



TERMS OF REFERENCE

Independent End Line Assessment of Project

BL 5.4.1 Mid- term and end-term evaluation study of the Action

Promote Bamboo MSME Clusters for Sustainable Development

Proposal Number: ACA/2017/154338/106

Tender No. FMC/EU/22-23/006

July 2022



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I. Project Background and Context

1. Project Factsheet

Project title	Promote Bamboo MSME Clusters for Sustainable Development
Proposal Number	ACA/2017/154338/106
Country(ies)	India
Project donor(s)	EU
Project implementation startdate	1 st January 2018
Expected duration	58 months
Expected implementation end date	October 2022
Lead Partner (Implementing Agency)	Foundation for MSME Clusters
Other Partners	Small Industries Development Bank of India (SIDBI), Commonwealth Media Educational Centre for Asia (CEMCA), Copenhagen Business School (CBS)
Donor funding	Euro 24,99,824
Co-financing by Implementing Agencies	Euro 6,24,956
Total project cost	Euro 31,24,780
Mid-term review date	September – October 2020
Planned terminal evaluationdate	August 2022– November 2022
Selection Methodology	FMC will follow the QCBS method of evaluation with 80% weightage to technical strength of the CVS and 20% for the financial quote.
How to Apply	<p>The Tender is available at https://fmc.org.in/tender/ Please apply by 25th July, 2022 (till 5.30 PM). Please note that the financial quote (password protected) and technical quote (password protected) must be electronically submitted at euprocurement@msmefoundation.org and in original with signature and seal in a separate envelope clearly mentioning "For appointing Consultants for Independent End Line Assessment of Project" at the below mentioned address. FMC shall open the financial quote, once the technical evaluation stage is completed. The Technical Bid will provide (i) Credentials of the bidder consultant (Brochures, website link, Testimonials by the client(s) of similar work done, (ii) Undertakings and Supporting documents as per the requirements explicitly mentioned in this ToR.</p> <p>Please refer to "Annex 7 – Selection Criteria for Hiring of Consultants" carefully before submitting your application.</p> <p>For any query, please email at euprocurement@msmefoundation.org with a copy to manmeet-hr@msmefoundation.org</p>

	<p>Date of Publication: 20th July 2022</p> <p>Last Date of Application: 09th August 2022</p> <p>Award of Contract: 12th August 2022</p> <p>Please send your bids in hard copy to:</p> <p>Ms. Manmeet Narang</p> <p>Human Resource</p> <p>Foundation for MSME Clusters (FMC)</p> <p>USO House, 2nd Floor, USO Road, Off Shaheed Jeet Singh Marg,6,</p> <p>Special Institutional Area, New Delhi – 110067</p> <p>Tel No. 011-40563323-24</p>
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2. Project Context

There are more than 5 million people, half of them being women in the tribal regions across 18 states out of the 29 states of India where abundant quantity of bamboo is available as a resource for their livelihoods. However, in the bamboo processing and product manufacturing segment, the number is likely to be around 3 million only. While this bamboo resource has been augmented by a range of public initiatives but not sufficiently harnessed in terms of its market applications. There is a huge scope for replacement of less sustainable resources and for creation of green jobs by effectively harnessing bamboo by upgrading existing products and introducing new products duly linked with markets. However, despite several public support initiatives, this scope is not realised due to lack of customised, coordinated and converged local action that integrates a package of inputs through a strong self-sustainable local eco-system. There is need to demonstrate the efficacy of local multi-stakeholder governance systems with integrated development models for further replication. The Action therefore targets 9 districts among 9 bamboo resource-rich states wherein geographically contiguous clusters of enterprises will be identified for targeted action. These states have been selected because they hold sufficient critical mass of very small enterprises that can be upgraded and new ones created to help generate 10,000 green jobs directly and positively impact the environment by substituting less sustainable materials such as timber, cement, plastic and steel. The Action also targets sustainability with high replication potential through multi-stakeholder initiatives, creating linkages with banks & financial institutions, strengthening local governance systems, building supply chain partnerships and creating a cadre of local business development service providers (BDSPs).

3. Project Objective And Expected Outcomes

The overall objective of the Action is to promote bamboo as sustainable resource and generate green jobs. The Action is designed to help local community and other private sector stakeholders collaborate for the promotion of green economy, sustainable growth, economic prosperity and poverty reduction in India along with mitigation of climate change.

There are **5 work inter-related packages in the design of the Action** synchronised to produce results for 5 specific objectives respectively. The **first** key guiding principle for design of the Action is to follow **integrated approach** around multi-stakeholder groups. The **second** principle to follow

LCA approach that ensures (i) Full bamboo **resource utilisation** through multiple applications (ii) **improved efficiency** in the production system, and (iii) offtake of bamboo products through **consumer education & awareness** creation, by aligning to **product & production standards**. The **third principle** is to ensure **sustainability** through replication of knowledge at various levels in the private sector and policy makers. **Fourth principle** is to **align and support business activities**. **Fifth principle** has been to build on **existing competencies, institutional structures and public support systems** to ensure value for money.

Work Package 1: Promote enterprises for sustainable production	
Specific Objective: To promote enterprise development for sustainable supply of bamboo products and generate improved livelihoods	Role of Partners: SIDBI (Lead) , FMC, CEMCA
<p>Description: This work package will be coordinated by Small Industries Development Bank of India (SIDBI) in line with its competence and experience to support rural industrialisation through a more integrated model of development that builds on Micro Enterprise Promotion Programme (MEPP). This WP will be strongly complemented by FMC and supported by CEMCA. First of all, SIDBI will deploy 9 Facilitating Agencies (FAs), one in each cluster to not only ensure local coordination during and beyond the Action. FMC will complement by providing programme management support to SIDBI and undertake the responsibility of capacity building of appointed FAs to help locally design and implement activities. FMC has a significant experience in supporting local action and has previously supported SIDBI for similar initiatives in 2009-12 and an ongoing one in 2016-18.</p> <p>Prior to initiating the Action, selection of clusters will have been undertaken by SIDBI in consultation with the respective 9 state governments. The first key activity upon the start of Action will be undertaken by FMC to help SIDBI draw up & finalize the terms of reference, selection system and manage entire bidding system for selection of the FAs. The teams deployed by the selected FAs will be placed in the clusters for the entire duration of the Action. Thereafter, as a second key activity, the FMC will provide training to all the 9 selected FAs to familiarise them about the Action and help undertake diagnostic study of every cluster in the district. This diagnostic study will be undertaken by the FAs to assess the current status of the cluster in detail, map the value chains of key cluster products, identify the relevant stakeholders and draw up a detailed cluster action plan through a participatory method with local stakeholders, duly validated by them. The third key activity will then be simultaneously undertaken along with the second one by CEMCA with its strength in the area of skill development for coordinating the preparation of e-learning modules targeting trainers and micro enterprises in four areas of 'entrepreneurship', 'production methods of bamboo products', 'financial literacy' and 'Occupation, Health & Safety' (OHS) & social security' with gender sensitivity. The designing of these modules is critical for contextualisation of the recipients with low level of literacy & numeracy along with effective delivery channels (text, audio-visual, animations etc.) for outreach and absorption in their local language. An IEC platform (Information, Education & Communication) for dissemination of these modules will be created. These modules will be aligned to National Skill Qualification Framework and thus also serve as a part of the lifelong learning system where these input materials will be used for self-learning not only for MEs but also other stake-holders and not just the targeted clusters but also for wider replication. The fourth key activity will ensure awareness creation and delivery of the modules through innovative delivery channels such as community radio and Bluetooth technology depending on the extent of availability of internet connectivity and smart phones (WP1) for an effective outreach to the local community of harvesters and MEs. Formal class room based teaching will not be undertaken for outreach of these modules.</p> <p>The fifth key activity under this WP is to provide training to the master artisans and other local key trainers for upgrading the bamboo based products that can fetch increased margins for MEs. The implications of this</p>	

upgradation in terms of changes required in technology, designs, material inputs, skills, knowledge and OHS will be explained through ToTs. This will be undertaken as a part of the pre-training activities through display of upgraded products and exposure visits to the neighbouring markets leading to the **sixth activity** titled **‘Provide technical, managerial & financial inputs’ to 2250 primary processors in the 9 clusters**. The FAs will facilitate identification and aggregation of potential entrepreneurs. This activity targets provision of inputs for scientific harvesting techniques to 450 bamboo harvesters thus helping them enhance their income levels by selection of bamboo poles to be cut, better grading of bamboo and undertaking treatment required for specific bamboo product applications. These inputs will enable new enterprises to be created and existing ones to be expanded, thus creating an average of about 4 livelihoods per enterprise and new/additional business activity worth **Euros 11,244 p.a. by the end of Action. It is envisaged that the outcomes in terms of enterprises created will cumulatively reach 337, 900, 1575 and 2250 and employment generated will be 1500, 4000, 7000 and 10000 at the end of years 1 to 4 respectively**. Most of these results will come from among the MEs. The **seventh main activity** targets provision of OHS inputs to 10,000 workers in collaboration with local primary health centres for continuity and with support from OHS practitioners. All the three type of skill based trainings for bamboo community will be undertaken with support from certified training partners of National Skill Development Council using innovative system of ‘Recognition of Prior Learning’ (RPL) that helps build on existing skills of the beneficiaries. The FAs will enable linkages with national systems for social security set up by the Prime Minister for informal workers. **The success of this WP will be key in advancing the overall objective of scaling up in other districts and states (specific objective 5). WP1 draws synergy with WP2 by linking up entrepreneurs with more demanding markets, from WP3 for provision of BDS and with WP4 by linking up with the financial institutions. These activities help upgrade the capacities of the targeted potential beneficiaries and create new enterprises.**

Results :2250 MSMEs start/expand bamboo product supply worth 25.3 million Euros to existing/new markets, impacting 10,000 livelihoods through new income to the tune of 13 million Euros, improved occupational health & safety (OHS) and social security

Publications, Tools and Reports:R1: 9 diagnostic study reports including OHS practices and social security status of MSMEs, T1:4 Training modules; T2: 1 IEC platform

Work Package 2: Create Market Opportunities for high potential products

Specific Objective: Promote select new bamboo products among high potential buyers	Role of Partners: FMC (Lead)
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Description: There are 4 key activities under this package.

The **first key activity is to undertake a market assessment study** to identify high potential timber substituting products for public and private procurement. The specific bamboo products, their buying volumes and the frequency of the said public institutions shall be assessed and matched with the suppliers’ capacities in the targeted states to identify scope for enhancing procurement of bamboo products in line with their **sustainable public procurement policy**. This study, to be undertaken by one of the subcontractor national agencies that has prior experience and techno commercial understanding of the variety of bamboo products that can be made in a cluster context, is required for the Action to channelize its resources to foster enterprise development among the select high potential opportunities. **The second key activity will be to prepare a market need assessment study** to assess the scope for public & private procurement for select products, along with their relevant technical standards during H1 and H2, highlighting gaps in current production and public procurement requirements. Select technical institutions viz. Forest Research Institute (FRI), IIT-Guwahati, Building Materials and Technology Promotion Council (BMTPC), Indian Plywood Industries Research & Training Institute (IPIRTI) may be engaged to undertake this study. If there are currently no product standards for any high market potential product like bamboo pallets, Bureau of Indian Standards (BIS) will be approached to help draft an appropriate standard (under WP5). **The third key activity is to setup 9 physical incubators** to demonstrate high potential products in 9 clusters. An incubator is a physical facility for

stimulating entrepreneurial idea generation with higher end bamboo products on display and provides information package about where technical assistance, equipment, venture capital and other financing can be sourced. Relevant business plans and information about potential market linkages will also be made available. It will also help potential entrepreneurs undertake design and prototype development. This facility will be housed and run by the FA where equipment will be made available on user charges basis with reduced charges in the beginning but on cost recovery or commercially profitable basis thereafter by and beyond the Action. These incubators will help fuel the imagination of potential entrepreneurs and select the option most suitable for them. It will also help create demand for strategic services from the BDSPs and FAs to take them forward by creating promotional fliers around these products. **The fourth key activity is to identify and incubate 20 start-ups in new areas, thus creating options** so as to ensure long-term growth. The incubation support will require intensive handholding by the mentors and linkages with institutions that can provide them with necessary technical designs and trouble-shooting support. Partnerships will be forged with relevant institutions for sustainability. **The fifth key activity is to organise linkages with 20 potential public & private buyers.** Every cluster will be linked with at least regular buyers as well, by organising exposure field visits of buyers and also facilitating their interaction in buyer seller meets (BSMs) to be undertaken along with 9 regional learning meetings.

The Action will thus support commercialisation of high potential bamboo products in the buildings, furniture and other lifestyle sectors. This will help provide market linkages for such products for MSMEs (WP1) that can be financed (WP4). A sub-contracted agency with domain expertise, such as FRI or BMTPC, besides a few others will prepare a research based report on life cycle assessment for a select range of bamboo products during H2 of the first year. The research based identification of new products to be promoted will help to identify the environmentally and socially most sustainable options. **All these activities under this WP will be coordinated by FMC.**

Results :New buyers undertake sourcing of 5 high potential bamboo products in targeted clusters through 20 successful business start-ups

Publications, Tools and Reports:P1: **Market assessment study to identify high potential timber and other unsustainable product substitutes** T1: **Learning app for e-modules** T2:**Self-learning AV modules on OHS and social security measures** T3:**Modules on a) Post harvesting techniques; b) Seasoning, storage, grading and sorting;**T4: **Promotional videos on ‘Benefits of using bamboo products’;**

Work Package 3: Strengthen local governance systems and intermediaries

Specific Objective: To sustain and upscale local initiatives through community-led multi-stakeholder development models

Role of Partners: **FMC (Lead).**
CEMCA

Description: **The key relevant governance stakeholders are the 9 local Facilitating agencies (FAs), 140 local & national BDSPs, 50 Producer networks (PNs)and 30 equipment/input suppliers. This WP draws from the learnings in WP1, WP2 and WP4 while it feeds into WP5. The key activities are accordingly designed to strengthen these 4 stakeholder groups and are explained as under.**

The facilitation of local action requires a small team to be set up by the appointed FA and stationed for Action duration to continuously engage with stakeholders to build capacities, promote collaborations for a strong governance system and also become a part of it. The capacity building and provision of ongoing hand-holding technical support of the FA teams will be managed by FMC through a locally stationed technical advisor in every district along with senior team from the head office. **The first key activity is to organise 4 structured training programmes for FAs.** These programmes will be designed to help them **a) undertake participatory cluster diagnosis, draw up action plans and undertake pilot initiatives for trust building b) implement activities effectively for achievement of short term and long term goals c) stock taking in the mid-term, drawing lessons from mutual experiences among FAs to start building foundations for sustainability and finally d) to draw up an exit strategy for the project and designing customised activities required during the last year of the Action.** The key inputs will be provided on enterprise development & bank linkage creation through MEPP

scheme, clusters & value chain development methodology, market linkage creation, product & process standards, BDS mapping, assessing need for CFCs and preparation of detailed project reports, public schemes of assistance for action, skill development, high value added designs, application of better tools/ equipment & supplies for productivity & safety needs, incubation of start-ups and finally on institutional sustainability.

The second key activity is to identify 40 strategic BDS providers and create linkages for providing services to MSMEs & create a pool of 100 local BDSPs. 40 individual and institutional BDSPs, mostly from national but also from neighbouring countries are important for bringing in new knowledge into the clusters in a sustainable manner. The identification of 40 strategic BDSPs will be undertaken by a bamboo expert with familiarity about the sector, understanding of the Action requirements and engagement with the service providers. The FAs will identify 100 local BDSPs for their engagement in Action during and beyond the delivery of strategic BDS as also for their capacity building. To illustrate, FRI, BMTPC and ABARI, an NGO in Nepal have developed strong expertise and delivery modules on bamboo treatment. Similarly, development of new product designs and technology inputs can be provided by select institutions. The locally identified 100 BDSPs will be engaged selectively with the strategic BDSPs while providing inputs to the MSMEs through a range of training initiatives designed in Action. This will enable local capacities to be built for harnessing them sustainably by the beneficiaries, thus strengthening local governance system.

The third key activity is to organise 50 PNs and provide techno managerial support to setup/revive and manage 9 CFCs. Several of the BDS inputs can best be harnessed economically and effectively through aggregation of the final beneficiaries to meet the requirements of high end markets in groups and/or commercial integrators. In the targeted clusters, there are already several self-help groups (SHGs) especially among women for micro finance linkages. Some of these SHGs in the bamboo application areas also double up as production networks (PNs) for joint production and marketing. The Action intends to create and/or strengthen 50 PNs with hand-holding support from locally based TAs of FMC and the FAs. These PNs may also undertake common raw material buying, sharing of information, equipment, common brand/ trademark to scale up their production of furniture, construction materials, handicrafts etc. At least one such PN in every cluster will be supported to help it become a formally registered bigger membership based organisation and called Off Farm Producers Organisation (OFPO) to invest into setting up or strengthening of CFCs owned & managed by them on self-sustainable basis. These investments will be made with significant support from multiple public schemes of assistance available. The Action will support this through sharing examples of best practices, identification of common needs, assisting them in drawing up their plans of action, linking up with BDSPs as also equipment suppliers, facilitating linkages with public schemes of assistance wherever required by drawing up their detailed project reports and finally developing operating systems for managing the facilities effectively.

The fourth key activity is to identify and build capacities of 30 equipment/ inputs suppliers. Based on the diagnostic study and value chain mapping, identification of such equipment and other inputs will be made that can help upgrade the products and processes significantly as per market requirements. A mapping of the providers of these equipment and inputs will be undertaken with the assistance of a bamboo experts and technical institutions so as to help enhance the offerings of these suppliers. Several of these suppliers can also simultaneously develop as embedded service providers, thus enhancing the scope of their businesses and integrate in their commercial offerings. The identified 30 equipment suppliers will be provided opportunity to engage with 40 strategic BDSPs through exposure visits, participation in training of trainers' programmes, reflected in the model business plans for credit provision by FIs and bilaterally linked for institutional support. The equipment & input suppliers will also be invited to set up their stalls as a part of the 12 regional events where the same platform will double up for buyer seller meets as well. They will display their tools and equipment on commercial basis.

Results: 9 local Facilitating agencies (FAs) provide services beyond Action, 50 Producer networks (PNs) created are vibrant, 9 CFCs created/strengthened with local ownership & management, 30 equipment/inputs suppliers and 140 BDSPs provide strategic products and services sustainably

Publications, Tools and Reports:R1: Curriculum of 4 training programmes for FAs R2: Detailed Project Reports for 9 CFCs; R3: 9 Detailed Project Reports for CFCs R4:List of 40 strategic and 100 local BDS providers R5: List of 30 Potential equipment and inputs supplier

Work Package 4: Facilitate financial linkages

Specific Objective: To promote sustainable linkages between financial institutions and local enterprises.

Role of Partners: SIDBI (Lead), RGVN

Description: The main activities of the WP are (i) Create suitable 20 model business plans for MSMEs in 9 clusters (ii) Sensitise and train 150 local bankers from 10 FIs on Bamboo MSME financing (iii) Create financial linkages for 2250 MSMEs with FIs and public schemes (iv) Explore and seek international banks' credit lines for enabling offtake of SCP financial products. These are elaborated as under.

The first main activity is to create suitable 20 model business plans for MSMEs in 9 clusters. The FIs require credible business plans to be submitted by the potential borrowers. The Action will select 20 most likely businesses to be chosen by the targeted 2250 businesses. These plans, available in the public domain will help FAs and other financial BDS providers to use these model plans to customise it in the context of individual borrower requirements. It also enables an informed connect between the borrower and FI by facilitating common information about the production process, equipment requirements, working capital needs and a section on market analysis, thus proving techno-economic viability. The institutional credit will be provided either by regular banks or recently created Small Finance Banks (SFBs) or NBFCs. While the regular banks have necessary competence for appraisal, the NBFCs/SFBs require to be trained for using relevant software. The Action therefore, **secondly envisages to undertake orientation programme for the bankers and training of 150 officials from at least 10 NBFCs/SFBs to help them familiarise about the bamboo sector, its business opportunities, financing options, government's credit linked schemes and appraisal mechanisms.** It is envisaged that these officials will be sufficient to undertake appraisal of bamboo based proposals. RGVN bank, an Associate in the Action, is a new small bank that targets micro enterprises for financing. The RGVN will provide insights into the capacity building requirements of its staff, guide the preparation of the training modules and will also be one of the ten beneficiary FIs of technical inputs under the Action for further replication in other FIs.

The average credit requirements of the targeted enterprises is pegged at 4000 Euros aggregated at 9 million Euros by the end of the project. The credit offtake is likely to cumulatively reach in mn Euros 1.35, 3.6, 6.3 and 9 respectively over 4 years of the Action in line with new enterprise creation. **The FAs will leverage upon their direct connect with the local community, 30 equipment/inputs suppliers and 140 BDSPs to identify eligible borrower enterprises as a part of the third main activity.** The identified entrepreneurs will then be assisted in finalizing their customised business plans, building on the existing model plans wherever feasible. Thereafter the FAs will provide the borrowers with liasoning support to respond to the queries by the banks/NBFCs. The FAs will provide this assistance as a part of their total remuneration where an additional financial incentive of about Euros 70 is provided for facilitating every matured linkage that leads to loan disbursement and enterprise creation. The linkage with credit linked public subsidies will help make the credit facilitation easier for the enterprise to borrow. **Fourthly, SIDBI will identify and explore the possibilities of linking up with national and international SCP lines of credit on commercial terms to scale up similar financing options in other sectors.**

Results:10 FIs provide credit through cluster financing instruments to 2250 MSMEs worth 9 million Euros

Publications, Tools and Reports:R1: Model business plans (20) for bamboo based businesses among MSMEs R2: Identification and mapping of SCP credit lines

Work Package 5: Strengthen policy dialogue and dissemination of proven development models relevant for bamboo sector

<p>Specific Objective: To strengthen policy dialogue and disseminate proven development models relevant for bamboo sector, more particularly at the state, national and international level.</p>	<p>Role of Partners: FMC (Lead), SIDBI, CEMCA, CBS, DIE, RGVN</p>
<p>Description: There are 4 main sets of activities elaborated as under viz. (i) 12 Regional multi-stakeholder consultation workshops (ii) Organise 2 national, 1 international workshops to disseminate policy learnings and one training programme for SAARC countries (iii) Prepare 4 learning papers for policy uptake on financing, gender, governance & value chains and skills (iv) Participation in various national and international fora for dissemination of learnings.</p> <p>(i) 12 Regional multi-stakeholder consultation events: Nine of the events will follow one standard framework while the other three, specific to business themes will promote high potential new market applications for bamboo products at commercial and policy levels. The nine events will have workshops focussing common policy dimensions on financing, gender, governance & value chains and skills will help compare, build on and cumulate learnings. All 9 events will be organised from Year 2 onwards and will have 3 essential components viz. a) Policy learning workshops among stakeholders b) Buyer-seller meets to facilitate public & private procurement and display cum sales of bamboo products and c) Facilitation of linkages with upgraded equipment, BDS, public schemes of the Govt. and NBFCs/Banks for credit financing. The 9 regional events will be organised in collaboration with at least one of the state institutions such as state bamboo mission, state entrepreneurship development institute or state livelihood mission to ensure sustainability of the events during and beyond the project duration. International participants from neighbouring countries will also be invited for them to present their products, equipment, input materials, machinery, technology etc. Tie-ups will also be explored for collaborations with other relevant regular exhibitions in India.</p> <p>(ii) Organise 2 National, 1 International workshop and 1 Training programme for SAARC countries: The two national policy level workshops will be organised building on the existing knowledge base available including with the EU Networking Facility and Asian Centre of SCP, supplemented with lessons drawn from the Action. While one of these national workshops will have focus on 3 themes together on gender, governance & value chains and skills, the other one will be focussed on credit financing for potential upscaling with participation from the states as well. The one international workshop will be organised by CBS to disseminate the case studies and teaching curriculum among business schools and management practitioners. A training programme for SAARC countries will be organised by CEMCA in Bangladesh to share training modules and their efficacy. The Action will thus contribute to another ongoing SAARC wide bamboo sector initiative (2017-20) being implemented by the lead applicant in India with financial support drawn from SAARC Development Fund and NABARD.</p> <p>(iii) Prepare 4 learning papers for policy uptake: These will be prepared along with at least 2 policy briefs each on 4 areas based on learnings captured in 12 regional events complementing and supplementing existing knowledge base at regional, national and international level. These papers are elaborated as hereafter.</p> <p>The first paper will be focus on SCP Financing building on experiences of WP4 and a previous work http://fmc.org.in/wp-content/uploads/2012/10/Learning-Paper-Financial-Linkages.pdf under a successfully concluded EU Switch Asia funded project (2012-16). There are five key differentiating elements from the previous experience viz. a) informality of the sector leading to larger number of smaller sized loans, b) bamboo sector instead of industrial sector of foundries c) training & engagement of NBFCs instead of only banks previously d) engagement of FAs for linkages and e) finally targeting 9 states instead of 3 previously. This paper will feed into policy briefs and consultations with MFIs that are interested in upgrading to become NBFCs/SFBs and Government of India where the credit plus model provides scope for integration. It will also contribute to Asian Cleantech MSME Financing Network (ACMFN) with value added elements of integration with SCP credit lines and credit delivery mechanisms.</p> <p>The second paper will be on Women's economic empowerment in Indian bamboo clusters. More than half of the 5 million employed in Bamboo sector, are women in the tribal regions of the country. This learning paper will</p>	

investigate how the project affects the economic and social empowerment of otherwise marginalized tribal women entrepreneurs/workers in the bamboo harvesting and processing clusters of India by investigating the following issues: a) what is the motivation of tribal women for becoming micro-entrepreneurs? b) how do their enterprises fare in terms of profitability and survival rate vis-à-vis those of male headed MSMEs? c) what are the opportunities and barriers for women-headed MSMEs to grow and prosper in the Bamboo clusters of India? d) what are their conditions at work compared to those of men and e) how does the project affect women's and economic empowerment in the bamboo clusters of India, both in the workplace and within intra-house dynamics and family networks. This paper to be steered by CBS will also draw up 2 case studies and teaching curriculum for students in the business schools and business practitioners including that of the TERI university's Masters programme in India. Its dissemination will be undertaken through an international workshop, blog, short videos and a short pamphlet in 3 languages viz. English, Hindi and one local language.

The third learning paper will be on Governance Structure & Value chain development, to be coordinated by DIE, Germany and will highlight the role of governance in green job creation through the informal sector that is not connected with national and international value chains. We are still at the beginning of the knowledge in policy circles about how different stakeholders can work independently and yet in a participatory system towards commonly negotiated goals. It thus addresses the problem of jobless growth that we are witnessing in several developing economies. The paper will contribute to the literature on promotion of Producer groups and help assess capacity building requirements to strengthen local governance systems for future development interventions. This understanding helps the policy makers and society at large to make changes in their value chains, networks, rules and systems of dialogue & participation to create diverse sustainable socio-economic local systems.

The fourth learning paper will be on skill development for green jobs in the informal sector. The natural resource based informal economies targeting tucked far away from the more modern life infrastructure are likely to be as deeply affected as others. Recent literature suggests the need for 'life-long learning systems' rather than standard class room teaching systems, as one of the ways to adapt to fast changing requirements of learning. This can be better done by using extensive audio visual media that enables the informal sector stakeholders to learn on the tap in modules. The Government of India has set up ambitious target to skill 500 million people by 2022 through a range of initiatives that have had limited outreach in the informal sector due to issues of curriculum, media content and channels of delivery. The Action provides scope for learning by targeting innovations in content and curricula that help effect positive outreach among final beneficiaries using community radio, mobiles and applications with impact. The policy briefs drawn from the paper will try to address the main question – 'How the skill development initiatives be designed alternatively and in the informal sector context?'

(iv) Undertake dissemination of learnings through participation in various national and international fora. All the Partners and Associates have a history of undertaking development initiatives and have built a strong network of partnerships with several state, national and international institutions through online and physical participations. The Action will leverage on these linkages, partnerships and platforms to propagate SCP principles by way of engagement and participation. Some of these options are the initiatives by UNIDO including through its RECPnet, European Commission through Switch Asia Networking Facility, UN Global Compact, the World Bank through its GEF programme, SAARC Development Fund, JICA, KfW, Association of development Financial Institutions in Asia and the Pacific, Bureau of Energy Efficiency and Govt. of India through various national institutions. The ongoing electronic platforms of the Partners including Udyamimitra of SIDBI, Cluster Observatory by FMC, learning & media center by CEMCA, the knowledge platform of CBS and the green growth knowledge platform of DIE Germany will be used to effectively disseminate the learnings and experiences. Various in-built strategies along with 2 evaluations designed in Action will add significance to the learnings.

Results: 200 Policy makers from India and the SAARC countries sensitised and 9 Indian states initiate replication of similar intervention models

Publications, Tools& Reports: P1-4:One policy learning document and 2 policy briefs each on (i) SCP

Financing (ii) Gender dimensions in bamboo Value Chains (iii) Local Governance and Bamboo value chains (iv) Skill development
T1: Learning platform for project stakeholders using cluster observatory R1-12: 'Learnings from Regional Policy Event' R13-14: National workshops one on financing and another one on gender, governance & value chains; R15: International workshop on replication potential of bamboo based development in SAARC countries R16: Capacity building on skill development (Bangladesh) R17: Mid-term project evaluation R18: End-term project evaluation

4. Project Implementation Arrangements

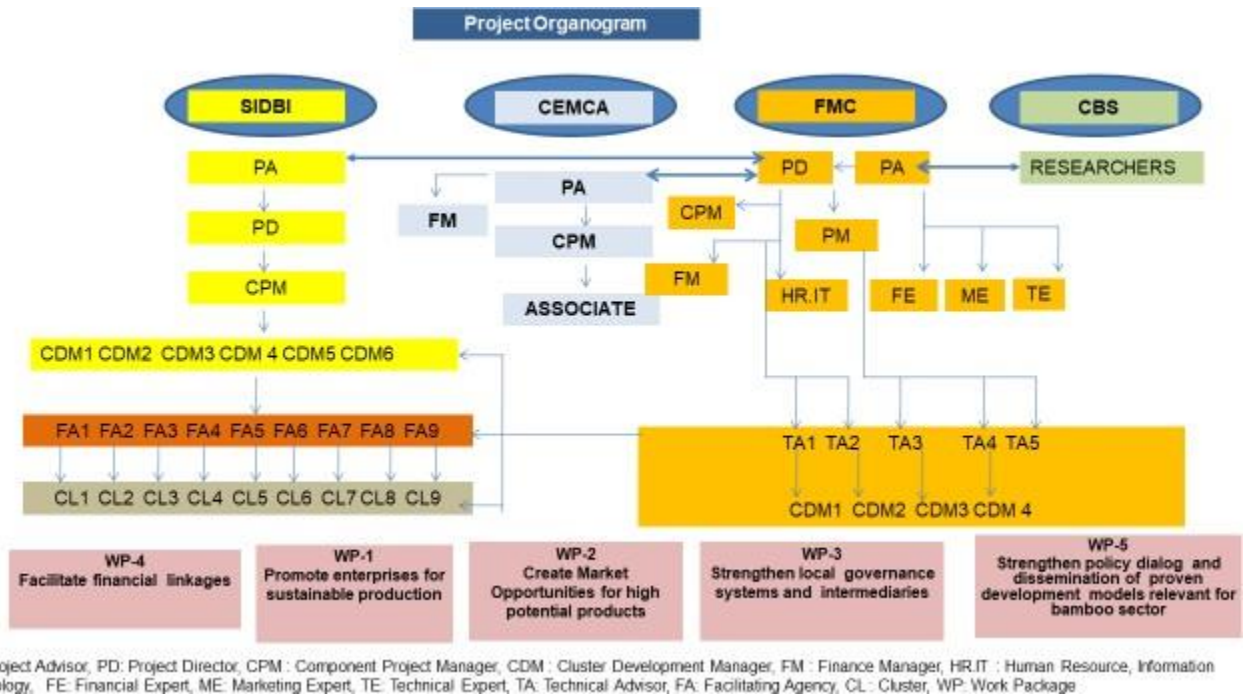
Role of FMC and SIDBI: FMC as lead applicant has conceived, provided the basic design and will coordinate the entire project with its partners. It will directly coordinate implementation of WP2, WP3 & WP5. Building on its sectoral experience in bamboo and competence to bridge externally sourced technical knowledge with local demand, it will create sustainable supply chain with potential buyers (WP2). It also coordinates innovation promotion, mentoring and supporting linkages drawing from its prior experience in managing innovation in clusters (2007-12). For the WP3 activities, FMC draws upon its leading in-house national and global expertise across 15 countries. Under WP5, strengthening policy dialogue and dissemination, draws upon its successful experience in effecting policy level work in India, complemented by similar work in the recently completed EU Switch Asia funded project in partnership with SIDBI (2012-16) where it also successfully led the engagement and partnership of all the institutions bilaterally and multilaterally for over a year from conception stage to formulating of the project. In addition, FMC will provide programme management advisory services (WP1, WP4) to SIDBI, the lead public finance institution for MSMEs that will lead provision of techno managerial inputs to MSMEs (WP1) and SCP financing (WP4) through its established network of other banks & non-banking financing companies. FMC has successfully provided similar support services to SIDBI for BDS development in 19 clusters (2009-12) and currently for development of MSMEs in 5 clusters (2016-19). SIDBI has through its own public initiative of Micro enterprise promotion programme (MEPP) undertaken rural industrialisation since 1995. SIDBI will building upon its experience in developing similar paper under EU Switch Asia project (2012-16), coordinate the development of learning paper on SCP financing in line with its mandate for dissemination among MFI community, select states, Ministry of Finance, Reserve Bank of India and association of development financial institutions in the Asia and the Pacific.

Role of CEMCA and CBS: With its mandate, experience & knowledge of development of multi-media based learning materials will develop self-learning modules customised for the final beneficiaries with low levels of literacy and numeracy. With access to its proprietary technologies, CEMCA will engage with and use Community based media like radio and video programmes, develop mobile applications and IVR for effective outreach (WP1). CEMCA will build on its existing engagement & dialogue with National Skill Development Corporation (NSDC), state counterparts and their training partners will ensure institutionalisation of the training modules & their innovative delivery systems for replication in the targeted 9 states as also in Bangladesh and Pakistan in line with its mandate (WP5). CEMCA will prepare learning document on skill up-gradation as well as

related policy briefs that build on its 'Flexible and Blended' (FaB) model of learning and create a Community of Practice (CoP). CBS, a premier European business school, contributes to the development of a policy focused learning document and prepare policy briefs on the role of gender in economic development. It has expertise in policy based research with academic rigour. CBS has expertise in designing of course curriculum in a scientific peer review system which is academically and scientifically validated. With its network of international linkages for exchange of knowledge through top level journals, it will be able to disseminate the translated knowledge effectively. CBS also has an international outreach among business schools to familiarise business managers and existing practitioners on how to tackle social and environmental challenges. CBS will provide linkages for market study for bamboo products targeting sustainable consumption, thus enabling a strong connect with EU.

Role of target groups: The existing and potential MSMEs will actively participate in seeking techno managerial inputs under the Action, building on their awareness about available market opportunities. These MSMEs will also be willing to collaborate among themselves and with their value chain partners to form groups and production networks (PNs) for supply chain engagement with potential buyers for their commercial benefit. Nine of these groups will be willing to collectively invest into setting up of physical common facilities (CFCs) by creating formal & legally registered producers' organisations (POs) be willing to seek contribution from the public schemes of assistance for provision of fee based services to the community. The equipment suppliers and BDSPs will be willing to participate for seeking capacity building inputs and linkages with potential buyers of their products & services. The financial institutions will be willing to provide institutional credit to capacitated MSMEs with lower risk of default. They will also be the willing to participate in training and awareness programmes to gain knowledge about the bamboo sector, its potential business applications, the stakeholders and learning about appraisal skills to assess techno economic business viability. The contracted Facilitating Agencies (FAs) will participate in training programmes required to help them complete their deliverables effectively and continue their engagement in clusters for sustainability of their own business operations.

The project management structure as designed is provided below.



5. Main Findings of the Mid-Term Review (termed as ROM – Result Oriented Monitoring)

Following are the key findings of the MTR:

The intervention to “Promote Bamboo Micro Small and Medium Enterprises (MSME) clusters for Sustainable Development” fully addresses a range of pertinent needs of the target groups and end beneficiaries and contributes to the attainment of some of their rights. Moreover, fostering bamboo products as a sustainable substitute of less renewable resources like timber and promoting economic prosperity of the tribal communities including women in less developed regions of India, remains highly relevant to the planned target groups of the intervention.

The capacities of the target groups are being continuously assessed as new artisans and business are being included. The Activities and Outputs of the intervention were explained to the target groups (including Government) by the Implementing Partners (IPs) in detail through a range of workshops, trainings, meetings, and written communications, as applicable. The ROM Review interviews showed that they were fully understood.

The IPs’ skills, experience and familiarisation with the implementation environment and their respective tasks are fully adequate.

As a SWITCH-Asia intervention, it has a dual logic, which is economic and environmental. In both respects, the Overall Objective (Impact) and Outcomes are fully in line with Government priorities. However, there is an increasing falling-out as regards Government policy on the role of CSOs, who are key players in this intervention.

There are currently no other donor-funded interventions (EU or non-EU) in the bamboo sector taking place in India, but the intervention seeks to build a common platform for learning and dissemination of a multitude of state-led bamboo initiatives.

The underlying logic of this intervention is clear and reasonable and is expressed in the Logframe. It is also understood by the relevant stakeholders.

The intervention operates an excellent internal monitoring system. The Lead IP provides overall coordination support for the entire project, ensuring collaboration among various partners across all work packages, documenting financial and non-financial records, monitoring progress, and reporting to the EUD. Roles and responsibilities are clearly defined between IP partners.

The structure of the implementation mechanism is appropriate and based on a strongly collaborative model of multiple actors. Their roles are clearly defined, and detailed organigrams exist.

the IP submitted a detailed "Justification of the Budget for the Action" at proposal stage, and the rationale laid out there for the budgeting is clear, appropriate and was approved by EUD. The IPs reported that resource planning was based on their intimate knowledge of the sector and the local operating environment. Salaries are in line with other similar organisations, and there are no "extravagant" budget lines or allocations for excessive travel or expensive vehicles. The office facilities as viewed through the Webex camera are simple and chosen on the basis of functionality considerations only.

The intervention has encountered some serious delays and is now seven to eight months behind schedule. A detailed monthly or quarterly tabulation of delays per Output and Outcome at the time of ROM review (October 2020) is not available but will be submitted with the next Interim Report (December 2020).

At the time of the ROM review, the intervention is approximately 37% underspent (this is an informal estimate provided by FMC).

During the ROM Reviews, the entrepreneurs and start-ups interviewed (Assam, Mizoram, Chhattisgarh, Madhya Pradesh and Odisha) as well as existing proprietors (Meghalaya and Tripura) were able to explain that the innovative technical ideas, new business plans and links

with banks and subsidies have created new business opportunities for them. Similarly, the artisanal households (Jharkhand) were able to show physical evidence of what looked like high-quality bamboo products, although they also said they are facing continuous difficulties accessing loans...

By December 2019 (Annual Report), the intervention had already achieved progress in the attainment of the Outcomes but will need a No Cost Extension to reach all the targets..... Further developments surrounding COVID-19 are the key determinants of success but are hard to evaluate at present.

By continuously engaging with a multitude of state and district level bamboo-related Government, private sector and civil society groups, the intervention is well placed to have an impact on sector policies in the medium-term.

The technical and business skills of the artisans, small firms and innovative start-ups have definitely improved through this intervention, for example, training sessions on design, preparation and optimized transport modalities (for example, stacking), which suggests the notion that they will be able to convert this new knowledge into continuing increases in jobs and incomes if the context is right. The Case Studies provided by the intervention so far show that there have already been successful examples of artisanal households and small firms. One female artisan showcased in the Case Studies is now able to produce not only simple baskets but also high-end value-added lifestyle products such as dustbins, laundry bags, flowerpots, and light balls.

The intervention aims at contributing to promoting a Green Economy and economic prosperity of tribal India. Through the course of the intervention's implementation, the planned targets groups have participated in the intervention activities at no additional cost. However, the onset of COVID-19 does not bode well for the medium-term future of the bamboo economy, as market demand has dropped, transport networks are cut off, and especially the poorer and more vulnerable artisanal households interviewed were struggling to repay their loans.

The intervention was deliberately designed to support private sector development. In addition, it also has strong links with the public sector. The current split on the demand side of the bamboo Value Chain is 33% government buyers, 33% corporate buyers (mainly retailers selling directly to consumers), and 33% productive factories, so 66% private sector.

Regarding the overall economic vulnerability of the poorest artisanal households (includes low castes), the intervention is certainly increasing their resilience through a combination of skills transfer and integration in the bamboo Value Chain (linkages with suppliers, banks, consultants etc.).

The OECD DAC policy marker on gender equality as per the intervention's implementation assessment, promotes gender equality by addressing, e.g. women in supporting enterprises started/expanded and assessing the Impact Livelihood of women.

The intervention is supportive of the attainment of rights under the International Covenant on Economic, Social and Cultural Rights (ICESCR), such as the Right to Work and the Right to an Adequate Standard of Living. It pursues a Rights-Based Approach because target groups are consulted in the technical design of the Activities and Outputs that affect them.

The intervention can be considered supportive of the EU's climate change commitments.

6. Budget Information

Table 1. Financing plan summary

Funding	Total (Euros)
EU Funding	24,99,824
Co-financing (Cash and In-kind)	6,24,956
Total	31,24,780

Table 2. Budget Summary

Project components	Total (Euros)
Human Resources	13,69,560
Travel	2,01,800
Equipment and Supplies	73,643
Local Office	1,05,840
Other Costs, Services	6,33,678
Other	5,35,834
Indirect Costs	2,04,425
Total (Euros)	31,24,780

Table 3. Co-Financing source breakdown

	Amount EUR
Expected sources of funding	
FMC	1,33,407
SIDBI	3,39,437
CEMCA	1,35,211
CBS	16,901
FMC through FNF	-
Total contributions	6,24,956

Table 4. Budget Utilization by FMC (To be filled by Finance)

Items of expenditure	2018	2019	2020	2021	2022	Total expend.	%
Human Resources							
Travel							
Equipment and Supplies							
Local Office							
Other Costs, Services							
Other							
Indirect Costs							
Grand Total							

II. Scope and Purpose of the Evaluation

The purpose of the evaluation is to independently assess the project to help FMC improve performance and results of ongoing and future programmes and projects. The independent end term assessment (EA) will cover the whole duration of the project from its starting date in January 2018 to the estimated completion date in October 2022.

The evaluation has three specific objectives:

- (i) Assess the project performance in terms of design, relevance, effectiveness, efficiency, sustainability and progress to impact;
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by FMC and disseminate them globally with other potential organisations.
- (iii) The senior lead expert will be responsible for identification of suitable institutions or international organisations in SAARC, working on upliftment and development of bamboo sector in the country. The expert will also be responsible for initial interactions with the organisations and planning and organising events for the cross learning of the achievements of our project with the organisations.

III. Evaluation Approach and Methodology

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the FMC Project Management Team on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

The project necessarily needs to be evaluated in the following domains. FMC will hire specialist in different domains separately who will be led by a senior evaluator who will be responsible for stitching the report together.

1. Design and marketing
2. Skills (including plantation) and technology
3. Financing
4. Policy regulation and policy promotion (to be done by the Lead Senior Evaluator)

Data Collection Methods

Following are the main instruments for data collection:

- (a) Desk and literature review of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) Stakeholder consultations will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - FMC Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) Field visit to project sites in India.
- (d) On-site observation of results achieved by the project, including interviews of actual and potential beneficiaries of improved technologies
- (e) Interviews with the relevant FMC State Office(s) representative to the extent that he/she

was involved in the project, and the project's management members and the various national [and sub- regional] authorities dealing with project activities as necessary.

Evaluation key questions and criteria

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?
- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 5 below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2.

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design	Yes
1	Overall design	Yes
2	Logframe	Yes
C	Project performance	Yes
1	Relevance	Yes
2	Effectiveness	Yes
3	Efficiency	Yes
4	Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	Gender mainstreaming	Yes
2	M&E: M&E design M&E implementation	Yes
3	Results-based Management (RBM)	Yes
E	Performance of partners	
1	FMC	Yes
F	Overall assessment	Yes

Performance of Lead Partner

The assessment of performance of lead partner will *include* the quality of implementation and execution of FMC in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

Other Assessments Required

The terminal evaluation will assess the following topics, for which *ratings are not required*:

- Need for follow-up: e.g. in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing: e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards: appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

Rating System

Table 6. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	Excellent
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	Good
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (65% - 69% achievement rate of planned expectations and targets).	Satisfactory
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 64% achievement rate of planned expectations and targets).	Unsatisfactory
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

IV. Evaluation Process

The evaluation will be conducted from August 2022 to November 2022. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase (could be done later on mutual agreement), taking into consideration the findings and recommendations of the mid-term review.
- ii. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Field visit;
- v. Data analysis and report writing.

V. Time schedule and deliverables

The evaluation is scheduled to take place from August 2022 to November 2022. Each team member will be engaged for 15 days spread across 4 months from August 2022 to November 2022 and the Lead Senior Expert will be engaged for 33 days spread across 4 months from August 2022 to November 2022.

The evaluation team leader will give an online debriefing and presentation of the preliminary findings of the terminal evaluation to the relevant stakeholders. The draft TE report is to be shared with the FMC Project Management Team for receipt of comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report.

Table 7. Tentative timelines

Timelines	Tasks
End of July and early August 2022	Recruitment of the evaluation team
August 2022	Desk Review, Writing of inception report and briefing with FMC project Management Team and the project team based in different states
September 2022	Interviews, surveys and literature review
October 2022 and 1 st week of November	Preparation of first draft evaluation report, Online debriefing Internal peer review of the report, FMC and other stakeholder comments to draft evaluation report, Field visit
November 2022	Final evaluation report

VI. Evaluation Team Composition

The evaluation team will be composed of one senior consultant acting as the team leader and 3 national evaluation consultants. On the recommendation of lead evaluator, further hiring of 4 to 6 experts can be done to analyze specific domains within the project eg. Supply chain management (SCM), design, etc. The evaluation team members will possess relevant strong experience and skills on evaluation management and conduct together with expertise and experience in domains mentioned above in III. All the consultants will be contracted by FMC directly.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The ET is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to FMC up to three years after completion of the terminal evaluation.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The FMC Lead Project Manager and the project team in different states will support the evaluation team.

VII. Reporting Inception Report

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the national consultants, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the FMC Project Management.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable⁷.

VIII. Evaluation Report Format and Review Procedures

The draft report will be delivered to FMC for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to the project evaluation team with a copy to Lead Project Manager who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The ET will present its preliminary findings to the local stakeholders and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place on a remote basis.

The TE 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.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 4.

IX. Quality Assurance

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 5. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback.

Annex 1: Project Logical Framework

	Results chain	Indicators	Baseline (2018-reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Contribute to promoting green economy and economic prosperity of the tribal India	-Increased turnover of bamboo based MSME economy -New green & sustainable jobs of which women are in % -Increased use of bamboo as substitute of unsustainable resources (e.g. timber, steel, cement, plastic) from its current base	-Estimated turnover: 300 million Euro -Estimated jobs in bamboo processing MSMEs in India is 3 million of which women are more than 50% -Estimated substitutable market of unsustainable resources with bamboo in India is 2 billion Euro	NA (This will be filled during the annual report submission for all 4 years)	-Increased turnover by 300% by 2028 leading to additional institutional credit offtake of 300 million Euros in more than 100 such existing clusters -Increased green & sustainable jobs by 100% by 2028 of which more than 50% will be women -25% of the unsustainable product market in India replaced with bamboo products	Policy documents, technical papers, sector reports by ministries of Govt. of India, National Mission for Bamboo Applications (NMBA), National Bamboo Mission (NMB)	-State & National institutions promoting bamboo based development adopt integrated multi-stakeholders, locally customised development initiatives -National economy will continue to grow consistently with continued policy focus on MSME development
Specific objective outcome(s)	Promote bamboo as sustainable resource and generate green jobs	Oc 1) No. of MSMEs (with % of women ownership) start/expand bamboo based production in monetary terms with no. of additional sustainable livelihoods (% of	-Diagnostics Studies and baselines in all 9 clusters will be done to capture the pre-project situation with respect to socio-economic status of the		Oc 1) 2250 MSMEs [337, 563, 675 & 675 in Yr1-4] of which 40% are women owned, start/expand bamboo product supply worth 25.3 million Euros [by Yr-4] to existing/new markets, impacting 10,000 livelihoods [1500,2500,3000,3000 in	Oc-1 -Records in terms of basic fact sheets of the beneficiary MSMEs with gender breakup, Lists of persons (with gender %) received OHS and social security	-The fundamentals of Indian economy in general and relevant sectors do not undergo significant negative changes -The policy

		<p>women) with additional income in monetary terms, Oc 2) No of new buyers undertake sourcing of no. of high potential bamboo products through no. of successful business start-ups Oc 3) No. of local Facilitating agencies (FAs) provide services beyond Action, No. of Producer networks (PNs) created/ strengthened, No. of equipment/inputs suppliers and no. of BDSPs provide strategic products and services sustainably Oc 4) No. of FIs provide credit through cluster financing instruments to no. of MSMEs in monetary terms Oc 5) No. of Policy makers sensitised & initiate similar</p>	<p>artisans/ MSMEs</p>	<p>Yr1-4] (more than 50% women) through new income to the tune of 13 millionEuros[by Yr4], improved OHS and social security Oc 2) At least 20 new buyers [4,6,6,4 in Yr1-4] undertake sourcing of 5 high potential bamboo products in each of the targeted clusters through 20 successful business start-ups Oc 3) 9 local Facilitating agencies (FAs) provide services beyond Action, 50 Producer networks (PNs) created are vibrant,9 CFCs created/ strengthened, 20 equipment/inputs suppliers and 140 BDSPs provide strategic services sustainably [by Yr4] Oc 4) At least 10 FIs provide credit through cluster financing instruments to 2250 MSMEs worth 9 mn Euros [1.35, 2.25, 2.7 and 2.7 mn Euros in Yr1-4] Oc 5) 200 Policy makers from atleast 3 SAARC countries sensitised and 9</p>	<p>inputs Oc-2-Copies of the orders received with product names for Oc-4: - List of MSMEs that received loans and accessed public schemes with sanction/ disbursement letters for Oc-5: Minutes of meetings with senior government officials/ feedback reports All Oc(s) -Annual reports of the project for -Midterm & end-term evaluation report for all Oc(s)</p>	<p>frameworkremains positive towards bamboo MSME Development -The law & order status remains stable in the targeted states and districts in particular</p>
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		intervention models in no. of states			Indian states initiate replication of similar intervention models[50,50,75,75 in Yr1-4]		
outputs	<p>Op 1.1) Provide technical, managerial & financial inputs to 2250 MSMEs through training/ capacity building activities</p> <p>Op 1.2) Provide scientific harvesting techniques to 450 harvesters</p> <p>Op 1.3) Provide OHS inputs & social security linkages to 10000 workers</p> <p>Op 2.1) Undertake Market assessment study to identify high potential timber and other unsustainable product substitutes for public & private procurement</p> <p>Op 2.2) Setup 9 physical incubators to demonstrate high potential products in 9 clusters</p> <p>Op 2.3) Identify and incubate 20 start-ups through the 9 incubators</p>	<p>For Op1.1-1.4</p> <p>-No. of MSMEs trained on technical, managerial and financial aspects to start bamboo enterprising activities</p> <p>-No. of harvesters trained on harvesting techniques</p> <p>-No. of workers received inputs on OHS and Social security measures</p> <p>For Op2.1-2.4</p> <p>-No. of market assessment study conducted to identify unsustainable resource substitutes with bamboo products</p> <p>-No. of physical incubators to demonstrate high potential products in no. of clusters</p> <p>-No. of start-ups</p>	-Diagnostics Studies and baselines in all 9 clusters will be done to capture the pre-project situation with respect to socio-economic status of the artisans/ MSMEs		<p>Op 1.1) 2250 MSMEs received technical, managerial & financial inputs to start/scale up bamboo based enterprising activities [337, 563, 675 & 675 – cumulatively in Yr1-4]</p> <p>Op 1.2) 450 harvesters trained on scientific harvesting techniquesactivities [150,100, 100 & 100 in Yr1-4]</p> <p>Op 1.3) 10000 workers received OHS inputs & social security linkages [1500,2500,3000,3000 in Yr1-4]</p> <p>Op 2.1) One Market assessment study to identify high potential timber and other unsustainable product substitutes for public & private procurement conducted [Yr1]</p> <p>Op 2.2) 9 physical incubators to demonstrate high potential products in 9 clusters set-up[Yr1]</p>	<p>-Reports of training/ seminar/ workshops, agenda and invitations of the event, list of participants, audio/ video recordings, feedback reports</p> <p>(For Op-1.1,1.2,1.3, 3.1,4.2, 5.1,5.2,5.3,5.4,5.6)</p> <p>-List of BDSPs, PNs with their membership and equipment providers with a compiled report on each one -Op-3.2, 3.3& 3.4</p> <p>- List of MSMEs that received loans and accessed public schemes (For Op-4.3)</p> <p>-Annual reports of the project (For all Op (s))</p> <p>-Midterm & end-term evaluation</p>	<p>-The officials of the state and district departments are willing to support the initiative and participate in the events</p> <p>-There are no untoward political and social problems in all 9 cluster locations</p> <p>-Bamboo availability remains ensured through enabling policy support by forestry department and other relevant stakeholders</p> <p>-No significant flowering of bamboo takes place that adversely affect the supply of bamboo</p> <p>-Project approval;</p>

	<p>Op 2.4) Organise linkages with 20 potential public & private buyers</p> <p>Op 3.1) Capacitate 9 local FAs</p> <p>Op 3.2) Identify 40 strategic BDS providers and create linkages for providing services to MSMEs & create a pool of 100 local BDSPs</p> <p>Op 3.3) Organise 50 PNs and provide techno managerial support to setup/strengthen 9 community run Common Facility Centres (CFCs)</p> <p>Op 3.4) Identify and build capacities of 30 equipment/ inputs suppliers</p> <p>Op 4.1) Create suitable model business plans for MSMEs in 9 cluster districts</p> <p>Op 4.2) Sensitise and train 150 local bankers from 10 FIs on Bamboo MSME financing</p> <p>Op 4.3) Create</p>	<p>incubated</p> <p>-No. of public and private buyers linkages established with</p> <p>For Op 3.1-3.3</p> <p>-No. of FAs capacitated</p> <p>-No. of strategic BDSPs linked to create no. of local BDSPs</p> <p>-No. of PNs organised and no. of CFCs supported through techno-managerial inputs</p> <p>-No. of equipment & inputs suppliers capacitated for bamboo industry</p> <p>For Op 4.1-4.4</p> <p>-No. of model Business plans created</p> <p>-No. of local bankers sensitised and trained on Bamboo based MSME financing</p> <p>-No. of MSMEs linked with FIs and public schemes</p> <p>-No. of international credit lines for offtake of SCP</p>		<p>Op 2.3) 20 start-ups incubated through 9 incubators [4,6,6,4 in Yr1-4]</p> <p>Op 2.4) 20 potential public & private buyers linked with MSMEs in 9 bamboo clusters [4,6,6,4 in Yr1-4]</p> <p>Op 3.1) 9 local FAs capacitated [Yr1]</p> <p>Op 3.2) 40 strategic BDS providers identified [Yr-1]and linked for providing services to MSMEs & created a pool of 100 local BDSPs[20,40,40 in Yr1-3]</p> <p>Op 3.3) 50 PNs organised and provided with techno managerial support to setup 9 community run CFCs[10,20,10,10 in Yr1-4]</p> <p>Op 3.4) 30 equipment/ inputs suppliers identified and capacitated for bamboo inputs supplies [5,10,10,5 in Yr1-4]</p> <p>Op 4.1)20 model business plans for MSMEs in 9 cluster districts created [Yr-1]</p> <p>Op 4.2) 150 local bankers from 10 FIs sensitised and trained on Bamboo MSME</p>	<p>report (For all Op (s))</p> <p>-Copy of the market need assessment report for Op-2.1</p> <p>-Copies of the model Business Plans for Op-4.1</p> <p>-Report and physical verification of the two-way lifelong learning platform and feedback from at least 20 users for Op-5.5</p>	<p>contract signed on time</p>
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<p>financial linkages for 2250 MSMEs with FIs and public schemes</p> <p>Op 4.4) Explore and seek international banks' credit lines for enabling offtake of SCP financial products</p> <p>Op 5.1) Organise 12 regional multi-stakeholder events to capture best practices and draw policy lessons</p> <p>Op 5.2) Organise 2 national and 1 international seminar to disseminate diverse development models for replication</p> <p>Op 5.3) Prepare 4 learning documents for policy uptake to promote sustainable production</p> <p>Op 5.4) Undertake dissemination of learnings through participation in various national and international fora</p> <p>Op 5.5) Develop a two-way lifelong learning platform to provide assistance and guidance to Bamboo</p>	<p>financial products identified & explored</p> <p>For Op5.1-5.8</p> <p>-No. of regional multi-stakeholder events organised to capture best practices and draw policy lessons</p> <p>-No. of national and international seminars organised to disseminate diverse development models for replication</p> <p>-No. of learning papers created for policy uptake to promote sustainable production</p> <p>-No. of events attended in national & international to disseminate learnings from the project</p> <p>-No. of two-way lifelong learning platform created to provide assistance and guidance to</p>			<p>financing[50,50,25,25 in Yr1-4]</p> <p>Op 4.3) 2250 MSMEs linked with FIs and public schemes and received finds/ credits[337, 563, 675 & 675 –cumulatively in Yr1-4]</p> <p>Op 4.4) One international banks' credit line for enabling offtake of SCP financial products identified [by Yr-4]</p> <p>Op 5.1) 12 regional multi-stakeholder events organised to capture best practices and draw policy lessons[4,4,4 in Yr2-4]</p> <p>Op 5.2) 2 national [1,1 in yr3-4]and 1[in Yr-3] international seminar to disseminate diverse development models for replication organised</p> <p>Op 5.3) 4 learning documents for policy uptake to promote sustainable production prepared[by Yr4]</p> <p>Op 5.4) Dissemination of learnings organised through participation in atleast 20 national and international events[5,5,5,5 in Yr1-4]</p> <p>Op 5.5) A two-way lifelong</p>		
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	<p>suppliers, workers, consumers and other stakeholders</p> <p>Op 5.6) Organise Capacity building and mutual learning event for SAARC countries in Bangladesh</p> <p>Op 5.7) Mid-term project evaluation</p> <p>Op 5.8) End-term project evaluation</p>	<p>Bamboo suppliers, workers, consumers and other stakeholders</p> <p>- No. of Capacity building and mutual learning events for SAARC countries organised for no. of participants</p> <p>-No. of mid-term evaluation conducted</p> <p>-No. of end-term evaluation conducted</p>			<p>learning platform developed to provide assistance and guidance to Bamboo suppliers, workers, consumers and other stakeholders[by Yr4]</p> <p>Op 5.6) One Capacity building and mutual learning event for SAARC countries in Bangladesh organised for 12 policy stakeholders and development practitioners[Yr3]</p> <p>Op 5.7) One Mid-term project evaluation conducted through a third party and report received [Yr3]</p> <p>Op 5.8) End-term project evaluation through a third party and report received[Yr4]</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">activities</p>	<p>A 1.1.1 Selection of 9 Facilitating Agencies (FAs) through competitive bidding process</p> <p>A 1.1.2 Team deployment by the FAs</p> <p>A 1.1.3 Diagnostic Study of the identified clusters in 9 states</p> <p>A 1.1.4 Conduct 9 cluster-level validation workshops for diagnostic study and draft action plans</p> <p>A 1.1.5 Finalize 9 cluster level action plans</p> <p>A 1.1.6 Organise Project Kick off meetings in all 9 clusters</p> <p>A 1.1.7 Identification & select 2250 target beneficiaries(Bamboo product manufacturing MSMEs)</p> <p>A 1.1.8.1 Training of Trainers (TOT) for 27 participants each on furniture,</p>				<p>Means:</p> <p>The main focus of Action is on coordination and convergence of pre-existing resources through capacity building and creation/strengthening of missing/weak linkages among the stakeholders. This calls for catalysts who can facilitate organisation of beneficiaries, build capacities through trainings and facilitate learnings by creating linkages along the value chain and in the clusters. Material resources therefore</p>		<p>Project approval; contract signed on time, political and economic and social stability in India.</p>

<p>lifestyle products, Housing & Construction material and other craft product designs by Technical and Design institutes of International repute</p> <p>A 1.1.8.2 Organise Trainings for at least 450 artisans each on design and product development of furniture, lifestyle products, Housing & Construction material and for at least 900 artisans on other crafts</p> <p>A 1.1.8.3 Organize technology demonstration and technical training on use of pre-processing and processing technologies</p> <p>A 1.1.8.4 Organise international exposure visit (China & Vietnam) for 30 participants to learn new designs, technology & practices</p> <p>A 1.1.9.1 Develop/customise training modules on Entrepreneurship Development</p> <p>A 1.1.9.2 Provide Entrepreneurship inputs to 2250 beneficiaries Develop self-learning tools/ modules on financial literacy</p> <p>A 1.1.11 Create IEC Dissemination Platform and disseminate technical, managerial and financial inputs</p> <p>A 1.1.11.1 Create linkage with Community Radios and use them as a channel of communication where a series of episodes will be produced and broadcasted on technical, managerial and financial practices for Bamboo MSMEs</p> <p>A 1.1.11.2 Deploy Bluetooth Technology known as “Bultoo Radio” where IVR technology is used to disseminate knowledge related to the technical and non-technical areas</p> <p>A 1.1.11.3 Develop a learning app through which learning modules will be made available for areas where there are no Community Radios and no VLEs, but internet connectivity is there</p> <p>A 1.2.1 Modules development on Technical Topics : a) Post harvesting techniques; b) Seasoning, storage, grading and sorting</p> <p>A 1.2.2 Organise training for 450 harvesters on scientific and sustainable harvesting and post harvesting practices</p> <p>A 1.3.1 Conduct base line survey to capture existing OHS practices of MSMEs and their social security status</p> <p>A 1.3.2 Develop self-learning audio-visual modules on OHS and social security measures</p> <p>A 1.3.3 Organize awareness workshops (at-least 50) on OHS and social safety nets to improve workplace environment and social security</p> <p>A 2.1 Undertake Market assessment study to identify high potential timber and other unsustainable product substitutes for public & private procurement</p>	<p>constitute less than 3% of the budget, largely to be used for creating 9 local ‘Incubation Centres’ (ICs), a new concept that does not currently match with eligibility requirements of any of the existing public support schemes. Other far more resource intensive Common Facility Centres (CFCs) are likely to get access to the public support schemes directly to the local stakeholders when they organise themselves as per the public scheme requirements. These ICs will be run in locally rented premises and will house basic equipment, advanced hand-tools and select materials that may be used by local entrepreneurs for making prototypes of more advanced and better designed products. The studies are either undertaken by the project staff (diagnostic studies under WP1 and select policy focussed learning papers under WP5) or by external experts (market study under WP2 & select learning papers) to facilitate decision making and contributing to policy changes through dialogue & dissemination</p> <p>Costs</p> <p>Human Resources: 1,085,123 Euros (Technical) & 135,662 Euros (Admin/support staff); Per diem 149,210 Euros;</p> <p>Travel: 201,000 Euros;</p> <p>Equipment & Supplies: 73,643;</p> <p>Local offices: 105,840 Euros;</p> <p>Other cost (Services): 623,795 Euros;</p> <p>Other: 546,082 Euros;</p> <p>Indirect cost: 204,424 Euros</p> <p>Total Eligible Cost: 3124780 Euros</p>	
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	<p>A 2.3 Identify and incubate 20 start-ups through the 9 incubators</p> <p>A 2.3.1 Identify the potential entrepreneurs (to create start-ups) through competency assessment</p> <p>A 2.3.2 Select 20 high potential products for incubating the start-ups</p> <p>A 2.3.2 Incubate 20 start-ups through technical and managerial inputs</p> <p>A 2.4.1 Create linkages of the start-ups & MSMEs with at-least 20 public & private buyers for the incubated products</p> <p>A 2.5 Develop promotional videos to raise awareness about the benefits of using bamboo products (based on LCA) and their standards amongst consumers and promote them on social media platforms</p> <p>A 3.1.1 Organise training for the FAs on Enterprise Development through MEPP scheme & Cluster Development Methodology</p> <p>A 3.2.1 Identify and mapping of service portfolio of 40 strategic BDSPs (in the area of technology, product & design development, marketing, etc.)</p> <p>A 3.2.2 Identify 100 local potential BDSPs and organise training programmes (class room, exposure & on the job) on BDS development through strategic BDS providers</p> <p>A 3.3.1 Create 50 Producer Networks (PNs) and handhold them on technical and management practices</p> <p>A 3.3.2 Conduct need assessment and prepare Detailed Project Reports (DPRs) for CFCs</p> <p>A 3.3.3 Create/strengthen 9 CFCs in 9 cluster locations</p> <p>A 3.4.1 Identify potential equipment and inputs supplier (at least 30)</p> <p>A 3.4.2 Expose them to advance equipments & inputs and link them with cluster stakeholders</p> <p>A 4.1.1 Prepare business plans for MSMEs in 9 states (20 models)</p> <p>A 4.2.1 Organize short term capacity building of field level bank/ NBFC / MFI officials</p> <p>A 4.2.2 Organize Bankers orientation programme for Branch Managers level (including NBFC, MFI functionaries.)</p> <p>A 4.3.1 Guide the prospective entrepreneurs in establishing linkages with the banks, local agencies, state government agencies and other promotional organizations</p> <p>A 4.3.2 Filling in of loan application forms</p> <p>A 4.3.3 Assist the entrepreneurs in securing initial finance from banks, financial institutions and other possible sources</p>	
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<p>A 4.4.1 Identification and mapping of credit lines</p> <p>A 4.4.2 Explore and seek international banks credit lines.</p> <p>A 5.1 Organise 12 regional multi-stakeholder events to capture best practices and draw policy lessons</p> <p>A 5.2 Organise 2 national and 1 international seminar to disseminate diverse development models for replication</p> <p>A 5.3.1 Learning documents for policy uptake to promote sustainable production on SCP Financing and 2 policy briefs</p> <p>A 5.3.2 Develop a learning paper on Local Governance and Bamboo value chains and 2 policy briefs</p> <p>A 5.3.3 Develop a learning paper on skill development and 2 policy briefs</p> <p>A 5.3.4 Develop a learning paper on Gender in Bamboo Value Chains and 2 policy briefs</p> <p>A 5.4 Undertake dissemination of learnings through participation in various national and international fora</p> <p>A 5.5 Develop a two-way lifelong learning platform to provide assistance and guidance to Bamboo suppliers, workers, consumers and other stakeholders</p> <p>A 5.6 Organise Capacity building and mutual learning event for SAARC countries in Bangladesh</p> <p>A 5.7 Mid-term project evaluation</p> <p>A 5.8 End-term project evaluation</p>		
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Annex 2: Financial Quote

FMC will follow the QCBS method of evaluation with 80% weightage to technical strength of the CVS and 20% for the financial quote. Please submit your financial quote in the following format

Name of Consultant:

Position: National Domain Specific evaluation consultant (Please specify Domain) / Senior Evaluation Consultant

Person Day charges: Rupees _____ per day (Rs. _____ per day).

This quote is valid for six months from the date of submission.

Name and Signature of Expert

Date: _____

Please note that any extra costs like travel etc. will be paid by FMC on actuals as per FMC travel policy. Kindly do not include it in the costs.

Annex 3: Job Descriptions

1. TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based / Field
Start of Contract (EOD):	1 st August 2022
End of Contract (COB):	30 November 2022
Number of Working Days:	33 days spread over the above mentioned period

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

Main Duties of the Senior Evaluation Consultant	Concrete/ Measurable Outputs to be achieved	Working Days	Location
1. Review project documentation and relevant country background information (national policies and strategies, EU strategies and general economic data); determine key data to collect in the field and adjust the key data collection instrument if needed; Define technical issues and questions to be addressed prior to the field visit.	Adjust table of evaluation questions, depending on country specific context; Prepare a map of stakeholders to interview during the field missions;	3	Home-based
2. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the technical evaluators, determine the suitable sites to be visited and stakeholders to be interviewed.			

Main Duties of the Senior Evaluation Consultant	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>3. Briefing with FMC Management, project managers and other key stakeholders to prepare for the evaluation inception workshop online.</p> <p>Prepare materials, tools and method to collect data in the field visits by the national consultant, detailed evaluation methodology confirmed, draft theory of change, and tentative agenda for field work.</p> <p>Provide training to national evaluator on the evaluation method to assess project impacts.</p>	<p>The inception report. Submitted FMC.</p> <p>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; Division of evaluation tasks with the team members.</p> <p>Online survey questionnaire</p>	4	Home-based, online
<p>4. Provide technical support to the evaluation team member while conducting field mission.</p> <p>Participate in interviews, as agreed with the team member online, when possible</p> <p>Take part as a resources person to answer questions and provide clarification to the stakeholder workshops/ focus group meetings on identifying conditions necessary for transformational changes to take place</p> <p>Review meeting and workshop notes prepared by the evaluation team member during field work; provide the team technical advice to collect appropriate data and information in a real time manner; and to keep abreast with feedback from the stakeholders from the field.</p>	<p>Agreement with the team members on the structure and content of the evaluation report and the distribution of writing tasks;</p>	9	Home-based/ Field Visit
<p>5. Prepare the evaluation report, with inputs from the team member, according to the TOR;</p> <p>Coordinate the inputs from the team member and combine with her/his own inputs into the draft evaluation report;</p> <p>Share the evaluation report with FMC and national stakeholders for feedback and comments.</p>	<p>Draft evaluation report/ and a report on field visit.</p>	13	Home-based/ Field
<p>6. Prepare and present overall findings and recommendations to the stakeholders online.</p>	<p>After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed</p>	2	Home-based, online
<p>7. Revise the draft project evaluation report based on comments from FMC and stakeholders and edit the language and form of the final version.</p>	<p>Final evaluation report.</p>	2	Home-based

In addition to the above, the Lead Expert will also undertake the following:

1. **Creation of database of organisations:** The expert will be responsible for creation of a database of organisations working on bamboo in SAARC and African Countries including work they are doing, contact person of the organisation, capacities etc.
2. **Organising of Cross Learning Meetings:** The expert will be responsible for organising cross learning meetings with the organisations collated in the data base.
3. **Documentation of Event:** The expert will be responsible for all the documentation related to the events and learnings from the events which will be shared with FMC post every event.
4. **Report:** The expert will be sharing a final detailed report at the end of his term as per the guidelines of FMC.
5. **Perform any other relevant task as assigned by FMC.**

Deliverables for the above additional responsibilities

1. Creation of a selection framework of organisations working in SAARC and African Countries working on bamboo.
2. Report on initial interactions and meetings with respect to cross learning.
3. Report highlighting the specific information related to the organisation with respect to the selection criteria of the framework and rationale for selection.
4. Finalisation of organisations on the basis of their capacities and experience where the learning of the BSSD projects could be replicated.
5. Final Database of at-least 50 organisations shortlisted as per the selection framework.
6. A report of every cross learning event conducted with the selected organisations.

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in business management, value-chain, environment, energy, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 15 years' experience in implementation/monitoring/evaluation of development projects and programmes
- Good working knowledge in environmental management
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of projects and knowledge of Bamboo Sector and Cluster Development an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages: Fluency in written and spoken English is required.

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

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 evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract.

2. TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National Domain Specific evaluation consultant for Domains 1.Design and Marketing 2. Skills (Including plantation) and Technology
Main Duty Station and Location:	Home-based / Field
Start of Contract:	1 st August 2022
End of Contract:	30 November 2022
Number of Working Days:	15 days each spread over the above mentioned period

PROJECT CONTEXT

The national domain specific evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

Main Duties of the National Domain Specific evaluation Consultant	Concrete/measurable outputs to be achieved	Expected Duration	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project team.	2 days	Home-based
Adjust the evaluation framework and Theory of Change in order to ensure their understanding in the local context.			
Carry out preliminary analysis of pertaining technical issues determined with the TeamLeader. In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.	Report addressing technical issues and question previously identified with the Team leader Tables that present extent of achievement of project outputs Brief analysis of conditions relevant to the project	2 days	Home-based

Main Duties of the National Domain Specific evaluation Consultant	Concrete/measurable outputs to be achieved	Expected Duration	Location
Develop a brief analysis of key contextual conditions relevant to the project			
<p>Support the Team Leader in prepare materials, tools and method to collect data in the field.</p> <p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, inclose cooperation with project staff in the field.</p>	<p>Key tools and materials</p> <p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during the field missions.</p>	2 days	Home-based, online
<p>Conduct the field mission to meet and discuss with project key-stakeholders and beneficiaries, to the extent possible these meetings should be organized so that the Team Leader could participate online.</p> <p>Consult with the Team Leader on the meeting/interview protocol and guide to collect data and information in the format agreed in advance with the team leader.</p> <p>Design, administer, and analyze open-ended interviews and focus groups to gather qualitative information</p> <p>Facilitate stakeholder workshops</p> <p>Prepare meeting notes and data based on the format requested by the team leader.</p> <p>Close exchange and discussion with the team leader on data and information collected from the field</p>	<p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Systematic data and information from the field</p>	6 days (including travel days)	Project States (the sites to be identified later)

Main Duties of the National Domain Specific evaluation Consultant	Concrete/measurable outputs to be achieved	Expected Duration	Location
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from FMC and stakeholders and proof read the final version.</p>	<p>Part of draft evaluation report prepared.</p>	<p>3 days</p>	<p>Home-based</p>

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

- Results orientation and accountability
- Planning and organizing
- Communication and trust
- Team orientation
- Client orientation
- Organizational development and innovation

Managerial competencies (as applicable):

- Strategy and direction
- Managing people and performance
- Judgement and decision making
- Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Degree in business management, economics, agriculture, environmental science, engineering, design or other relevant discipline like developmental studies or social work.

Technical and functional experience:

- Excellent knowledge and competency in the relevant field for which the application is made.
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and is required.

Absence of conflict of interest: 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 evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with FMC.

3. TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National Domain Specific evaluation consultant for Domain 1.Finance
Main Duty Station and Location:	Home-based / Field
Start of Contract:	1 st August 2022
End of Contract:	30 November 2022
Number of Working Days:	33 days spread over the above mentioned period

PROJECT CONTEXT

The national domain specific evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

Main Duties of the National Consultant (Finance)	Concrete/measurable outputs to be achieved	Expected Duration (Days)	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project team.	3	Home-based
Adjust the evaluation framework and Theory of Change in order to ensure their understanding in the local context.			
Carry out preliminary analysis of pertaining technical issues determined with the TeamLeader. In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.	Report addressing technical issues and question previously identified with the Team leader Tables that present extent of achievement of project outputs Brief analysis of conditions relevant to the project	4	Home-based

<p>Develop a brief analysis of key contextual conditions relevant to the project</p>			
<p>Support the Team Leader in prepare materials,tools and method to collect data in the field.</p> <p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, inclose cooperation with project staff in the field.</p>	<p>Key tools and materials</p> <p>Detailed evaluation schedule.</p> <p>List of stakeholders to interview during the field missions.</p>	<p>9</p>	<p>Home-based, online</p>
<p>Conduct the field mission to meet and discuss with project key-stakeholders and beneficiaries, to the extent possible these meetings should be organized so that the Team Leader could participate online.</p> <p>Consult with the Team Leader on the meeting/interview protocol and guide to collect data and information in the format agreed in advance with the team leader.</p> <p>Design, administer, and analyze open-ended interviews and focus groups to gather qualitative information</p> <p>Facilitate stakeholder workshops</p> <p>Prepare meeting notes and data based on theformat requested by the team leader.</p> <p>Close exchange and discussion with the team leader on data and information collected fromthe field</p>	<p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Systematic data and information from the field</p>	<p>13</p>	<p>Project States (the sites to be identified later)</p>
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from FMC and stakeholders and proof read the final version.</p>	<p>Part of draft evaluation report prepared.</p>	<p>2</p>	<p>Home-based</p>

REQUIRED COMPETENCIES

Core values:

4. Integrity
5. Professionalism
6. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

- Strategy and direction
- Managing people and performance
- Judgement and decision making
- Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Degree in business management, economics, agriculture, environmental science, engineering, design or other relevant discipline like developmental studies or social work.

Technical and functional experience:

- Excellent knowledge and competency in the relevant field for which the application is made.
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and is required.

Absence of conflict of interest: 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 evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with FMC.

Annex 4- Outline of an in-depth Project Evaluation Report

- Executive Summary (maximum 5 pages)
- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

1. Introduction

- 1.1. Evaluation objectives and scope
- 1.2. Overview of the Project Context
- 1.3. Overview of the Project
- 1.4. Theory of Change
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

2. Project's contribution to Development Results - Effectiveness and Impact

- 2.1 Project's achieved results and overall effectiveness
- 2.2 Progress towards impact
 - 2.2.1 Behavioral change
 - 2.2.1.1 Economically competitive - Advancing economic competitiveness
 - 2.2.1.2 Environmentally sound – Safeguarding environment
 - 2.2.1.3 Socially inclusive – Creating shared prosperity
 - 2.2.2 Broader adoption
 - 2.2.2.1 Mainstreaming
 - 2.2.2.2 Replication
 - 2.2.2.3 Scaling-up

3. Project's quality and performance

- 3.1. Design
- 3.2. Relevance
- 3.3. Efficiency
- 3.4. Sustainability
- 3.5. Gender mainstreaming

4. Performance of Partners

5. Factors facilitating or limiting the achievement of results

- 5.1. Monitoring & evaluation
- 5.2. Results-Based Management
- 5.3. Other factors
- 5.4. Overarching assessment and rating table

6. Conclusions, recommendations and lessons learned

- 6.1. Conclusions
- 6.2. Recommendations
- 6.3. Lessons learned
- 6.4. Good practices

Annexes

Evaluation Terms of Reference

- Evaluation framework
- List of documentation reviewed
- List of stakeholders consulted
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

Annex 5: Checklist on Evaluation Report Quality

Project Title:

Project ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	Assessment notes	Rating
Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
Was the evaluation objective clearly stated and the methodology appropriately defined?		
Did the report present an assessment of relevant outcomes and achievement of project objectives?		
Was the report consistent with the ToR and was the evidence complete and convincing?		
Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
Did the report include the actual project costs (total, per activity, per source)?		
Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A rating scale of 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 6: Guidance on Integrating Gender in Evaluations of the Project

A. Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction.

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become ‘the same’ but that women’s and men’s rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a ‘women’s issues’. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

Empowerment of women signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.

Gender parity signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

Projects can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/project; and 2) those where there is limited or no attempted integration of gender. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

B. Gender responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

B.1 Design

- Is the project/project in line with the EU and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/project design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?

- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/project is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/project promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

B.2 Implementation management

- Did project monitoring and self-evaluation collect and analyse gender disaggregated data?
- Were decisions and recommendations based on the analyses? If so, how?
- Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- If the project/project promotes gender equality and/or women's empowerment, did the project/project monitor, assess and report on its gender related objective/s?

B.3 Results

- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- In the case of a project/project with gender related objective/s, to what extent has the project/project achieved the objective/s? To what extent has the project/project reduced gender disparities and enhanced women's empowerment?

Annex 7: Selection Criteria for Hiring of Consultants

FMC will follow the QCBS method of evaluation with 80% weightage to technical strength of the CVs and 20% for the financial quote. Consultants are expected to highlight the technical strength at the end of the CV based on parameters mentioned below.

S. No	Name	Experience of working in clusters/Cluster related work (5)	Experience in Evaluation of Projects or Experience of handling developmental/ CSR projects (15)	Total Budget of Projects Evaluated or Total funding amount of developmental /CSR projects handled (20)	Total number of Projects Evaluated or Total years of exp. In handling developmental/ CSR projects (10)	Experience in the Domain specified / Exp. Related to the MSME sector(20)	Understanding of the needs, conditions and problems in developing countries and Familiarity with the institutional context of the project (10)	Total (80)	Financials (Amount)	Financial Score (20)	Total Score
1	Abc										
2	Xyz										
3	...										