

PROJECT INFORMATION									
<b>Project title</b>	<b>Capacity Building of the MSMEs in North East India for Export Competitiveness</b>								
<b>Atlas ID</b>	106512								
<b>Corporate outcome and output</b>	<a href="#">Related Strategic Plan Outcome (2018-22): Eradicate poverty in all its forms and dimensions</a>								
<b>Contributing Outcome (UNSD) and Indicator/s</b> <i>(refer signed multi-year prodoc)</i>	By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas. <b>Indicator 1.1.12</b> No of new partnerships for social housing and related skill development formed between government, pvt sector, vertical funds, foundations								
<b>CPD Output(s) and Indicator (s)</b> <i>(refer signed multi-year prodoc)</i>	<b>CPD Output 2.1:</b> Models with large scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed. <b>Indicator 2.1.3:</b> Number of collectives of poor producers initiating and continuing access to capital and risk management through new modes of financing. Baseline: 0; Target: 20								
<b>Country</b>	INDIA								
<b>Date project document signed</b>	9 February, 2016								
<b>Project dates</b>	<table border="0"> <tr> <td style="text-align: center;"><b>Start:</b></td> <td style="border-left: 1px solid black; border-right: 1px solid black; width: 1px;"></td> <td style="text-align: center;"><b>Planned end:</b></td> </tr> <tr> <td style="text-align: center;">11/01/17</td> <td></td> <td style="text-align: center;">31/03/2021</td> </tr> </table>	<b>Start:</b>		<b>Planned end:</b>	11/01/17		31/03/2021		
<b>Start:</b>		<b>Planned end:</b>							
11/01/17		31/03/2021							
<b>Project budget</b>	INR: 3,33,95,045 (USD: 517,352)								
<b>Project expenditure at the time of evaluation</b>	USD: 472,540 (As of 31 May, 2021)								
<b>Funding source</b>	<table border="1"> <thead> <tr> <th>UNDP TRAC</th> <th>Donor</th> <th>Government</th> <th>In-Kind</th> </tr> </thead> <tbody> <tr> <td>USD: 261,206</td> <td>USD: 255,146</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> </tbody> </table>	UNDP TRAC	Donor	Government	In-Kind	USD: 261,206	USD: 255,146	-	-
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<b>Implementing party<sup>1</sup></b>	UNDP								

<sup>1</sup> It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

## **1. Evaluation purpose, scope and objectives**

### **Project Background:**

UNDP and the Exim Bank of India are jointly implementing a project titled 'Capacity Building of the MSMEs in North East India for Export Competitiveness.' The project aims to create stronger MSMEs in the region to boost export, generate employment and provide livelihood opportunities to the youth and women via partnership with National and Local training institutions for delivering the entrepreneur orientation programme and sensitization workshop for export promotion agency officials from the state governments of the region.

As a first step, it has been agreed to initiate implementation of 'Cluster based support to grassroots MSMEs in North East India in improving their export competitiveness through Exim Bank's GRID Initiative'.

MSME occupies an important role in directing the development process of growth and prosperity in the North-East Region; although the region only accounts for 1.5% of the country's MSMEs, the NSSO data shows that in the industrial output of North East States, the informal manufacturing sector, which is the MSME contributes nearly 62%. However, the sector has been facing a tough competition, not only against its own counterparts from outside the region, but also from large and organized sector of the country. Poor infrastructure, lack of capital and inadequate market linkages are some key factors that have constrained growth of the sector.

The project, 'Capacity Building of the MSMEs in North East India for Export Competitiveness' aims at creating stronger MSMEs in the region to boost export, generate employment and provide livelihood opportunities to the youth and women via partnership with National and Local training institutions

for delivering the Entrepreneur Orientation Programme, Sensitization workshop for Export promotion agency officials from the state governments of the region.

Spanning a period of three years, the project is being directly implemented by UNDP in close collaboration with Exim bank to provide demand-based development services including procurement and/or capacity development services. It is envisioned that partnerships among development organizations and financial institutions may contribute in different ways to address the need of the MSME sector in the current times. In response to the current hit taken by enterprises in COVID 19, UNDP proposes relooking and realigning its livelihood interventions in North East India. As the first step towards curating the adaptive strategies for MSMEs, this project broadens its ambit of work and aims to understand the impact of COVID-19 on businesses in NER.

The expected results under the project are:

- Export potential of the existing MSME in industrial clusters of the North Eastern enhanced;
- Export promotion ecosystem for region with all the relevant stakeholders (bankers, government, export promotion bodies, industry associations, technical agencies, training institutions, etc.) strengthened.

## **2.2 Project Outcomes & Outputs:**

The project had four outcomes as summarized below:

**Outcome 1:** Capacity of the selected MSMEs for export competitiveness enhanced using a cluster-based approach (as per the Project Document). Outcome 1 was to be achieved through the following outputs:

- Providing entrepreneurship training to FPOs/entrepreneurs enabling them to develop concrete, feasible and bankable business ideas to scale up their existing business
- Organizing exposure visits for entrepreneurs to help them identify lessons and good practices for their business with potential for policy advocacy, replication/scaling up and export promotion.
- Identification of relevant and effective soft and hard interventions through liaisoning with state governments in Assam and Mizoram

**Outcome 2:** Knowledge ecosystems for faster replication and scaling strengthened and knowledge

platform for export promotion in the region established (as per the Project Document).

Outcome 2 was to be achieved through the following outputs:

- Development of analytical technical reports/value chain case studies/Cluster Resource Book/knowledge repository for export-oriented entrepreneurs
- Launching of a Knowledge Portal and Mobile Application for the MSMEs of North-East India with an aim to provide a proper market linkage for the entrepreneurs of North-East as well as provide a knowledge repository for them.
- Creation of database of enterprises and entrepreneurs from the two states across the three sectors of handloom, handicraft and agriculture by conducting primary and secondary research.
- Photo documentation by capturing successful social entrepreneurs/clusters in the area of Agriculture, Handloom and Handicraft clusters across Assam and Mizoram.

**Outcome 3:** Institutional ecosystem of North-East Region for export promotion strengthened.

Outcome 3 was to be achieved through the following outputs:

- Stakeholders' Consultation on MSME Sector in North-East India
- Workshop for the Export Promotion agencies from Assam and Mizoram
- Creation of UNDP-EXIM Bank Network of Social Entrepreneurs
- Building of partnerships with Ministries, Central Government agencies and other like-minded organizations

**Outcome 4:** Bankable proposals based on local resource availability and comparative advantage of

the identified clusters prepared and disseminated to prospective entrepreneurs. Outcome 4 was to be achieved through the following outputs:

- Development of bankable proposals for the social entrepreneurs in Assam and Mizoram

**Outcome 5 (In response to COVID):** Developing an effective COVID-19 response strategy to support the MSMEs of NER across the sectors of Agriculture, Food Processing, Handloom and Handicrafts. Outcome 5 was to be achieved through the following outputs:

- Identification of issues faced by MSMEs due to COVID-19 and assessment of the needs of enterprises across the various sectors.

Development of a coping strategy based on the identified issues and needs in order to provide support to MSMEs for revamping value chains and reviving businesses.

### **2.3 Objective and scope of the evaluation:**

The overall objective of the Terminal Evaluation (TE) is to review the achievements made to deliver the specified objectives and outcomes of the project. It will establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results. Since the project is aligned with GENDER MARKER 2, the evaluation will also take a deeper look at how the project has catered to the livelihood related aspects with a special focus on gender equity and women empowerment. The evaluation will also evaluate the strengths and weaknesses of project design, implementation, monitoring and adaptive management and sustainability of project outcomes, including the project exit strategy. The evaluator is expected to conduct a field mission (wherever possible). Interviews will be held with the project stakeholders (including UNDP team, Exim Bank, relevant Government Departments, entrepreneurs and other direct beneficiaries in Assam and Mizoram).

The evaluation will also collate and analyze specific lessons and best practices pertaining to the strategies employed, and implementation arrangements, which may be utilized to inform future programming of other livelihood related projects within UNDP.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and EXIM Bank.

## **2. Evaluation criteria and key guiding questions**

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact and will look at the social entrepreneurship across the sectors of handloom, handicraft and agro and allied industry. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	

M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>rating</b>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

**Key Questions:**

- **Relevance:** The extent to which the activities are suited to local and national development priorities and policies; the analysis includes an assessment of changes over time.
- **Effectiveness:** The extent to which the results have been achieved or how likely they are to be achieved.
- **Efficiency:** The extent to which results have been delivered with the least costly resources possible; also called cost-effectiveness or efficacy.
- **Sustainability:** The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.
- **Impact:** Verifiable long-term effects produced by the intervention, intended or unintended, direct or indirect on the female segment of the target population.

**Human rights**

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the project?

**Gender equality**

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Has the project succeeded in creating effective market linkages for the women entrepreneurs in Assam and Mizoram?
- Has the project succeeded in enhancing the capacities of women entrepreneurs/weavers/farmers in Assam and Mizoram?
- Is the gender marker data assigned to this project representative of reality?  
To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

**3. Methodology**

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world.

Traveling to and within the country has been restricted. If travel is not possible, then the evaluation team should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the inception report.

The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**. A set of questions covering each of these criteria have been drafted and are included in this ToR. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report. The evaluator is also expected to design a methodology, in addition to what has been mentioned below, to capture the outcomes pertaining to gender specific activities and Sustainable Development Goals (SDGs) in the project.

- Document Analysis
- Key Informant Interviews
- Focus groups (optional)

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with UNDP Team implementing the project and other key stakeholders. The evaluator is expected to conduct a field mission (wherever possible). Interviews will be held with the project stakeholders (including UNDP team, Exim Bank, relevant Government Departments, entrepreneurs and other direct beneficiaries.)

The evaluator will review all relevant sources of information, such as the project document, project reports - including Annual APR/PIR, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment.

The project evaluation is to be undertaken in accordance with UN evaluation norms and policies and should embody a strong results-based orientation. It should be made clear that the evaluator is responsible for revising the approach as necessary and present its methodological proposal as part of the inception report. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.

#### **4. Evaluation products (deliverables)**

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits).

- **Draft evaluation report (within an agreed length).**<sup>2</sup> The UNDP programme unit will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time.
- **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report.**

## 5. Evaluation team composition and required competencies

The consultant shall have prior experience in evaluating similar projects. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

Competency requirements:

- Good analytical and strategic thinking skills;
- Extensive knowledge of qualitative and quantitative evaluation methods;
- Proven knowledge of evaluation methods;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART indicators;
- Strong working knowledge of the UN and its mandate region, and more specifically the work of UNDP in support of Environment and Sustainable Development initiatives in the region;
- Excellent inter-personal, communication, and teamwork skills;
- Ability to meet tight deadlines;
- Excellent written and spoken English and presentational capacities

## 6. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## 7. Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP Project Team. They will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the evaluator. The Project Team will be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc. The evaluator will be responsible for conducting the interviews, reviewing the secondary reports related to the project and doing the necessary desk research. All the afore-mentioned activities will be carried out based on the methodology charted out by the evaluator.

## 8. Time frame for the evaluation process

The total duration of the evaluation will be **30 days** according to the following plan:

Activity	Timing	Completion Date
<b>Preparation</b>	<i>3 days</i>	<i>2<sup>nd</sup> week of March (Tentative)</i>
<b>Evaluation Mission</b>	<i>12 days</i>	<i>3<sup>rd</sup> Week of April (Tentative)</i>
<b>Draft Evaluation Report</b>	<i>9 days</i>	<i>4<sup>th</sup> Week of April (Tentative)</i>
<b>Incorporating comments/feedbacks</b>	<i>2 days</i>	<i>1<sup>st</sup> Week of May (Tentative)</i>
<b>Final Report</b>	<i>4 days</i>	<i>3<sup>rd</sup> Week of May (Tentative)</i>



## **9. Application submission process and criteria for selection**

- Minimum 6 years of relevant professional experience- Technical criteria
- Excellent technical knowledge of livelihood / entrepreneurship / value chain- Technical criteria
- Previous experience with results-based monitoring and evaluation methodologies- Technical criteria
- Previous experience in conducting evaluation and programme reviews, especially in North East- Technical criteria
- Proven experience in Results-Based Management (RBM) and good understanding of gender mainstreaming into programmes/projects- Technical criteria
- Experience working with a wide range of institutions/organizations, including Governments, UN agencies, civil societies etc. - Technical criteria
- Financial Quotation

## 10. TOR annexes

### **ANNEX A: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

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#### **Evaluator:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

#### **Evaluation Consultant Agreement Form<sup>3</sup>**

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

**Name of Consultant:** \_\_\_\_\_

**Name of Consultancy Organization (where relevant):** \_\_\_\_\_

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

Signed at place on date

## ANNEX B: EVALUATION REPORT OUTLINE<sup>4</sup>

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- i. Opening page:
  - Title of project
  - Evaluation time frame and date of evaluation report
  - Region and countries included in the project
  - Implementing Partner and other project partners
  - Evaluation team members
  - Acknowledgements
  
- ii. Executive Summary
  - Project Summary Table
  - Project Description (brief)
  - Evaluation Rating Table
  - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
  
1. Introduction
  - Purpose of the evaluation
  - Scope & Methodology
  - Structure of the evaluation report
2. Project description and development context
  - Project start and duration
  - Problems that the project sought to address
  - Immediate and development objectives of the project
  - Baseline Indicators established
  - Main stakeholders
  - Expected Results
3. Findings  
(In addition to a descriptive assessment, all criteria marked with (\*) must be rated<sup>6</sup>)
  - 3.1 Project Design / Formulation
    - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
    - Assumptions and Risks
    - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
    - Planned stakeholder participation
    - Replication approach
    - UNDP comparative advantage
    - Linkages between project and other interventions within the sector
    - Management arrangements
  - 3.2 Project Implementation
    - Adaptive management (changes to the project design and project outputs during implementation)
    - Partnership arrangements (with relevant stakeholders involved in the country / region)
    - Feedback from M&E activities used for adaptive management

<sup>4</sup>The Report length should not exceed 40 pages in total (not including annexes). <sup>6</sup>Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory,

- Project Finance:
- Monitoring and evaluation: design at entry and implementation (\*)

**3.3 Project Results**

- Overall results (attainment of objectives) (\*)
- Relevance(\*)
- Effectiveness & Efficiency (\*)
- Country ownership
- Mainstreaming
- Sustainability (\*)
- Impact

**4. Conclusions, Recommendations & Lessons**

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

**5. Annexes**

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

### ANNEX C: EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis

**ANNEX D: FACTSHEETS****Factsheet (2018)**

**Project Title:** Capacity Building of the MSMEs in North East India for Export Competitiveness

**Project Information:**

**Thematic area:** Livelihood and Decent Work

**Budget:** INR 3,33,95,045

**Duration:** 3 years

**Partner:** EXIM Bank

**Locations:** Assam and Mizoram

**Vision Statement for the project:**

- Inclusive Growth, Employment and Livelihoods: It is achieved by focusing on 3 key enablers- employability, entrepreneurship and innovation. The convergence of these 3 enablers will help create a sustained eco-system for decent work and inclusive economic growth.

**Overall results description of the project:**

- The targeted communities will be strengthened to accelerate strategies to alleviate poverty and unemployment. This result further aims towards the enhancement of GDP and export turnover of the country.

**Background:**

Exim Bank and UNDP signed a statement of intent in April 2015 to collaborate to enhance the effectiveness of their development efforts in areas of mutual interest. As a first step, it has been agreed to initiate implementation of 'Cluster based support to grassroots MSMEs in North East India in improving their export competitiveness through Exim Bank's GRID Initiative'.

MSME occupies an important role in directing the development process of growth and prosperity in the North-East Region; although the region only accounts for 1.5% of the country's MSMEs, the NSSO data shows that in the industrial output of North East States, the informal manufacturing sector, which is the MSME contributes nearly 62%. However, the sector has been facing a tough competition, not only against its own counterparts from outside the region, but also from large and organised sector of the country. Poor infrastructure, lack of capital and inadequate market linkages are some key factors that have constrained growth of the sector.

The key objective of the project is to overcome some of these challenges by promoting export potential of the existing MSME in industrial clusters of the North-Eastern States particularly in the states of Assam and Mizoram.

**About the project:**

The project looks at creating stronger MSMEs in the region to boost export, generate employment and provide livelihood opportunities to the youth and women. The key strategy would be to take advantage of the emerging opportunities under the government of India's 'Act East Policy', that recognizes the potential of the region in terms of natural resources, hydropower, close proximity to East Asian countries. The policy also encourages private investment in the region by working on logistics and access through investment in infrastructure development, improving connectivity and developing the hydropower potential. In addition, the policy envisages continuous engagement at bilateral, regional and multilateral levels with the countries in the Asia-Pacific region opening new avenues of ending the economic isolation of the States of North-Eastern Region.

The expected results under the project are:

- Export potential of the existing MSME in industrial clusters of the North Eastern (Assam and Mizoram) enhanced
- Export promotion ecosystem for region with all the relevant stakeholders (bankers, government, export promotion bodies, industry associations, technical agencies, training institutions, etc) strengthened.

### **Developments so far:**

- A total of 221 entrepreneurs and Farmer Producer Organization (FPO) members across 4 clusters each in Assam and Mizoram were provided entrepreneurship training. The objective of the training was to enable the entrepreneurs to develop concrete, feasible and bankable business ideas to scale up their existing business.
- A daylong Stakeholders' Consultation on MSME Sector in North-East India was organized on 28 August 2018 in Guwahati. The focus of the consultation was to understand the present status of MSME sector in North-East and to provide a platform to all the stakeholders in the region to put forward their views and ideas and discuss about the prevalent challenges and gaps in the sector.
- A 3-day exposure visit was organized, whereby, a group of 14 entrepreneurs from Assam and Mizoram were taken to 3 food processing factories in and around Pune. The participants were identified by Mizoram Organic Mission, Govt of Mizoram and Mission Organic Value Chain Development in Assam (MOVCD) and they run their own processing units in the areas of spices processing, fruit processing (pineapple based) and making of pickles, jams, jellies, juices, squash, etc. The exposure visit helped the participants to identify lessons and good practices for their business with potential for policy advocacy, replication/scaling up and export promotion.
- Export Promotion agencies from Assam and Mizoram were sensitized in 2-day long workshop held in Guwahati. Discussions were held around the existing Government export schemes (e.g. Export from India Scheme, Duty exemption and Remission schemes, and others) and operational aspects of Export Trade.
- One analytical technical report on export potential in Northeast India has been developed. In addition to developing a clear roadmap for increase in export volumes in identified commodities and products in all the 8 north eastern states, the report also highlights the significance of the active involvement of export promotion councils for effective export promotion in the region.

- A series of 12 value chain case studies have been developed to have a better understanding of the existing value additions being done in some of the key export promotion products in north east region. These products/ commodities include: 4 bamboo-based value chain case studies in Assam and 8 value chain case studies of Jute Diversified Products, Eri silk, Ginger, Jackfruit, Lac, Mushroom, Red rice and Pineapple.
- An extensive exercise of mapping the handloom and handicraft clusters in four districts of BTAD (Bodoland Territorial Area Districts), Assam and development of a Cluster Resource Book post the mapping was carried out to analyze and gain a complete understanding of the craft ecosystem from an artisan's perspective. This exercise helped to create a holistic understanding of the following 6 verticals: Artisan, Craft Cluster, Craft Organisations, Market, Raw material suppliers, Ecosystem facilitators.
- A Knowledge Portal and Mobile Application for the MSMEs of North-East India has been developed with an aim to provide a proper market linkage for the entrepreneurs of North-East as well as provide a knowledge repository for them. The Portal will also house a wealth of academic and action research on the export potential of the region.
- A resource handbook, which will be an online knowledge repository for export-oriented entrepreneurs, has been developed as a part of the Outcome. This handbook is developed as a step by step guide to exporting, particularly for export-oriented entrepreneurs and stakeholders in agro-based products and textiles. It also highlights relevant support institutions, benefit schemes and online resources that can be leveraged for market expansion and export promotion by MSMEs and other relevant stakeholders.
- Under the Outcome, two bankable proposals were developed in Assam with special focus on bamboo-based furniture and grading of bamboo.

### **Factsheet (2019)**

**Project Title:** Capacity Building of the MSMEs in North East India for Export Competitiveness

**Project Information:**

**Thematic area:** Livelihood and Decent Work

**Budget:** US\$ 517,352

**Duration:** 3 years (2018 - 2020)

**Partner:** EXIM Bank

**Locations:** Assam and Mizoram

**SDGs:** SDG 8, SDG 9, SDG 5

**Background:**

Micro, Small and Medium Enterprises (MSMEs) occupy an important role in directing the development process of growth and prosperity in the North East Region. Although the region only



accounts for 1.5% of the country's MSMEs, National Sample Survey data 2016-2017 shows that MSMEs (or the informal manufacturing sector) contribute nearly 62% to the industrial output of North East states. However, the sector has been facing tough competition from counterparts outside the region and also from the pan-India large and organized sector. Poor infrastructure, lack of capital and inadequate market linkages are some key factors that have constrained the growth of the sector.

Malamoni Hazarika is one of the 210 entrepreneurs who benefited from the UNDP-EXIM Bank project. Her enterprise, Kamdhenu Industries, is a medium food processing enterprise in Guwahati, Assam. Run and managed by women, it now produces more than 15 variety of pickles, squashes, juices and cold-pressed virgin coconut oil, and has won her many awards.

To overcome some of these challenges by promoting the export potential of the existing MSMEs in industrial clusters of the North East, particularly in the states of Assam and Mizoram, Exim Bank and UNDP signed a statement of intent in April 2015 to enhance the effectiveness of their development efforts in areas of mutual interest. As a first step, the project has initiated the implementation of 'Cluster-based support to grassroots MSMEs in North East India in improving their export competitiveness through Exim Bank's GRID Initiative'.

### **About the project:**

The UNDP-EXIM Bank Project, which rests upon the core idea of the Sustainable Development Goals "No one left behind", aims at creating stronger MSMEs in the North east India. Focusing on a fair, sustained and inclusive economic growth of the target beneficiaries which includes men, women and youth, the project interventions have been designed to enhance technical as well as management proficiency of the entrepreneurs. Under the project, UNDP has undertaken key interventions that complement each other from exposure visits to understand the national and global business practices to creating market linkages for the local entrepreneurs and connecting them with the stakeholders outside the region as well as skill enhancement and managerial trainings, development of knowledge products for these entrepreneurs. These are being taken up with the idea of not just building the businesses but also sustaining them.

Acknowledging the fact that there is no one single way to promote entrepreneurship and that every community or a region will eventually find its own path to support entrepreneurs, the project also focuses on bringing together organizations/ enterprises to share potential pathways in supporting the entrepreneurship eco-system in North east India. The UNDP-EXIM Bank Network of Social Entrepreneurs has more than 100 enterprises from the Agriculture, Handloom and Handicraft sectors across Assam and Mizoram. This network acts as a knowledge sharing as well as a mentorship platform to improve the reach, quality and sustainability of the MSMEs in the North East India.

### **Developments so far:**

- Creation of database by conducting primary and secondary research in order to build a database of enterprises and entrepreneurs from the two states across the three sectors of handloom, handicraft and agriculture. This aided in creating a databank of 50 clusters across the three sectors from the two states for the GIS enabled cluster map of the MSME Knowledge Portal. The research led to the generation of qualitative as well as quantitative data concerning the clusters.
- Knowledge dissemination among various stakeholders through the launch of four knowledge products:

- Act East: Giving North East MSMEs a Leading Edge (Resource Book for Export Oriented Entrepreneurs)
- Sustainable and Profitable Bamboo Value Chain Management in Assam (Case study on diversified bamboo products)
- Unlocking Export Potential in the North East: The MSME Way (Export strategy paper for North East)
- Value Chain Studies of 8 Export Potential Products from the North East

These knowledge products, which not only act as a resource guide for the entrepreneurs with export orientation but also for government departments and other organizations, were launched at a one-day programme 'Consultation on Social Entrepreneurship' organized in Assam (Guwahati) and Mizoram (Aizawl).

- Understanding the agricultural value chain of Mizoram through development of two value chain case studies on the potential horticulture crops of the state- turmeric and ginger. This included engaging various stakeholders including relevant Government Departments/Agencies in addition to field visits to the turmeric and ginger FPOs. Detailed survey forms were designed for the FPOs wherein the technical and financial details were covered.
- Building of partnerships with Ministries, Central Government agencies and other like-minded organizations & expansion of database of enterprises and entrepreneurs through the following-
  - **North East MSME Summit for SC/ST Entrepreneurs:** Organized by Confederation of Indian Industries (CII) in collaboration with Ministry of MSME, Govt. of India, where UNDP was a technical partner, on 22nd & 23rd November, 2019 in Guwahati, Assam. The event focused on disseminating information on the opportunities in various MSME sector with wider knowledge on financial linkage of various Government schemes, NBFCs, Loan schemes from Banks etc.
  - **9th National MSME Convention:** It was organized by All India Management Association (AIMA) on 5th and 6th December, 2019 at the NEDFi Convention Centre, NEDFi House, Guwahati. The deliberations during the convention revolved around the theme "Creating Innovative SMEs in the North East".
  - **North East Food Show:** Identification of and networking with 15 agriculture entrepreneurs across North East at North East Food Show held in Shillong from 4-6 December 2019. The show aided the National & Global majors of the Food & Beverage Industry to better understand, build connections, anticipate consumer needs and familiarize themselves with the latest trends in the industry for export promotion and up-scaling their businesses to global standards.
- Identification of relevant and effective soft and hard interventions through liaisoning with state government, Mizoram. A detailed discussion was held with the Government of Mizoram (District Administration, Mamit) to strengthen the capacities of the FPOs in the district of Mamit. The focused areas of discussion were:
  - Access to agricultural credit is needed to enhance the capacity of existing FPOs
  - Imparting knowledge of best practices to farmers in order to build their technical capacity in organic farming
  - Infrastructural development is required for value-addition and storage of horticulture crops
  - Data collection for understanding the present scenario of the agriculture sector of Mizoram

- Creation of UNDP-EXIM Bank Network of Social Entrepreneurs as an outcome of a one-day event ‘Consultation on Social Entrepreneurship’ organized in Assam (Guwahati). The network currently has 60 entrepreneurs from Assam across the handloom, handicraft and agriculture sector. The objective of the one-day consultation was to bring together social entrepreneurs from these three sectors on one platform and aid the formation of the UNDP-EXIM bank network. The consultation also facilitated the interaction of entrepreneurs with their peers and helped them to identify common issues, possible solutions and share new ideas. To create a similar impact in Mizoram, the consultation was organized in Aizawl where an existing network of social entrepreneurs was strengthened.
- Accessed the overall activity and requirements of clusters through photo documentation by capturing successful social entrepreneurs/clusters in the area of Agriculture, Handloom and Handicraft clusters across Assam and Mizoram. A total of 200 high resolution photographs were captured from 18 clusters, which will be further used for the development of coffee table book.

**Looking to the future:**

- Ensuring employment generation and entrepreneurship through the capacity building and managerial trainings of the next generation entrepreneurs.
- Promoting export competitiveness in the ecosystem by sensitizing various stakeholders like export promotion agencies, financial institutions as well as private players.

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**Factsheet (2019-2020)**

**Project Title:** Capacity Building of the MSMEs in North East India for Export Competitiveness

**Project Information:**

**Thematic area:** Livelihood and Decent Work

**Budget:** INR 3,33,95,045

**Duration:** 3 years (2018 - 2020)

**Partner:** EXIM Bank

**Locations:** Assam and Mizoram

**❑ Vision Statement for the project:**

-Inclusive Growth, Employment and Livelihoods: It is achieved by focusing on 3 key enablers-employability, entrepreneurship and innovation. The convergence of these 3 enablers will help create a sustained eco-system for decent work and inclusive economic growth.

**❑ Overall results description of the project:**

- The targeted communities will be strengthened to accelerate strategies to alleviate poverty and unemployment. This result further aims towards the enhancement of GDP and export turnover of the country.

**Background:**

Exim Bank and UNDP signed a statement of intent in April 2015 to collaborate to enhance the effectiveness of their development efforts in areas of mutual interest. As a first step, it has been agreed to initiate implementation of ‘Cluster based support to grassroots MSMEs in North East India in improving their export competitiveness through Exim Bank’s GRID Initiative’.

MSME occupies an important role in directing the development process of growth and prosperity in the North-East Region; although the region only accounts for 1.5% of the country’s MSMEs, the NSSO data shows that in the industrial output of North East States, the informal manufacturing sector, which is the MSME contributes nearly 62%. However, the sector has been facing a tough competition, not only against its own counterparts from outside the region, but also from large and organised sector of the country. Poor infrastructure, lack of capital and inadequate market linkages are some key factors that have constrained growth of the sector.

The key objective of the project is to overcome some of these challenges by promoting export potential of the existing MSME in industrial clusters of the North-Eastern States particularly in the states of Assam and Mizoram.

**About the project:**

The project looks at creating stronger MSMEs in the region to boost export, generate employment and provide livelihood opportunities to the youth and women. The key strategy would be to take advantage of the emerging opportunities under the government of India’s ‘Act East Policy’, that recognizes the potential of the region in terms of natural resources, hydropower, close proximity to East Asian countries. The policy also encourages private investment in the region by working on logistics and access through investment in infrastructure development, improving connectivity and developing the hydropower potential. In addition, the policy envisages continuous engagement at bilateral, regional and multilateral levels with the countries in the Asia-Pacific region opening new avenues of ending the economic isolation of the States of North-Eastern Region.

The expected results under the project are:

- Export potential of the existing MSME in industrial clusters of the North Eastern (Assam and Mizoram) enhanced
- Export promotion ecosystem for region with all the relevant stakeholders (bankers, government, export promotion bodies, industry associations, technical agencies, training institutions, etc) strengthened.

### **Developments so far:**

- Knowledge dissemination among various stakeholders through the launch of four knowledge products: I) Act East: Giving North East MSMEs a Leading Edge (Resource Book for Export Oriented Entrepreneurs) II) Sustainable and Profitable Bamboo Value Chain Management in Assam (Case study on diversified bamboo products) III) Unlocking Export Potential in the North East: The MSME Way (Export strategy paper for North East) IV) Value Chain Studies of 8 Export Potential Products from the North East. These knowledge products, which not only act as a resource guide for the entrepreneurs with export orientation but also for government departments and other organizations, were launched at a one-day programme 'Consultation on Social Entrepreneurship' organized in Assam (Guwahati) and Mizoram (Aizawl).
- Creation of database by conducting primary and secondary research in order to build a database of enterprises and entrepreneurs from the two states across the three sectors of handloom, handicraft and agriculture. This aided in creating a databank of 50 clusters across the three sectors from the two states for the GIS enabled cluster map of the MSME Knowledge Portal. The research led to the generation of qualitative as well as quantitative data concerning the clusters.
- Understanding the agricultural value chain of Mizoram through development of two value chain case studies on the potential horticulture crops of the state- turmeric and ginger. This included engaging various stakeholders including relevant Government Departments/Agencies in addition to field visits to the turmeric and ginger FPOs. Detailed survey forms were designed for the FPOs wherein the technical and financial details were covered.
- Understanding the overall activity and requirements of clusters through photo documentation by capturing successful social entrepreneurs/clusters in the area of Agriculture, Handloom and Handicraft clusters across Assam and Mizoram. A total of 200 high resolution photographs were captured from 18 clusters, which will be further used for the development of coffee table book.
- Creation of UNDP-EXIM Bank Network of Social Entrepreneurs as an outcome of a one-day event 'Consultation on Social Entrepreneurship' organized in Assam (Guwahati). The network currently has 60 entrepreneurs from Assam across the handloom, handicraft and agriculture sector. The objective of the one-day consultation was to bring together social entrepreneurs from these three sectors on one platform and aid the formation of the UNDP-EXIM bank network. The consultation also facilitated the interaction of entrepreneurs with their peers and helped them to identify common issues, possible solutions and share new ideas. To create a similar impact in Mizoram, the consultation was organized in Aizawl where an existing network of social entrepreneurs was strengthened.

- Identification of relevant and effective soft and hard interventions through liaisoning with state government, Mizoram. A detailed discussion was held with the District Administration, Mamit, to strengthen the capacities of the FPOs in the district of Mamit. The focused areas of discussion were: a) Access to agricultural credit is needed to enhance the capacity of existing FPOs b) Imparting knowledge of best practices to farmers in order to build their technical capacity in organic farming c) Infrastructural development is required for value-addition and storage of horticulture crops d) Data collection for understanding the present scenario of the agriculture sector of Mizoram
- Building of partnerships with Ministries, Central Government agencies and other like-minded organizations & expansion of database of enterprises and entrepreneurs through consultations and workshops
- Identification of issues faced by MSMEs due to COVID-19 and assessment of the needs of enterprises across the various sectors. A scoping study was undertaken, covering 90 enterprises, FPOs, FPCs and SHGs from the states of Assam, Mizoram, Nagaland, Arunachal Pradesh and Manipur in order to assess the economic impact of the pandemic on the MSMEs of the region. A report on the scoping study was prepared highlighting the key issues faced by the MSMEs and projecting immediate needs of the enterprises.
- Bankable proposals for 2 clusters dealing in mushroom and Eri silk handloom products from Assam, were developed to help them approach various financial institutions for availing benefits of various schemes and programmes, especially those rolled out during COVID-19.
- A skill upgradation training is being organized in product diversification for weavers in Aizawl, Mizoram for producing PPE Kits that are in high demand due to the pandemic in collaboration with ZOHANDCO, Mizoram. The specifications of PPE Kit includes- 1. Mask: 6 layers (60 GSM non-woven fabric, 25 GSM non-woven fabric, melt blown filter, nose form, soft elastic ear loops) 2. Face shield: Non woven 60 Gsm, transparent plastic sheet, Sponge 3. Coverall Jumpsuit: 3 layers (1st layer 25 non-woven fabric, 2 layer blood resistance bio fabric, 3rd layer 60 GSM non-woven fabric), seam seal 4. Shoe cover: Bio fabric 5. Sterilization: UVC Treated sterilization 6. Finishing touch: disinfectant packaging 7. Waste bag for disposing used PPE will be included in the set.
- A two-day online consultation organized to provide a platform to the aspiring entrepreneurs from North-east to brainstorm their start-up ideas with 3 successful and versatile social entrepreneurs from Assam, Mizoram and Nagaland.

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**ANNEX D: List of key stakeholders****Mizoram**

<b>Sl.No</b>	<b>List of Organizations</b>	<b>Kind of Collaboration</b>
1	Aizawl District Spices Producer Organization, Durtlang, Aizawl District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants & leaders of FPOs/FPCS
2	Tluangnuam Organic Producer Company Ltd.,(TOPCO),Thingsul Tlangnuam, Aizawl District, Mizoram, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants.</li> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati</li> <li>• Attend North East MSME Summit for SC/ST Entrepreneurs at Guwahati</li> </ul>
3	Lunglei Organic Ginger Producer Society, Pukpui, Lunglei District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants
4	Organic Turmeric and Mizo Chilli Producer Society, Tlabung, Lunglei District, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants.</li> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati.</li> </ul>
5	Organic Spices Farmer producer Organization, Hnahthial, Lunglei District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants
6	Ginger Farmer Producer Organisation (FPO)_I (MOVCD_NER) Champhai, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants.</li> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati</li> <li>Attend North East MSME Summit for SC/ST Entrepreneurs at Guwahati</li> </ul>
7	Birdeye Chilli Farmer Producer Organization (FPO)-I (MOVCD_NER), Champhai, Champhai District, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants &amp; leaders of FPOs/FPCS</li> <li>• 3 days exposure visit to Pune</li> <li>• 2 days Enterprise Orientation Training</li> </ul>
8	Birdeye Chilli Farmer Producer Organization (FPO)-II (MOVCD_NER), Ngopa, Champhai District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants & leaders of FPOs/FPCS
9	Ginger Farmer Producer Society-II, Hliappui, Champhai District, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants &amp; leaders of FPOs/FPCS</li> <li>• 3 days exposure visit to Pune</li> <li>• 2 days Enterprise Orientation Training</li> </ul>
10	Farmer Producer Organisation (FPO) MOVCD-NER Turmeric Grower Group, Kolasib District, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants &amp; leaders of FPOs/FPCS</li> <li>• 3 days exposure visit to Pune</li> <li>2 days Enterprise Orientation Training</li> </ul>

11	Chilli Growing Farmer Producer Organization, Serchhip, Serchhip District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants & leaders of FPOs/FPCS
12	Reiek Organic Producer Company (ROPCO) Ltd, Reiek, Mamit District, Mizoram, MOVCD_NER	<ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants</li> <li>• Highlight their product in product catalogue</li> </ul>
13	West Phaileng Block Bird Eye Chillies Grower Society, Mamit District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants
14	Organic Turmeric Farmer Producer Organisation, West Lungdar, Mamit District, MOVCD_NER	4 days & 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants
15.	Mission Organic Mizoram, MOVCD_NER, Mizoram under Department of Agriculture, Govt. of Mizoram	Work closely with them by helping them in capacity building of their FPOs/FPCs.
16	One Organic Partnership, Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati</li> <li>Attend North East MSME Summit for SC/ST Entrepreneurs at Guwahati.</li> <li>• Help in networking and marketing</li> <li>• Highlight their story in coffee table book &amp; product catalogue</li> </ul>
17.	MEDMOC-Entrepreneurship Development Centre, Planning Department, Govt. of Mizoram	Help in capacity building of their start-up entrepreneurs by sending them to attend seminars, webinars, trainings, virtual buyers-sellers meet etc.
18.	Interstate Marketing Co-Operational Services (IMCS), Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Help in networking and marketing</li> <li>• Highlight their products in product catalogue</li> <li>• Participate in a two daylong Export Promotion Orientation Workshop for Entrepreneurs and Agencies at Guwahati.</li> <li>• Participate in consultation on Social Entrepreneurship: Agriculture, Handloom &amp; Handicraft Sector in Mizoram</li> </ul>
19.	Confederation of Indian Industries (CII), Mizoram	Organized Consultation on Social Entrepreneurship: Agriculture, Handloom & Handicraft Sector in Mizoram
20.	Mizoram Handloom & Handicrafts Development Corporation Ltd. (ZOHANDCO), A Govt. of Mizoram undertaking, Aizawl, Mizoram	Organized capacity building/skill upgradation training for product diversification namely P.P.E Kit manufacturing to 20 weavers of Aizawl district.
21.	Bamboo Development Agency (A Govt. of Mizoram Agency), Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Organized capacity building/skill upgradation training for product diversification to 20 artisans of Bamboo Handicraft clusters namely Chite Bamboo Handicraft Cluster &amp; Edenthar Handicraft Cluster (10 each)</li> <li>• Attend virtual buyers-sellers meet</li> </ul>



22.	State Institute of Rural Development & Panchayati Raj, Mizoram	Organised two trainings:- <ul style="list-style-type: none"> <li>• 4 days &amp; 4 nights Sensitization Training on Functioning of FPCs for CEOs/Consultants.</li> <li>• Entrepreneurship Training for migrant workers of Mizoram</li> </ul>
23.	Mizoram State Rural Livelihood Mission (MzSRLM), Mizoram	Participate in virtual buyers-sellers Meet
24.	Department of Commerce & Industries, Govt. of Mizoram	Help in capacity building of their handloom entrepreneurs/clusters by sending them to attend seminars, webinars, trainings, virtual buyers-sellers meet etc.
24.	Lenbuang Handloom & Handicraft	<ul style="list-style-type: none"> <li>• The proprietor is being used as the master trainer for capacity building/skill upgradation training for product diversification namely P.P.E Kit manufacturing to 20 weavers of Aizawl district.</li> <li>• The trainer alongwith the trainees supply PPE kit to local Task force, Mizoram Police Dept. and Disaster Management Dept.</li> <li>• Help in creating network and marketing.</li> <li>• Highlight their story on Coffee table book &amp; product catalogue</li> <li>• Proprietor has been used as speaker for the event i.e Consultation on Social Entrepreneurship: Agriculture, Handloom &amp; Handicraft Sector in Mizoram</li> </ul>
25.	Heritage Mizoram (Handloom & Handicrafts), Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati.</li> <li>• Attend a two daylong Export Promotion Orientation Workshop for Entrepreneurs and Agencies at Guwahati.</li> <li>• Participate in consultation on Social Entrepreneurship: Agriculture, Handloom &amp; Handicraft Sector in Mizoram</li> <li>• Help in networking &amp; marketing</li> <li>• Highlight their story in Coffee table book.</li> <li>• Connect with weavers from villages.</li> </ul>
26.	Zozia Handloom, Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Proprietor has been used as speaker for the event i.e Consultation on Social Entrepreneurship: Agriculture, Handloom &amp; Handicraft Sector in Mizoram.</li> <li>• Help in networking and marketing</li> <li>• Highlight their story in Coffee table book.</li> <li>• Frequently participate in online webinars.</li> </ul>
27.	Chawndeng Handloom, Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Attend a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati</li> <li>• Attend Consultation on Social Entrepreneurship: Agriculture, Handloom &amp; Handicraft Sector in Mizoram.</li> <li>• Help in networking &amp; marketing</li> <li>• Their story is being highlighted in Coffee Table Book.</li> <li>• Connect with weavers from villages</li> <li>• Frequently participate in online webinars.</li> <li>• Participate in virtual buyers-sellers meet</li> </ul>

29.	Hnam Chhantu Pawl, Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Attending a daylong Stakeholders' Consultation on MSME Sector in North-East India at Guwahati.</li> <li>• Attend a two daylong Export Promotion Orientation Workshop for Entrepreneurs and Agencies at Guwahati.</li> <li>• Frequently participate in online webinars.</li> <li>• Participate in virtual buyer-sellers Meet</li> <li>• Their story highlighted in the coffee table book</li> <li>• Help in networking and marketing</li> </ul>
30.	Hangzo Thul (Handloom & Handicrafts), Lunglei, Mizoram	<ul style="list-style-type: none"> <li>• Help in networking and marketing.</li> <li>• Participate in virtual buyers-sellers meet</li> <li>• Frequently participate in online webinars</li> <li>• Their products highlighted in product catalogue</li> </ul>
31.	Zo Weave (Handloom), Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Help in networking and marketing.</li> <li>• Participate in virtual buyers-sellers meet</li> <li>• Frequently participate in online webinars</li> <li>• Their products highlighted in product catalogue</li> </ul>
32.	Lapar (Handloom), Aizawl, Mizoram	<ul style="list-style-type: none"> <li>• Help in networking and marketing.</li> <li>• Participate in virtual buyers-sellers meet</li> </ul>

### Assam

Sl.No	List of training programs/workshops	Kind of Collaboration & name of the Partners
1	International Labour Organization's (ILO's) Start and Improve Your Business (SIYB) program	<ul style="list-style-type: none"> <li>• Sector covered: Bamboo (With the support from Mr. Kamesh Salam, Founder and Executive Director, South Asia Bamboo Foundation &amp; the NGO 7 Sister Crafts)</li> <li>• Sector covered: Ginger and Pineapple (with support from NERCOM)</li> <li>• Sector covered: Eri and Jute (with the support from Grameen Sahara)</li> <li>• Sector covered: Mushroom (with the support from Mushroom Development Foundation (MDF))</li> </ul>
2	3 day exposure visit to 3 food processing factories in and around Pune	The 14 entrepreneurs were identified by Mizoram Organic Mission, Govt of Mizoram and Mission Organic Value Chain Development in Assam (MOVCD) for Assam.
3	2 Days Export Promotion Orientation Workshop for Agencies and Entrepreneurs in Assam and Mizoram	<p>List of Agencies (as panelists):</p> <ul style="list-style-type: none"> <li>• Agricultural and Processed Food Products Export Development Authority ( APEDA)</li> <li>• Department of Agriculture and Horticulture, Government of Assam</li> <li>• Directorate of Handloom and Textiles, Government of Assam</li> </ul>

		<ul style="list-style-type: none"> <li>• IMCS Interstate (Marketing Co-operational Services) Agribusiness in Mizoram Farmer's Implementing Agency, Khatla, Aizawl</li> <li>• Small Farmers' Agri-Business Consortium (SFAC)</li> <li>• Mission Organic Value Chain Development in Assam (MOVCD)</li> <li>• Assam Government Marketing Corporation Limited</li> <li>• Department of Industries and Commerce, Government of Assam</li> <li>• Plant Quarantine Station, Guwahati, Assam</li> <li>• Airport Authority of India – North Eastern Region</li> <li>• Exim Bank</li> <li>• Research and Information System for Developing Countries, Ministry of External Affairs, Government of India</li> <li>• Customs Division, Guwahati</li> </ul> <p>List of Entrepreneurs/ Produce Organization/ NGOs/Think Tank (as participants) :</p> <ul style="list-style-type: none"> <li>• Global Entrade, an Exporter &amp; Cold Chain Entrepreneur</li> <li>• Mushroom Development Foundation (MDF)</li> <li>• Rural Technology Centre, IIT Guwahati</li> <li>• Arinova Exim Private Limited</li> <li>• Udyog Vikash Kendra, Assam</li> <li>• M/s. R.G. Global Trading Company</li> <li>• Abad Agro Producer Company Limited</li> <li>• Green Cover Overseas Pvt. Ltd.,</li> <li>• North East Organics</li> <li>• Heritage Mizoram</li> <li>• Hnam Chhantu Pawl, Upper Republic Veng, Aizawl, Mizoram</li> <li>• King Marketing</li> <li>• National Institute of Public Finance and Policy (NIPFP)</li> </ul>
4	Creation of UNDP-EXIM Bank Network of Social Entrepreneurs	<p>With the support from:</p> <ul style="list-style-type: none"> <li>• SeSTA</li> <li>• South Asia Bamboo Foundation</li> </ul>
5	North East MSME Summit for SC/ST Entrepreneurs	<p>Organized by</p> <ul style="list-style-type: none"> <li>• Confederation of Indian Industries (CII) in collaboration with Ministry of MSME, Govt. of India, where UNDP was a technical partner</li> </ul>
6	9th National MSME Convention	<ul style="list-style-type: none"> <li>• UNDP was a development partner for the 9th National MSME Convention organized by All India Management Association (AIMA) in NeDFi, Ghy.</li> </ul>

7	Providing technical assistance to women farmers in Eri value chain in Rani	<ul style="list-style-type: none"> <li>• With the support of AVA Creations</li> </ul>
8	A virtual interactive Q&A session disseminating information on various schemes and policies in response to COVID	<ul style="list-style-type: none"> <li>• In collaboration with MSME Development Institute, Govt Of India, Min of MSME and India Exim Bank</li> </ul>
9	Providing training to women farmers and aspiring agri-preneurs in organic farming, Assam	<ul style="list-style-type: none"> <li>• With the support of Pabhoi Greens</li> </ul>
10	A webinar on the ‘Impact of COVID 19 in MSME Sector in the North East India: Challenges and Opportunities’	<p>List of partners/agencies as panelists:</p> <ul style="list-style-type: none"> <li>• North Eastern Council (NEC)</li> <li>• UNCTAD-EMPRETEC Mission Assam</li> <li>• India EXIM Bank</li> <li>• NEDFi</li> <li>• Anu Mandal, AVA Creations</li> <li>• Mr. Laldinliana, King Industries</li> <li>• Mr. Rahul Barkataky, General Partner, Next Impact LLP</li> <li>• Mr. Mark Lalduhsaka, One Organic</li> <li>• Mr. K. Kathi Chishi, Secretary &amp; MD, Toka MPCS Limited; Coordinator, Dalit Indian Chamber of Commerce Industries (DICCI)- North East, and President, Dalit Indian Chamber of Commerce Industries (DICCI)- Nagaland Chapter</li> <li>• Ms. Neelam Chhiber, Co-founder and Managing Trustee, Industree Foundation &amp; Co-founder and Managing Director, Mother Earth</li> </ul>
11.	Online Buyer-Seller Meet through the <i>Hastakari</i> initiative	<ul style="list-style-type: none"> <li>• In collaboration with CII</li> </ul>
12.	2- day Buyer-Seller Meet in Guwahati	<ul style="list-style-type: none"> <li>• With support from Global Synergizers</li> </ul>

**ANNEX E: AUDIT TRAIL FORM**

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken

**ANNEX E: INCEPTION REPORT CONTENT**

1. **Background and context** illustrating the understanding of the project to be evaluated.
2. **Evaluation objective, purpose and scope** - A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
3. **Evaluation criteria and questions** - The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits.

4. **Evaluability analysis** - Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology.
5. **Cross-cutting issues** - Provide details of how cross-cutting issues will be evaluated, considered and analysed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate.
6. **Evaluation approach and methodology**, highlighting the conceptual models adopted with a description of data-collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations.
7. **Evaluation matrix** - This identifies the key evaluation questions and how they will be answered via the methods selected.
8. A revised **schedule of key milestones**, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting).
9. Detailed **resource requirements** tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting particular field offices or sites
10. **Outline of the draft/final report** as detailed in the guidelines and ensuring quality and usability. The agreed report outline should meet the quality goals outlined in the guidelines and also meet the quality assessment requirements outlined in section 6 of the [new guidelines](#).

Signatures:



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