, marketing and trade, the proposed project aims to contribute to securing sustainable livelihood and employment generation for poor rural communities in the bamboo and cane sector.*

The project is also supposed to complement strategies of the National Bamboo Mission of the Government of India. The proposed project covers key problems of India-UNDAF programme for 2008-2012, particularly, UNDAF Theme 1 on "Poverty/livelihoods".

Phase I

Phase I of the project was launched to address development issues of the cane and bamboo sector of the NER. The Department of Science and Technology (DST) was the Executing Agency for the Project. UNIDO was the assigned Implementation Agency, and established the CBTC to act as Field Implementation Agency responsible for project activities. The CBTC acted as the secretariat and coordination body of the project and was the conduit for the network's linkages. The project's primary target beneficiaries were the rural poor while the secondary target beneficiaries were local Governments and non-Government institutions. After the project period ended in 2004, with the core competence built up over the past four years, the CBTC was incorporated under the Societies (Registration) Act, 1860 and became functioning as an independent body, partly funded by the NEC. (source: Project Document)

Phase II

Phase II is also a component of the UNIDO-India Integrated Programme 2007-2012. It tried to build on substantial and "positively" evaluated experience gained during phase I project, which was "successfully" implemented during 2000 – 2004 period. (source: Project Document). It envisaged of the following four major components:

1. Bamboo farmers and producers organized in Cane and Bamboo Associations extending supply chains from plantation management and pre-processing to industrial processing and marketing
2. Domestic and global market demand (product development and design, standards, certifications) guide the development of bamboo and cane industry sector
3. Appropriate technology transfer and skill development ranging from rural communities to urban industries
4. CBTC capacity strengthened as an international hub and service provider for the global cane and bamboo sector

A Schedule with detailed activities was outlined for each of the four components over the four years implementation period. A logical framework, with indicators and verifiable measurement sources, was also outlined in the project document to ensure objective measurement of results.

Phase II was to be funded from various donors. However, the contribution of the Development Commissioner for Handicrafts (DC-H) which amounted to USD 1,296,226 (or 52% of the project total budget) was delayed and eventually cancelled.

Phase II was designed in such a way as to rely almost entirely on CBTC for “managing” and implementing the project. Due to its “problematic situation” (see *CBTC Capacity Assessment Report Dec 2010; UNIDO Evaluation Report 2011*), CBTC did not deliver up to the expectations of most stakeholders and beneficiaries (see *minutes of the 7th project steering committee meeting held on 26th June, 2013*). Consequently, the project severely suffered and several deliverables/outputs faced cancellations and/or delays. A PMU was eventually formed early in 2012 to rescue the situation. Most of the deliverables listed in the new Work Plans prepared in the last 18 months of Phase II were implemented by the PMU in the best possible means.

Key Conclusions and Recommendations

This evaluation was done through study of few documents/reports (received from PMU and/or downloaded from UNIDO website), conducting interviews and meetings with stakeholders and partners, and through field visits to the clusters and the beneficiaries and partners including NEC in Shillong. Unfortunately, most if not all of the top management people in the stakeholders and partner organizations were newly appointed at the time of the mission and could not offer much information on the past. Also, the PMU did not have much information or documents from the CBTC era and the files at CBTC were “thrown” in its workshop and thus impossible to be retrieved.

Conclusions

Phase II was successful in achieving several of its deliverables and outputs, in terms of equipment & tools provision to the beneficiaries (including CBTC), conducting training sessions, and participating in exhibitions, with a slight positive impact on the artisans/villagers, and on some institutions such as BCDI (towards the end of the project). The relevance of the project is very limited due to its low budget compared to other government budgets, and to the cuts it suffered (52%).

It was unfortunate that Phase II design did not have its own independent PMU but relied mainly and almost solely on CBTC as its implementation arm. It also did not include – from the beginning - other existing organizations that could have been of great help to its success as partners/beneficiaries. Such entities include BCDI (added by the PMU to receive some equipment by end of August 2013) which was established in 1977, NEHHDC (Ministry of Textiles, established in 1977), and ARTFED (NGO established in 1977, see Annex L) which were established and operating long before CBTC was even created and have been operating under a solid and stable legal and management status. Moreover, BDAs (Bamboo Development Agencies) were also being created by NBM or the Ministry of Agriculture with missions similar to those of CBTC, BCDI. Phase II apparently did not take into consideration few societies involved with livelihood such as NELPS (North East Livelihood Promotion Society) formed under NERLP (North East Rural Livelihoods Project) funded by World Bank and which has many activities that overlap or can support with the project.

A meaningful and sustainable CAB marketing component was also needed. Phase II should have included a major component/output for a comprehensive marketing set-up of CAB (policy, strategy, organization/institution, systems, resources, and role or responsibility definition/identification). But, it only envisaged few activities/outputs that only touched the surface of marketing. The designed activities/outputs consisted mainly of creating/updating CAB Yellow Page database with listings of local CAB product designers, manufacturers and exporters, with indications of their product range, production capacity, sales volume, ratio of exports, product designs, technical specifications, test procedures and testing requirements, including existing and potential market demand of the NER.

The government agencies concerned with CAB also lack the skills in marketing and Information Technology, especially the existence of real/comprehensive marketing vision and mechanisms. Exhibitions, showrooms and shops (retail sales points) are considered as the ultimate marketing means of CAB products. In one agency, a marketing person from middle management stated that a year ago they shipped an order of 500 trays based on an order received from one customer in England. However, the agency never contacted this customer afterwards and he/she never placed another order or got in touch again.

Recommendations

In the short term, UNIDO should quickly provide NEC with the lists of all artisans trained so that NEC passes them to proper CAB organisations/institutions to follow up with those artisans on training and selling/marketing of their products.

In the long term, NEC should ensure (1) improving coordination and optimization of resources (financial, human, institutions, activities) concerned with CAB in NER; (2) setting its priorities for CAB, handlooms, textiles and water hyacinth products; (3) creating/developing a sustainable marketing scheme/mechanism of CAB products with more cooperation with existing and successful NGOs; (4) replicating BCDI as necessary in all NER states.

UNIDO should ensure having all the field facts before finalizing a project document (which may include sending a mystery “shopper, consultant, investigator, or assessor” and surfing the internet for more facts finding), and having more quality control points through the project phases.

1. EVALUATION OBJECTIVES, METHODOLOGY AND PROCESS

This evaluation was conducted by Mr. Antoine G. Semaan, an independent international consultant (IC) during July-August 2013 period and whose mission included a visit to NER for two weeks.

A national consultant (NC) was also hired for the preparing a terminal project report during the same period without prior knowledge of each other. The two consultants knew about and met each other for the first time on July 28th in Guwahati. Whenever possible, both consultants and the PMU Coordinator were together while visiting the different rural clusters, beneficiaries and partners. The original visits plan of the international consultant was loaded with visits to clusters in the five states which required travel by air and land for hours to reach the cluster destinations and which would have taken all the visiting period without leaving any time for meeting with high level officials and top management of project stakeholders and partners. The international consultant, realizing this fact, had to be change the plan to include meetings, in Shillong (NEC Secretariat) and Guwahati, with high level officials/management of partner organisations, stakeholders and other organisations that were not listed in the visits program, such as ARTFED and NEDFi. The change was approved by the Project Manager in Vienna.

It is important to mention also that the security situation was not encouraging, to say the least. A bomb went off on Sunday July 28th in Guwahati (the day of arrival of the international consultant), followed, during the two weeks of stay, by demonstrations (rallies) against the central and local governments and railways were stopped from moving for one day. Four road engineers were kidnapped in one of the rural areas. Army barricades were spread in and around the cities.

Evaluation Scope

The scope of the evaluation mission (as per TOR) listed the following activities:

- Detailed Study of the project document and all relevant reports concerning the project.
- Assessment of the project design - Whether the project design allowed for flexibility in responding to internal and external changes in the project environment.
- Preparation of a Questionnaire or, Template for gathering required information.
- Visiting the project sites and meeting the beneficiaries to analyze project implementation
 - Whether the project implementation was carried out in accordance with the pre-set objectives; whether the project components and activities were actually in the right direction, which has or could lead to the desired outcomes within the identified units; whether difficulties and barriers, which were not expected at the start of the project, were identified and the approaches for the solutions considered for future effective implementation etc.
- Documenting and analyzing project outputs - Whether there is significance of the outcomes so far achieved for the bamboo industry in the region; whether the project is sustainable if implemented on a larger scale; whether the project outputs were produced effectively, efficiently, and in a timely manner according to the time schedule; whether efforts were undertaken to ensure that the results of the project are sustained beyond the period of this project; whether the project was successful in leveraging local or other resources that would influence larger projects or broader policies to support its goal etc.

- Documenting lessons learned and best practices; and outline scope for improvement, if any.
- Presenting the findings to the concerned within the stipulated time frame.

Evaluation objectives

The objectives of the evaluation are to conduct an independent assessment of Technology Transfer Programmes undertaken under the project, and suggest recommendations for improvement, if any, so that the future initiatives of the stakeholders, project beneficiaries and UNIDO itself can be strengthened in this direction.

Evaluation main questions

The main important issues to be addressed in the evaluation were questions regarding:

- The project design flexibility in responding to internal and external changes in the project environment.
- The project implementation carried out in accordance with the pre-set objectives;
- The project components and activities were actually in the right direction, which has or could lead to the desired outcomes within the identified units;
- Difficulties and barriers, which were not expected at the start of the project, were identified and the approaches for the solutions considered for future effective implementation etc.
- Significance of the outcomes so far achieved for the bamboo industry in the region;
- Project sustainability if implemented on a larger scale;
- Project outputs were produced effectively, efficiently, and in a timely manner according to the time schedule;
- Efforts undertaken to ensure that the results of the project are sustained beyond the period of this project;
- Project successful in leveraging local or other resources that would influence larger projects or broader policies to support its goal etc.

Information sources and availability

The PMU was established in January 2012 and started work around June 2012. The PMU, though busy with project closing, did every effort to help the consultant find sources of information of obtain information needed for the evaluation. However, the sources of information were neither abundant nor easily available whether with the PMU or with others, and especially so with CBTC in its new location at the CBTP where the old files were “thrown” in the workshop and it was impossible to retrieve any of them.

Also, the high level management of several partner/stakeholder organisations such as NEC Secretary and CBTC Chairman, and the NEC (BIT) Adviser were appointed a month or even less before the mission started. Obviously, they did not have or give detailed information to give on the project but showed good understanding of the situation, excellent commitment and proposed some good remedies. The previous NEC Secretary was moved to Delhi and, given the short notice, could not be reached. Other organisations’ top management, such as NEHHDC Managing Director, were out of town and could not be reached either. Except for the few incomplete reports from the PMU office, in Guwahati, UNIDO (office in Delhi) apparently did not have many reports from CBTC days and thus did not respond to the IC request for the same. Moreover, there was no source of information regarding the economic

effects of the project, except statements of some artisans that were visited saying that their income almost doubled from handicrafts after receiving the training and after being introduced to buying parties.

ARTFED, an important and long established NGO dealing handicrafts and handlooms (Annex L), was “discovered by chance” by the IC while visiting handicraft shops in downtown Guwahati. A very fruitful meeting was held with ARTFED Managing Director who stated that ARTFED was never contacted by the project or CBTC in the past decade.

More valuable information was available through the internet (Annex C) regarding the various governmental and non-governmental institutions and organizations dealing with handicrafts in general and with cane & bamboo in particular. Also, the IC found two important reports from UNIDO website prepared by UNIDO EVALUATION GROUP, namely (1) Independent Country Evaluation – CE India-Ebook ODL/EVA/10/R.36 June 2011; and (2) 66682_200705_CSF_India_final_report_no_cover (OSL/EVA/IP.07/R.1, 4 May 2007).

Evaluation Methodological Remarks, limitations, and validity of the findings

Normally, an evaluation methodology would follow the following sequence:

- Project Briefing
- Documents study and analysis
- Preparation of a questionnaire for Field visits
- Field visits for data/information collection and gathering
- Further Data, Documents and Information collection and analysis through the internet
- Preparation of draft report
- Preparation of final report

However, due to the time limitation, especially with the project ending on August 31st, the consultant had to leave to India as early as possible after obtaining the visa which took one week. Consequently, the sequence of the methodology became as follows:

- Preparation of a questionnaire for Field visits
- Field visits for data/information collection and gathering
- Documents and Information collection and analysis through the internet
- Preparation of draft report
- Preparation of final report

Reports on the project performance during the mandate of CBTC were not available. Few reports were available from the PMU for its mandate. Minutes of PSC 5th to 7th meetings received from the PMU, as well as UNIDO Country Evaluation Report of 2011 obtained through the website of UNIDO were very important to the evaluation in terms of confirming the problematic performance of CBTC and thus understanding the reasons behind the project falling behind.

2. PROJECT BACKGROUND

India is one of the oldest civilizations in the world with a kaleidoscopic variety and rich cultural heritage. It has achieved all-round socio-economic progress during the last 65 years of its Independence. India has become self-sufficient in agricultural production and is now one of the top industrialized countries in the world and one of the few nations to have gone into outer space to conquer nature for the benefit of the people. It covers an area of 3,287,590 sq. km (1,269,346 sq mi), extending from the snow-covered Himalayan heights to the tropical rain forests of the south. As the 7th largest country in the world, India stands apart from the rest of Asia, marked off as it is by mountains and the sea, which give the country a distinct geographical entity. Bounded by the Great Himalayas in the north, it stretches southwards and at the Tropic of Cancer, tapers off into the Indian Ocean between the Bay of Bengal on the east and the Arabian Sea on the west.

GEOGRAPHY

Map of India



Particulars

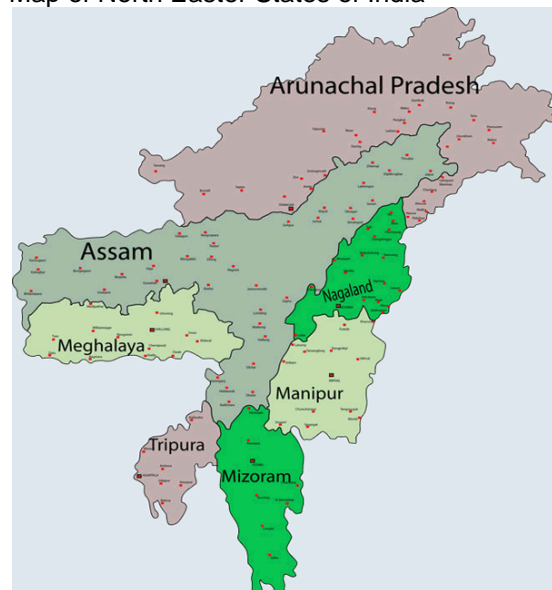
Location The Indian peninsula is separated from mainland Asia by the Himalayas. The Country is surrounded by the Bay of Bengal in the east, the Arabian Sea in the west, and the Indian Ocean to the south.

Area 3.3 Million sq. km

Border Countries Afghanistan and Pakistan to the north-west; China, Bhutan and Nepal to the north; Myanmar to the east; and Bangladesh to the east of West Bengal. Sri Lanka is separated from India by a narrow channel of sea, formed by Palk Strait and the Gulf of Mannar.

Coastline 7,517 km encompassing the mainland, Lakshadweep Islands, and the Andaman & Nicobar Islands.

Map of North Easter States of India



Description

Climate	The climate of India can broadly be classified as a tropical monsoon one. But, in spite of much of the northern part of India lying beyond the tropical zone, the entire country has a tropical climate marked by relatively high temperatures and dry winters. There are four seasons: <ul style="list-style-type: none"> i. winter (December-February) ii. summer (March-June) iii. south-west monsoon season (June-September) iv. post monsoon season (October-November)
Natural Resources	Coal, iron ore, manganese ore, mica, bauxite, petroleum, titanium ore, chromite, natural gas, magnesite, limestone, arable land, dolomite, barytes, kaolin, gypsum, apatite, phosphorite, steatite, fluorite, etc.
Natural Hazards	Monsoon floods, flash floods, earthquakes, droughts, and landslides.
Capital	New Delhi
Administrative Divisions	28 States and 7 Union Territories .
Executive Branch	The President of India is the Head of the State, while the Prime Minister is the Head of the Government, and runs office with the support of the Council of Ministers who form the Cabinet Ministry.
Legislative Branch	The Indian Legislature comprises of the Lok Sabha (House of the People) and the Rajya Sabha (Council of States) forming both the Houses of the Parliament.
Population	India's population, as on 1 March 2011 stood at 1,210,193,422 (623.7 million males and 586.4 million females).
Ethnic Groups	All the five major racial types - Australoid, Mongoloid, Europoid, Caucasian, and Negroid find representation among the people of India.
Languages	There are 22 different languages that have been recognised by the Constitution of India, of which Hindi is an Official Language. Article 343(3) empowered Parliament to provide by law for continued use of English for official purposes.
Literacy	According to the provisional results of the 2011 census , the literacy rate in the Country stands at 74.04 per cent, 82.14% for males and 65.46% for females.

Economic overview

The Indian economy comprises a wide spectrum of activity, ranging from high technology to subsistence agriculture. After decades of failing to realize its full economic potential, India has been one of the world's fastest growing large economies in recent decades, although growth has slowed in recent years.

Despite recent progress, significant challenges remain, including addressing the fiscal deficit, high inflation rates and government debt, and improving infrastructure and

agricultural productivity. Another challenge is to ensure that the benefits of economic growth are experienced more widely. Despite the fact that tens of millions have been lifted out of poverty during the 1990s, average incomes and literacy levels remain low and India is one of the largest recipients of World Bank lending. While still low, India's score in the United Nations Human Development Index (HDI) has increased over recent decades. India's HDI ranking was 134th in 2011.

While the impact of the global financial crisis on India was less than others, India has been affected by falls in global trade volumes.

Key economic indicators

India's GDP grew by 7.1 per cent in 2011. The Treasury, in the Mid-Year Economic and Fiscal Outlook (MYEFO) 2012-13, forecasts GDP growth of 5½ per cent in 2012, 7 per cent in 2013 and 7½ per cent in 2014. India's economic growth is forecast to be lower than expected at Budget, particularly for 2012, reflecting a slowing in investment and a delay in monsoon conditions. Over the remainder of the forecast horizon, India's growth is expected to improve, reflecting a gradual recovery in private investment and a return to normal seasonal conditions. Reforms introduced in 2012 to open up key sectors to foreign investment and cut certain subsidies are expected to help boost sentiment in the medium term.

Despite having more than 30% of the world's bamboo resources, India contributes only 4% share of the global market. The low productivity (around four tons per hectare) compared to much higher yields in Japan, China and Malaysia is attributed to lack of technological development and unorganized nature of farming. Japan, China and Malaysia contribute about 80% to the world's bamboo market. The demand for bamboo has increased in recent years within the country and abroad as a raw material for furniture making, as panel boards substituting wood, as agricultural usage, construction related uses and as a vegetable. China's focused intervention to harness bamboo's potential has led to increase in its productivity by more than 10 times since 1970 when the yield was only 2-3 tons per hectare per annum. At present, China's total annual export value of bamboo products is more than \$ 550 million. (source: YOJANA, vol 53, December 2009).

Figures related to the country's bamboo raw material output and industrial requirements are, at best, rough estimates. In 2001, INBAR estimated that 13.47 million tons is consumed annually for pulp & paper, handicrafts, scaffolding, household uses, and other miscellaneous items. The growing stock of bamboo in India was estimated by INBAR at 134 million tons of which only 91.77 million tons is available for harvest from bamboo in accessible areas. Most of the bamboo occurs in the forest areas which are difficult to access, resulting in poor pre and post-harvest management. INBAR has estimated that 2.35 million tons of bamboo stock is depleted annually due to suboptimal harvests. Intensive management of bamboo is seldom practiced. The average yield of bamboo in India is only 0.5 to 1.0 tons per hectare per annum. (Source: Project Document)

“Vision 2020” of NEC states on page “v” of its executive summary that “Inclusive growth calls for attention to inclusive governance and rural development. *The single biggest constraint to accelerated growth is poor infrastructure affecting:*

- road connectivity
- rail connectivity

- air connectivity
- cyber and telecom connectivity
- inland waterways
- power

Furthermore, information specific to CAB products at the national level could not be found in any of the reports listed on the websites of several ministries of the government of India, including the Ministry of Textiles (MoT) which publishes a yearly report on its activities which include handicrafts, and the Ministry of Agriculture.. In its 2012-2013 annual report MoT shows the following tables:

Table I
Export of Handicrafts (from Ministry of Textiles website)
(Rs. In Crores)

Item	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13 Up to Jan. 2013
A. Carpet & other floor covering	3524.73	2708.73	2505.33	2992.70	3876.02	4405.88
B. Other Handicrafts	14012.05	8183.12	8718.94	10533.96	12975.25	12556.45
Grand Total (A+B)	17536.78	10891.85	11224.27	13526.66	16851.27	16962.33

The above translates in US\$ as follows:

Item	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
A. Carpet & other floor covering	641	492	456	544	705	801
B. Other Handicrafts	2548	1488	1585	1915	2359	2283
GRAND TOTAL (A+B)	3189	1980	2041	2459	3064	3084

Note: There is no mention of Cane & Bamboo as a separate statistics. There is no mention at all of UNIDO or CBTC as well in all of the 2012-2013 Report.

Phase I:

Phase I of the CBTC/UNIDO project was launched by UNDP in 2000 to address development issues of the cane and bamboo sector of the NER. The Department of Science and Technology (DST) was the Executing Agency for the Project. UNIDO was the assigned Implementation Agency, and established the CBTC to act as Field Implementation Agency responsible for project activities. The CBTC acted as the secretariat and coordination body of the project and was the conduit for the network's linkages. The project's primary target beneficiaries were the rural poor while the secondary target beneficiaries were local Governments and non-Government institutions. After the project period ended in 2004, with the core competence built up over the past four years, the CBTC was incorporated under the Societies (Registration) Act, 1860 and is now functioning as an independent body, partly funded by the NEC.

Phase I of the project is supposed to have had a strong impact and has placed bamboo in India's political agenda. Through the project's networking activities, CBTC has been influential in stimulating the GOI towards for the formulation of the NBM. Following the launching of the NBM, CBTC has been designated as the Bamboo Technical Support Group (BTSG) for the 8 NE States as well as the 4 Eastern States of West Bengal, Jharkhand, Bihar, and Orissa, and acts as the implementation wing for NERBaM. (from Project Document).

Phase II

In Phase II the guiding strategy is to organize groups of bamboo growers and producers of preprocessed materials in rural communities into professional associations, creating links with rural and urban entrepreneurs (SME's and associations) who engage in processing into semi-finished and finished products using basic technologies. These linkages are extended to industrial companies dedicated to the mass production and final processing of products such as flooring panels, matboards and corrugated sheets, furniture, as well as packaged food products such as canned and bottled bamboo shoots. Each level of the value chain has a wholesale and transport component which links it to the following stage of processing, leading towards the final stage of trade and marketing in domestic and export markets. This scheme is illustrated in Figure 1 below.

Cane and Bamboo (CAB) Groups will be formed in the States of Assam, Tripura, Mizoram and Meghalaya. The CAB Groups will be selected jointly by CBTC in consultation with all stakeholders including Government agencies, regional authorities, potential beneficiaries, and UNIDO. Criteria will be defined for the selection and formation of CAB Groups in specific locations in the States of Assam, Tripura, Mizoram and Meghalaya and as well as for the selection of other project beneficiaries.

The collective activities of the Groups will enhance dialogue and cooperative relations between the public and private sector. The basic aim is to promote the emergence of a coordinated industrial policy and identify, develop and implement coherent actions to support entrepreneurial efforts. In this regard, the Phase II project will review current GOI EXIM/Foreign trade policies and make recommendations to improve efficiency and eliminate bottlenecks that hinder the efficiency of the local sector.

In order to achieve the common objectives of the CAB Group, a transformation in the activities of enterprises may be required to adapt their production and organizational capabilities to the demands of the market. The project will provide vital assistance to stakeholders by assessing the capacity of the sector, building up a database or 'yellow-pages' for the sector, and identifying a shortlist of products with export potential and which are suitable for integration in local production systems. Such information can stimulate industries to restructure themselves to become more competitive. In addition, the project will develop an innovation scheme for the introduction of new designs to give local producers a competitive edge in the global marketplace. This will be complemented by the introduction of appropriate technologies and complementary training in poor rural communities, creating the possibility for producers and artisans to improve their skills and become more specialized. This will lead to greater opportunities for the development of economies of scale, thereby contributing to job creation and the overall uplifting of the sector.

A market driven approach will be applied towards product design, manufacturing, and marketing, with emphasis on innovation and standardization on various levels, ranging from: material quality and safety, performance and functionality, aesthetics and style, packaging and labelling, cost effectiveness and manufacturing efficiency. The general aim is to direct

manufacturing activities towards products that can increase the capacity and competitiveness of local industries to penetrate export markets.

Upgrading CBTC's facilities in Phase II with new machinery will create possibilities for testing products in accordance with international standards. In addition, it will enable CBTC to develop appropriate technologies that can be adapted to improve the efficiency and competitiveness of beneficiary groups, and thereby establish replicable models for the bamboo and cane sector. The project is designed such that CBTC's capacity is initially assessed so that it can focus on its competitive advantages as a technical centre and build links with other technical organizations with the aim of creating synergy and institutional cooperation;

Phase II of the project integrates the component of international cooperation by taking actions towards developing CBTC into an international hub for technical services and information and linking CBTC with other UNIDO projects around the world. The capacity building approach that will be applied by UNIDO aims to upgrade technical skills and competencies within CBTC, enabling it to function more effectively within India and abroad—as an international player in the bamboo and cane sector providing technical services through UN programmes, through other international organizations and NGOs, or directly to foreign Government agencies.

Funding

Project funding was planned as follows:

Project Period- 4 Years	USD	USD per year of implementation
Source of Funding:		
DIPP (including 13% Agency support costs)	400,000	100,000
NEC (including 13% Agency support costs)	600,000	150,000
DC (H) (including 13% Agency support costs)	1,296,226	324,056
UNIDO	196,000	49,000
TOTAL	2,492,226	623,056

However, with the cancellation of DC (H) contribution, the budget became as follows:

Project Period- 4 Years	USD	USD per year of implementation
Source of Funding:		
DIPP (including 13% Agency support costs)	400,000	100,000
NEC (including 13% Agency support costs)	600,000	150,000
UNIDO	196,000	49,000
TOTAL	1,196,000	299,000

Positioning/Counterparts/Initiatives

Positioning

In line with UNDAF and MDGs, the project contributes to poverty alleviation (MDG 1) and environmental sustainability (MDG 7) by: (i) initiating programmes that contribute to economic empowerment, particularly among the most disadvantaged areas in India, (ii) promoting local socio-economic development through the adaptation of appropriate technologies that can be integrated into community programmes for income generation, especially in the bamboo and cane handicrafts sector (iii) training disadvantaged groups, including and especially women, thereby empowering them with technical and entrepreneurial skills and increasing their access to services & markets; (iv) designing strategies that promote sustainable agro-based small-scale enterprises; and (v) building up a global partnership for development through the transfer of know-how to other developing countries.

Counterparts

NATIONAL BAMBOO MISSION

The NBM was approved on 27th October 2006 as a Centrally Sponsored Scheme covering 28 states across the country, with special priority given to the NE. Guidelines for the scheme were prepared and circulated to all States and orientation workshops have been held in various States. Bamboo Technical Support Groups (BTSGs) were identified in four zones, and CBTC was designated as BTSG for the NE States, including the Eastern States of West Bengal, Jharkhand Bihar, and Orissa.

The total budgetary allocation for the NBM is Rs. 568 crores, or approximately US\$ 142 million covering up to the 4th year of the 11th FYP.

NORTH EASTERN REGIONAL BAMBOO MISSION

The North Eastern Regional Bamboo Mission (NERBaM) was launched by the NEC in Shillong in March 2005. NERBaM will function as the focal point for all aspects of bamboo development in the North Eastern Region. Its mission is to coordinate the implementation of national policies on bamboo and to assist the 8 NE State Governments in formulating and implementing their respective State policies of bamboo development.

The strategy of NERBaM is formulated in BAMBOO-2022, 15 year programme divided into 3 phases: (i) the Inception Phase (2007 –2012) aims at a broad based awareness program, technology development and adaptation and training leading towards improved basic processing and marketing, and increased productivity and profitability across the sector; (2) The Growth Phase (2012 –2017) envisions a transition from lower value added applications to higher value additions. This stage will mark the change in perception of bamboo from a mere forest produce to a major commercial commodity; and (3) The Consolidation Phase (2017–2022) envisions an export oriented sector where value-addition is created through technologically sophisticated product designs, marketing, and branding.

“The proposed phase II CBTC-project will particularly contribute to the implementation of the BAMBOO-2022 activities during its Inception phase.”

MINISTRY FOR DEVELOPMENT OF NORTH EASTERN REGION:

The Ministry of Development of North Eastern Region (DONER) acts as the nodal Department of the Central Government to deal with matters pertaining to the socio-economic development of the 8 NE States. DONER is in charge of all matters related to the planning, execution, and monitoring of development programmes and projects within the NER North Eastern Region. In particular, it is responsible for the Hill Area Development Programme (HADP) and Border Areas Development Programme (BADP), as well as the Non-lapsable Central Pool of Resources (NLCPR) of the region.

The mandate of DONER also covers the supervision of: (i) the North Eastern Regional Agricultural Marketing Corporation (ii) the North Eastern Development Finance Institution; (iii) the North Eastern Handlooms and Handicrafts Development Corporation; and (iv) the North Eastern Council.

Through the funding contribution and participation of the North Eastern Council, the Phase II Project falls within the mission of DONER of guiding the socio-economic development of the region.

THE NORTH EASTERN COUNCIL

The North Eastern Council is a mini planning body for the 8 NE States. The NEC has an advisory function to guide socio-economic development in a balanced way. The NEC has identified bamboo as a potential sector for the eradication of rural poverty and generation of employment. Accordingly, the NEC has decided to contribute to the project financially and in kind. NEC will support Phase II by giving direction to the project using a regionalistic approach.

DEPARTMENT OF INDUSTRIAL POLICY AND PROMOTION

The Department of Industrial Policy and Promotion (DIPP) was established in 1995 and has been re-constituted in the year 2000. With progressive liberalization of the Indian economy, the DIPP has been transformed from an administrative and regulative body into an Investment and Technology agency that monitors industrial development in the liberalized environment.

The Government of India is both a recipient and contributor to multilateral industrial and cooperation programmes of the United Nations. Apart from making an annual contribution to UNIDO's budget, a voluntary contribution is made each year to UNIDO's Industrial Development Fund (IDF), which is mainly utilized to fund UNIDO projects in India and to extend technical assistance from India to other developing countries. DIPP will play a key role in this Phase II project by funding the project and monitoring the outcomes

3. PROJECT ASSESSMENT

3.1 DESIGN

Judging from the project document and some findings of the evaluation, it is evident that some main stakeholder groups could have been included in the project; namely ARTFED, BCDI, BDAs, **EPCH, NELPS, ICAMT** and NEHHDC, with the latter being an institution of DC(H) who may have withdrawn from the project for this reason.

Furthermore, the project did not include any existing private sector organizations (industrial or not) which were supposed to be major beneficiaries since the project aimed at creating or improving the bamboo industrial organizations as stated on page 16 of the project document (*"In addition, bamboo and cane industries will become market driven and their development will be guided by a strategy of innovation, design improvement, and conformity to international standards. Stakeholders will enhance their competitive advantage by directing resources and manufacturing activities to products with greater income generating potential. This will be measured by the increase in local industries engaging in R&D, manufacturing, marketing and trade in bamboo and cane products and through the range of product designs that penetrate the market, both locally and abroad."*)

The planned outputs/deliverables for phase II consisted of four main components (Annex D) out of which three components (1, 2, & 4) were to be executed mostly by CBTC and/or for CBTC. Output 3 was related to "appropriate technology transfer and skill development ranging from rural communities to urban industries" and was mainly UNIDO's responsibility with some for CBTC.

Annex D shows the Planned Outputs of Phase II and their Status. The latter was filled with the help of the PMU Coordinator. CBTC could not report on the status of the activities/outputs for which it was responsible due to management change and un-appropriate storage of their files. Annex D clearly shows that the majority of the outputs have an unknown status (not to say were not implemented) especially the most important ones related to Industrial Policy, Products Testing capacity of CBTC, products Standards, and others.

The PSC, in its 5th and 6th meetings (April 2012 and February 2013 consecutively, approved new Work Plans and Budgets for the remaining period of the project especially that it was decided to extend it through June 2013. (Refer to minutes of the 7th project steering committee meeting held on 26th June, 2013; (sections 4.b & 4.c) concerning CBTC status).

The project design was flexible in responding to internal and external changes/conditions as proved through removing the PMU responsibilities from CBTC and establishing an independent PMU to continue the project implementation. Furthermore, the project work plan was revised in light of the new situation with CBTC which allowed some of the important activities to be executed.

There was no data available comparing the original plans with the actual ones, whether for training, cluster formation, or for equipment and tools. However, based on the above table of expenditure supplied by the PMU (Annexes J & K), it seems that one year's worth of the budget was spent after establishing the PMU for the above mentioned activities and purchase of equipment and tools.

At the time of the IC visit to CBTC, the engineer of the equipment supplier was installing the machines/equipment at CBTC.

Phase II did not include in its design, and did not involve or engage or coordinate in its implementation, several potential and important partners/stakeholders and government and non-governmental bodies that were created directly or indirectly for cane & bamboo development; namely:

- **BDA:** Bamboo Development Agency(ies), National Bamboo Mission, Ministry of Agriculture.
- **BCDI:** Bamboo & Cane Development Institute (BCDI), DC Handicrafts, Ministry of Textiles (see Annex N).
- **NEHHDC:** North Eastern Handicrafts & Handlooms Development Corporation Ltd., Office of Development Commissioner (Handicrafts), Ministry of Textiles (see Annex M).
- **ARTFED:** Assam Apex Weavers & Artisans Co-operative Federation Ltd., Guwahati. A non-government organization (NGO). ARTFED, exported "Goods worth several million rupees and received. The organisation has been awarded "The Arc Of Europe - 2001 for Quality and Technology" along with C.C 100." (ARTFED website). ARTFED Director stated in the meeting with IC that it employs about 300 persons including showroom sales staff, and works with about 900 artisans in handicrafts and about 50,000 artisans in the handlooms! ARTFED was never contacted or included in phase II project.
- **EPCH:** Export Promotion Council for Handicrafts, Delhi, established in 1986-87 under Companies Act- 1956 as a non-profit organization, with an object to promote, support, protect, maintain and increase the export of handicrafts. It is an apex body of handicrafts exporters for promotion of exports of Handicrafts from country and project India's image abroad as a reliable supplier of high quality products.
- **NELPS:** North East Livelihood Promotion Society, North East Rural Livelihoods Project (World Bank Funded), Ministry Of Development Of North Eastern Region (Doner), Govt. Of India.
- **ICAMT:** International Centre for the Advancement of Manufacturing Technology, India, launched in October 1999.
- **NMCC:** National Manufacturing Competitiveness Council.
- **NIESBD:** National Institute for Entrepreneurship & Small Business Development.
- Local and regional colleges, universities and centers which could have been of great support to the project success and sustainability.

3.2 PROJECT OBJECTIVES

Some of the objectives were partially achieved though at a small scale, such as economic empowerment among the most disadvantaged areas in India, training disadvantaged groups, including and especially women, thereby empowering them with technical and entrepreneurial skills and increasing their access to services & markets; promoting local socio-economic development through the adaptation of appropriate technologies that can be integrated into community programmes for income generation, especially in the bamboo and cane handicrafts sector.

However, the following objectives were far from possible:

- “...*designing strategies that promote sustainable agro-based small-scale enterprises*”. In view of (1) the artisans below poverty living conditions, their very low level of education - if any, their lack of business knowledge and practices, ignorance of what their government is offering, and (2) the lack of participation of private sector, the possibility/probability of being able to achieve this objective becomes very low if not nul.
- “*Bamboo farmers and producers organized in Cane and Bamboo Associations extending supply chains from plantation management and pre-processing to industrial processing and marketing*”: the project did not envisage a link to ensure marketing to industrial processing.

Moreover, annex D shows the status of Phase II planned outputs where less than half of them were not achieved

Project Programme and Logical framework

As shown in Annex 2 LOGICAL FRAMEWORK, and ANNEX 1 PRELIMINARY WORK PLAN of the project document, the project included a detailed logical framework with indicators that could be measured only as trends. It did not set a minimum number of outputs or deliverables per activity. For example, the Outcome/Immediate Objective #3 “Artisans and producers at various levels of the value chain become competitive suppliers of goods and services by utilizing appropriate and economically feasible technology with increased production capacity” shows three objectively verifiable indicators: (1) Number and type of technologies adapted to upgrade the competitiveness of the local sector; (2) Number and type of interventions related to technical training and skill development; and (3) Number of trained persons employed or self-employed in the cane and bamboo sector during the duration of the project. None of them specifies a minimum number to be achieved.

Means-End relationship between project objectives and outcomes and higher-level programme-wide or country level objectives

With the private sector, industrial, and finance/investments promotion institutions, etc. not involved in the project from the beginning, it becomes almost impossible to achieve the objective of having “...*The collective activities of the Groups enhance dialogue and cooperative relations between the public and private sector*” or “...*promote the emergence of a coordinated industrial policy and identify, develop and implement coherent actions to support entrepreneurial efforts. In this regard, the Phase II project will review current GOI EXIM/Foreign trade policies and make recommendations to improve efficiency and eliminate bottlenecks that hinder the efficiency of the local sector.*” (project document, page 13)

Developing a foreign trade policy requires the early involvement of the private sector, industrial and commercial ones.

3.3 RELEVANCE

The project may be relevant in terms of introducing new technologies (equipment and tools) gained by UNIDO’s experience worldwide. However, relevance of the training sessions (not yet documented) given by CBTC cannot be verified without going into the details of these trainings courses and comparing them with trainings given by other institutions such as BCDI on the same subjects.

Moreover, the project budget is a small percentage when compared to the budgets of NEHHDC, ARTFED, and BCDI. Also, some of its planned activities/outputs such as product

testing and skills training are already performed by the previously mentioned organizations and on a larger scale. One of the training schemes of BCDI, for example, is for six months and can take up to 40 trainees that will be lodged in BDCI dormitories. The Ministry of Textiles also has several programs and schemes related to handicraft development including training interventions, technological and financial interventions (ministry of Textiles Annual Report 2012-2013, Chapter XI HANDICRAFTS).

Handicrafts, including especially Cane and Bamboo, are mostly ignored in several national strategies, programs, schemes, visions and plans. Consequently, the project seems to have an insignificant relevance – if any – at the national level. The following facts may show the relevance of the project:

- In the “State of the Economy and Prospects” report, by the Ministry of Finance, there is no mention of bamboo.
- In the Annual report 2011 – 2012 issued by the Ministry of Statistics, there is no mention of the word Bamboo or cane at all.
- In chapter 7 “International Trade” and chapter 9 “Industrial Performance” prepared by the Ministry of Finance, there is no mention of the word Bamboo or cane at all.
- The National Strategy Paper 2006, issued by the National Manufacturing Competitiveness Council does not include anything about handicrafts.

Moreover, and according to the PMU Coordinator report, Phase II of the project dealt with about 209 artisans in the different states, while ARTFED alone deals with 800-900 artisans in handicrafts and the number of artisans in handicrafts in India is about 7 million according to the Ministry of Textiles.

Participation of The National Counterpart and/or Target Beneficiaries in Project Formulation

The NEC certainly participated all along in the formulation of the project and had an active role all the way through the end. Other government agencies are represented by NEC.

However, several national counterparts could have been added to the formulation of the project; namely BCDI, NEHHC, ICAMT, local universities and research centres, private sector financial institutions, etc.

Taking into Account National & Local Priorities and Strategies

The project takes account of and reflects national and local priorities and strategies, mainly expressed by NEC. However, the Ministry of Textiles, which is heavily involved in handicrafts support, totally ignores the project in its 2012-2013 annual report especially in chapter XI titled “HANDICRAFTS”.

Counterparts Involvement and Participation

One major counterpart DC(H), with a planned funding contribution of over 50% to the project budget, withdrew without paying anything at all.

Moreover, and except towards the end of Phase II, the PSC was not very active or responsive to the project’s troubled situation, needs and implementation. For example, ten months elapsed between the 5TH project steering committee meeting (PSC) was held on

16TH April 2012, and the 6TH PSC meeting was held on 6th February, 2013. In the meantime, the project was falling behind schedule and struggling with CBTC problematic situation and performance.

Outputs Relevant & Sufficient for achieving outcomes & objectives

Overall, the outputs are relevant and sufficient for achieving outcomes and objectives.- Furthermore, the project could have envisaged upgrading one of the existing marketing departments, such as the one in NEHHC for example, to bring it up-to-date and enable it to carry forward the marketing activities during and after the project end.

Another example is the expected output of “*Establish Pre-processing Units in the respective Groups, based on existing and potential industrial demand.*” Where the mentioned demands are not known and no method is defined on how to assess them.

Inputs provided

The implementation was definitely not efficient with the problematic situation of CBTC. No information was available on the input/output ratio, especially in dollar terms, but one can deduce that a portion of what was spent on CBTC (short term contracts for several staff members) could have resulted in more and better outputs if spent elsewhere.

UNIDO’s inputs and services were as planned for implementation as was possible with the problematic situation of CBTC while. They also led to the production of outputs whenever possible, especially after establishing the PMU.

3.4 EFFECTIVENESS

In spite of some outputs realized during the project, Phase II was definitely not effective in achieving its objectives especially at the macro level such as linking artisans to bamboo industry, updating industrial/export policies, etc.

The training, equipment, tools and exhibition parts of the project were implemented at large. However, there is no sustainability to any of them, except for the tools and the equipment delivered to BCDI and other partners and/or beneficiaries. CBTC is still not a stable organization and lives on training services mostly funded by NEC which is now thinking of managing CBTC through NEDFi. Moreover, the marketing component of the project was not implemented, except for few exhibitions and tours, and thus remains lacking behind and leaving the efforts and investments in training, tools and equipment in jeopardy.

An example of the problematic situation of CBTC is the status of its alleged website. The consultant did an internet search for CBTC website and had an automatic access to its website report which usually only the website owner has the right to access. Annex H shows the printout of the mentioned CBTC website Report.

3.5 IMPACT AND SUSTAINABILITY

Only some short term economic changes or impact were realized at the artisans level with their improved skills and availability of new tools to them through the project. Several of them stated that their productivity and income have increased since they learnt and applied the new skills. However, these results will not be sustainable due to the missing marketing link especially for new designs that artisans were trained on. Most of the artisans met with in the villages stated that they went back to previous methods of work and old products since no marketing was available for the new products.

Actually, the project itself can be considered as a replication of activities already performed by other organizations such as BCDI, NEHHC, and ARTFED.

The sustainability strategy relied on CBTC looking after the artisans after the project and continuing its activities as planned and according to its mandate. However, with the problematic situation of CBTC, artisans are left out, unless NEC quickly takes over and links them to existing institutions such as BCDI, NEHHC, and ARTFED.

Technical, Organizational and Financial Sustainability

The equipment delivered to several institutions and clusters will have sustainability only if proper follow up is exercised by NEC to ensure they are being used to benefit the clusters and individual artisans in NER.

With the existence of several government and non-government organizations involved with CAB development (especially BCDI and hopefully CBTC) and the several government programs for skills development and training schemes (Ministry of Textiles, Ministry of Rural Development, NEC, and others), the technical and financial sustainability will be there. However, it is recommended that UNIDO remains in touch with NEC for new training skills that may be needed or developed in the international arena.

Organizational sustainability exists with BCDI, ARTFED and NEHHDC. As to CBTC, it is still unknown what will become of it. The good news is that NEC decided that NEDFi takes over closely the top management of CBTC before the end of 2013 to ensure proper status, mandate, systems, and personnel and effective and transparent management are in place. On the other hand, there is no assurance for the artisans' technical, financial and organisational sustainability, except where a good local organization is looking after them, such as in Agartala where BCDI is leading the cluster.

3.6 PROJECT COORDINATION AND MANAGEMENT

It has become evident that CBTC failed to deliver according to the expectations of the project. The PSC, having realized the situation, and based on the suggestion of UNIDO, took the decision of establishing an independent PMU for the project.

On the other hand, The PSC could have been more pro-active in the management and overall coordination of the project. Actions should have been taken early enough when CBTC showed slowness or non-responsiveness to the project scheduled activities and outputs. As an example, and in spite of the problematic situation of the project/CBTC, the PSC held its 4th meeting in July 2011 where it was decided to have an independent PMU. It

was not till early in 2012 that the PMU was formed. The 5th meeting was held in April 2012 and the 6th in February 2013. Information about the previous meetings was not available.

It is also obvious from the minutes of the above mentioned PSC meetings, that UNIDO was very proactive in recommending solutions to some concerns of the PSC members regarding the project. For example, UNIDO Expert suggested during the 6th meeting to have an institution carry on the marketing activities for the artisans and clusters. No decision was taken at the time.

4. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

At the design stage, deeper investigation and more field data collection should have been done during the design phase to include more related stakeholders and to assess the real needs for the project. Also, the project should have been more realistic in what it can achieve.

At the implementation stage, the local management of the project should have included stricter and more frequent “quality control” points for timely preventive actions and faster corrective actions.

Recommendations

① SHORT TERM:

➤ For UNIDO:

- Ensure that the lists of artisans that have been trained are passed to CAB related agencies (such as BCDI, ARTFED, and NEHHDC) so they can be contacted and continue to have buyers of their products as well as potential source of training and new product designs.
- Act quickly on Evaluation Reports.

➤ For NEC:

- Instruct CAB related agencies such as BCDI and NEHHDC to follow up with and to assist the artisans on UNIDO’s lists.
- Decide and Act quickly on UNIDO Evaluation Reports.
- Act quickly on Evaluation Reports.

② MID TO LONG TERM:

➤ For NEC:

- Centralize the activities (planning & objectives setting, budgeting, marketing & sales, training, production, etc.) of the ministries, public organizations and centres concerned with CAB development to ensure better and more successful results and to optimize resources. This may be done by creating a Central or Focal CAB Unit at the NEC level.
- Have a comprehensive and coordinated strategy and plans with priorities for developing Bamboo, cane, textiles, and water hyacinth products and industries. This shall include conducting, recapitulating or updating if any, surveys on artisans of handicrafts, handlooms and water hyacinth in the NER to be able to plan and set priorities properly.
- Develop a comprehensive marketing mechanism for CAB products (and others if so decided) that will continuously link artisans to markets, directly and indirectly, regarding current and new products and their characteristics, standardization requirements, production, packaging and delivery

requirements to final shipment of orders, then back to new CAB orders. It should also ensure (1) having a real and more comprehensive marketing role for all CAB products and (2) directing/assisting artisans, NGOs, BCDIs, BDAs and CBTC in their training plans and product development activities and quality of products. This may be done through Developing, Renovating, or Re-engineering the marketing department of NEHHDC, which in this case should be able to have direct contact with all CAB organisations and artisans previously mentioned. The “uplifting” should include major Information Technology component (human resources, training of current and new personnel, and IT equipment and software (including internet access, website development, management and maintenance). May also consider creating/having the marketing department as a major part of the suggested Central Unit at the NEC level and keep that of NEHHDC and others’ as is or redefine its role to Sales only which is all what it is doing now.

- Replicate BCDI in all other NER states as the technical CAB arm, and assign BCDI of Agartula as the main coordinator after ensuring proper support to it through training and provision of resources, equipment, and training in technical, management, marketing and Information Technology areas to ensure proper and successful coordination role.
- Ensure better management of CBTC through proper resources, systems, and operations. Consider changing CBTC status to become similar to that of BCDI, and thus CBTC to become the BCDI of Assam.
- Project s Steering Committees should be more dynamic and pro-active in following up on their projects. Consequently, they should be having meetings more frequently than once a year and where appropriate quarterly and even monthly.

➤ For UNIDO:

- Prepare a project document to assist NEC in preparing for and implementing/following the above recommendations.
- Project s Steering Committees should be more dynamic and pro-active in following up on their projects. Consequently, they should be having meetings more frequently than once a year and where appropriate quarterly and even monthly.
- Ensure that project management has more quality control points for timely preventive actions and faster corrective actions.
- Ensure that project design has more field input and data.

Annex A: Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

The final evaluation of the UNIDO project:

Promoting livelihoods in north eastern India: the cane and bamboo networking project

(Ref. No. : SF/IND/08/004, US/IND/08/002, XP/IND/12/006)

Title:	Consultant (International)
Main Duty Station and Location:	Guwahati, Assam
Mission/s to:	Tura(Meghalaya), Tuli (Nagaland), Agartala (Tripura), Aizwal (Mizoram) & Morigaon (Assam)
Start of Contract (EOD):	17 July 2013
End of Contract (COB):	16 August 2013
Number of Working Days:	21 working days (over a period of 1 month)

ORGANIZATIONAL CONTEXT

UNIDO is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability

The mandate of the United Nations Industrial Development Organization (UNIDO) is to promote and accelerate sustainable industrial development in developing countries and economies in transition.

In recent years, UNIDO has assumed an enhanced role in the global development agenda by focusing its activities on poverty reduction, inclusive globalization and environmental sustainability. The Organization carries out two core functions: as a global forum, it generates and disseminates industry-related knowledge; as a technical cooperation agency, it provides technical support and implements projects.

The Organization is recognized as a specialized and efficient provider of key services meeting the interlinked challenges of reducing poverty through productive activities, integrating developing countries in global trade through trade capacity building, fostering environmental sustainability in industry, and improving access to energy.

UNIDO's vision is a world where economic development is sustainable and economic progress is equitable. The

Organization focuses on three main thematic areas:

- Poverty reduction through productive activities
- Trade capacity-building
- Energy and environment

PROJECT CONTEXT

UNIDO Regional Office for South Asia, located at New Delhi, covers seven countries – India, Bangladesh, Sri Lanka, Nepal, Bhutan, Maldives and Afghanistan – and acts as a focal point to mobilize knowledge, information, skills and technology to promote competitive industry, productive employment and a sound environment by applying best practices and approaches to common problems of the region. Under its current technical cooperation projects in India, the Office is currently implementing a project in five North eastern states of India titled “Promoting livelihoods in North Eastern India: The Cane and Bamboo Networking Project”. This is a joint UNIDO-Gol project, being implemented by UNIDO, and is designed to contribute to poverty alleviation (Millennium Development Goal or MDG 1) and environmental sustainability (MDG 7) by addressing a range of problems that plague the sector in North Eastern India. By applying a value chain approach, and organizing beneficiaries into professional associations and groups to enhance industrial efficiency, marketing and trade, the project aims to secure sustainable livelihood and employment generation for poor rural communities in the cane and bamboo sector in North Eastern India.

OBJECTIVE

The 4 (Four) year project ends on 30th June 2013. During the course of the project a number of initiatives were undertaken to upgrade the capacity and competitiveness of the clusters and institutional beneficiaries. Efforts were made to ensure that these interventions have a sustainable impact. However, in order to clearly understand the overall impact of the interventions on improving sustainable livelihood etc, it becomes imperative to assess the various initiatives undertaken, including the Technology Transfer programmes in an unbiased, scientific and pragmatic manner.

For this purpose and as outlined in the Project Document, the project proposes to procure expert services to conduct an independent evaluation of Technology Transfer Programmes undertaken under the project, and suggest recommendations for improvement, if any, so that the future initiatives of the stakeholders, project beneficiaries and UNIDO itself can be strengthened in this direction.

SCOPE OF WORK

The consultant will work under the direct supervision of the UNIDO Project Manager for the project “Promoting Livelihoods in North Eastern India: The Cane and Bamboo Networking Project”. Under the overall guidance of the Project Manager, the Consultant will be required to engage himself/herself in the following tasks so identified:

- Study in detail the project document and all relevant reports concerning the project
- Assess the project design - Whether the project design allowed for flexibility in responding to internal and external changes in the project environment.
- Prepare a Questionnaire or, Template for gathering required information.
- Visit the project sites and meet the beneficiaries to analyse project implementation - Whether the project implementation was carried out in accordance with the pre-set objectives; whether the project components and activities were actually in the right direction, which has or could lead to the desired outcomes within the identified units; whether difficulties and barriers, which were not expected at the start of the project, were identified and the approaches for the solutions considered for future effective implementation etc

- Document and analyze project outputs - Whether there is significance of the outcomes so far achieved for the bamboo industry in the region; whether the project is sustainable if implemented on a larger scale; whether the project outputs were produced effectively, efficiently, and in a timely manner according to the time schedule; whether efforts were undertaken to ensure that the results of the project are sustained beyond the period of this project; whether the project was successful in leveraging local or other resources that would influence larger projects or broader policies to support its goal etc
- Document lessons learned and best practices; and outline scope for improvement, if any
- Present the findings to the concerned within the stipulated time frame.

Evaluation issues and key evaluation questions

The evaluation report will answer the key evaluation questions outlined below.

Project identification and formulation

The extent to which:

- (i) A participatory project identification process including all main stakeholder groups was instrumental in selecting problem areas and counterparts requiring technical cooperation support.
- (ii) The project had a clear thematically focused development objective and immediate objective and/or outcomes, the attainment of which can be determined by a set of verifiable indicators.
- (iii) The project/programme was formulated based on the logical framework approach and included appropriate output and outcome indicators within a realistic timeframe.
- (iv) A logically valid means-end relationship has been established between the project objective(s) and outcomes and the higher-level programme-wide or country level objectives.
- (v) Lessons from earlier UNIDO projects were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time.

Ownership and relevance

The extent to which:

- (i) The project design was based on a needs assessment
- (ii) The project was formulated with participation of the national counterpart and/or target beneficiaries
- (iii) The project takes account of and reflects national and local priorities and strategies
- (iv) The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach including through in-kind and cash contributions.
- (v) The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives.

Efficiency of implementation

The extent to which:

- (i) UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements.
- (ii) The quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs.

Effectiveness

Assessment of:

- (i) Outputs produced and how the target beneficiaries use the outputs.
- (ii) Achievement of outcomes or are these likely to be realized through utilization of outputs.

Impact and sustainability

- (i) Which long term developmental changes (economic, environmental, social) have occurred or are likely to occur as a result of the intervention and are these sustainable.
- (j) Was the project replicated/had a multiplying effect.
- (k) Was any sustainability strategy formulated
- (l) What is the prospect for technical, organizational and financial sustainability

Project coordination and management

The extent to which:

- (i) The national management and overall field coordination mechanisms of the project have been efficient and effective.
- (ii) The UNIDO management, coordination, quality control and technical inputs have been efficient and effective.
- (iii) Monitoring and self-evaluation was carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management.
- (iv) Changes in planning documents during implementation have been approved and documented.
- (v) Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.

Tentative schedule for the deliverables are as under:

Task	Expected Deliverables	Expected Deadlines
Briefing by the Project Manager	List of queries for assessment (Review the queries & fill information gaps, where necessary)	Within 1 day of issuance of ISA
Detailed study of project document and all relevant reports concerning the project		During visit to the PMU & project sites
Submission of the 1 st Draft Report	Detailed presentation of preliminary findings to the Project Manager	After completing the field visits
Submission of the Final Report to UNIDO	Completed Report	3 (Three) days from the date of receiving comments on the Draft report

General time schedule

In order to complete the objectives as indicated above, 21 (Twenty One) working days over a period of 1(One) month will be provided. The task will involve field work and home based work.

Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Evaluation Group. Quality control is exercised throughout the evaluation process as the above chart predicts. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 2. This checklist should also be an annex of standard evaluation TORs.

Reporting

Evaluation report format and review procedures

The evaluation report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 3.

Review of the Draft Report: Draft reports submitted to UNIDO Evaluation Group are shared with the corresponding Programme or Project Officer for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

Quality Assessment of the Evaluation Report: All UNIDO evaluations are subject to quality assessments by UNIDO Evaluation Group. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 2).

The draft report will be delivered to UNIDO EVA and circulated to UNIDO staff associated with the project. Any comments or responses to the draft report will be sent to UNIDO EVA for collation and onward transmission to the evaluation team leader; he/she will be advised of any necessary revisions.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under assessment.

Annex.1

Job Description

Project No. (SF/IND/08/004, US/IND/08/002, XP/IND/12/006)

Post Title	: Consultant (International)
Organization	: United Nations Industrial Development Organization (UNIDO)
Duty Station	: Guwahati, Assam (India)
Duration	: 21(Twenty One) working days over a period of 1 (One) month
Date required	: EOD: 17 July 2013; COB : 16 August, 2013
Type of Contract	: ISA (International)-Non-Regular

Project objective:

“Promoting livelihoods in North Eastern India: The Cane and Bamboo Networking Project”, is a joint UNIDO-Gol project, being implemented by UNIDO, and is designed to contribute to poverty alleviation (Millennium Development Goal or MDG 1) and environmental sustainability (MDG 7) by addressing a range of problems that plague the sector in North Eastern India. By applying a value chain approach, and organizing beneficiaries into professional associations and groups to enhance industrial efficiency, marketing and trade, the project aims to secure sustainable livelihood and employment generation for poor rural communities in the cane and bamboo sector in North Eastern India.

Duties and responsibilities:

The consultant will work under the direct supervision of the UNIDO Project Manager for the project “Promoting Livelihoods in North Eastern India: The Cane and Bamboo Networking Project”. Under the overall guidance of the Project Manager, the Consultant will be required to engage himself/herself in the following tasks so identified:

- Study in detail the project document and all relevant reports concerning the project
- Assess the project design - Whether the project design allowed for flexibility in responding to internal and external changes in the project environment.
- Prepare a Questionnaire or, Template for gathering required information.
- Visit the project sites and meet the beneficiaries to analyse project implementation - Whether the project implementation was carried out in accordance with the pre-set objectives; whether the project components and activities were actually in the right direction, which has or could lead to the desired outcomes within the identified units; whether difficulties and barriers, which were not expected at the start of the project, were identified and the approaches for the solutions considered for future effective implementation etc
- Document and analyse project outputs - Whether there is significance of the outcomes so far achieved for the bamboo industry in the region; whether the project is sustainable if implemented on a larger scale; whether the project outputs were produced effectively, efficiently, and in a timely manner according to the time schedule; whether efforts were undertaken to ensure that the results of the project are sustained beyond the period of this project; whether the project was successful in leveraging local or other resources that would influence larger projects or broader policies to support its goal etc

- Document lessons learned and best practices; and outline scope for improvement, if any
- Present the findings to the concerned within the stipulated time frame.

Educational Qualifications:

- Advanced university degree (master's degree or equivalent) in Economics or, Management

Experience:

- Above 25 years of relevant and practical experience in senior managerial and technical consultancy or, advisory position
- Experience of working in a multi-cultural, multi-lingual environment would be an asset.
- Earlier experience of working for UNIDO, any UN agency or, Government of India will also be of added advantage

Languages:

- Fluency in spoken English is a must; and must have excellent English writing & report drafting skills.

Annex 2

Checklist on evaluation report quality:

Independent Terminal Evaluation of the UNIDO Project

“Title.....”

(Project Number:)

Evaluation team leader:

Quality review done by:

Date:

<i>Report quality criteria</i>	<i>UNIDO Evaluation Group Assessment notes</i>	<i>Rating</i>
Report Structure and quality of writing		
The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.		
Evaluation objective, scope and methodology		
The evaluation objective is explained and the scope defined. The methods employed are explained and appropriate for answering the evaluation questions. The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation. The report describes the data sources and collection methods and their limitations. The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.		
Evaluation object		
The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described. The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described. The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described. The report identifies the implementation status of the object, including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.		
Findings and conclusions		

<p>The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.</p> <p>The report presents an assessment of relevant outcomes and achievement of project objectives.</p> <p>The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.</p> <p>The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.</p> <p>The report analyses the budget and actual project costs.</p> <p>Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.</p> <p>Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.</p> <p>Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.</p> <p>Relevant cross-cutting issues, such as gender, human rights, environment are appropriately covered.</p>		
Recommendations and lessons learned		
<p>The lessons and recommendations are based on the findings and conclusions presented in the report.</p> <p>The recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?').</p> <p>Recommendations are implementable and take resource implications into account.</p> <p>Lessons are readily applicable in other contexts and suggest prescriptive action.</p>		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Annex 3 - Outline of an in-depth project evaluation report

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Project background

- Brief context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project¹ and important developments during the project implementation period
- Project summary:
 - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
 - Brief description including history and previous cooperation
 - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
 - Positioning of the UNIDO project (other related initiatives)
 - Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section III Evaluation Criteria and Questions). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

A. Design

B. Relevance

C. Effectiveness

¹ Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

D. Efficiency

E. Sustainability

F. Project coordination and management

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table required by the GEF should be presented here.

IV. Conclusions, Recommendations and Lessons Learnt

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Counterpart Organizations
- Donor

C. Lessons Learnt

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lessons the context from which they are derived should be briefly stated

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex B: List of interviewees

5. NAME	6. TITLE/POSITION	7. ORGANISATION/ADDRESS
Mr. Ameising Luikham	NEC Secretary	North Easter Council, Ministry of Development of NE Region, Shillong.
Mr. Gautam Chintey	Adviser (Banking, Industries, & Tourism)	North Easter Council, Ministry of Development of NE Region, Shillong.
Mr. Rajendra P Agarwalla	State Mission Director	Bamboo Development Agency, Guwahati.
Mr. Paul Muktieh	Chairman and Managing Director	NEFDi (North Easter Development Finance Corporation Limited), Guwahati.
Dr. Abhinav Kant	Director in-charge	BCDI (Bamboo & Cane Development Institute), DC Handicrafts, Ministry of Textiles
Mr. Dibakar Goswami	Managing Director	ARTFED (Assam Apex Weavers & Artisans Co-op. Federations Limited), Guwahati.
Mrs. Waheeda Rehman	Secretary	NGO “Morigaon Mahila Mehfil”, Morigaon, Assam. A cluster partner for Morigaon area.
Artisans	Members of Manipur Cluster	Manipur cluster, Morigaon, Assam. Gucharabori Cluster, Morigaon, Assam.
Artisans	Members	Agartala cluster, Agartala, Tripura.
Handicraft Shops		Guwahati, Shillong and Agartala.

Annex C: List of some of the Information Sources Consulted

Documents

- Independent UNIDO Country Evaluation, 2011
- Independent Evaluation INDIA, UNIDO Country Service Framework, 2007.
- Min of Textiles Annual Report 2012-2013
- North Eastern Region Vision 2020 and Annexures, North Eastern Council, Ministry of Development of NE Region.
- STATE WISE & PROJECT WISE UTILISATION OF RELEASED FUNDS, Non-Lapsable Central Pool of Resource (NLCPR), Ministry of Development of North Eastern Region, September 2013
- International Centre for the Advancement of Manufacturing Technology (ICAMT) , Final Report of the Independent Evaluation Team* , Field mission: 13 to 25 February 2006
- Government of Assam, Industrial Policy of Assam, 2008
- Handicrafts Annual Report 2001-2002, Ministry of Textiles.
- The Handicrafts and Handlooms Exports Corporation of India Ltd., Balance Sheet as at 31-March-2012.
- Government of Assam, Industrial Policy of Assam, 2008.
- International Trade Report, Ministry of Statistics and Programme Implementation, 2010-2011.
- Final Report, Morigaon Mahila Mehfil, Morigaon , Assam, Canme & Bamboo Networking Project
- Tentative 4th Year Work Plan (July 2012-Jan 2013) without DC (H) contribution, PMU, UNIDO, Guwahati.
- Memorandum of Association, Bamboo Development Agency (BD), March 2008.
- List of Beneficiaries under UNIDO Phase II project, PMU, UNINDO, Guwahati.
- The National Strategy Paper 2006, National Manufacturing Competitiveness Council.
- Memorandum of Association, Bamboo Development Agency

Websites

- unido.org
- National Portal of India
- NEC Website www.necouncil.nic.in
- NEHHDC, http://nehhdc.com/handi_pro.html
- Ministry of Development NER, <http://mdoner.gov.in>
- National Bamboo Mission, <http://nbm.nic.in/>
- National Information Centre, www.nic.in
- Ministry of Textiles, Government of India.
- Textiles | National Portal of India
- National Portal of India
- Webpage on Handloom, Tripura - Product Catalogue
- Handicrafts | National Portal of India
- Ministry of Statistics and Programme Implementation
- Labour & Employment | National Portal of India
- The World Bamboo Market | GreenFlip
- [inbar_working_paper_no33.pdf](#)

- UNION BUDGET & ECONOMIC SURVEY
- IP and CSF Evaluations
- www.caneandbamboo.org - canea nd bamboo - website value

Annex D: Planned Outputs for Phase II & Their Status

("Status" column added by Consultant and filled with the help of PMU Coordinator)

OUTPUT 1. Bamboo farmers and producers organized in Cane and Bamboo Associations extending supply chains from plantation management and pre-processing to industrial processing and marketing

Activities for Output 1:

Act #	Description	Responsibility	Status (Aug 2013)
5.1.1	Plan and Conduct Workshop with GOI stakeholders to define criteria for selection and formation of CAB Groups in the States of Assam, Tripura, Mizoram and Meghalaya, define criteria for identification and selection of other project beneficiaries, taking into account the presence of existing industrial units (e.g. Bamboo Matboard Production Centres) and fine tune the Project Management Organization Structure accordingly.	UNIDO Local Governments (LG)	Partially Done
5.1.2	Prepare and establish guidelines for organizing CAB Groups jointly with GOI Stakeholders, specifying possible forms of association, rules for fair practices, dispute resolution, communication structure, etc.	UNIDO LG	Not Done
5.1.3	Plan and conduct survey to identify village communities engaged in production of CAB products and perform preliminary analysis of value chains from raw material sources up pre-processed/finished products	CBTC	Partially Done
5.1.4	Conduct open meetings with potential CAB Group members to introduce the principles of Groups and their possible applications and advantages.	UNIDO CBTC	?
5.1.5	Finalize selection of members of CAB Groups and organize CAB Groups into working groups for implementing project interventions.	UNIDO CBTC	Partially Done
5.1.6	Plan, organize and conduct workshops on cane and bamboo pre-processing techniques and strategies within the context of existing value chains and industrial demand.	UNIDO CBTC	?
5.1.7	Establish pre-processing units in the respective Groups, based on existing and potential industrial demand	UNIDO	?
5.1.8	Provide continuous guidance and support to CAB Groups	UNIDO CBTC	Partially Done
5.1.9	Overall Project Monitoring and Impact Assessment.	UNIDO, PSC	Done

OUTPUT 2. Domestic and global market demand (product development and design, standards, certifications) guide the development of bamboo and cane industry sector

Activities for Output 2

Act #	Description	Responsibility	Status (Aug 2013)
5.2.1	Reassess and report on the status and capacity of the CAB industry in NER and provide updated information in the form of 'Yellow Pages'.	UNIDO CBTC	Partially Done
5.2.2	Regular updating of CAB Yellow Page database with listings of local CAB product designers, manufacturers and exporters, with indications of their product range, production capacity, sales volume, and ratio of exports.	CBTC, LG	Partially Done
5.2.3	Regular updating of CAB Yellow Page database with listings of traditional and novel product designs, technical specifications, test procedures and testing requirements, including existing and potential market demand.	CBTC, LG	Partially Done
5.2.4	Identify and shortlist CAB products with export potential and which are suitable for integration in local production systems	CBTC, LG	?
5.2.5	Conduct quality tests of shortlisted products at CBTC or at other qualified testing centres, including technical/marketing assessment by independent consultant(s).	UNIDO CBTC	?
5.2.6	Prepare critical review GOI EXIM/Foreign trade Policy with specific focus on CAB industries and in consideration of official GOI trade statistics and prepare report with recommendations, including policy revisions.	UNIDO	?
5.2.7	Attendance of CBTC staff and local stakeholders at International Conferences/Events/Trade Shows (e.g. Chiangmai, Oita) to provide exposure to new product trends and international export market standards.	UNIDO, LG	?
5.2.8	Prepare and conduct Workshops on entrepreneurship, trade capacity building, product development and industrial design, and assembly-line production concepts, in various areas in NER, including CAB Group locations.	UNIDO, CBTC	?
5.2.9	Plan and Facilitate regular visits of Product Designers to CAB processing centres at the village level, including the CAB Group locations	UNIDO	?
5.2.10	Monitor activities and results.	UNIDO, PSC	

OUTPUT 3. Appropriate technology transfer and skill development ranging from rural communities to urban industries

Activities for Output 3

Activity #	Description	Responsibility	Status (Aug 2013)
5.3.1	Critically assess, jointly with external management consultant(s), and prepare report on the technical and managerial capacity of CBTC, including details of staff competence, organizational SWOT analysis, and detailed action plan to build up CBTC's overall capacity.	UNIDO	Done
5.3.2	Plan and Conduct Training Workshops to upgrade the managerial and technical skills of CBTC staff members.	UNIDO	Done by PMU
5.3.3	Plan and organize the procurement of machinery and equipment required to upgrade the facilities of CBTC in Guwahati.	UNIDO	Done by PMU
5.3.4	Installation of new machinery and equipment at CBTC in Guwahati.	UNIDO	Done by PMU
5.3.5	Conduct technical training of CBTC staff for operating and maintaining new machinery.	UNIDO	Done by PMU
5.3.6	Prepare a detailed technical study and state-of-the-art review on product standardization and testing procedures and methods for industrial CAB products, including an assessment of testing institutions/centres in India	UNIDO CBTC	?
5.3.7	Prepare curricula of training programmes to be conducted at CBTC facilities and/or using equipment and technologies available at CBTC.	UNIDO CBTC	?
5.3.8	Plan and organize the procurement and distribution of simple tools and hand powered equipment for CAB Groups.	UNIDO	Done by PMU
5.3.9	Prepare Basic Training Manuals on the use of specific tools and hand-powered equipment for distribution to CAB Groups and for promotion to artisans in the NER.	UNIDO	?
5.3.10	Conduct training workshops for the operation and maintenance of equipment introduced in CAB Groups, and other potential groups in NER.	UNIDO	?
5.3.11	Conduct and Prepare a Technical and Financial Feasibility Study for a Bamboo Technology Park in Guwahati, including alternative proposals for upgrading and upscaling the capacity of CBTC to provide state-of-the-art product testing services.	UNIDO, LG CBTC	?
5.3.12	Conduct Testing of selected CAB products using new equipment/machinery at CBTC Facilities and/or other testing institutions in India, and provide detailed test reports.	UNIDO CBTC	?

OUTPUT 4. CBTC capacity strengthened as an international hub and service provider for the global cane and bamboo sector

Activities for Output 4

Activity #	Description	Responsibility	Status (Aug 2013)
5.4.1	Preparation of Report detailing various types of technology transfer and training programmes and services offered by CBTC, including type and cost of services, implementation timeframe, competencies and equipment required, CBTC components and subcontracted components (e.g. internal and external experts, services, equipment, etc.)	UNIDO	?
5.4.2	Preparation of a Strategy Document by CBTC defining and describing its role and competitive advantage as a service provider	CBTC	?
5.4.3	Initiate, implement, and report on programmes to develop linkages and partnerships with other institutions specialized in relevant areas of the CAB industry where comparable level competence and expertise is not available in CBTC (e.g., bioenergy, composites, MDF, product design and development, etc.)	UNIDO	?
5.4.4	Organize and implement a CAB 'Helpdesk' that can handle and respond to inquiries via email, including the development of a CAB service Website.	UNIDO, CBTC	?
5.4.5	Proactively support UNIDO international CAB projects by providing technology transfer solutions and training services.	UNIDO, bamboo projects in oother countries	CBTC went to Ethiopia & Uganda
5.4.6	Develop, organize, and report on specific exchange programmes aimed to upgrade competencies of CBTC staff through training in specialized institutions locally and abroad.		CBTC conducted training in East Timor
5.4.7	Conduct Independent Assessment of Technology Transfer Programme (by external consultant), including recommendations for improvement.		
5.4.8	Continuous monitoring of activities and results	UNIDO, PSC	

Annex E: Extracts from NEC Monthly Progress Report Dec 2012

SUMMARY

Currency	Budgeted	Spent	Bamboo Related		
			Amounts	% of Budgeted	% of Spent
Rs (Lakhs or 100,000)	45852.85	25526.62	1277.582	2.8%	5.0%
US Dollars (mil)	\$ 83.37	\$ 46.41	\$ 2.32		

No	Name of the project/scheme	State to which it pertains	Date of approval of the project	Estimated cost of the project	Physical target of work	Target date of completion	Installments released so far	Status regarding UCs	Amount released till date	Amount released during	Progress of work till 1st week of the month
1	2	3	4	5	6	7	8	9	10	11	12
2	Manufacturing of Bamboo Sticks & Allied Products by M/s Azaria Bamboo Industry, Industrial Estate, Zuangtui, Aizawl-796017 Mizoram	Mizoram	21.10.2005	63.90 (NEC's share of contribution is Rs.15.97 lakhs)	Manufacture bamboo sticks and allied products	1 year	2	U/C for Rs.12.50 lakhs received.	12.50	NIL	The unit was not in operation during inspection on 25th February, 2010. The Committee constituted to review the on-going projects under SPINE in the state of Mizoram recommended that the CBTC, Guwahati, may provide technical assistance to the unit. NEC had written to the Director, CBTC, Guwahati for intervening in the

											matter so that the unit can run smoothly. A reminder has been issued on 04th October, 2012.
5	UNIDO-CBTCPhase-II Cane and Bamboo Networking Project	Regional	31.03.2008	293.16	Promoting Livelihood in NE India	January, 2013	4	U/C for Rs 210.42 lakhs received	280.42	NIL	Implementation of the project is in progress. The 5th Project Steering Committee meeting was held on 16.04.2012. U/C and progress report are awaited. Project is to be continued till March, 2013.
6	Setting up of a Bamboo Technology Park at Cane and Bamboo Technology Centre (CBTC), Guwahati	Regional	30.03.2009	846.78	Setting up of a bamboo technology park for imparting training on bamboo technology	4 years	4	U/C for Rs 417.00 lakhs received	417.00	NIL	It is a non-going project. The project has been revised at an estimated cost of Rs 846.78.
8	Acquiring ISO Certification for CBTC attaining the "Centre of Excellence" by the upcoming Cane and Bamboo Technology Park at Burnihat, Assam	Regional	30.10.2010	2.55	For attaining ISO Certification	-	1	U/C awaited	2.55	NIL	Progress report and U/C are awaited.
10	Training on Basic Course of Bamboo Technology and Training for Manufacturing of Bamboo Sticks for Agarbatti & Rolling Masala by CBTC, Guwahati	Regional	21.01.2011	22.99	Training Programme	6 months	1	U/C is received for Rs. 13.80 lakhs	13.80	NIL	Progress Report and U/C have been received for 1st installment. Release for 2nd and final installment is under process

1 1	Training of Capacity Building Programme on Bamboo Trade for the year of 2011-12	Regional	20.10.2011	72.772	Capacity Building Programme	6 months	1	U/C awaited	72.772	NIL	Implementation of the scheme is in progress. Letter written seeking report
1 3	Setting up of a Project for Livelihood Development Through a Pilot Bamboo Enterprise for Rehabilitation of Surrendered Militant at Tripura	Tripura	05.05.2006	470.44 (revised) (NEC's share of contribution is Rs.388.54 lakhs)	Livelihood Development	2 years	All	U/C received for Rs. 363.54 lakhs	388.54	NIL	The project has been revised recently. As per report available, the project is likely to be commissioned shortly. NEC has written a letter to the Govt. of Tripura for finalisation of the date of commissioning. Reply is awaited.
1 4	Integrated Development of Bamboo Handicraft Clusters in Tripura.	Tripura	23.03.2012	441.25 (NEC's Share of Contribution is Rs.397.125 lakhs)	Integrated Development of Bamboo Handicraft Clusters.	3 years	1	U/C awaited	90.00	NIL	This is a new project. Report on execution of work is awaited.

NEC Dec 2012 Report

No	Name of the project/scheme	State to which it pertains	Date of approval of the project	Physical target of work	Status regarding UCs	Amount released till date (in US\$ at rate of Rs55 / 1 S)	Percent	Amount released during month December, 2012 (Rs Lakhs)	Progress of work till 1 st week of the month
6	Setting up of a Bamboo Technology Park at Burnihat Cane and Bamboo Technology Centre (CBTC), Guwahati	Regional	30.03.2009	Setting up of bamboo technology park for imparting bamboo technology	U/C for Rs 417.00 lakhs received	758,182	32.6%	NIL	It is a non-going project. The project has been revised at an estimated cost of Rs 846.78.
13	Setting up of a Project for Livelihood Development Through a Pilot Bamboo Enterprise for Rehabilitation of Surrendered Militant at Tripura	Tripura	05.05.2006	Livelihood Development	U/C received for Rs. 363.54 lakhs	706,436	30.4%	NIL	The project has been revised recently. As per report available, the project is likely to be commissioned shortly. NEC has written a letter to the Govt. of Tripura for finalisation of the date of commissioning. Reply is awaited.
5	UNIDO-CBTC Phase-II Cane and Bamboo Networking Project	Regional	31.03.2008	Promoting Livelihood in NE India	U/C for Rs 210.42 lakhs received	509,855	21.9%	NIL	Implementation of the project is in progress. The 5th Project Steering Committee meeting was held on 16.04.2012. U/C and progress report are awaited. Project is to be continued till March, 2013.
14	Integrated Development of Bamboo Handicraft Clusters in Tripura.	Tripura	23.03.2012	Integrated Development of Bamboo Handicraft Clusters.	U/C awaited	163,636	7.0%	NIL	This is a new project. Report on execution of work is awaited.
11	Training of Capacity Building Programme on Bamboo Trade for the year of 2011-12	Regional	20.10.2011	Capacity Building Programme	U/C awaited	132,313	5.7%	NIL	Implementation of the scheme is in progress. Letter written seeking report
10	Training on Basic Course of Bamboo Technology and Training for Manufacturing of Bamboo Sticks for Agaratti & Rolling Masala by CBTC, Guwahati	Regional	21.01.2011	Training Programme	U/C is received for Rs. 13.80 lakhs	25,091	1.1%	NIL	Progress Report and U/C has been received for 1 st installment. Release for 2 nd and final installment is under process

2	Manufacturing of Bamboo Sticks & Allied Products by M/s Azaria Bamboo Industry, Industrial Estate, Zuangtui, Aizawl-796017 Mizoram	Mizoram	21.10.2005	To manufacture bamboo sticks and allied products	U/C for Rs.12.50 lakhs received.	22,727	1.0%	NIL	The unit was not in operation during inspection on 25th February, 2010. The Committee constituted to review the on-going projects under SPINE in the state of Mizoram recommended that the CBTC, Guwahati, may provide technical assistance to the unit. NEC had written to the Director, CBTC, Guwahati for intervening in the matter so that the unit can run smoothly. A reminder has been issued on 04th October, 2012.
8	Acquiring ISO Certification for CBTC attaining the "Centre of Excellence" by the upcoming Cane and Bamboo Technology Park at Burnihat, Assam	Regional	30.10.2010	For attaining ISO Certification	U/C awaited	4,636	0.2%	NIL	Progress report and U/C are awaited.
TOTAL						\$ 2,322,876			

Annex F: Extracts from Ministry of Textiles Annual Report 2012

Achievements made for handicrafts sector

In order to provide information as well as guidance of experts, Council organized various seminars/symposiums to transmit the information concerning to the EXIM Policy export procedures, market intelligence, compliances in international market with the view to enhance the knowledge concerning to the trade and explore exports from the handicrafts sector.

Council by making repeat participation and organizing repeat Brand Image Promotion Programmes concerning to the crafts and buyers seller meets in LAC created awareness and marketing opportunities of Indian handicrafts to increase exports of handicrafts which encashed to create mass awareness about Indian Handicrafts, gifts of decorative items. As such, market for Indian handicrafts which was negligible in LAC has been established as buyers have started sourcing their requirements of gifts and decorative items from India and are visiting fairs in India. The activities undertaken both in domestic as well as international market unable us to promote exports and increase in percentage has been witnessed during the year 2012-13. The product specific shows conducted in the country have provided opportunity to promote specific products of handicrafts from the clusters of the products. During the period of April-Oct. 2012 of 2012-13, Council had participated in 15 exhibition/fairs as well as organized BSM and about 423 exporter members had got the opportunity of participation abroad to showcase various forms of Indian handicrafts products as well as gifts and decorative products. These participations enabled the handicrafts sector to create awareness about Indian handicrafts, sourcing hubs and booked sufficient export orders besides attended enquires in order to make market linkages and compete with competitors. In addition, about 6 exhibitions abroad, 36 Master crafts persons and entrepreneurs had participated to showcase the variety of handicrafts products and give live demonstration to showcase the skill and capacity of production of product. The Master Crafts persons as well as small entrepreneurs could develop entrepreneurship.

To summarize the achievements, succinctly are as follows:

- Participated in 23 exhibition/fairs in 16 countries abroad and about 566 exporter members were given participations to showcase variety of Indian handicrafts, gifts and decorative items for creating awareness and to promote exports.
- The exports of handicrafts during 2011-12 showed an increase of 23.18% in Rupee term and 17.56% in US \$ terms. The export during 2010-11 was Rs. 10533.96 crores (US \$2301.52 million) which increased to Rs. 12975.25 crores (US \$ 2705.66 million). The exports of handicrafts during the period 2012-13 (April-January) showed an increase 39.64% in Rupee term and 22.08% in US \$ term. The exports during April-January, 2011-12 was Rs. 8992.12 Crores (US \$ 1889.61 million) and during the similar period of 2012-13 the exports was Rs. 12556.45 cores (US \$ 2306.85 million)
- LAC was explored by undertaking Brand Image Promotion Campaign for Indian Handicrafts. Further, in the remaining period of 2012-13, Buyers Sellers Meet, participation of exporters and master craftspersons, seminars for Brand Image Promotion Programmes are to be undertaken

for promoting Indian handicrafts sector, market linkages, creating awareness to explore exports share. The proposed programmes are in Chile and Colombia.

- By organizing series of Seminars/Symposium/Workshops in craft clusters in each region of the country on various subject matters concerning to EXIM Policy, Packaging, Certification, Compliances, Challenges, and information was disseminated, shared with entrepreneurs, exporters, craftspersons in regard to export market and to explore the same vis-à-vis domestic market.
- In order to acquaint domestic market and create awareness about trends of development, designs technology upgradation and export market as well as quality, exposure of crafts of exportable quality, buyer seller meet was organized.
- Participated and set up a Thematic Display in 'Tex-Trend' organized at Pragati Maidan, New Delhi. The thematic display enabled to create awareness amongst visitors from aboard visited for the above fair which was participated by all EPCs.
- The Council's efforts and measures taken the export of handicrafts remain on increasing trend. Keeping in view the increasing trend of exports of handicrafts, the target of Rs. 15500 crores of 2012-13 is expected to be achieved, if all things remain same.
- Besides, regular fair of IHGF of each year, Council initiated product specific shows to promote product specific shows of craft clusters with the view to explore export growth
- Infrastructural support for technological upgradation input for handicrafts sector and Common Facility Centers at Saharanpur and Jodhpur set up earlier by Council were continued vigorously for the benefit of arising of exporters of wooden craft with the view to explore export of wooden handicrafts.
- In addition to above, necessary action in respect of setting up of international Lace Trade Centre at Narasapur was continued and stone laying ceremony on 19th August, 2012 of the Centre has already been taken. Besides, Foundation Stone laying ceremony of Moradabad Resources Centre on 16th May, 2012 was also undertaken.
- MDA Assistance to the tune of **Rs. 161.02 Lakhs** to **108 handicrafts exporters** for the period April-Oct., 2012 was disbursed and the assistance to **191 exporters** in the remaining period of 2012-13 is expected to be disbursed of estimated amount of about **Rs. 258.10 Lakhs**.

As such, total disbursement to about **299 exporters** would be **Rs. 419.12 Lakhs** during 2012-13.

Annex G: Delivery Status of the Project Equipment & Tools as on August 8, 2013

(as given by the PMU)

Sl.No.	Name of Machine	Name of Supplier	Delivery Status	Remarks
1.	Dust Collector Portable P.O No. 300 001 5772.	Bharat Machine Works, Main Road, Bongaigaon, Assam-783380.	Delivered at Cane and Bamboo Technology Park, Burnihat, Assam Last week of 25 th May, 2013	Not yet Installation
2.	Incense Stick Making Machine:- P.O NO. 300 001 5764. a. Model No. CYM039 P- Incense Stick Extrusion Machine – 1 set. b. Model No. CYM 007 JB – Multi Grove Type Polishing Machine – 1 set. c. Model No. CYM 064 – Dust Collector- 1 set.	Chin Fu Industrial Corp, Lukang Changhwa, Taiwan	Delivered at Cane and Bamboo Technology Park, Burnihat, Assam	Not yet Installation
3.	Bamboo Stick Making Machine:- P.O NO. 300 001 5770. a. Model No. CYM 013 H – Bamboo Slicing, Knot Removing, Width Sizing & Planning Machine – 1 set. b. Model No. CYM 005 J – Bamboo Stick Making Machine – 1 set. c. Model No. CYM 006 C 8' – Bamboo Stick Sizing Machine 8' – 1 set	Chin Fu Industrial Corp, Lukang Changhwa, Taiwan	Delivered at Cane and Bamboo Technology Park ,Burnihat, Assam 1 st Week of June	Not yet Installation

4.	Bamboo Tooth Pick Making Machine P.O NO. 300 001 5773. a. Model No. CYM 007 T – Tooth Pick & Skewer Polishing Machine – 1 set. b. Model No. CYM 008 T- Tooth Pick Shaving Machine – 1 set c. Model No. CYM 008 S – Skewer Shaving Machine – 1 set	Chin Fu Industrial Corp, Lukang Changhwa, Taiwan	Delivered at Cane and Bamboo Technology Park, Burnihat, Assam	Not yet Installation
5.	Bamboo Blind Making Machine P.O NO. 300 001 5771. a. Model No. CYM 007 C 8' – Bamboo Stick Polishing Machine 8' – 1 set. b. Model No. CYM 020 8' – Bamboo Blind Weaving Machine 8' - 1 set. c. Model No. CYM 018 W – Bobbin Winder - 1 set.	Chin Fu Industrial Corp, Lukang Changhwa, Taiwan	Delivered at Cane and Bamboo Technology Park, Burnihat, Assam	Not yet Installation
6	Cluster Equipments P.O NO. 300 001 5774.	Garnet Tools M.P	Delivered at PMU, UNIDO on 25 th July, 2013	1. Morigaon Delivered on 2/7/2013 2. Tuli Delivered on 24/7/2013 3. Aizawl Delivered on 24/7/2013 4. Tura -Not yet.
7	Hand Tools P.O NO. 300 001 5776.	Universal Agency, Opp Gol Building, A.T. Road Guwahati, Assam	Delivered at PMU, UNIDO	Distributed to Beneficiaries
8	Tools Kit bags	Kiran Bag Centre	Delivered at PMU, UNIDO	
Sl.No.	Name of Machine	Name of Supplier	Delivery Status	Remarks
9	Dust Collector (Fixed Type) P.O NO. 300 001 5763.	Bharat Machine Works, Main Road, Bongaigaon, Assam-783380.	Not Delivered	

10	Heavy Duty Wide Belt Sending Machine P.O NO. 300 001 5775.	PO CHIAO INDUSTRY CO. LTD. No. 313 Shen Chou Rd. Shen Kang Hsiang, Taichung Taiwan R O	Not Delivered	
11	Moulding Main Machines: P.O NO. 300 001 5796. SR-750 – Pneumatic High Speed Overarm Router – 1 set SS – 511TS – Tilting Spindle Moulder – 1 set	Ru Long Wood Machine Co. Ltd. Ta Shun St, Feng Yuan City/62, City – Taichung 420, Taiwan	Not Delivered	
12	PFS 41 - Combined machine surface /Thickness planner P.O NO. 300 001 6426.	CASADEI BUSELLATO Via del Lavoro/1/3, City – Thiene (VI), Italy	Not Delivered	

TOOLS & EQUIPMENT FOR MORIGAON CLUSTERS

SL.No	Particulars	Specification	Quality
1	Mitre Saw	Bosch With spare blade GCM-10	2
2	Electrical Hand Drill Machine	Bosch GSB-10RE	4
3	Portable Air Compressor	with Pneumatic pressure switch, with hose pipe,1H.P	1
4	Spray gun	Pilot 500ml	1
5	Pillar Electrical Stand Drill,	1"	1
6	Table Grinding machine	Bosch - 6"	1
7	Treatment Tank	(L8' x B2' x H2') made of MS	2
8	Dyeing Tank	(H2' X B2' x L2') made of aluminum	2
9	Drill bit set	Mirinda 2mm to 12mm	2
10	Manual Splitter (Minimum 18 nos blades)		4
11	Fine Knife	5" hard MS (Dao)	20
12	Pruning Scissor	Falcon	10
13	Table Vice	Standard	1

TOOLS & EQUIPMENT FOR TURA CLUSTERS

SL.No	Particulars	Specification	Quality
1	Mitre Saw	Bosch With spare blade GCM-10	2
2	Electrical Hand Drill Machine	Bosch GSB-10RE	4
3	Portable Air Compressor	with Pneumatic pressure switch, with hose pipe,1H.P	1
4	Spray gun	Pilot 500ml	1
5	Pillar Electrical Stand Drill,	1"	1
6	Table Grinding machine	Bosch - 6"	1
7	Treatment Tank	(L8' x B2' x H2') made of MS	2
8	Dyeing Tank	(H2' X B2' x L2') made of aluminum	2
9	Drill bit set	Mirinda 2mm to 12mm	2
10	Manual Splitter (Minimum 18 nos blades)		2
11	Fine Knife	5" hard MS (Dao)	20
12	Pruning Scissor	Falcon	10
13	Table Vice	Standard	1
14	Carpentry Vice	8'	4
15	Portable Sending Machine		1
16	Dao	10"	5

TOOLS & EQUIPMENT FOR TULI CLUSTERS

SL.No	Particulars	Specification	Quality
1	Mitre Saw	Bosch With spare blade GCM-10	2
2	Electrical Hand Drill Machine	Bosch GSB-10RE	4
3	Table Grinding machine	Bosch - 6"	1
4	Treatment Tank	(L8' x B2' x H2') made of MS	1
5	Dyeing Tank	(H2' X B2' x L2') made of aluminum	2
6	Drill bit set	Mirinda 2mm to 12mm	2
7	Manual Splitter (Minimum 18 nos)		2

	blades)		
8	Fine Knife	5" hard MS (Dao)	20
9	Pruning Scissor	Falcon	10
10	Portable Jig Saw	Bosch	1
11	Portable Router	Bosch with spare bits	1
12	Carpentry Vice	8'	2
13	Portable Sending Machine		2
14	Circular saw	Bosch	1
15	Hand Press Machine		2

TOOLS & EQUIPMENT FOR AIZAWL CLUSTERS

SL.No	Particulars	Specification	Quality
1	Mitre Saw	Bosch With spare blade GCM-10	2
2	Electrical Hand Drill Machine	Bosch GSB-10RE	4
3	Portable Air Compressor	with Pneumatic pressure switch, with hose pipe,1H.P	1
4	Spray gun	Pilot 500ml	2
5	Pillar Electrical Stand Drill,	1"	1
6	Table Grinding machine	Bosch - 6"	1
7	Treatment Tank	(L8' x B2' x H2') made of MS	1
8	Dyeing Tank	(H2' X B2' x L2') made of aluminum	1
9	Drill bit set	Mirinda 2mm to 12mm	2
10	Manual Splitter (Minimum 18 nos blades)		2
11	Fine Knife	5" hard MS (Dao)	20
12	Pruning Scissor	Falcon	10
13	Table Vice	Standard	1
14	Portable Jig Saw	Bosch	1
15	Portable Router	Bosch with spare bits	1
16	Carpentry Vice	8'	8

Annex H: Printout of CBTC Webpage on 31-August-2013

www.caneandbamboo.org - cane and bamboo - website value

http://www.websiteviewer.net/www/caneandbamboo.org

WMT



type in any domain name...



caneandbamboo.org DOMAIN REPORT

Website Report | Server Report | Traffic Rank | Read | Pageviews | Pageviewerlink | Source | Time of Site | Search



Owner Name	Parvathanarajam
Owner Email	Parvathanarajam@parvathanarajam.com
Address	15841 NE 77th Street
City	Bellevue
State	WA
Postal	98008
Country	US
Owner Phone	+1-206-774-5288



websiteviewer.com

caneandbamboo.org 9.58 out of 10 based on 29 ratings.

INFO CANEANDBAMBOO.ORG

Alexa Rank	17,151,171
Title	cane and bamboo technology website
Description	welcome to cane and bamboo technology website
Visits per day	57
Daily Ad Revenue	\$0.74
Created Date	2012-01-21
Domain Age	1 year 6 months
IP	67.20.20.1
Last Update	01-01-2013 16:15:47 (1 year 24 days) Update Now!



ALEXA TRAFFIC & RANK BY COUNTRY

Update graph to the last: [7 days](#) | [1 month](#) | [3 months](#) | [6 months](#)
Daily Pageviews (percent)
[caneandbamboo.org](#)

www.caneandbamboo.org Website Traffic Rank



Annex I: Stakeholders/Beneficiaries Questionnaire Template

Promoting Livelihoods in North Eastern India: The Cane and Bamboo Networking Project

Name of Interviewee:

Position/Title:

Organization:

Interview Date:

<u>EVALUATION QUESTIONNAIRE</u>	
Area/Question	Answer
<i>Overall satisfaction with phase II of the project (from 1 to ten with 10 being Excellent):</i>	
Project identification and formulation	
A participatory project identification process including all main stakeholder groups was instrumental in selecting problem areas and counterparts requiring technical cooperation support.	
The project had a clear thematically focused development objective and immediate objective and/or outcomes, the attainment of which can be determined by a set of verifiable indicators.	
The project/programme was formulated based on the logical framework approach and included appropriate output and outcome indicators within a realistic timeframe.	
A logically valid means-end relationship has been established between the project objective(s) and outcomes and the higher-level programme-wide or country level objectives.	
Lessons from earlier UNIDO projects were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time.	
Ownership and relevance	
The project design was based on a needs assessment	
The project was formulated with participation of the national counterpart and/or target beneficiaries	
The project takes account of and reflects national and local priorities and strategies	

<u>EVALUATION QUESTIONNAIRE</u>	
Area/Question	Answer
<i>Overall satisfaction with phase II of the project (from 1 to ten with 10 being Excellent):</i>	
	The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach including through in-kind and cash contributions.
	The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives.
Efficiency of implementation	
	The project takes account of and reflects national and local priorities and strategies
	The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach including through in-kind and cash contributions.
Effectiveness	
	(i) Outputs produced and how the target beneficiaries use the outputs.
	(ii) Achievement of outcomes or are these likely to be realized through utilization of outputs.
Impact and sustainability	
	Which long term developmental changes (economic, environmental, social) have occurred or are likely to occur as a result of the intervention and are these sustainable.
	Was the project replicated/had a multiplying effect.
	Was any sustainability strategy formulated
	What is the prospect for technical, organizational and financial sustainability

EVALUATION QUESTIONNAIRE	
Area/Question	Answer
Overall satisfaction with phase II of the project (from 1 to ten with 10 being Excellent):	
Project coordination and management	
	The national management and overall field coordination mechanisms of the project have been efficient and effective.
	The UNIDO management, coordination, quality control and technical inputs have been efficient and effective.
	Monitoring and self-evaluation was carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management.
	Changes in planning documents during implementation have been approved and documented.
	Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.
Project coordination and management	
	The national management and overall field coordination mechanisms of the project have been efficient and effective.
	The UNIDO management, coordination, quality control and technical inputs have been efficient and effective.
	Monitoring and self-evaluation was carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management.
	Changes in planning documents during implementation have been approved and documented.
	Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.

ANNEX J: Summary of activities under cane & bamboo networking project

PHASE II Prepared by PMU

Table I							
#	Particulars	Total INR	Total Clusters USD	CBTC/BTP (USD)	PMU	Total Exp USD	Remarks
1	Training - Clusters	1,967,500	35,800	-		35,800	Annx I
2	Tools/Small equipments - Clusters	2,083,777	37,900	-		37,900	Annx II
3	Machineries			246,633		246,633	Annx III (Approx figures from PMU, exact figure can be provided by RO)
4	Handtool Kit Bag - Clusters	144,000	2,600	-		2,600	
5	Service Contracts - Clusters	966,500	17,600	-		17,600	
6	Other Activities			-	310,000	310,000	Annx IV
	Grand Total	5,161,777	93,900	246,633	310,000	650,533	
	CLUSTERS: Morigaon, Tura, Tuli, Aizwal, and Agartala.						

Note: "Annex I, II, III & IV" under Remarks in the above table were not available.

Annex K: Summary statement - fund flow of cluster activities under the phase ii of cane & bamboo development project

Table II						
Clusters	Activity	MOD No	MOD Amount (Rs)	Expenditure (Rs)	MOD US\$	Expenditure US\$
Morigaon	One Day Awareness Program	18066253	25,000	18,750	455	341
	Five-day training for Morigaon Cluster on improved design and quality products	18070743	55,000	55,000	1,000	1,000
	Training on development of Prototype products	18072812	110,000	110,000	2,000	2,000
	Preparation of Samples	18072816	18,000	18,000	327	327
	Training in Product Development	18068076	138,000	138,000	2,509	2,509
			346,000	339,750	6,291	6,177
Tuli	One Day Awareness Program	18065850	33,500	33,500	609	609
	Five-day training on bamboo broom and tray preparation	18070744	80,000	80,000	1,455	1,455
	Training on development of Prototype products	18072813	80,000	80,000	1,455	1,455
	Training in Product Development	18068077	97,050	97,050	1,765	1,765
			290,550	290,550	5,283	5,283
Tura	One Day Awareness Program	18066291	28,000	28,000	509	509
	Five-day training on improved design and quality	18070745	60,000	60,000	1,091	1,091
	One-day training on final product sample preparation	18070615	18,000	18,000	327	327
	Training on development of Prototype	18072814				1,127

	Product development		62,000	62,000	1,127	
	Training in Product Development	18068016	161,500	161,500	2,936	2,936
			329,500	329,500	5,991	5,991
Aizwal	One Day Awareness Program	18066087	35,000	35,000	636	636
	One-day training on final product sample preparation	18070741	18,000	18,000	327	327
	Five-day training on improved design and quality products	18070742	80,000	80,000	1,455	1,455
	Training on Prototype & machine operation & maintenance	18072811	80,000	80,000	1,455	1,455
	Training Programme on Bamboo Furniture and Basketry Making	18068468	287,700	287,700	5,231	5,231
			500,700	500,700	9,104	9,104
Agartala	Organization of training for a 2-month training	18070940	507,000	507,000	9,218	9,218
	All activities were done on turn key basis by BCDI, Agartala					
	GRAND TOTAL				26,668	26,555

Note: The Green Color items indicate what the consultant added to the table.

Annex L: From ARTFED website

Name	ARTFED
	Assam Apex Weavers & Artisans Co-operative Federation Ltd.
Address	G.N.B. Road, Ambari, Guwahati-781001, Assam, India
Phone No.	91-361-543772(EPBX), 548987(O), 632709(O)
Fax No.	91-361-548987
Web Site	www.artfed.in
email Address	artfed@satyam.net.in
Showrooms	57 in all
	49 in Assam and 8 National Showrooms

The Assam Apex Weavers & Artisans Co-operative Federation Ltd. (ARTFED) was formed on 27th July 1977 by reorganizing the Assam Apex Weavers Co-operative Society Ltd. with the aims and objects that the Apex Society shall organize Handloom Weaving and other Cottage Industries in the state on Co-operative basis. The area of operation of this Apex Co-operative Federation is in the entire state of Assam. The Federation has now 16 districts and 988 number of primary level Co-operative as its members. The Co-operative Federation is creating employment opportunities to lakhs of weavers and artisans in Handloom Weaving as well as in Handicrafts activities throughout the year. The Federation is also bearing responsibilities for social development of weavers and Artisans of the State apart from economic development.

The Federation has expanded its business to a considerable extent and made reasonable profits during the last few years, ARTFED has established 53 showrooms inside and outside the state and propose to open another 5 showrooms within the financial year .Out of 53 showrooms, 48 showrooms are located inside the states and 5 showrooms are located outside the state. The showrooms at Kolkata, Jaipur, Kanpur, Indore, Delhi (yet to be opened), Lucknow (yet to be opened) and Bangalore (yet to be opened) are owned by ARTFED as its Capital assets. ARTFED has already opened 8 showrooms in Guwahati city of which the showroom at Rehabari is constructed at its own land as a very sophisticated Air Conditioned showroom of the North-Eastern Region. Another showroom near Borjhar Airport is also under construction at its own land and almost completed for opening.

ARTFED has successfully implemented numbers of Centrally Sponsored and Central Sector Schemes for Handloom and Handicrafts Sector for Production, Marketing, Welfare, Research and Development, Export, etc.

ARTFED has taken a number of Schemes/Programmes for implementation since 1995-1996 for socio economic development of Handloom and Handicrafts Sector. Almost all Schemes are sponsored by Govt. Of India, Ministry Of Textiles, Office Of The Development Commissioner, Handlooms and Office Of The Development Commissioner, Handicrafts. Due to successful implementation of the Schemes, the rate of production of handloom fabrics and productivity per weaver in household unit has gone up. The fact of market expansion has also given increased

annual income to household unit of handloom weavers.

Artfed has also entered Global Market with exportable products. It has obtained orders from foreign buyers from Japan, U.S.A., East European Countries Taiwan, Israel etc. Goods worth several million rupees has already been exported to the aforesaid countries. With a view to strengthen the export base ARTFED has participated in the Hemtextil Fair in Frankfurt, Germany consecutively for the last three years.

It has also participated in the International Buyers And Sellers Meet held at Tokyo, Osaka, Johannesburg with a view to export the handloom items to foreign countries. In this context International Buyers from U.S.A., Japan, European Countries, Taiwan, Israel, etc. has already confirmed their procurement of products from ARTFED. Artfed has also proposed to participate in the Hemtextil Fair (Frankfurt, Germany) for the fourth consecutive time, TIPI Fair (Brussels), B.S.M. (U.S.A.) during the current year.

The sincere and continuous efforts have not only earned ARTFED a solid global market base but have also earned recognition in the world in general and in Europe in particular. The organization has been awarded "The Arc Of Europe - 2001 for Quality and Technology" along with C.C 100. This prestigious Honour is awarded to select organization on very strict standards maintenance on selection procedure only.

Artfed has its Production Units throughout the state, from which latest hand woven fabrics are created to cater the Nation and International Market. During the current year (2001-02) the organization has proposed for the production of 19 Million sq. mtrs of hand woven fabrics engaging 2.8 lakhs weavers on 1.86 lakhs looms. Artfed also has about 2600 skilled Artisans to produce quality Handicraft Items of utmost utility. The organization has undertaken to produce about 1 lakh unit of handicraft items during the current year. The total proposed business turnover during the year has been fixed at Rs. 6556.00 lakhs (US \$14,252,000).

Annex M: North Eastern Handicrafts and Handloom Development Corporation (NEHHDC)

Incorporated in 1977, North Eastern Handicrafts and Handloom Development Corporation (NEHHDC) attempts to develop and promote the indigenous crafts of the region by connecting craftsmen to prospective economic, cultural and social opportunities for creators while adding cultural value for consumers. Till 2016, it was under the Ministry of Development of North Eastern Region (DoNER), Government of India.

It offers a range of products from all the eight North Eastern states namely Arunachal Pradesh, Assam, Meghalaya, Mizoram, Nagaland, Tripura. The organization procures handicrafts and handlooms from artisans and weavers across the region. It has "Purbashree" Emporia located at Shillong, Guwahati, Kolkata, New Delhi, Bangalore and a Sales Point in various cities. It markets its products at various national and international markets through exhibitions and trade fairs.

The Corporation also conducts training programmes and seminars for skill and knowledge upgradation of artisans and weavers.

Objectives:

- Providing financial, technical and other assistance to craftsmen, weavers, co-operatives and entrepreneurs
- Establish, operate and promote Sales Centres, like emporia, show-rooms, publicity offices and marketing outlets for handicraft goods
- Organise production through co-operatives, artisans or its own production centres
- Promote and operate schemes for development of handicrafts, handlooms and allied products
- Establish production centres for those craft industries where the demand is growing
- Provide training for multiplying and upgrading traditional skills

Vision:

To improve the quality of life of artisans, weavers and entrepreneurs by increasing demand for their products in national and international markets.

Mission:

- Collaborate with artisans, weavers and entrepreneurs to produce quality handicraft and handloom products
- Procure their products at a fair price and market them
- Help them find markets for their products in the country and abroad.

Annex N: Bamboo & Cane Development Institute (BCDI)

(An ISO 9001-2008 certified Institute)

O/o Development Commissioner (Handicrafts)

Ministry of Textiles, Govt. of India.

Add: Lichubagan, P.O. Kathalbagan ,Agartala, West Tripura-799006

Web:- www.bcdi.in, E- mail. – mail@bcdi.in,

Tel:- 0381-2410368 Fax: 0381-2410367

Bamboo & Cane Development Institute (BCDI) was set up in 1974 at Agartala by Development Commissioner (Handicrafts), Ministry of Textiles, Govt. of India with an objective to provide strong forward and backward linkages for the producers of Cane and Bamboo of North East Region.

A new building has been set up to activate the working of BCDI in a sprawling area of six acres of land at a very prime location in Agartala. National Centre for Design & Product Development (NCDPD) has been entrusted with the responsibility of running and management of BCDI by O/o. Development Commissioner (Handicrafts) with an objective to professionalize the efforts in an effective manner.

The basic objective of BCDI is to build and create technology driven design & product oriented excellence in the cane & bamboo sector of North East and provide sustainable forward & backward linkages by creating marketing opportunities. This also includes the following:

- To cater the needs of changing taste & Design concepts of international buyers & growing Indian retail markets.
- To provide regular technology & design inputs to cane and bamboo manufacturing community of NER in particular.
- To update the sector about the changing global scenario with reference to technical advancement in manufacturing.
- To support product in skill development, training with inflow of technically equipped manpower.
- To project BCDI as center of Excellence in the areas of Cane & Bamboo.

The Institute have a well-developed infrastructure for training about bamboo and cane processes equipped with Bamboo Technology Centre having advanced bamboo and cane processing machines, hand tools and equipments, workshop and assembly area, library and computer center, bamboo seasoning and preservation facility, bambusetum etc.

BCDI as an Institute offers following services:

- Design & product development
- Skill up gradation & manpower training
- Technology transfer, Information Centre
- Market linkages

Training Courses

Course I: ADVANCED TRAINING IN FINE BAMBOO HANDICRAFTS

Duration: Four Months

OBJECTIVE

The prime purpose of this initiative is to empower the people living below double the poverty line through advance bamboo handicrafts skills for self-employment generation and enhanced livelihood opportunities.

The specific objective of this course is to provide knowledge and skills in:

- The type and nature of bamboo and its growth characteristics
- Introduction of bamboo made articles used in home, community places and office.
- Selection and processing bamboo for specific product category.
- Treatment of bamboo.
- Splitting and Weaving Techniques
- Making of basketry and other decorative items.

METHODOLOGY

- Residential training will conduct at Bamboo and Cane Development Institute, Agartala with selected participants/artisans/craftsperson from different places of the country. In this course all the participants will also be given an advanced training on selected design intervention and the skill development strategies for broadening their perspective and application of skills.
- Theory classes by technical experts and designers using audio visual support system.
- Practical demonstration and hands on skill training under close supervision of experts, master craftsmen of the trade.
- After receiving training we envisage that these participants will be assuming the role of trainers and train other craftsperson's/artisans in their homeland to set in motion the process of spreading skills and knowledge across the rural marginal community.
- Exposure visits will be conducted as part of the training/workshop in Tripura.

Evaluation

The technique of learners evaluation used by the Institute is participatory, non-threatening and learner friendly in nature. Concurrent evaluation in the form of formative and summative techniques is used. The evaluation is periodical and is an on-going process during the progress of the course which will help improvement in the teaching/learning.

VENUE:

Bamboo and Cane Development Institute,
Agartala

8th Pass and should have basic skills in
bamboo handicrafts.

ELIGIBILITY**AGE**

18 and above but below forty

Selection of participants

Nomination through sponsoring organisation

Mode of application

Complete filled in application forms must
reach one month before the expected date
of training

Commencement of training

Date will be informed one week after receipt
of application forms along with the course
fee.

Course II: INTRODUCTION TO BAMBOO TURNING

Bamboo turning has had a definite place in the commercial world. It is used in various forms in making furniture parts, toys, flower vase, utility items and many other useful and beautiful articles in common use.

When properly taught it is one of the most valuable types of instruction. It appeals to pupils more than any other type of manual work, as it embodies both the play and work elements. It is very interesting and fascinating and, in the hands of a skilled instructor, is readily correlated with other work.

Bamboo turning gives a pupil preliminary experience necessary in pattern making and machine shop work. It brings into play the scientific element by demonstrating the laws governing revolving bodies. This brings in a very close correlation of the mental and motor activities and also gives the student an opportunity for observing and thinking while at work

In bamboo turning a vast field for design and modeling is opened, and art and architecture can be correlated. Wood turning properly taught awakens the aesthetic sense and creates a desire for the beautiful.

OBJECTIVE

The prime purpose of this initiative is to empower the people living below double the poverty line through advance bamboo handicrafts skills for self-employment generation and enhanced livelihood opportunities.

The specific objective of this course is to provide knowledge and skills in:

- The type and nature of bamboo and its growth characteristics
- Introduction of bamboo turning based articles used in home, community places and office.
- Treatment and seasoning of bamboo.
- Turning different patterns
- Making different table top turning products and finishing.

METHODOLOGY

- Residential training will conduct at Bamboo and Cane Development Institute, Agartala with selected participants/artisans/craftsperson from different places of the country. In this course all the participants will also be given an advanced training on bamboo turning products and the skill development strategies for broadening their perspective and application of skills.
- Theory classes by technical experts and designers using audio visual support system.
- Practical demonstration and hands on skill training under close supervision of experts, master craftsmen of the trade.
- After receiving training we envisage that these participants will be assuming the role of trainers and train other craftsperson's/artisans at their homeland to set in motion the process of spreading skills and knowledge across the rural marginal community.
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