



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

Acronyms

BDS	Business Development Service provider
BEO	Business Eye Opener
BoD	Board of Directors
CSO	Civil Society Organization
DWCP	Decent Work Country Programme
EYB	Expand Your Business
FGDs	Focus Group Discussions
GoM	Government of Myanmar
GYB	Generate Your Business
HC	Hospitality Coaching
ILO	International Labour Organization
IMTE	Independent Mid-Term Evaluation
IYB	Improve Your Business
KII	Key Informant Interview
M&E	Monitoring & Evaluation
MSME	Micro, Small, Medium Enterprise
MSD	Market Systems Development
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
OECD DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OSH	Occupational Safety and Health
SECO	Swiss State Secretariat for Economic Affairs
SSEC	State Secretariat for Economic Affairs
SCORE	Sustaining Competitive and Responsible Enterprises
SIYB	Start and Improve Your Business
SME	Small, Medium Enterprise
SYB	Start Your Business
ToE	Training of Enterprises
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
VZF	Vision Zero Fund
VCA	Value Chain Analysis

Table of Contents

Acronyms	2
Table of Contents.....	3
Table of Figures.....	4
1 Executive Summary.....	5
2. Project background.....	11
2.1 Background context	11
2.2 Project Description.....	13
Project Logic.....	13
Management arrangements	13
3 Evaluation background	16
3.1 Purpose of the evaluation.....	16
3.2 Scope of the evaluation	16
3.3 Clients of the evaluation	16
3.4 Evaluation criteria	16
3.5 Methodology.....	16
4 Main findings	19
4.1 Relevance.....	19
Alignment with the DWCP and the SDGs	19
Alignment with GoM development planning frameworks and COVID response	20
Gender mainstreaming	20
Complementarity to the ILO’s other programmes/projects	21
Consistency with donors’ priorities – at country and global levels	21
Alignment with BDS needs (pre and post COVID-19).....	21
Value Chain Interventions.....	21
Lessons for projects operating under a Market Systems Development framework	22
4.2 Design Coherence	23
4.3 Effectiveness	23
Introducing training products	24
Capacitating the pool of trainers.....	24
Leht LI and BEO	25
SCORE.....	25
Effects of COVID-19.....	25
Establishing Institutional Platforms.....	25
Creating and expanding BDS demand	26
Response from the project to COVID-19.....	28
Value chain activities (VCA).....	28
Achievement towards development objectives.....	29
Attribution of results and alternative strategies	31
Strengthening the capacity of government, private sector and stakeholders	31
Collaboration and coordination with other ILO programs	32

Gender Equality and Social Inclusion	32
4.4 Efficiency	33
4.5 Sustainability	34
Project exit strategy	34
Indicators that the outcomes of the project will be sustained	34
5 Lessons learned	37
6 Conclusions and Recommendations	37
6.1 Conclusions	37
6.2 Recommendations	38
Annex 1: Lessons Learned	41
Annex 2: Terms of Reference	44
Annex 3: List of Training Courses	59
Annex 4: Achievements against the Results Framework	62
Annex 5: Results of Training Evaluations for all Courses	65
Annex 6: List of Stakeholders Consulted	69
Annex 7: Key Features of a Market Systems Development Approach	72
Annex 8: References and Documents Consulted	73

Table of Figures

Figure 1: Project Results Framework	15
Table 1: Alignment between the MERRP priorities and Project initiatives	20
Table 2: Active and Certified Trainers	24
Table 3: Number of training sessions delivered by trainers	24
Table 4: Training implemented through the project	26
Table 5 Participant responses for end of course evaluations	27
Table 6: Number of enterprises participating in SCORE Modules	29
Chart 1: Monthly turnover of trainees' enterprises	30
Chart 2: Extent of employment by enterprises	31
Chart 3: SIYB Enterprises intention to access funds for investment	31
Chart 4: Male and female participation in SIYB and SCORE courses	32
Chart 5: SIYB course delivery throughout the regions	33
Table 7: Project Budget and Expenditure (\$USD)	34

1 Executive Summary

Small and Medium-sized Enterprises (SMEs) are highlighted in the national development frameworks such as the 12-Point Economic Plan and the National Comprehensive Development Plan 2011-2030. SME development directly supports one of four pillars of the ILO's work in Myanmar, in enhancing decent employment opportunities through a comprehensive set of initiatives in support of the Government's economic and social priorities and the SDGs. Under the Decent Work Country Programme (DWCP) 2018-21, ILO support to the SME sector is closely aligned with *Priority 1 - employment and decent work and entrepreneurship opportunities are available and accessible to all, including for vulnerable populations affected by conflict and disaster*. Three DWCP outcome targets (1.1–1.3) relate to role of SMEs for economic recovery and job creation in the labour market.

In the current four-year phase (November 2017 to October 2021), the ILO SME and Entrepreneurship Project has focused on developing Start and Improve Your Business (SIYB), Sustaining Competitive and Responsible Enterprises (SCORE) and Value Chains. The project's overall goal to support SME development is framed within the ILO's decent work agenda and the UN SDGs for 2030. SMEs and skills development form part of the specific targets for *SDG Goal number 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*. The project is designed to address the ILO's priority themes for gender equality, social dialogue and inclusive development outcomes through key capacity building strategies that target institutional platforms that promote joint action learning by workers, employers and government representatives, and training packages that deliver blended learning, for pursuing locally relevant SME development while aligned with global labour standards and norms.

In November 2020 an Independent Mid Term Evaluation (IMTE) was carried out the ILO SME and Entrepreneurship Support Program. The main objective of this IMTE is to assess project progress towards the achievement of the project outcomes and outputs as specified in the project document and work plans and assess signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended outputs and results.¹

The IMTE has addressed questions pertaining to the OCED's Development Assistance Committee (DAC) Criteria and ILO's Evaluation Policy including relevance, design coherence, effectiveness, efficiency and sustainability. The IMTE applied a mixed-method methodology involving qualitative data collection based on desk review and stakeholder consultations. On-line Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with 101 individuals (54 men and 47 women).

Key findings

The IMTE team found that the project performed well on all criteria, with some caveats. The **relevance** of the project can be seen in the project's alignment with key international, ILO and Government of Myanmar (GoM) policy frameworks. The relevance of the SIYB, BEO, Leht Li and SCORE to BDS needs can be seen in the positive evaluation-responses of training participants to the courses. However, the lead buyer approach included in the results framework for the SCORE program has not been adopted as it was not as relevant to the context due to the lack of presence and interest from lead buyers in the tourism and food processing industries.

The IMTE found that the way that the project has **responded to COVID-19** by developing new COVID related training products (Occupational Safety and Health (OSH) for SMEs and SME factories), developing online modules for Training of Trainer (TOT) and Training of Enterprise (TOE) and focusing on growth areas under COVID has enabled it to continue to be relevant in the COVID-19 new normal. Notably, the COVID OSH modules have had strong uptake with 954 SMEs participating in 2020 alone.

The **design coherence of the project** in terms of the assumptions and hypothesis that underpin its logic has strengths and weaknesses in terms of the feasibility of achieving hoped for development outcomes. It is not possible to address the design coherence weaknesses in the current phase but this should be the focus for the

¹ The evaluation focused on implementation of the program from November 2017 up to September 2020. In finalising the report, Myanmar experienced a military coup. In the final debrief a request was made to incorporate the impact of the coup on findings and overall context. The evaluation team acknowledged that the military coup will have a significant impact on context and findings, however it occurred outside the timeframe of the evaluation process and timeframe. The ILO is encouraged as part of its management response to consider the changed context and the impacts the military coup will have on addressing key findings and associated recommendations.

design of a follow up phase. Although there is less than one year to go on the project it would be worthwhile revising the Results Framework so that its logical and clear and backed by easily understood and accessible data or, if this would be too time consuming with less than a year remaining, revising the targets and indicators. This will make the final evaluation easier and help to provide the necessary information to design a new phase. The project design for the new phase should be workshopped by both the Myanmar and Geneva offices before it is finalized to make sure it is appropriate for the context. It should include a coherent Theory of Change (ToC) specifically for the country context.

In regard to **effectiveness**, the project has made good progress towards its objectives as defined by the indicators in the results framework with some areas of weaker progress. The project has performed well on introducing training products and has exceeded its targets for capacitating the pool of trainers. For SIYB, the fee-based TOT system is well established. There are 39 Myanmar expert trainers who make profit from delivering TOTs. On SCORE it has been challenging to build up trainers due to lack of specialist skills among the population in engineering, business management and other fields. SCORE doesn't yet have a cohort of expert trainers to provide TOT but this will be achieved will by end 2021.

Participants also cited some areas where they needed more assistance. Overall enterprises requested assistance in e-commerce, product development, access to finance and agriculture related training.

SCORE COVID OHS courses provided free of charge have enabled new relationships with companies that can potentially lead to longer term consulting relationships. This may provide a way in for ILO to introduce more comprehensive OSH to these companies furthering the ILO mandate of social dialogue.

The Ministry of Tourism has shown strong interest in garnering support of the project for responding to the effect of COVID-19 on the industry, for example, sponsoring a series of Occupational Hygiene Training (OHT) training in collaboration with ILO and the SIYB Association. The ILO should consider the tourism sector as a priority target for future support. The chance for success and scalability is high given the job creation potential in the sector and the interest and support shown by the Government in this area.

Value chain analyses were undertaken in tourism, food processing and aquaculture with several of these identified as not viable options for interventions. This is acceptable but moving forward the ILO could benefit from sharpening its criteria around what are the priorities for sector/activity selection. It may be helpful to use a mechanism like the DCED Standard to make clear decisions about what level of "upgrading" it is targeting (e.g. increase in income for how many enterprises and employers) and how (expected gains from developments in input and output markets) through incurring what level of investment, what the challenges are and how realistic this is.

The IMTE found that the value chain intervention in the seabass sector in Myeik in Southern Myanmar is relevant due to a strong development need for livelihood assistance among local communities due to loss of livelihoods because of overfishing by local and foreign vessels, its potential for increases livelihoods and some interest from local investors. The project has achieved some wins including the involvement of 140 farming households and an investment of USD 100,000 by a local investor in fingerling production. However, COVID-19 has resulted in constraints hampering progress such as the collapse of the Yangon market for seabass and stalling in technical improvements in fingerling production due to restrictions on travel for essential study tours. Also, the IMTE team was informed by stakeholders that gaining a foothold in export markets that would yield significant returns and provide decent work for large numbers of households would require millions of dollars of investment. This may take considerable time.

In terms of **achieving the overall development objective** "SMEs in national/global supply chains have improved productivity & working conditions & provide decent work" in regard to **working conditions**, out of all the courses, Module 5 of SCORE is the course most specially focused on worker conditions but there has been less take up of this model. The project team are seeing demand for the OSH courses but there are challenges in recruiting trainers with existing experience in OSH as there is a limited history of OSH management and training in Myanmar. This speaks to a need for patience in developing this aspect of the program and is one of several reasons why SCORE will not yet be sustainable by end 2021 and will need another phase.

However, other modules with larger take up such as Module 1 which includes workplace cooperation helped workers from different levels become more comfortable communicating with management which was important for worker welfare. The module also contains 5S – which is important to improving OSH by reducing mechanical hazards.

Given the public good aspect of OSH there may be an argument for OSH modules to be offered free of charge as have been the COVID OSH modules. This does not necessarily imply that ILO should provide them for free but rather they could be marketed to development organisations (donors/NGOs etc) and Government as part of a diverse sustainability strategy. OHT courses have already been delivered by GoM in the tourism section. The link between worker conditions and smaller MSMEs supported through SIYB, BEO and Leht Li has not been extensively explored through this IMTE. This needs further analysis.

Regarding the project's contribution to **improvements in productivity as a means to expand opportunities for decent work aspect of the development objective** there are mixed results in terms of data on improvements in income, employment and investment. This data is only available for SIYB courses and not SCORE.

First, 77% of all SIYB-GYB-IYB trainees (n= 6497) did not have an enterprise at the time of the training. Of these, 29% said that they intended to start an enterprise but there is no data available to say whether they did. Of the 2028 trainees (23% of all trainees) that did have an enterprise evidence from the project database shows that their income is low which would limit the capacity of these enterprises to provide decent jobs. Unfortunately, data was not available to the IMTE as to whether the income of enterprises increased after they participated in the training so it is not possible to see whether the training helped them with this. Project data shows a low level of funds for investment being accessed (and a particularly low level of access to loans) among participants with enterprises. Notably, the 2018 and 2019 impact assessments found that the project led to an improvement in enterprises started, profits and job creation. However, it would be good to verify the findings of the impact study with follow up research on some of the participants identified in the project data to triangulate.

It is obvious, but worth mentioning, that enterprises trained by SCORE employ a lot more people than enterprises trained through SIYB implying that on a course-by-course basis SCORE has more potential to contribute to job creation and improvement of working conditions for more people. This speaks to a need to expand the SCORE program. A follow up phase will be needed for this.

Findings from the project data regarding low income, employment and investment levels among SMEs point to the issue that while training as an essential intervention to support enterprise development and easiest to deliver, it may not be adequate as the only intervention. Looking forward, the ILO could potentially increase the relevance of its SME work by broadening the focus of SME support to include capital, credit, technology, technical support for product development and skills development, if not by programming directly around these matters by linking with other programs. There is also a need to better connect BDS training with value chain support as these are currently quite separate, except for the new work on supporting small scale food processors, developed in response to the growth in this industry under the "new normal". In addition to BDS training this support involves linking beneficiaries with input suppliers. This is a positive direction for the project.

In the future more analysis of the impact of the ILO Myanmar program as a whole toward Market Systems Development (MSD), with its framing of economic, social and environmental "upgrading", would be useful to apply to the different programs such as social protection, enterprise/industry development, trade, migrant workers, workers' rights and working conditions and skills development and how coordination can be improved to enhance impact. The commencement of a new DWCP from 2022 may offer an opportunity to consider a broader range of areas of support for SMEs based on MSD analysis including value chain development enabling a more nuanced approach built on a better awareness of the challenges, potential leverage points and ILO's comparative advantage.

The project has performed well on **gender mainstreaming** but there is room for improvement particularly in gender balance among the most senior management board (PAC). There is also a lack of gender related content for the training courses with only two programs (GETAhead and Leht Li) having a gender focus. Opportunities exist for gender integration in the programs pertaining to restrictions imposed by social norms, gender stereotype roles and responsibilities as well as accounting for the role of unpaid domestic labour.

In regard to course delivery in **regional, remote and conflict locations**, the largest number of course deliveries have taken place in Yangon followed by Mandalay but there have been courses widely delivered in all states and regions including conflict regions such as Rakhine. BDS is important in unstable conflict regions due to the decline in economic activity because of conflict and now compounded by Covid-19, leading to negative coping strategies and the important role of MSMEs in reviving the economy. The IMTE team found that the project has collaborated well with other ILO projects especially the Vision Zero Fund Project which use SCORE content for the OSH capacity building in the garment industry. The ILO SME Entrepreneurship Support Project is also consistent with the priorities of its donors at country and global levels.

On **efficiency**, the project is on track to meet most of the timeline of activities. Management capacity on the project appears to be adequate. The project team is doing a good job of monitoring project performance collecting detailed data on training events that take place, tracer and case studies under the guidance of a detailed gender and location disaggregated M&E system. However, there is room for improvement in monitoring practices. Potential improvements include i) organising project data so an outsider can more easily connect the data with the results framework (that should also be better organised to track progress) ii) SCORE companies say they find the reporting requirements burdensome which affects the marketability of the courses so this could be streamlined iii) rethinking how to manage post training opinion surveys as they are so positive that it raises the question as to whether they are taken seriously by participants iv) there is useful information in the project database regarding income, investment, employment etc of trainees but it would be good to ensure that it covers all courses (including SCORE) and also follow up data should be collected for a selection of participants to better identify the impact of the interventions.

The utilisation of project resources in delivering project outputs and outcomes appears cost-effective in line with the project design although IMTE team was not resourced to conduct a detailed cost benefit analysis. COVID-19 has slowed disbursement resulting in a small no-cost extension. Budget allocated to travel is being reallocated to consultancies and research which seems timely given the many issues that require further analysis in the lead up to a new phase and a new DWCP in 2022.

In regard to **sustainability**, the **institutional** capacity of the SIYB Platform has been strengthened by the project but it is not yet fully independent. The membership base is small and at least 50% of trainers across Myanmar have never heard of the association. There is a need to clarify the mission of the platform and the roles of the members to ensure they are maximising their role in sustaining the system of business management training.

For SCORE, the future institutional modality is not clear. The exit strategy calls for an expert trainer to be the keeper of the methodology and fulfill the necessary oversight functions including boosting the sales of trainers, ensuring factories meet the criteria for SCORE, management of materials, tripartite representation and monitoring. There may also be a public or private institution or group of companies that takes on SCORE providing TOT to trainers, distributing training content and assisting with marketing on a for profit basis. Throughout the other target countries SCORE is managed by a range of different entities including national employers' associations, Business Membership Organizations and a SCORE Academy, a public benefit company run by SCORE Expert Trainers. The IMTE was not able to provide a definitive recommendation on which entity would be suitable, more research on the topic is needed.

In regard to **technical** sustainability, for SCORE, monitoring systems have revealed good quality in the training provided, under the tutelage of Kaizen, but the capacity of service providers to provide SCORE programmes in the market that meet the quality expectations of the clients on a sustainable basis remains to be seen due to the fact that there will only be expert trainers certified by the end of the year. The SIYB has less quality oversight since the SMEs participating in the training do not need to "qualify" and also there is less intensive performance monitoring. The BEO and Leht Li courses are supervised by donors, NGOs and a corporate sponsor. Having the course fully private sector based, the ILO will have to accept that there might be some evolving of the courses as trainers sell SIYB in combination with other non ILO courses as part of their marketing strategies.

In regard to **financial** sustainability, for SIYB, there has been a high degree of trainer attrition, but this should not be a problem as there is a big enough cadre of expert trainers who are making money from ToT to keep the program going. For SCORE this is still a work in progress. The recruitment and training of expert trainers is ongoing over 2020-2021. Data on fees and training frequency suggests that the number of trainers who make a

full-time income from SIYB training and SCORE is small. This may increase the likelihood of trainer attrition. The SIYB Association could do more to support trainers in marketing. The ongoing active number of expert trainers and their ability to sell training to trainers who remain active in training enterprises will need to be monitored going forward. In a future phase the ILO could take a hands-off approach to the SIYB program but monitor it to ensure trainer attrition does not get below a sustainable level. Developing new course modalities in response to changes in the market under the new normal has been a helpful way to support trainers market their products. Moving forward, it would be good to see the SIYB Association taking initiative in supporting trainers to develop new packages. SCORE trainers would benefit from more assistance with marketing. This is an area that needs development as the certified expert trainers come online and an institutional home/s for SCORE is explored.

Trainers in the Leht Li program are supported by Coca Cola. Donors, NGOs and corporate entities are important clients in addition to privately operating trainers and SIYB association recognises this, having partnerships with 56 corporate and 24 development entities. It is notable that 60% of all trainees were trained through either BEO, supported by NGOs/donors or Leht Li, sponsored by Coca Cola and 40% of all trainees were trained through Leht Li alone. There is already strong interest from donors and NGOs in the program. If there were more corporate sponsors in the future, especially for SCORE, that would be an excellent outcome.

Lessons learned

Lessons learned were generated from interviews with key stakeholders and a review of project documents. In light of a potential upcoming new phase, it is important that these lessons are considered as a means to review and refine implementation strategies moving forward. Lessons learned identified include:

Lesson learned 1: Business management training for SMEs can survive on a fee for service basis but this does not mean there won't be trainer attrition and trainers won't experience difficulties in marketing their products. The primary building block for sustainability of the courses is a pool of certified Master/Expert trainers, who can deliver TOTs on a commercial basis. It is important to track trainer behaviour and learn what factors are important in enabling them to market their training.

Lesson learned 2: It is likely that sustainability of the courses is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. Corporate, donor and NGO development partners have played a key role in supporting training delivery having supported approximately 60% of training sessions provided. Their role should be considered in the sustainability strategy, particularly in regard to delivery in rural, remote and especially conflict areas where starting their own business is often peoples' only option for employment.

Lesson learned 3: To ensure that the project facilitates independent training that is marketable, it is important that the project team continue to support the SIYB association to develop new offerings to evolve with a changing operational context.

Lesson learned 4: Handing the courses over to the private sector will not necessarily result in the loss of the ILO core mandate. Although the courses have been marketed on their productivity and other business improvements, the course content is the same as the global versions. The courses benefit companies because of both economic (improving productivity and processes) and social aspects (improved communications between staff).

Lesson learned 5: Project designs should be workshopped by both the country office and Geneva before being finalized to make sure they are suitable for their local context.

Lesson learned 6: The lack of specialist higher education and training facilities in Myanmar makes it challenging to build up the base of SCORE trainers. The lesson is the need for patience in building the program.

Lesson learned 7: On a course-by-course basis SCORE has a lot more potential to support job creation as medium sized enterprises employ a lot more people than micro and small enterprises.

Conclusions

Overall the project has achieved strong progress on the effectiveness criteria, exceeding targets (other than those relating to lead buyers which are not appropriate Myanmar) and performing strongly in capacitating trainers, stimulating BDS demand and supporting the SIYB association. An area of concern is the less than optimum activity planning and outreach demonstrated by the SIYB Association. The project has adapted well to COVID-19, developing new products to adapt to changes in the context. Trainer attrition has occurred but this is not necessarily a problem. Trainer attrition is natural, inevitable as even the best and most active trainers will want to progress their careers and move on to the next level after 3-5 years. The key for sustainability is having a fee-based Training of Trainer system (i.e. new trainers have to pay for TOT and Master Trainers make profit from this). For SIYB, the fee-based TOT system is well established. There are 39 Myanmar Master Trainers that make a profit from delivering TOTs. For SCORE and HOCO, this is being developed in 2021. Myanmar Expert Trainers have been selected and are currently being trained. For SCORE and HOCO, this is being developed over 2020 - 2021. Myanmar Expert Trainers have been selected and are currently being trained and beginning to commence delivery.

The value chain component which involves support for mariculture value chains in Myiek in southern Myanmar has performed well although there are risks ahead due to COVID-19 and the challenges of achieving scale.

Overall the project is efficient, with costs being reduced by the fee-for-service training model as well having good management capacity. Some revisions to project monitoring data collection would assist in designing the next phase of the project. In terms of sustainability, the institutional capacity of the SIYB Platform has been strengthened by the project but it is not yet fully independent. As a newer and more complex program, SCORE is at a more nascent level in obtaining sustainability but is on the right track. The project team need to facilitate more research to determine the right approach to sustainability.

There is a need to better understand the support that trainers need to market and sell the training for both SIYB and SCORE. It is likely that sustainability is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. In addition to the private sector, the development sector (INGOs, NGOs, donors and corporate sponsors) will also play a key role in funding training delivery in line with their own goals. In addition, the courses are likely to be delivered in combination with other training topics as trainers market them in packages with their other offerings.

Both SIYB and SCORE curriculum combine economic and social improvements in a way that work together well for the benefit of companies. While the programs have been marketed on their economic benefits in Myanmar more than in some other countries, the curriculum is the same globally and focuses on both aspects.

The contribution of the business management training to the DWCP, particularly Pillar 1 around job creation needs further investigation. When the project first began in 2014, business management training was a discreet intervention that could be implemented in a challenging private sector environment. But time has moved on and it is clear that SMEs need more than just business management training. How does business management training link with support for value chains? What potential areas of support could the project move into? What other support do SMEs need to survive and thrive? What are the different challenges of working with micro, small and medium organisations and where do the ILO's priorities lie? How can business management training and other SME support connect better with support for the TVET sector? In the last year of the project, the project team should focus on investigating these broader issues.

Recommendations

A series of recommendations are included with conclusions. The recommendations provide key guidance in supporting the program going forward.

Recommendation 1: The commencement of a new DWCP from 2022 offers an opportunity to consider a broader range of areas of support for SMEs based on MSD analysis built on a better awareness of the challenges, potential leverage points and ILO's comparative advantage. To achieve the development objective of *SMEs in national/global supply chains have improved productivity & working conditions, & provide decent work*, the ILO should consider adopting the MSD approach more comprehensively both for analysis and intervention.

Recommendation 2: In moving forward into designing a future phase, the ILO should conduct a strategic review of the seabass value chain work. To support this, the ILO should conduct research (in the remaining time

available on the project) into the investment climate for the value chain and tighten up the framework for monitoring changes the value chain (beneficiary profit margins, employment, input and output markets etc.), taking into consideration the hopefully temporary effects of COVID-19). In regard to VCD work in the future, the ILO should use a mechanism like the DCED Standard or something similar to make clear decisions about what level of “upgrading” it is targeting and make a conscious choice about what level of risk it is willing to undertake through experimentation and what timeframe it can commit to.

Recommendation 3: SCORE still requires more support before sustainability as a private sector driven training program can be guaranteed. There are ongoing opportunities to support SMEs to create jobs and decent work, and the donor has indicated support for a future phase. The ILO-LO should thus initiate a series of workshops with key stakeholders to inform a possible new phase. It should include a coherent ToC specifically for the country context covering all the components.

Recommendation 4: The ILO should review and revise the Results Framework to align to current work priorities. The project database should be improved to link more clearly to the targets and indicators. This will make the final evaluation much easier and help to provide the necessary information to design a new phase. In a future phase, there should be improvements to data collection practices pertaining to (i) improving data collection on enterprise level outcomes such as before and after data on whether or not training participants have an enterprise, how many people they employ, income and investment behaviour (ii) streamlining SCORE monitoring data collection to make it less burdensome to companies and (iii) re-examining the usefulness of post training opinion surveys and considering new approaches to testing training efficacy.

Recommendation 5: To promote the sustainability of the SIYB, the ILO should closely monitor and document the SIYB association’s ability to operate independently, attract finance and support trainers’ financial viability through assistance with marketing and new product innovations with a view to a new phase with only minimal oversight and no funding for the association. This monitoring will help to decide for the next phase whether specific additional support, new management arrangements or shift the focus to one or more different entities.

Recommendation 6: ILO should conduct research/monitoring of trainer attrition for SIYB and SCORE to ensure that it remains “healthy” as well as trainer marketing strategies and needs with a view to assist the SIYB Association/SCORE oversight entities to provide support in this area moving into the next phase.

Recommendation 7: To promote the sustainability of the SCORE, the ILO should focus on ensuring that an organisation or trainers’ group can: (i) undertake the oversight functions, (ii) conduct research into public and private sector entities which may be interested in adopting SCORE oversight as a business, (iii) continue to facilitate ToT to expand the pool of SCORE trainers and (iv) assist SCORE trainers to develop a marketing strategy for their business including the option of specialising in modules, and include in a new design for the next phase a specific strategy for SCORE financial independence within two years.

Recommendation 8: The ILO should explore delivering more gender content in the course modules on matters such as restrictions imposed by social norms, gender stereotype roles and responsibilities and expectations from women and men and accounting for unpaid domestic labour. For example, the SCORE Programme has developed a SCORE Gender Equality module which could be delivered.

Recommendation 9: The ILO should expand collaboration with donors and NGOs to increase the availability of packages in rural, remote and especially conflict areas of Myanmar. This should be linked to conducting and/or facilitating research on the link between worker conditions and smaller MSMEs supported through SIYB, BEO and Leht Li.

2. Project background

2.1 Background context

Myanmar is one of the least developed countries in Asia. Its GDP per capita in 2015 was \$1418², which ranks it as one of the poorest economies in the region. Wealth is concentrated among elites and economic growth has not been inclusive. The poverty headcount is estimated at 19 or 26% nationally according to respective

² The World Bank, Data “GDP Per capita (current \$US) found at <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=MM>

Government and World Bank indexes,³ and much higher in some areas. Myanmar's Human Development Index ranking is 148 out of 188 countries⁴.

Decades of poor governance, economic mismanagement and conflict have taken a heavy toll on Myanmar's development. Myanmar has also suffered from pervasive internal conflict since 1948. In recent years, despite efforts to achieve ceasefire agreements and national reconciliation, multiple active conflicts have continued, creating instability and reducing investment. In 2015, historic elections took place, which led to the National League for Democracy (NLD) gaining a majority in parliament and the Government taking steps to open up the economy. Prior to the COVID-19 epidemic this led to strong economic growth with GDP increasing by 8.5% in 2014 and 7% in 2015 but dropping to 2.9% in 2019⁵. In addition, Daw Aung San Suu Kyi has made efforts to revive the peace process. In August 2016, the Government announced its 12-point economic priorities, which include "promoting and assisting small and medium enterprises as generators of employment and growth".

Although significant progress has been made in political and economic matters, challenges remain including ongoing veto power of the military in parliament and conflict between the Government/military and armed opposition in some states. There is a need for growth to be more inclusive. Investment has been focused on extractive industries with weaker performance on job creation and a lack of diversification. Rapid growth has been concentrated on capital intensive industries. Industrial competition has been based on low wages. The moderate sized manufacturing sector has been hindered by poor infrastructure, lack of access to finance, skills and the high cost of starting and running a business.

Myanmar's Labour Force Participation rate dropped to an all-time low of 61.5% in December 2020 with an average rate of 69.3% from 1990-2020.⁶ In 2019, the ratio of female to male labour force participation rate was 70%.⁷ The majority of people, 56.2% are engaged in vulnerable work (according to the 2014 census). In response to lack of good employment opportunities, many people, particularly the young, have migrated for work. In 2015 there were 1.12 official out migrants (60% male and 40% female), and many more unofficial, almost all migrating for employment. Due to COVID-19 more than 150,000 migrants returned from Thailand, China and Malaysia.⁸

In this context, supporting SME development is essential to fostering broad based economic growth. SMEs are one of the largest sources of job creation and growth in developing economies around the world as well as a source of innovation, wealth creation and poverty reduction, making significant contributions to the SDGs. In the Myanmar context, they also offer major opportunities for inclusive growth, particularly for disadvantaged groups, including women and ethnic groups which have suffered from discriminatory policies. Development of existing large businesses, many of which are military-owned or affiliated, may be less likely to achieve this goal.

The GoM has recognized the pivotal role that SMEs can play in developing the economy within an inclusive growth framework. SMEs are highlighted in the national development frameworks such as the 12 Point Economic Plan unveiled in 2016 and the National Comprehensive Development Plan 2011-2030.

The social and economic effects of the **Coronavirus pandemic (COVID-19)** on Myanmar have been severe. Economic growth dropped from 6.8% in 2018/19 to a predicted 0.5% in 2019/2020, potentially reversing the gains in poverty reduction and reducing incomes in already poor households. Industrial production contracted as lockdown measures restricted access to labour, closure of overland border with China restricted supply of industrial outputs and international domestic demand dropped. Travel bans negatively impacted wholesale and retail trade, tourism and transportation. Particularly affected was the tourism sector, which has a high importance for the national economy, with hotels, restaurants and tour companies, transportation services, tour guiding services, including the training providers (institutes and free lancers) and others in the tourism value chain all heavily impacted by Covid -19. The agriculture sector has been resilient, and the ICT sector has experienced a surge of activity due to people conducting more daily activities online.⁹

3) Ministry of Finance and Planning, World Bank, Analysis of Poverty in Myanmar, August 2017

4 UNDP Human Development Report 2018

5 World Bank East Asia and Pacific Update October 2015, April 2016

6 Myanmar's Labour Force Participation Rate found at <https://www.ceicdata.com/en/indicator/myanmar/labour-force-participation-rate>

7 Ratio of female to male labour force participation rate found at

<https://data.worldbank.org/indicator/SL.TLF.CACT.FM.NE.ZS?locations=MM>

8 "Triangle in ASEAN Quarterly Briefing Note" found at https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/genericdocument/wcms_735107.pdf

9 The World Bank, "Myanmar's Economy Severely Impacted by Covid-19: Report" found at

In addition, COVID-19 has also affected out migration for employment. Between April and October 2020 a total of 206,398 migrants returned from abroad by land or sea. The deployment of migrants to major countries of destination including Thailand has been on hold.¹⁰

2.2 Project Description

SME development directly supports one of four pillars of the ILO's work in Myanmar, in enhancing decent employment opportunities through a comprehensive set of initiatives in support of the Government's economic and social priorities and the SDGs. Under the Decent Work Country Programme 2018-21, ILO support to the SME sector is closely aligned with Priority 1 - employment and decent work and entrepreneurship opportunities are available and accessible to all, including for vulnerable populations affected by conflict and disaster. Three DWCP outcome targets (1.1 – 1.3) relate to role of SMEs for economic recovery and job creation in the labour market.

Since 2014 the ILO has supported Myanmar's small and medium enterprise (SME) sector through entrepreneurship development and business management trainings. Key ILO projects implemented include: 1) NORAD-funded Entrepreneurship and SME support in Myanmar (2014- 2017) which stimulated job creating among start-ups and micro and small enterprises, 2) SECO- funded Supporting Tourism in Myanmar through Business Management Training (2014-2017) which supported start-ups and MSMEs in the tourism sector, and 3) DANIDA-funded Programme on Responsible Business in Myanmar which introduced SCORE Training in the garment and the fish-processing sectors.

In general, these project interventions have focused on enhancing national implementation partners' capacity to deliver SME trainings – from ILO's Start and Improve Your Business (SIYB) and Sustaining Competitive and Responsible Enterprises (SCORE) programmes to other complementary training products such as Business Start-Up Campaign 'Hands Together', Business Eye Opener, Coca Cola 'Leht Li' business management training for retailers.

With funding from the Norwegian Agency for Development Cooperation (NORAD) and the Swiss State Secretariat for Economic Affairs (SECO), these capacity building interventions have established a pool of 800+ certified trainers which in turn have served 41,000 + entrepreneurs, in businesses ranging from agri-fisheries and food production to tourism and hospitality services.

The project has involved the following activities. A full list of all the courses provided is attached at Annex 2:

- The provision of packages in business management training for SMEs including Start Your Own Business (SIYB) for small business owners, "Leht Li" in collaboration with Coca Cola for micro retailers, Business Eye Opener (BEO) for rural entrepreneurs Sustainable Competitive and Responsible Enterprises (SCORE) and a more extensive modulated training and coaching program for medium sized enterprises, based on a self-sustaining system of cascading TOT where trainers deliver courses to enterprises and expert trainers deliver courses to trainers on a fee-for-service basis.
- The establishment of a SIYB Platform through a professional association of expert trainers and trainers
- Value chain interventions including support for development of the Seabass mariculture value chain in Myeik in Southern Myanmar
- The project responded to the Coronavirus pandemic by conducting several surveys and impact studies to understand the effects of COVID-19 on beneficiaries, moving courses online, conducting operations remotely and introducing subsidised courses on COVID-19 related Operational Safety and Health (OSH) for SMEs.

Project Logic

The overall development objective of the project is *SMEs in national and global supply chains have improved productivity and working conditions and provide decent work*. The results framework including outcomes, outputs and target indicators can be seen at Figure 1.

Management arrangements

The project is managed by a Chief Technical Advisor (CTA) supported by a project team consisting of one international, four technical national staff and three support staff.

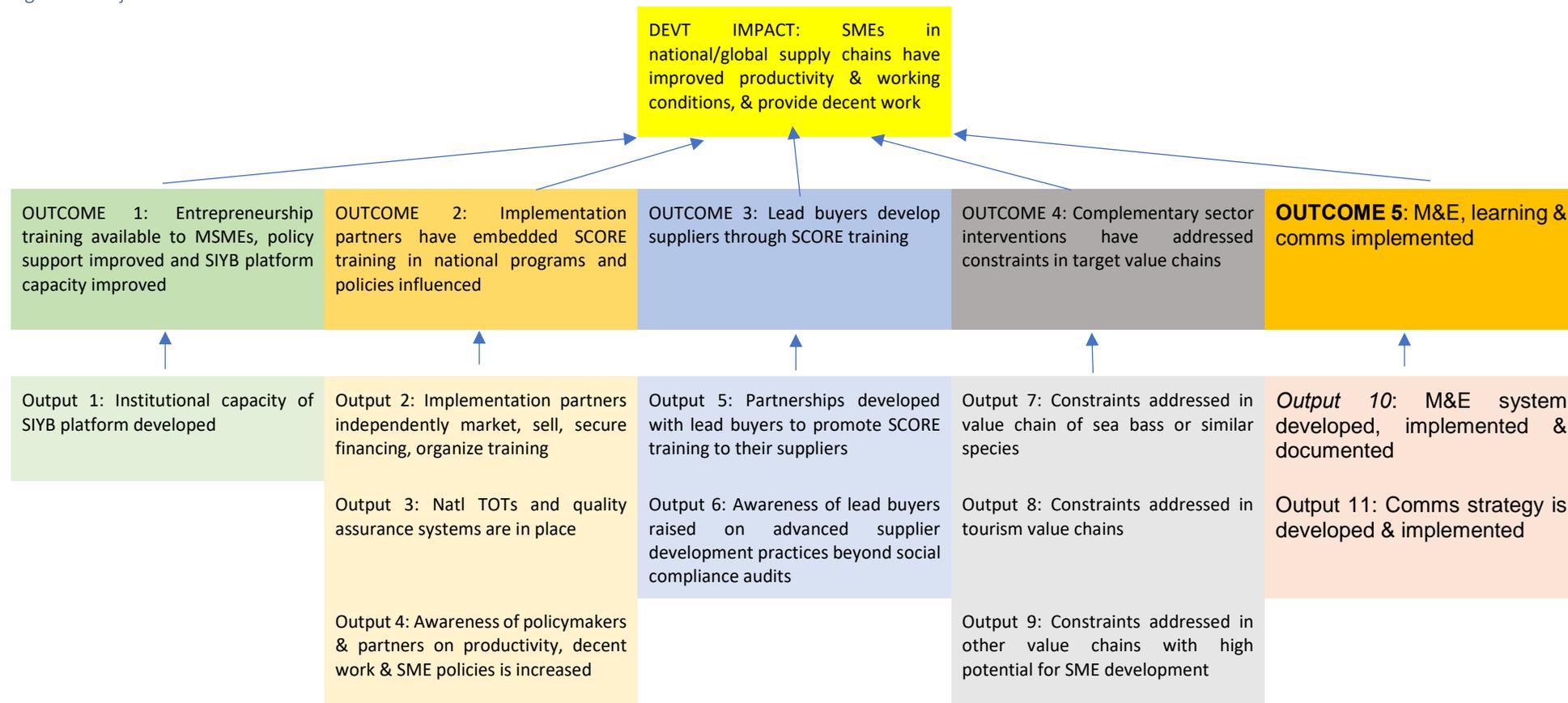
¹⁰ IOM Myanmar COVID-19 Response Situation Report 29/10/2020 fund at <https://reliefweb.int/report/myanmar/iom-myanmar-covid-19-response-situation-report-12-26-october-2020>

The CTA reports to the Liaison Officer of the ILO Myanmar Office. Technical support is provided by the management of the global ILO SCORE Programme and the Entrepreneurship and Value Chain Specialist, both in the SME Unit of the Enterprises Department.

The project has a Project Advisory Committee with representation from the Government and private from the Ministry of Industry and the Ministry of Hotel and Tourism and the private sector.

The project fulfils its formal reporting requirements to the donors (SECO and NORAD) by contributing to the annual global project progress report of the ILO SCORE Programme (under SCORE Phase III).

Figure 1: Project Results Framework



3 Evaluation background

3.1 Purpose of the evaluation

The main objective of this IMTE was to assess project progress towards the achievement of the project outcomes and outputs as specified in the project document and work plans and assess signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended outputs and results. The Terms of Reference for the IMTE is attached at Annex 2.

The specific objectives of the IMTE were to assess project progress against the log frame in achieving sustainability of outcomes pertaining to the SCORE Global program, the SME Entrepreneurship Programme and the Value Chain Component, and project exit strategies and inform the ILO on how the current project strategy is working and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives. The IMTE is also intended to identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders ¹¹

3.2 Scope of the evaluation

The evaluation covered the period from November 2017 to September 2020. The evaluation critically examines the project's results framework for key outputs and outcomes towards BDS sustainability, and in particular:

- Training products development and introduction
- Pool of trainers' capacity development, certification and continuing professional enhancement
- The financial sustainability and commercial viability of service provision by local counterparts and the implications for long term impact and scale
- Institutional platform/s establishment for long-term BDS coordination and support
- BDS demand by enterprises/entrepreneurs/other clients
- The effectiveness of the non-subsidised private sector based approach to the delivery of SCORE.

The evaluation was conducted in three main phases: the inception phase, the data collection phase and the data and analysis phase. It was conducted from November 2020 to January 2021.

3.3 Clients of the evaluation

The clients of the evaluation included: (i) project team (staff, consultants, service providers); (ii) ILO internal stakeholders (Liaison office and HQ); (iii) Donors (SECO and NORAD); (iv) BDS Users/clients (SME members and staff, actors in value chains and market systems); and (v) In-country stakeholders (relevant government entities, private sector, non-government entities and ILO constituents).

The intention of the IMTE was that the ILO could use the evaluation to guide decisions for the remainder of the project. Donors could also use the evaluation to consider a subsequent phase of implementation. The GoM may use lessons learned about SME development to guide policy. The SIYB association may use findings about its viability and sustainability to guide future planning.

3.4 Evaluation criteria

In line with the United Nations' good practices for evaluations, as defined in the ILO Policy Guidelines for results-based evaluation (2017), the IMTE assessed the following key criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact. A summary of the primary and secondary questions are detailed in Table 1.

¹¹ As the total budget of SCORE Phase III Global Project (under which the Myanmar project falls under) is over USD 5 Million, the ILO evaluation policy requires that it go through an independent mid-term evaluation, managed by the ILO. As the project design is different from other SCORE countries, the Myanmar component is to be evaluated independently from other SCORE components, as endorsed by both donors on 28 May 2019. Other SCORE components were evaluated between September 2019 and March 2020 through an independent mid-term evaluation.

Table 1: Evaluation questions

Evaluation Criteria	Primary Questions	Secondary Questions
Relevance and Strategic Fit	<p>Is the project relevant to the ILO, Government of Myanmar (GoM), project donors, the needs of constituents and other stakeholders?</p> <p>Is the intervention strategy appropriate for achieving the stated project purpose and what are the lessons learned in the design of the project?</p>	<ul style="list-style-type: none"> Is the project effort for sustaining BDS i) aligned with the ILO's SMEs frameworks (DWCP, gender mainstreaming, Strategic Programme Framework and relevant SDG targets)? iii) complementary to the ILO's other programmes/projects, and iv) consistent with donors' priorities – at country and global levels? How responsive are the project results to the Myanmar SME sector's current and future needs for BDS in entrepreneurship, business management and value chain support? Does the project design (priorities, outcomes, outputs and activities) address the stakeholder needs that were identified? This should include assessment of relevance pre-COVID 19 and during COVID 19. Can this project contribute lesson to projects operating under a Market Systems Development perspective?
Coherence:	<p>is the project design coherent and valid for addressing stakeholder needs?</p>	<ul style="list-style-type: none"> Are the assumptions/hypotheses underpinned by evidence and lessons learned from current and previous project phases? How appropriate and useful are the indicators described in the project document in addressing the project's progress? Are the indicators gender sensitive? Are the means of verification for the indicators appropriate?
Effectiveness	<p>Is the project proceeding effectively in implementation?</p> <p>How far have the objectives of the project as a whole as well as for the five components and their linked or joined activities been achieved?</p> <p>Is the project making sufficient progress towards its planned objectives?</p> <p>Will the project be likely to achieve its planned objectives upon completion?</p>	<ul style="list-style-type: none"> How effective is the project in achieving results for: i) introducing training products, ii) capacitating the pool of trainers, iii) establishing institutional platform/s, and iv) creating and expanding BDS demand? This should include assessment of effectiveness pre-COVID-19 and during COVID-19. What are the main constraints, problems and areas in need of further attention? To what extent is the progress towards expected results attributable to the project? What alternative strategies might have been possible for achieving the project's objectives (if any)? Have capacities of the Government Counterparts, private sector and other relevant stakeholders been strengthened through the Project interventions? How effective and strategic was the collaboration and coordination of the Project with other ILO projects and programmes working on related issues? How effectively have gender and non-discrimination issues been addressed?
Efficiency	<p>Has the project been implemented efficiently and effectively and represented good value-for-money?</p> <p>Have resources (funds, human resources, time, expertise etc.) been allocated strategically and used efficiently?</p>	<ul style="list-style-type: none"> Is the project on track in its timeline of activities and achievement of end-of-project targets for sustainable BDS by Myanmar partners? Are management capacities adequate and facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved? Does the project receive adequate political, technical and administrative support from the ILO and its national implementing partners? How is communication between the project team, the ILO and the national implementing partners? How effectively does the project management monitor project performance and results? How cost-effective is the utilization of project resources in implementing strategies and activities to deliver project outputs and outcomes for sustaining BDS, including addressing gender equality and non-discrimination in the implementation and results? Could the same results be attained with fewer resources? How are contingencies dealt with including for Covid19, and to what extent mitigation and corrective actions are taken when required?

Evaluation Criteria	Primary Questions	Secondary Questions
Sustainability and scale	<p>What is the overall progress in supporting Myanmar partners towards sustainable BDS delivery of SCORE, SIYB and VC support?</p> <p>Are the outcomes of the project likely to be sustainable in the future?</p> <p>Are the results of the project likely to be replicated or up-scaled in Myanmar?</p>	<ul style="list-style-type: none"> • Did the Project have a sustainability strategy in place at the inception of the project, or was it designed at a later stage? How well has the project drafted the exit and sustainability strategy, and to what extent is the engagement with and co-ownership by Myanmar partners? • Are there any indicators (emerging evidence) that show that the outcomes of the project will be sustained (e.g. systems, financial returns at provider and other levels, capacities and structures)? • What are the prospects and risks for post-project sustainability of BDS currently being planned, developed and/or supported? • Which institutional models for building BDS platforms, as planned and/or introduced by the project are more effective in achieving sustainable and independent SME support services? • What follow-up value-adding ILO interventions, beyond the current project phase, could be strategic and critical in sustaining BDS for Myanmar SME sector? • What mechanisms are already in place and could be introduced for promoting replication and up scaling of sustainable systems and institutions that have been introduced by the project?

3.5 Methodology

The IMTE has applied a qualitative led mixed methodology. The key data collection methods included a desk review of program and other relevant secondary documents analysis of the program's Monitoring and Evaluation (M&E) System, KIIs based on purposive stratified sampling and FGDs with beneficiary groups. More precisely, the IMTE applied a mixed-method methodology involving qualitative data collection based on stakeholder consultations through on-line Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with 101 individuals (54 men and 47 women). A list of stakeholders consulted is attached at Annex 6.

Inferences were analytical rather than statistical and sampling for fieldwork has been purposive and not representative. The cross-cutting policy drivers (International Labour Standards (ILS), Social Dialogue, Gender quality and non-discrimination, and transition to environmental sustainability) were integrated into the methodology, deliverable and final report of the evaluation. More precisely, the evaluation paid particular attention to assessing the extent to which gender equality has been integrated into the design of the project. This included an assessment of the relative involvement of men and women in project activities and the effect of the project, positive or negative, on women's empowerment. The evaluation followed the ILO's [Guidance Note 3.1 on integrating gender](#), as well as the [guidance note 3.2 on norms and standards](#).

To enhance the rigor of the evaluation, data collection methods were triangulated. While the review of documents provided necessary data, interacting with and interviewing a variety of stakeholders allowed for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. The specifics of the evaluation methodology included:

- The evaluation complied with evaluation norms, standards and followed ethical safeguards, as specified in the ILO's evaluation procedures including gender sensitive evaluation criterions. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.
- Examining the project's results framework specifically in light of the logical connect between levels of results and their alignment with the overall intent of the project and its partners/donors.
- Data collection instruments were structured according to the evaluation questions listed above as agreed with the programme and the donors. Evaluators adapt the questions and add additional questions as appropriate, consistent with the semi-structured nature of the interviews.

The Evaluation was conducted in three main phases: the inception phase, the data collection phase and the data and analysis phase.

3.6 Limitations

The study had limitations. The qualitative led methodology applied meant that professional judgements needed to be applied to interpret stakeholder perspectives. The evaluation took care to ensure that the evidence pathways (from findings to conclusions) were clear and to discuss these with ILO staff and donors at the debriefings to clear any errors and strengthen the evidence base.

Moreover, the continuing uncertainty and volatility over the COVID-19 pandemic presented major challenges in data collection, particularly for field level and face-to-face interactions with data sources. All interviews were conducted virtually. Holding FGDs virtually made it challenging to obtain the views of large numbers of stakeholders. However, with experience and strong translation skills the IMTE team were able to ensure the evaluation questions were addressed. A lesson learned from the methodological constraints is due to the additional challenges of the remote modality the approach, including the evaluation questions, should be kept simple and the implementing teams should ensure that the questions fully align with their real information needs from the evaluation.

4 Main findings

This section of the report looks at the main findings of the report in relation to the evaluation questions pertaining to relevance, design coherence, effectiveness, efficiency and sustainability and scale.

4.1 Relevance

Alignment with the DWCP and the SDGs

Priority 1: Employment and decent work and sustainable entrepreneurship opportunities are available and accessible to all including vulnerable populations affected by conflict and disasters

Outcome 1.1: By 2021 more women and men of working age have decent jobs or are engaged in entrepreneurship

SDG Goal 8: Full and Productive employment and decent work for all

Target 8.5 on full, productive and decent work for all including youth and persons with disabilities

Decent work/ decent jobs refers to access to quality jobs for women and men which entail dignity, a fair income and safe working conditions in which people have a voice and rights.¹² By facilitating the provision of business management training through the project, the ILO aimed to improve the operations of SMEs in Myanmar and supports new businesses opening which results in more people being employed in decent jobs. The extent to which this has occurred is discussed under effectiveness.

DWCP Priority 2: Application of Fundamental Principles and Rights at work is strengthened through improved labour market governance

Priority 3: Social protection coverage for all is progressively extended, especially for vulnerable workers and population

Outcome 3.3 By 2021, integrated and unified OSH systems in place and implemented.

Priorities 2 and 3 in the DWCP refer to the original and ongoing purpose of the ILO pertaining to its social dialogue and normative mandate developing and promoting the integration and implementation of labour standards which continue to be a significant means of action for having more decent work and social justice.

The SCORE program works on improving management and worker relationships with benefits for managers and workers. This work does not go as deeply as enforcing labour standards because the SME partner enterprises are smaller and not unionised and the enabling environment such as the legislative and political framework for unionisation is not conducive but the evidence from the IMTE shows that the SCORE program has helped to improve worker empowerment and is drawing attention to OSH through COVID-19. SIYB and other programs focus less on worker conditions as smaller enterprises tend to have less employees. This is covered in more detail in Effectiveness.

¹² <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

Alignment with GoM development planning frameworks and COVID-19 response

The project is relevant and aligned to the GoM's Sustainable Development Plan (2018-2030). The project is also relevant to GoM and international policy responses for social and economic response and recovery to the COVID-19 pandemic. To spearhead the response, in July 2020 the ILO held the Global Summit on COVID-19 and the World of Work in July 2020. In Myanmar the ILO has joined the UN Social and Economic Response which is aimed at mobilising funding to support constituents and capture data on different sectors to inform ongoing support. The GoM initiated the COVID-19 Economic Response Program in April 2020 as a short-term response aimed at mitigating the effects of the Pandemic and in November 2020 developed the Myanmar Economic Recovery and Reform Plan (MERRP).¹³ Table 1 shows the alignment between the MERRP and the project.

Table 1: Alignment between the MERRP priorities and Project initiatives.

MEERP Priorities	Initiatives of the project aligned with MEERP
Goal 2: Strengthening private sector participation and private sector led growth	Business management training to improve the performance of SMEs
Strategy 4: Enhance Domestic Production Capacity in Myanmar	Business management training to improve the performance of SMEs
Strategy 7: Nurture Human Capital for Recovery	Strengthening the skills of entrepreneurs to manage their businesses
Strategy 10: Promote value-add industries	Business management and other new training for SME food processors
Goal 3: Promote inclusive rural growth through agriculture development	Initiatives to establish and improve aquaculture value chains. Business management training (BEO) for rural entrepreneurs

Gender mainstreaming

The project's approach to gender mainstreaming is in line with the ILO Action Plan for Gender Equality (2018-2021) which aims to support effective and inclusive gender-responsive delivery of the Decent Work Agenda by operationalizing the ILO Policy on Gender Equality and Mainstreaming.¹⁴ As mandated by the policy, the action plan seeks to help achieve, through a mainstreaming strategy, women's equality and empowerment in the world of work. According to the ILO's Guidance Note 3.1 on *Integration of Gender Equality in Monitoring and Evaluation* indicators relating to the ratio of female-to-male participation or representation are supporting factors for achieving gender equality but alone are insufficient.¹⁵ Gender equality is more qualitative in nature and more oriented at outcomes of policies, processes and interventions and adequate indicators for gender equality focus on the substance and the quality of outcomes. The project has been consistent with these policy objectives by including a ratio of 50% or more of women in all activities and organisations supported by the project and producing a gender analysis identifying structural challenges to gender equality among SMEs and strategies for addressing these although the gender analysis did identify some areas of weakness in this area (see the section on Effectiveness).

¹³ The MERRP focuses on macro-economic financial sustainability and prioritise growth strategies that are sustainable for the economy in the long term such as investments in energy sources that are responsible. It will also include support for agriculture and infrastructure that boosts connectivity as well as human capital and innovation. The MERRP also aligns with existing economic reforms started by the government's SDP and includes six goals, 16 strategies and 130 actions (Myanmar Times, 18/10/2020, Government drafts new recovery, reform plan for Myanmar economy).

¹⁴ According to the ILO Gender Action Plan gender mainstreaming is a strategy to achieve gender equality and women's empowerment so that both women and men can influence, participate in, and benefit equally from the development process. Such a strategy in the world of work focuses on structural barriers so that transformation results in more equal power relations including shared decision-making and women's equal access to and control over productive resources and benefits. Gender mainstreaming and specific interventions to promote equality of opportunity and treatment in labour markets are complementary strategies to help ensure that inequality is not perpetuated or even exacerbated. Gender mainstreaming should be underpinned by gender analysis which is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels (ILO Action Plan for Gender Equality 2018 – 2021 found at https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_645402.pdf)

¹⁵ The ILO's Guidance Note 3.1 on the Integration of Gender Equality in Monitoring and Evaluation found at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

Complementarity to the ILO's other programmes/projects

The [ILO Programme in Myanmar](#) includes projects on focused on social protection (3 projects), enterprise/industry development (7 projects), trade (2 projects), elimination of forced and child labour (4), migrant workers including trafficking (5 projects), workers' rights and working conditions (8 projects), skills development (4 projects), peace and development (1 project) and supporting a new Labour Force Survey. Based on interviews conducted, the IMTE team found that the project has collaborated well with other projects especially the Vision Zero Fund Project. This project, which aims to improve OSH in Myanmar Global Supply Chains, has used the SCORE curriculum as the basis of content for their inputs. However, during interviews the IMTE team were also informed that a degree of siloing occurred between the projects, particularly between the SME Entrepreneurship project and projects focused on skills development.

Consistency with donors' priorities – at country and global levels

The ILO SME Entrepreneurship Support Project is consistent with the priorities of its donors at country and global levels. It comes under the first pillar of the Swiss Government's four pillars of assistance to Myanmar: employment and vocational skills with the other pillars including agriculture and food security, health, social services and local government and peace promotion, democratisation and protection. At a global level, the SECO is focused on the trade promotion for developing countries through medium to large enterprises and ensuring responsible supply chain management. The SCORE program is consistent with SECO's priorities in this area.¹⁶

Myanmar is a priority for Norwegian aid. NORAD's support for the aquaculture value chain falls under the fisheries component of the natural resource management pillar. Other pillars include political and economic reform, renewable energy, environment and climate, education and health.¹⁷

Alignment with BDS needs (pre and post COVID-19)

Information from the IMTE interviews and document review (especially the impact studies) revealed that SIYB-IYB-GIYB, Coca Cola Leht Li and SCORE are all relevant to BDS needs. The reasons for this are discussed in the section on Effectiveness.

The **lead buyer approach** embedded into the Results Framework appears less relevant to BDS needs in the sectors where SCORE is working. In tourism there are not lead buyers. In food processing there are only a couple of major retailers with potential to act as lead buyers and after several meetings with the project team they did not express interest in supporting SCORE training financially. Rather, the team are focused on trainers selling the package to small to medium companies incorporating the "*Kaizen approach*" which is working, albeit slowly. This has implications for approaches to promote workers' rights and sustainability which is discussed below.

However, the findings from the project data which show that the level of enterprise ownership, income, employment and investment was quite low among participants speaks to the fact that while training as an intervention to enterprise development is essential and easiest to deliver, it is not adequate as the only intervention. There are other BDS needs among SMEs including access to resources (capital, credit, technology, technical support for product development, among other) and skills development.

THE IMTE found that the way that the project has **responded to COVID-19** by developing new COVID related training products, developing online modules for TOT and TOE and focusing on growth areas under COVID has enabled it to continue to be relevant in a COVID-19 environment.

Value Chain Interventions

Under RF Outcome 4 "Complementary sector interventions have addressed constraints in target value chains" the value chain intervention introducing a new value chain of seabass to local communities in Myeik of Seabass grow out cages, supporting investment in fingerlings and pellet feed and linking to markets is relevant. This is due to a strong development need for livelihood assistance among local communities due to loss of livelihoods because of overfishing by local and foreign vessels. Notably, the seabass/fisheries targeting was upon the recommendation of NORAD to align with its priority sectoral aid agenda in Myanmar.

¹⁶ "*Bilateral Relations Switzerland-Myanmar*" found at <https://www.eda.admin.ch/countries/myanmar/en/home/switzerland-and/bilateral-relations.html>

¹⁷ "*Norway and Myanmar Bilateral Relations*" found at <https://www.norway.no/en/myanmar/norway-myanmar/bilateral-relations/#BilateralRelations>

However, gaining the scale of impact that is likely to take a long time if it happens at all. The IMTE team was informed by stakeholders that gaining a foothold in export markets that would yield significant returns and provide decent work for large numbers of households would require millions of dollars of investment.

Moving forward into VCD interventions in the future the ILO should use a mechanism like the DCED Standard¹⁸ to make clear decisions about what level of “upgrading” it is targeting (e.g. increase in income for how many enterprises and employers) and how (expected gains from developments in input and output markets) through incurring what level of investment and how realistic this is. Admittedly, not everything like this can be planned out. The ILO should also decide what level of risk it is willing to undertake through experimentation. The ILO intervention has occurred very early in the “adoption curve” process at the “proof of concept” stage.^{19 20} This may be more suitable to an agriculture research agency such as the Australian Centre for International Agriculture Research or one of the Consultative Group Centres whose mandate is to develop viable intervention concepts for scale up by development agencies. More analysis is needed.

Lessons for projects operating under a Market Systems Development framework

The project data reveals some preliminary lessons pertaining to the Market Systems Development (MSD) project that require further analysis (see the section on Effectiveness). A brief description of the MSD approach is attached at Annex 7:

- There may be a low level of access to funds for investment among enterprises, particularly through financial services and increasing this level of access may be an important point of leverage for expanding access to decent work (lesson from project data)
- In new value chains there may be big opportunities, but a long timeframe must be adopted.

The commencement of a new DWCP from 2022 may offer an opportunity to consider a broader range of areas of support for SMEs based on MSD analysis built on a better awareness of the challenges, potential leverage points and ILO’s comparative advantage. To achieve the development objective of *SMEs in national/global supply chains have improved productivity & working conditions, & provide decent work* the ILO should consider adopting the MSD approach more comprehensively both for analysis and intervention including, for example:

- Conducting a holistic MSD analysis of SME contexts including underpinning institutions, services, access to markets as well as political economies to identify the best potential leverage points for intervention.
- Analysis of the impact of current interventions (e.g. before and after data) on decent work in order to make decisions about whether to continue with them, combine with other investments or change course.
- Analysis of the varying potential of different sectors and industries based on current value add and potential for increasing value add for expanding decent work through economic, social and environmental “upgrading”.
- Analysis of the relative potential for decent work creation through a focus on increasing value add and employment in micro and small enterprises versus medium enterprises.
- Analysis of the impact of the ILO Myanmar program as a whole toward MSD including among different programs such as social protection, enterprise/industry development, trade, migrant workers, workers’ rights and working conditions and skills development and how coordination can be improved to enhance impact.
- Clarification of the implications of the ILO social and normative and decent work mandate as well as the ILO’s comparative advantage for working in MSD. What do these imply for the sectors the ILO chooses to work in? How does the ILO ensure that the focus on worker rights remains when collaborating with private sector entities particularly if the “lead buyer approach” is not relevant?
- Clarification of the extent to which donor priorities should be weighed up against ILO’s core mandates

¹⁸ Invented by the Donor Committee for Enterprise Development, the DCED Standard is a framework which helps practitioners to articulate the hypothesis very clearly, and to systematically set and monitor indicators which show whether events are occurring as expected (Introduction to the DCED Standard found at <https://www.enterprise-development.org/measuring-results-the-dced-standard/>)

¹⁹ The innovation curve of Rogers is a model that classifies adopters of innovations into various categories including innovators, early adopters, early majority, late majority and laggards. “*Acceptance and Diffusion of Innovators*” found at https://www.valuebasedmanagement.net/methods_rogers_innovation_adoption_curve.html

²⁰ A proof of concept (POC) is an exercise in which work is focused on determining whether an idea can be turned into a reality. A proof of concept is meant to determine the feasibility of the idea or to verify that the idea will function as envisioned. (“*Proof of Concept*” found at <https://searchcio.techtarget.com/definition/proof-of-concept-POC>)

4.2 Design Coherence

The design of the project in terms of the assumptions and hypothesis that underpin its logic has strengths and weaknesses in terms of the feasibility of achieving hoped for development outcomes. It is not possible to address the design weaknesses in the current phase but this should be the focus for a design of a follow up phase.

Strengths (logical and viable design elements)

- The development of a sustainable system of cascading business management training through a fee-for-service basis is a viable approach
- Course modules focused on business management training in finance, HR, inventory management, systems, OSH and marketing etc can assist SMEs to improve their profitability, create jobs and improve relations between workers and management
- Intervening in input, output markets and production practices in VCs identified as having potential can create economic growth and jobs

Weaknesses (implausible elements)

- interventions in value chains support the development objective of “productivity and working conditions are improved in SMEs” (they are more focus on micro enterprises)
- Business management training alone is sufficient to support SMEs to create value and decent jobs
- Lead buyers will support the provision of training

The **indicators and means of verification** and the whole **results framework** are not supportive of design coherence. The project design lacks a coherent theory of change as a whole as *a theory of how change happens* with the different elements contributing the process. The project does not have its own ToC but sits under the Global SCORE III ToC (a part of which, the lead buyer approach, is not relevant to the Myanmar context). The results framework provides some useful information regarding project progress but there are several issues with the outputs and indicators:

- The output indicators in some cases are mismatched with the outcomes and outputs e.g. Output 1 refers to Institutional capacity of the SIYB platform, but the indicators refer to #training events and #trainers. Outcome 2 refers to SCORE but Outcome 4, which sits under Outcome 2, refers to the project Advisory Committee.
- The RF sets some **targets** for essential matters for sustainability such as SIYB and SCORE expert trainers and active trainers, but they are not set out in a logical and comprehensive way.
- Outcome 3, Output 5 and 6 refer to the lead buyers approach which was taken from the Global SCORE project but has not been implemented in Myanmar
- Outcomes 8 and 9 regarding VCA and VCIs give the impression that interventions are taking place in more than one value chain
- Some of the data underpinning the RF (e.g. impact level data for Outcome 1 which claims numbers of jobs created and improved profitability) is hard to track. The project data Excel files could be better organized to show how the results have been achieved.

Although there is less than one year to go on the project it would be worthwhile revising the Results Framework so that its more logical and clearer and backed by easily understood and accessible data or at least revise some targets and indicators. This will make the final evaluation much easier and help to provide the necessary information to design a new phase. The project design for the new phase should be workshopped by both the country office and Geneva before it is finalized to make sure it is appropriate for the context. It should include a coherent ToC specifically for the country context.

4.3 Effectiveness

The project has made good progress towards its objectives as defined by the indicators in the results framework with some areas of weaker progress. The results framework and achievements against it until October 2020 can be seen at Annex 4.

Introducing training products

The project has made good progress on introducing training products. Annex 3 shows the training packages that have been introduced including 9 SIYB Courses, 5 SCORE courses and 12 TOT Courses. According to the Results Framework, six of these products are new for the current phase out of a target of eight new courses. This is a good result for introducing new training products.

Capacitating the pool of trainers

The project has exceeded its targets for capacitating the pool of trainers in the results framework (although there are not many targets in the framework) which can be seen at Annex 4 (Outputs 1 and Output 3). Table 2 shows the current availability of trainers and expert trainers for SIYB and SCORE courses. Below are some findings on capacitating trainers from the IMTE.

Table 2: Active and Certified Trainers

Active trainers	
SIYB/EIYB/GIYB, BEO, Leht Li	570
SCORE HoCo	20
SCORE Manufacturing	11
Expert (master) trainers	
SIYB	36
Expert trainers SCORE (Manufacturing and HoCO)	14

SIYB

- For SIYB, the fee-based TOT system is well established. There are 39 Myanmar expert trainers. They make a profit from delivering TOTs.
- Nevertheless, expert trainers and trainers informed the IMTE that they find it difficult to market their ToT and ToE product. SIYB trainers mix their courses with other training such as communications and tour guiding and market the course under a different name as SIYB is not well known. Many trainers manage their business part time to survive financially and charge low fees to attract customers.
- Trainers said that they would like more assistance with marketing. This is something that the SIYB association could provide more assistance with.
- There is a fair amount of trainer attrition. Table 3, extrapolated from the project data, shows that, for SIYB, 75% of trainers and for SCORE 64% of trainers, have not delivered more than 5 sessions. Also, the 2019 Impact Assessment found that out of the trainers trained by master trainers only 52% were certified. Of those who are trained, only 26% become active trainers.²¹

Table 3: Number of training sessions delivered by trainers.

#Sessions	#Trainers who have delivered
SIYB TOE	
51 to 150	2
31 to 50	7
11 to 30	32
6 to 10	90
1 to 5	432
SCORE TOE	
More than 20	1
11 to 20	2
6 to 10	12
1 to 5	27

- However, trainer attrition is not necessarily a problem. Trainer attrition is natural, inevitable as even the best and most active trainers will want to progress their careers and move on to the next level after 3-5 years. The key for sustainability is having a fee-based Training of Trainer system (i.e. new trainers have to pay for TOT and expert trainers make profit from this). This means that without ongoing financial input from ILO, new trainers are trained and certified each year in sufficient numbers to replace those lost through attrition. The ongoing active number of expert trainers and their ability to sell training to trainers who remain active in training enterprises will need to be monitored going

²¹ Nelis, R (2019) Entrepreneurship and SME Support Project Impact Assessment 2019

forward. In a future phase the ILO could take a hands off approach to the SIYB program but monitor it to ensure trainer attrition does not get below a sustainable level.

Leht Li and BEO

- The Coca Cola Leht Li (for retailers) and the BEO (for rural people who currently have or would be interested in having an enterprise) are shorter versions of the SIYB courses.
- For the Leht Li course, Coca Cola provides prizes which helps and motivates trainers. Some trainers from other programs feel that they would also benefit from this support.
- Notably, Coca Cola was awarded Best CSR for Community Engagement 2020 at the Myanmar Employers Awards for training more than 10,000 small retailers through Leht Li.
- NGOs found that BEO trainers, who are mostly NGO staff, had good understanding of the local context and local people appreciated this.
- Out of all courses, the most training sessions have been delivered by Leht Li.
- The sustainability strategy for these courses includes corporate, donor and NGO sponsorship. As the highest number of training sessions has been delivered for these modules (40% of all trainees), this is an important aspect of sustainability which shouldn't be discounted.

SCORE

- The pool of potential base for trainers for SCORE is much lower than in other countries. In countries like India and China there are large cohorts of industrial engineers and lean manufacturing consultants, but this is not the case in Myanmar. It was challenging for the project team to recruit trainers. More instruction and coaching was needed to bring trainers up to speed than in other countries.
- For SCORE, trainers liked the training they received from Kaizen and liked the practical approach of SCORE. The Kaizen consultant put time into the training, staying for three months.
- As SCORE covers a lot of material between the five modules it may be an effective strategy to support trainers to specialise in the different modules.
- For SCORE the project team are still in the process of recruiting and training a team of expert trainers who can provide TOT and ensure the continuity of the training system. Candidate Expert Trainers were recruited in Q3 and Q4 2020 and received additional TOTs to prepare them for their role. For SCORE HoCo, two were recruited and they will cover all modules. For SCORE Manufacturing three (3) were recruited for Module 1, five (5) for Module 2 and four (4) for Module 3. The recruitment for Modules 4,5,6 will be carried out in Q2 2021. The SCORE HoCo Expert Trainers have delivered their first TOT to the new round of HOCO Trainers and the SCORE Manufacturing Expert Trainers are scheduled to deliver their first round in February 2021.

Effects of COVID-19

Not surprisingly, the IMTE found that COVID-19 was dramatically impacting on trainers' ability to market their training due to SMEs reduced ability to pay for training. COVID-19 particularly affects SCORE HoCo trainers due to the collapse of the tourism sector. SCORE trainers were also affected due to the difficulty in delivering the action based coaching style of SCORE training online. The project is supporting trainers to stay marketable during the pandemic (covered under Expanding BDS below).

Establishing Institutional Platforms

In line with Output 1, the institutional capacity of the SIYB Platform has been strengthened by the project. SIYB functions include: (i) fundraising, running activities to promote entrepreneurship; (ii) keeping the entrepreneurs' network active; (iii) developing new training products; (iv) managing reprinting and distribution of training materials; (v) quality control of training; (vi) administration of certification; (vii) ensuring outreach to rural areas; and (viii) advocacy to policy-makers.

The SIYB now has 39 members including a CEO, Chair and Board of Directors with elections for these positions being held annually. Any trainers can join the association, they need to pay a membership fee, it is not limited to expert trainers and it assists with support for marketing. The SIYB has been handling all the modules and materials and holding marketing and fundraising events. In 2019 the SIYB association made a profit, notably through the facilitation of entrepreneur exhibition events where SMEs had the opportunity to display and sell their products. In addition to the ILO, the SIYB association has also attracted support from several development

partners including UN Women, DRC, NRC, GIZ, Mercy Corps, Coca Cola, KWEK, Karen women empowerment groups and MMR retailers' association. The association has 56 private sector and 24 development partners.

Progressively, the ILO has given the SIYB association more responsibility for training content development. Currently, they are developing online TOT modules to be rolled out in early 2020. While the SIYB association shows good progress, IMTE stakeholders expressed some concerns about the platform as follows:

- The membership base is small with only 39 members of expert trainers. At least 50% of trainers have never heard of the association many sell their training without the assistance of the Platform.
- The association is still intermittently dependent financially on the ILO
- In addition to attracting funding, the association still needs strengthening in its capacity to plan and implement a pipeline of activities to support trainers.
- Trainers would like the Association to provide them with more assistance with marketing
- There is a need to clarify the mission of the platform and the different roles of the members to ensure they are maximising their capacity to sustain the system of business management training and to address issues of conflict of interest of board members who are also engaged in their respective training business.

Based on these comments it is recommended that the ILO assist the SIYB platform to i) sharpen its mandate, particularly around how it can better support trainers, ii) encourage more members to join and (iii) strengthen its financial sustainability strategy. As a newer and more complex program, SCORE does not yet have an institutional platform. Issues pertaining to the institutional, financial and technical sustainability of SCORE are discussed in the section on Sustainability.

Creating and expanding BDS demand

The IMTE found that the project performed well in creating and expanding BDS demand. Table 4 shows the number of trainees and enterprises who participated in the different training programs. Notable is the high uptake of the COVID 19 OSH courses and the fact that 40% of all participants were trained through Leht Li and 60% of all participants were trained by BEO/Leht Li (Corporate/NGO/donors sponsored).

Table 4: Training implemented through the project

TRAININGS	Period	Total trainees	Total enterprises	Types of SMEs
GYB/SYB	May 2019-December 2020	1216		SMEs, potential and existing
IYB	May 2019-December 2020	2171		SMEs, existing
Leht Li	May 2019-December 2020	3354		SMEs in retail business
BEO	May 2019-December 2020	1800		Farmers & rural entrepreneurs
Total SIYB-related trainings		8541		
SCORE	2018 - December 2020		80	Factories & gen SMEs
SCORE HoCo	2018 - December 2020		36	Hotels & restaurants
Total SCORE-related trainings			116	
COVID 19 OSH for SME factories	June 2020-December 2020	151	29	SMEs, factories
COVID 19 OSH for SMEs	June 2020-December 2020	2187	954	SMEs, general
COVID 19 Business Continuity Planning for SME Factories	June 2020-December 2020	46	11	Factories & gen SMEs
Total COVID-related training		2384	994	

In regard to creating BDS demand, the IMTE found that SMEs responded positively to participating in the courses. During IMTE interviews, SME representative stated that they found the SIYB course to be useful in that previously they lacked a systematic approach to their business and the project helped them to introduce such

an approach, particularly around marketing, inventory management and budget planning. Comments were made:

“I learned about market segmentation and strategies to attract clients, before I just waited for customers to come to the shop”, (Trader, Leht Li, Yangon)

“Before I just bought whatever I wanted as it was my own business, through the course I learned about setting and keeping to a budget” (travel business. SIYB, near Mandalay)

“Before I did the course I never knew if my business was profitable or not”, (peanut business, SIYB, Mandalay)

“It was very useful to learn about inventory management” (traditional medicine seller, SIYB, Kayah State)

“The biggest impact from SCORE was improving communications and information sharing amongst staff. Before we did the course, several staff members would not voice their concerns but after the course we set up weekly meetings and most of the staff became confident to speak up in meetings and we would solve problems together” (Hotel, SCORE HoCo, Karen State)

Before joining the program we had no idea what our strengths and weaknesses were, we learned this from the program (Motor business, SCORE, Yangon)

What we learned from the SCORE program was about hygiene and smiling for the customer, now we clean all the time (Noodle Business, SCORE OSH, Mandalay)

Recipients of SCORE training spoke mostly of the training helped them to improve relationships within their companies. They noted that communications flows improved between staff at different levels and the 5S framework assisted them to improve their operations.

During interviews, SCORE training participants said that they appreciated the **coaching** provided. Several mentioned that the support from the coach was one of the best things about the program although some respondents said they would have liked more coaching. To address this there could be an option to sign up for more coaching sessions with incremental or package pricing. Trainers said that it was difficult to carry out the coaching online and reduced the marketability of SCORE.

NGO and donor partners appreciated the BEO course for rural entrepreneurs. For example, one NGO represented stated that the communities worked with obtained income from agriculture and only intermittently accessed cash income. Entrepreneurship is a way for the poor to gain more income. Impact data collected by the NGO showed that participating in the training improved the income of at least 80% of participants.

Participants also cited some areas where they needed more assistance. Overall enterprises requested assistance in e-commerce, product development, access to finance and agriculture related training.

Another indicator of enterprise responsiveness to the business management courses provided on the project is the end of course participant evaluations. Table 5 provides a summary of average responses for each course. The full data set is attached at Annex 5. However, the extremely positive responses from this data raises the question of whether participants actually used the survey to voice any concerns they might have had.

Table 5 Participant responses for end of course evaluations

Course	Average Score for all questions (lowest = worst, highest = best)
Participants’ End-of-Training Evaluation for GYB-SYB/IYB ToTs (May 2019 – September 2020) 1 (N=169)	2.7/3
Participants’ End-of-Training Evaluation for GYB-SYB/IYB ToEs (May 2019 – September 2020) 1 (N=2188)	2.8/3
Participants’ End-of-Training Evaluation for COVID 19 Business Continuity Planning(BCP) for SME Factories TOTs (N=11)	4.2/5
Participants’ End-of-Training Evaluation for SCORE Manufacturing ToEs (N=46)	4.7/5
Participants’ End-of-Training Evaluation for SCORE HoCo ToEs (N=11)	5/5
Participants’ End-of-Training Evaluation - OSH for SME ToEs (N=119)	4.8/5
Participants’ End-of-Training Evaluation - OSH for SME Factories ToEs (N=43)	4.5/6

Response from the project to COVID-19

While the overall demand for training has taken a hit, there has been strong demand for SIYB OHS (free) courses making these among the most popular courses of 2020 with 29 enterprises and 15 staff taking the COVID 19 OSH for *SME Factories* and 954 enterprises and 2187 staff taking the COVID 19 OSH for *SMEs* during 2020 (See Table 4) This is a strong result.

The introduction of online delivery raises questions around whether this excludes certain groups. Stakeholders informed the IMTE that online material was often accessed on smartphones rather than computers. This has implications for programming design. Both these issues require further consideration.

The Ministry of Tourism has shown strong interest in garnering support of the project for responding to the effect of COVID-19 on the industry, for example, sponsoring a series of Occupational Hygiene Training (OHT) in collaboration with ILO and the SIYB Association. The ILO should consider the tourism sector as a priority target for future support. The chance for success and scalability is high given the job creation potential in the sector and the interest and support shown by the Government in this area. This highlights the potential of support of OSH training from the public sector.

Value chain activities (VCA)

Value chain analyses were undertaken in tourism, food processing and aquaculture with several of these identified as not viable options for interventions. This is acceptable but moving forward the ILO could benefit from sharpening its criteria around what are the priorities for sector/activity selection.

In regard to the **Value chain intervention** that took place in the Seabass sector in Myeik, the project has achieved some good successes:

- Addressing a key constraint to development of the industry which is fingerling availability. The project team managed to obtain the collaboration of a fish processor and fingerling producer, United KMK to increase fingerling production through a shift to intensive farming methods based on a study tour to Bali to see a more advanced industry and intensive consulting provided by the project.
- Since collaborating with the project, KMK has invested a large sum (100,000 USD+) of their own money in implementing this system and carried out one hatching based on the new methods.
- The project is promoting a shift from trash fish to pellet feed among farming households and KMK has started to rear half the fingerlings on pellets. Fingerlings raised on pellets need to be fed pellets in grow out cages also, so this action is encouraging uptake of pellets by farmers.
- Garnered the cooperation of a lead farmer, who has provides training to farmers which is positive because travel to Myeik is time consuming.
- Distribution of a lunar calendar and other materials which have achieved good uptake from farmers
- Facilitating the participation of 140 households, well exceeding the target of 30 households.

However, while the project has achieved a considerable amount in a short period of time, COVID-19 and other factors, have resulted in some constraints hampering progress:

- With the semi-intensive model, there is a need to shift the operation indoors under LED lights. To do this the project team were planning a training trip to Vietnam for KMK staff. However, this has been put on hold due to travel restrictions. Without the shift in modality, the operation is less viable.
- KMK is stalling on the next hatching which has been postponed from October 2020 to January 2021. Without another hatching soon the supply of fingerlings is under threat.
- To ensure a sufficient supply of fingerlings, 3-4 hatcheries are needed but to date there has not been any update of intensive fingerling management by other operators in the area
- Although a medium term target is for export markets, the main sales outlet for seabass at the current time is Yangon market which is closed due to COVID-19. Sea bass in farmer grow out cages have grown larger than a marketable size.
- The seabass industry in Myeik has some potential as a small scale industry but to achieve to achieve the volume needed for export markets the industry would need to scale significantly requiring large investment. At the current time interest is not forthcoming from large investors who are still focused on fishing. This may change as the fisheries collapse further. It is recommended that the project continue with its current activities, carry out research into potential investors and factors affecting their investment decisions.

Achievement towards development objectives

This section looks at the extent to which the overall objective “SMEs in national/global supply chains have improved productivity & working conditions & provide decent work” has been achieved.

In regard to improved **working conditions**, out of all the courses, there was the least take up of modules pertaining to worker conditions (OSH) (See Table 6 below). During interviews a concern was raised that a private sector based sustainability model may reduce the impact of the program on worker conditions as companies may prefer to avoid Module 5. Moreover, there was a question of whether enterprises would have enough motivation to address OSH issues without pressure from lead buyers. In fact, the project team are seeing demand for the OSH courses but there are challenges in recruiting trainers with existing experience in OSH as there is a limited history of OSH management and training in Myanmar. This speaks to a need for patience in developing this aspect of the program and is one of several reasons why SCORE will not yet be sustainable by end 2021.

Also, during interviews, entrepreneur representatives informed the IMTE team that Module 1 on workplace cooperation (delivered to 114 enterprises) helped workers from different levels become more comfortable communicating with management which was important for worker welfare. The module also contains 5S – which is important to improving OSH by reducing mechanical hazards. There is also extensive material on workforce management (e.g. pay, fair dismissal processes, grievance processes, etc) in the HR Management sections of SCORE manufacturing and SCORE HoCo.

Given the popularity of the COVID-19 OSH courses, learning about the importance of OSH for managing COVID-19 may be a go way to introduce entrepreneurs into the importance of OSH in a more general sense. The link between worker conditions and smaller MSMEs supported through SIYB, BEO and Leht Li has not been extensively explored through this IMTE. This needs further analysis.

Table 6: Number of enterprises participating in SCORE Modules

SCORE HoCo (2018-2020)	Enterprises
Module 1: Workplace Cooperation	34
Module 2: Service Quality and Human Resources Management	28
Module 3: Good Environmental Practices & People’s Participation	9
Module 4: Hygiene, Health and Safety	9
SCORE 2018 Myanmar Version (2018)	
Module 1: Workplace Cooperation	22
M2: Quality Management & Food Safety	12
M3: Productivity Improvement	10
M4: HR Management & OSH	5
SCORE 2019 Myanmar Version (2019-2021)	
M1: Workplace Cooperation	58
M2: Quality Management	15
M3: Productivity Improvement	9
M4: HR Management	7
M5: OSH	4
M6: Food Safety	0

In regard to **improvements in productivity as a means to expand opportunities for decent work**, to increase the availability of decent work, enterprise owners participating in the training would need increase the profit of their enterprises to improve their own decent work and also employ more people with fair pay and conditions. Another way would be for non-enterprise owning trainees to start an enterprise. There is not enough data to show the extent to which these things happened.

One fact that dampens the effect of the training on decent work is that, according to project data, 77% of all SIYB-GYB-IYB trainees (n= 6497) did not have an enterprise at the time of the training. Of these, 29% said that they intended to start an enterprise including 183 within three months of the training, 322 within six months of

the training, 230 within one year and 565 after one year. However, data was not made available to the IMTE as to how many of the SME's did in fact start an enterprise.

Of the 2028 trainees (23% of all trainees) that did have an enterprise evidence from the project database shows that their income is quite low which would limit the capacity of these enterprises to provide decent jobs. Chart 1 shows the monthly turnover of trainees' databases as documented in the project database. Note that many respondents did not provide information about their monthly income so the sample is small. For livestock it is too small to be counted. But for trade, industry and services the sample is big enough and 55% of enterprises in this sector had a turnover (not profit) of USD 375 or less per month and 31% had a turnover of USD 150 a month or less. As a reference point the poverty level in Myanmar in 2017 was 1590 MMK per day (Approximately USD 38 per month). ²² Unfortunately, data was not available to the IMTE as to whether the income of enterprises increased after they participated in the training so it is not possible to see whether the training helped them to increase their income.

Chart 1: Monthly turnover of trainees' enterprises

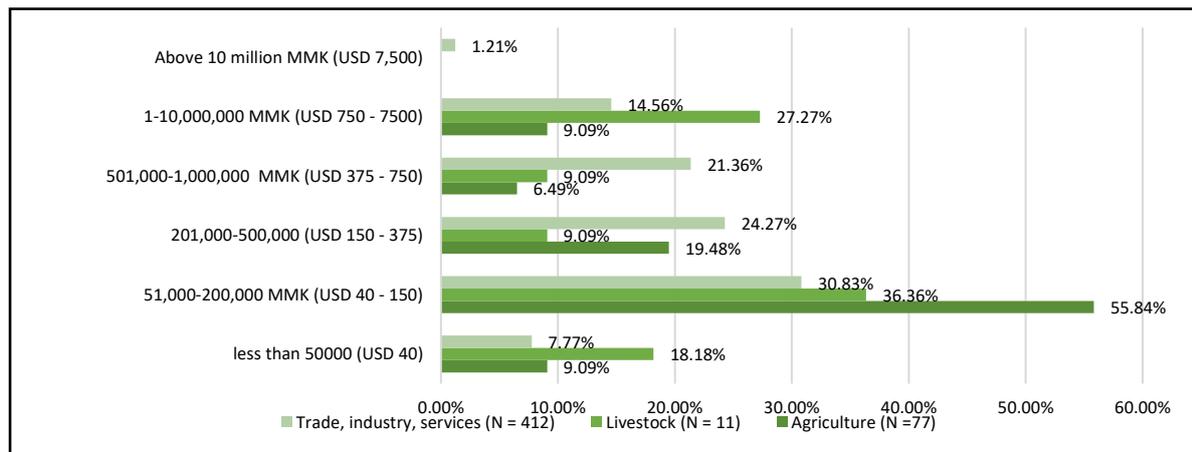


Chart 2 compares the number of enterprises trained with the number of workers (including managers but in addition to family members). It is notable that enterprises trained by SCORE employ a lot more people that enterprises trained through SIYB implying that on a course-by-course basis SCORE has more potential to contribute to job creation (to the extent that participating in the courses leads to growth and employing more people) and improvement of working conditions for more people.

However, the 2019 Impact assessment did collect data on changes in turnover and employment. The assessment interviewed 284 participants in SIYB courses and 200 participants in the Coca Cola Leht Li course. Among SIYB participants the Assessment found that of 33% that had a business at the time of the course, 62% improved their turnover and 30% increased the number of staff they employed. Of the 67% that did not have a business at the time of the course, 5% started a business. Among the Leht Li participants, of the 35% had a business at the time of the course, 74% improved their business and 41% increased the number of staff they employed. Of the 65% that didn't have a business at the time of the course 9% started a business. It would be good to verify the findings of the impact study with follow up research on some of the participants identified in the project data to identify changes over time in employment, income and investment following participation in the courses ²³

²² <https://www.worldbank.org/en/country/myanmar/publication/poverty-report-myanmar-living-conditions-survey-2017>

²³ Nelis, R (2019) Entrepreneurship and SME Support Project Impact Assessment 2019

Chart 2: Extent of employment by enterprises

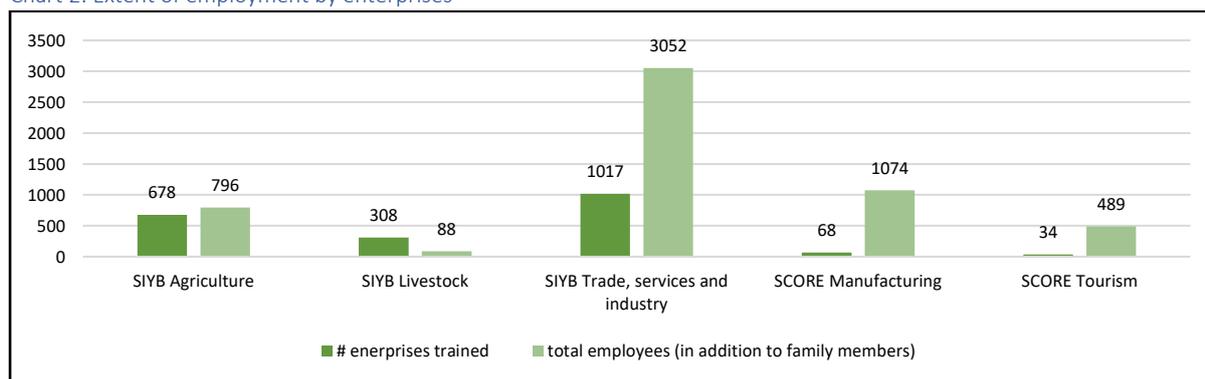
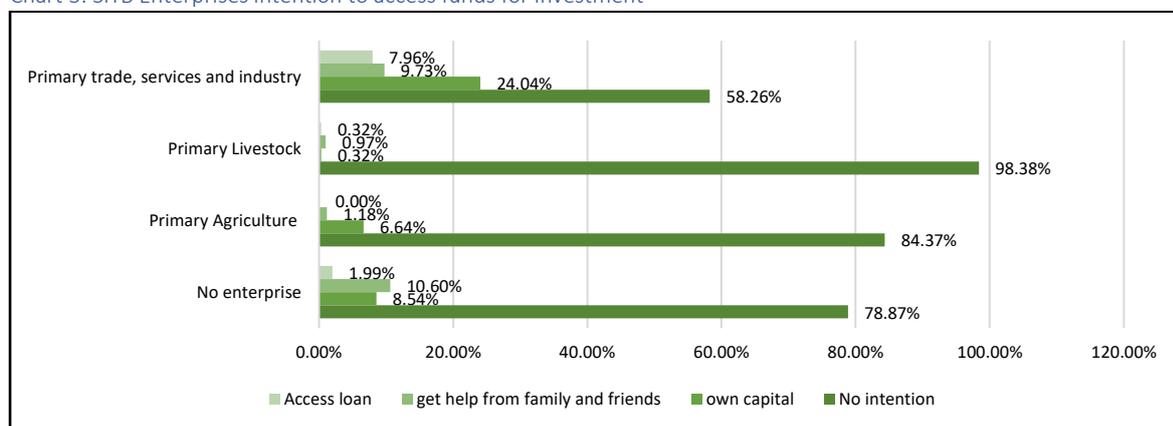


Chart 3 shows information from the project data on SIYB trainees' intention to access funds for investment. Similar data for SCORE was not available to the IMTE team. Investing in their business may lead to SMEs increasing their income (more decent work for them) and employing more people (more decent work for others). The chart suggests a low level of funds for investment being accessed (and a particularly low level of access to loans among participants) which is hampering the potential for businesses to be expanded. The ILO should look supporting linkages to access to financial services for course participants.

Chart 3: SIYB Enterprises intention to access funds for investment



Attribution of results and alternative strategies

In regard to the extent to which progress towards expected results can be attributed to the project, as only intermediate level results could be definitively identified, these are results that could be attributed directly to the project. Results pertaining to the project's contribution to productivity, working conditions and decent work need further verification. To the extent that they could be identified it is likely that business management training would only be one out of numerous factors leading to these outcomes. Others may include access to finance, markets etc, product quality, infrastructure and a supportive regulatory framework etc. Similarly, in relation to alternative strategies which might have been possible for achieving the project's objectives these factors may also constitute entry points for increasing growth, value add and decent jobs among SMEs which could have been applied as an alternative to business management training in seeking to achieve improved productivity, worker conditions and decent work.

Strengthening the capacity of government, private sector and stakeholders

The project has performed well in strengthening the capacity of government counterparts, private sector and other relevant stakeholders, notably in supporting the PAC. The IMTE team met with Government representatives on the PAC who spoke highly of the collaboration with the ILO on the project. The SME department appreciated the application of market-based training on the project when so many others are providing free training. Their inputs including a request to implement more training in rural areas around Myanmar, to collaborate more closely with the Myanmar Business Association and to assess the potential to support Myanmar in meeting Food Safety, Sanitary and Phyto sanitary standards as part of ARISE Plus ASEAN common market development for EU access. The SME department also requested improved access to monitoring data from the project to identify lessons learned in what works for SME support. Institutionally there

are some challenges in implementation because the project is directly overseen by the SME Agency while the ILO’s main partner ministry is Ministry of Labour Immigration and Population.

Collaboration and coordination with other ILO programs

There are strengths and weaknesses in regard to the project’s approach to collaboration and coordination with other ILO programs working on related issues. The project has collaborated well the Vision Zero Fund (VZF) Myanmar project strives to realize the goal of zero work-related fatalities and severe injuries and diseases, by improving occupational safety and health practices and conditions in the garment and ginger supply chains. The VZF project has used SCORE curriculum and the two projects have shared lessons learned to inform programming.

However, stakeholders to the IMTE reported that there was some siloing between ILO projects working on TVET, such as the Skills Project in Rhakhine State and the SME Project. Both SME development and skills development contribute to job creation to it is important to that these areas of intervention link well together. For example, in introducing the SCORE program to Myanmar, the project team had to deal with a major skills shortage in industrial engineers. The ILO could also be looking at how the education system supports skills development in this area.

Gender Equality and Social Inclusion

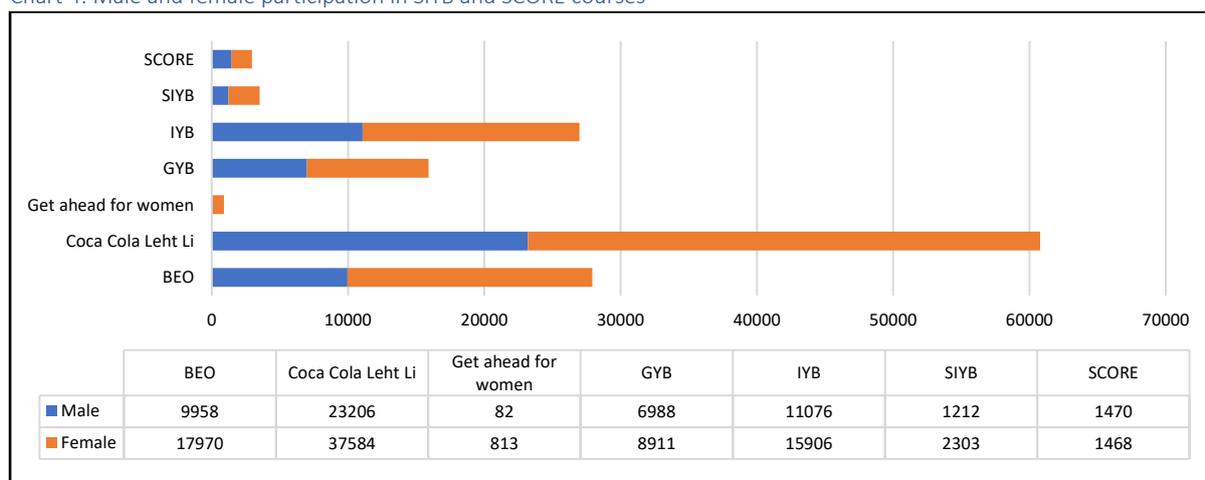
The project has performed well on gender mainstreaming but there is room for improvement particularly in gender balance among the most senior management board (PAC).

- Women outnumbered or equalled men as training participants for all courses as shown in Chart 4.
- In regard to gender balance among trainers for both SIYB and SCORE women outnumbered men
- In terms of decision making boards and organisations men (12) outnumbered women (1) on the PAC

In addition to noting the gender balance of key stakeholders and beneficiaries, the draft *Synthesis Paper on Gender tracking of M&E Evidence* has some useful findings regarding gender mainstreaming:

- In Myanmar, women are concentrated in the SME sector and thus are major target beneficiaries
- Women’s SMEs tend to incur lower income and are less financially sustainable than men’s.
- There is a lack of gender related content for the training courses. Only two programs (GETA head and Leht Li) have a gender focus. Opportunities exist for gender integration in the programs pertaining to restrictions imposed by social norms, gender stereotype roles and responsibilities and expectations from women and men.
- The issue of how to account for unpaid domestic and farm labour, which affects women, has not been addressed in the program.

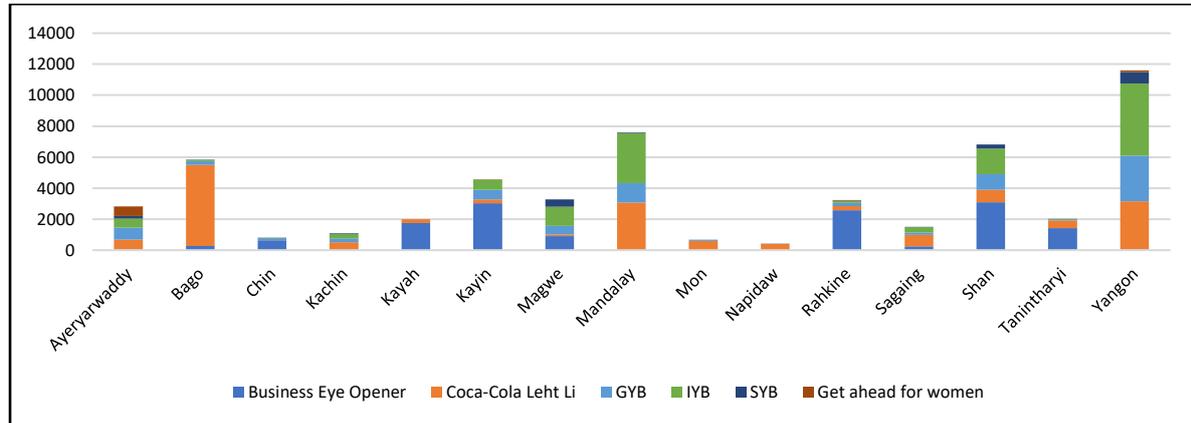
Chart 4: Male and female participation in SIYB and SCORE courses



An important issue pertaining to social inclusion is the extent to which the courses have been delivered in regional, remote, non-Burmese and conflict areas. As Chart 5 shows the largest number of SIYB course deliveries have taken place in Yangon followed by Mandalay but there have been courses widely delivered in all states and regions. Location data was not available on SCORE. The BEO and Leht Li have been delivered most extensively throughout the regions. Qualitative evidence from interviews suggests that that rural enterprises tend to be

smaller with less potential for job creation per enterprise. Corporate, donor and NGO partners have driven the delivery strategy in the regions by incorporating the SIYB curriculum in their programs. Continuing to foster these collaborations is a low maintenance way to promote regional balance without investing heavily in a strategy with possibly less job creation potential. The project has also provided training in regions affected by conflict including for 10 participants in SIYB courses in Namphatkar, North Shan and 32 participants in Mrauk U and 114 participants in Sittwe, Rakhine. According to GIZ, support for BDS is very important in unstable conflict regions due to the decline in economic activity as a result of conflict and now compounded by Covid-19, leading to negative coping strategies. In these contexts, starting their own business may be peoples only livelihood option.

Chart 5: SIYB course delivery throughout the regions



4.4 Efficiency

The project is performing in an efficient manner. Annex 4 highlights progress against some important targets in the results framework. As discussed in the Coherence, the results framework is not well suited to measuring project progress as it includes activities that are not taking place and omits important data. However, if outcomes and outputs which are no longer relevant are excluded, reporting against the results framework shows that the project is **on track to meet most of the timeline of activities**.

Management capacity on the project appears to be adequate. There is a good mix of international and national staff. The Myanmar team are dedicated, have a good understanding of the objectives of the project and have the capacity to perform their jobs. They have been responsive and innovative in developing new strategies in response to the changing environment. The project appointed a new CTA during 2020 and unfortunately, he has not yet been able to relocate to Yangon due to COVID travel restrictions. However, the Myanmar team coordinates well with frequent meetings. The CTA has a strong interest in learning which benefits the project. The project fulfils its formal reporting requirements to the donors (SECO and NORAD) by contributing to the annual global project progress report of the ILO SCORE Programme (under SCORE Phase III).

The project receives adequate political, technical and administrative support from the ILO and its national implementing partners. Communication between the ILO, the project team and national implementing partners is strong. However, there are some differing views on project matters between the Geneva office and the project team regarding the extent to which ILO's social dialogue mandate can be promoted through a private sector delivery mode, the importance of maintaining the "purity" of the course content as private sector actors market it in local contexts and the relative merits of agriculture and industry as sectors of focus for intervention. The two teams should organise some discussion on these topics to thrash out the issues.

The project team is doing a good job of monitoring project performance collecting detailed data on training events that take place, tracer and case studies under the guidance of a detailed gender and location disaggregated M&E system. However, there is room for improvement in monitoring practices. Potential improvements include (i) organising project data so an outsider can more easily connect the data with the results framework (that should also be better organised to track progress) (ii) SCORE companies say they find the reporting requirements burdensome which affects the marketability of the courses so this could be streamlined (iii) rethink how to manage post training opinion surveys as they are so positive that it raises the question as to whether they are taken seriously by participants iv) there is useful information in the project database regarding income, investment, employment etc of trainees but it would be good to ensure that it covers all courses

(including SCORE) and also follow up data should be collected for a selection of participants to better identify the impact of the interventions on these things.

The utilisation of project resources in delivering project outputs and outcomes appears cost-effective in line with the project design although IMTE team was not sufficiently resourced to conduct a detailed cost benefit analysis. The project also has a good balance between international, national and local staff in terms of budget expenditure. As a percentage of overall costs, program support costs at 13% are considered reasonable. The cost saving effect of delivering training packages completely without subsidies must also be noted. Table 7 shows that the project is tracking well in budget delivery, although there have been delays in spending due to COVID-19. With the underspending on the travel budgets the CTA intends to spend more funds on consultants and sub-contracts in the final year to conduct research on important topics regarding the future direction of the project and sustainability. This may be challenging as the project is currently underspent on these budget items. Staffing on the project team is suited to a large project aimed at achieving benefits at scale. If the project were to wind back in a subsequent phase to basically overseeing the sustainability of BDS training courses, less staff would be needed. However, if the project continues on its trajectory of working in value chains and expands its focus on BDS the current staff load would be suitable.

Table 7: Project Budget and Expenditure (\$USD)

Task Description	Total Budget 2017-2021	Total Expenditure up to 16 Dec 2020	Percentage of budget spent up to 16 Dec 2020
International Professional Staff	\$1,579,751.72	\$1,028,524.50	65%
Local Support Staff	\$302,537.77	\$220,905.29	73%
National Professional Staff	\$397,871.53	\$252,502.55	63%
Consultants	\$996,675.24	\$464,745.07	47%
Travel Project Staff	\$149,999.62	\$108,190.20	72%
Evaluation	\$60,000.00	\$4,600.00	8%
Subcontract	\$552,999.96	\$377,540.15	68%
General Operating Expenses	\$211,008.12	\$142,392.19	67%
Furniture & Equipment	\$16,500.00	\$11,688.15	71%
Seminars	\$113,101.94	\$83,420.90	74%
Programme Support Cost 13.00 %	\$569,456.17	\$350,052.48	61%
Provision for cost increases	\$67,597.93	-	0%

4.5 Sustainability

Project exit strategy

The project has an exit strategy which was drafted in 2019. It is focused only on SCORE. The exit strategy does not cover the SIYB program. It identifies the key issues to be handled in order for the ILO to completely transition out of implementation and to allow services to continue. While the exit strategy was drafted in 2019, from the outset, the project created a model of training delivery which is sustainable without the support of the ILO as a private sector model where trainers are entirely responsible for selling SCORE to companies and there are zero subsidies for training deliveries. Functions identified including boosting the sales of trainers, ensuring factories meet the criteria for SCORE, management of materials, tripartite representation and monitoring. The exit strategy proposes that the roles would primarily be taken on by one or more expert trainers who would perform these functions in addition to recruiting, training and certifying trainers for ToE, except for the management and distribution of materials which would be managed by the SIYB association.

This approach seems possible and feasible but has not been tested. The approach would need to be tried with the oversight of ILO. There will not be an opportunity to do this during the current phase as the expert trainers will only be certified by the end of 2021. Moreover, the exit strategy recommends that there should be 4-5 trainers so that some of them can focus on training and one or two can specialize in the oversight function. The strategy states that expert trainers would be overseen by Kaizen. It's not clear who would pay for this oversight.

Indicators that the outcomes of the project will be sustained

In regard to institutional sustainability, for the SIYB, the SIYB association refers to the management capacity of the implementation partners and service providers to manage SCORE programmes independently.

The institutional capacity of the SIYB Platform has been strengthened by the project but it is not yet fully independent. In 2019, the Association made enough funds from independent sources to run its operations. However in 2020, with COVID-19, the Association required financial assistance from the ILO. The SIYB now has 39 members including a CEO, Chair and Board of Directors with elections for these positions being held annually. In 2020 the ILO allocated almost \$38,000 to the SIYB association including USD 32,277.44 for training activities and USD 5,624 for running costs. As of 31 October 2020 the SIYB had spent 25% of its training budget from the ILO and 51% of its budget for operational running costs. The SIYB has been handling all the modules and materials and holding marketing and fundraising events. While the SIYB association shows good progress, IMTE stakeholders expressed some concerns about the platform that the membership base is small and at least 50% of trainers across Myanmar have never heard of the association. Many sell their training without the assistance of the Platform. Some trainers informed the IMTE that they don't have that much interest in the SIYB association as it doesn't meet any of their needs. Trainers said they would like more marketing assistance from the association. There is a need to clarify the mission of the platform and the different roles of the members to ensure they are maximising their capacity to sustain the system of business management training.

For SCORE, the future institutional modality is not clear. There are many options that could be explored. Around the world different approaches have been taken to institutional sustainability for SCORE. In Vietnam and India SCORE is managed by the national employers' association. In Indonesia, it is managed by a Business Membership Organization, and in China it is managed by a SCORE Academy which is a public benefit company run by SCORE Expert Trainers. While, the exit strategy calls for an expert trainer to be the keeper of the methodology and fulfill the functions of boosting the sales of trainers, ensuring factories meet the criteria for SCORE, management of materials, tripartite representation and monitoring. However, based on ongoing implementation experience of the project team from 2019-2020, the exit strategy should be updated. Expert Trainers should be the only actors permitted to carry out quality control aspects including recruitment of trainers and certification of trainers. However, the broader sustainability strategy including activities such as managing sales, ensuring submission of monitoring data, liaising with ILO Yangon and Geneva, etc may include other individuals such as other SCORE trainers or institutions which could take different forms including training and consulting companies, informal network of SCORE Trainers or associations. The Myanmar team is currently scoping different options for which individuals and institutions could take on different roles and plans to carry out pilots in 2021.

In regard to technical sustainability, the capacity of implementation partners and service providers to be able to provide SCORE programmes in the market that meet the quality expectations of the clients remains to be seen due to the fact that there will only be expert trainers certified by the end of the year. Interviews from the IMTE, the 2018 and 2019 impact studies and monitoring data suggest that the training provided has been good quality to date. In regard to the SIYB program, trainers and other stakeholders informed the program that they are marketing the SIYB courses in combination with other course offerings.

The SIYB has less quality oversight since the SMEs participating in the training do not need to "qualify" and also there is less intensive performance monitoring. The BEO and Leht Li courses are supervised by donors, NGOs and a corporate sponsor. Having the course fully private sector based, the ILO should accept some evolving of the packaging of courses. The ILO should undertake some research into quality for the private sector delivered SIYB program. Based on these findings refresher training could perhaps periodically be provided.

In regard to financial sustainability, for SIYB as described under Effectiveness there has been a high degree of trainer attrition but this should not be a problem as there is a cadre of expert trainers who are making money from the training. For SCORE this is still a work in progress. 75% of SIYB and 64% of SCORE ToE trainers have not delivered more than 5 training sessions. During interviews several SIYB trainers informed the IMTE that they had been charging low prices during COVID-19. Project data does not show the price charged for SIYB training but for SCORE the fee charged per enterprise per session ranged from \$0 to \$1500 with an average cost of \$188.87. 34% of sessions were provided free of charge. It is likely that the number of trainers who make a full-time income from SIYB training and SCORE is small. This may increase the likelihood of trainer attrition. For SIYB this implies that ILO should perhaps try to recruit more expert trainers to ensure the cadre remains large enough. It also calls for assistance for trainers in promoting their product and providing a product that meets market demand. The SIYB Association could do more to support trainers in marketing, particularly given they are underspend on this item. SCORE trainers may need assistance with marketing. The responsiveness of the project team to changes in the market under the new normal, in developing new Covid-19 OSH courses, online delivery and courses for small scale food processing is a helpful way to support trainers market their products. Moving forward, it would be good to see the SIYB Association taking this kind of initiative.

Public sector (donor, NGO, government) and corporate sponsorship are other important elements of the financial sustainability strategy keeping in mind that 60% of all trainees were trained through either BEO or Leht Li and 40% of all trainees were trained through Leht Li alone. The project team should not neglect to promote the training to public sector, international agencies and corporate sponsors. There is a possibility that such agencies may displace private sector demand but they could also help to keep trainers afloat so they remain available for private business.

It is likely that sustainability is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. In addition, the courses are likely to be delivered in combination with other training topics as trainers market them in packages with their other offerings.

To replicate and scale up the intervention it would be possible to train more TOT for SCORE and SIYB. However, research would need to be conducted into the demand for the training packages and what product packages might be most effective in attracting clients. To promote the sustainability of the SIYB there is a need to:

- Closely monitor the association's ability to function independent and support trainers' financial viability through support for marketing and new product innovations. If the association is not performing well there may be an option to support turnover of staff and board members and improve annual planning and reporting processes. Monitoring should ensure that there is detailed information available on the association's performance for the final evaluation so that a thorough assessment can be made. Reducing financial support may help to test their capability if this is an option.
- Monitor levels of trainer attrition to ensure that they are sustainable for maintaining a cadre of expert trainers. If they get too low the ILO could support more ToT to allow more of a buffer for attrition.
- Monitor trainer income earning potential to test whether training remains a viable business
- Assess how best to support trainers in marketing their ToT and ToE and work with the Association to expand their support in this area.
- Work with the association to develop new products in respond to market demand. It's important that they lead this as they will be responsible for this after the cessation of the project
- Aim towards, in a new phase, maintaining minimal oversight of the SIYB program with no funding for the association

To promote the sustainability of the SCORE there is a need to:

- Support the training expert trainers model and ensure that at least one can undertake the oversight functions as described above
- Conduct research into public and private sector entities which may be interested in adopting SCORE oversight as a business.
- Continue to facilitate ToT to expand the pool of SCORE trainers and assist SCORE trainers to develop a marketing strategy for their business including the option of specialising in modules
- Include in a new design for the next phase a specific strategy for SCORE financial independence within two years.

To promote the sustainability of value chain interventions and a broader market systems development approach there is a need to:

- Conduct DCED standard style analysis on the seabass investment to clarify where the challenges and opportunities are including pertaining to incurring investment, assess the timeframe for developing the sector and then make the necessary programming commitments, if appropriate.
- Conduct MSD analysis of the SME support program and other ILO programs working in the space to identify what are the important levers are for SME growth, the comparative advantage of the ILO, the economic and social upgrading potential of different sectors etc. Recommendations from this analysis should be integrated into the next phase with a focus on better linkages between training, other forms of SME support and value chain approaches.

5 Lessons Learned

Lessons learned can help to generate good practice that can be applied broadly and contribute to a knowledge base going forward. Lessons learned were generated from interviews with key stakeholders and a review of project documents. In light of a potential upcoming new phase it is important that these lessons are considered as a means to review and refine implementation strategies moving forward. Lessons learned identified include:

Lesson learned 1: Business management training for SMEs can survive on a fee for service basis but this does not mean there won't be trainer attrition and trainers won't experience difficulties in marketing their products. The primary building block for sustainability of the courses is a pool of certified Master/Expert trainers, who can deliver TOTs on a commercial basis. It is important to track trainer behaviour and learn what factors are important in enabling them to market their training.

Lesson learned 2: It is likely that sustainability of the courses is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. Corporate, donor and NGO development partners have played a key role in supporting training delivery having supported approximately 60% of training sessions provided. Their role should be considered in the sustainability strategy, particularly in regard to delivery in rural, remote and especially conflict areas where starting their own business is often peoples' only option for employment.

Lesson learned 3: To ensure that the project facilitates independent training that is marketable, it is important that the project team continue to support the SIYB association to develop new offerings to evolve with a changing operational context.

Lesson learned 4: Handing the courses over to the private sector will not necessarily result in the loss of the ILO core mandate. Although the courses have been marketed on their productivity and other business improvements, the course content is the same as the global versions. The courses benefit companies because of both economic (improving productivity and processes) and social aspects (improved communications between staff).

Lesson learned 5: Project designs should be workshopped by both the country office and Geneva before being finalized to make sure they are suitable for their local context.

Lesson learned 6: The lack of specialist higher education and training facilities in Myanmar makes it challenging to build up the base of SCORE trainers. The lesson is the need for patience in building the program.

Lesson learned 7: On a course-by-course basis SCORE has a lot more potential to support job creation as medium sized enterprises employ a lot more people than micro and small enterprises.

6 Conclusions and Recommendations

6.1 Conclusions

Overall the project has achieved strong progress on the effectiveness criteria, exceeding targets (other than those relating to lead buyers which are not appropriate Myanmar) and performing strongly in capacitating trainers, stimulating BDS demand and supporting the SIYB association. An area of concern is the less than optimum activity planning and outreach demonstrated by the SIYB Association. The project has adapted well to COVID-19, developing new products to adapt to changes in the context. Trainer attrition has occurred but this is not necessarily a problem. Trainer attrition is natural, inevitable as even the best and most active trainers will want to progress their careers and move on to the next level after 3-5 years. The key for sustainability is having a fee-based Training of Trainer system (i.e. new trainers have to pay for TOT and Master Trainers make profit from this). For SIYB, the fee-based TOT system is well established. There are 39 Myanmar Master Trainers that make a profit from delivering TOTs. For SCORE and HOCO, this is being developed over 2020 - 2021. Myanmar Expert Trainers have been selected and are currently being trained and beginning to commence delivery.

The value chain component which involves support for mariculture value chains in Myiek in southern Myanmar has performed well although there are risks ahead due to COVID-19 and the challenges of achieving scale.

Overall the project is efficient, with costs being reduced by the fee-for-service training model as well having good management capacity. Some revisions to project monitoring data collection would assist in designing the next phase of the project. In terms of sustainability, the institutional capacity of the SIYB Platform has been strengthened by the project but it is not yet fully independent. As a newer and more complex program, SCORE is at a more nascent level in obtaining sustainability but is on the right track. The project team need to facilitate more research to determine the right approach to sustainability.

There is a need to better understand the support that trainers need to market and sell the training for both SIYB and SCORE. It is likely that sustainability is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. In addition to the private sector, the development sector (INGOs, NGOs, donors and corporate sponsors) will also play a key role in funding training delivery in line with their own goals. In addition, the courses are likely to be delivered in combination with other training topics as trainers market them in packages with their other offerings.

Both SIYB and SCORE curriculum combine economic and social improvements in a way that work together well for the benefit of companies. While the programs have been marketed on their economic benefits in Myanmar more than in some other countries, the curriculum is the same globally and focuses on both aspects.

The contribution of the business management training to the DWCP, particularly Pillar 1 around job creation needs further investigation. When the project first began in 2014, business management training was a discreet intervention that could be implemented in a challenging private sector environment. But time has moved on and it is clear that SMEs need more than just business management training. How does business management training link with support for value chains? What potential areas of support could the project move into? What other support do SMEs need to survive and thrive? What are the different challenges of working with micro, small and medium organisations and where do the ILO's priorities lie? How can business management training and other SME support connect better with support for the TVET sector? In the last year of the project, the project team should focus on investigating these broader issues.

6.2 Recommendations

The IMTE team have developed the following recommendations for moving forward on the project:

Recommendation 1: The commencement of a new DWCP from 2022 offers an opportunity to consider a broader range of areas of support for SMEs based on MSD analysis built on a better awareness of the challenges, potential leverage points and ILO's comparative advantage. To achieve the development objective of *SMEs in national/global supply chains have improved productivity & working conditions, & provide decent work*, the ILO should consider adopting the MSD approach more comprehensively both for analysis and intervention.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Long	Medium

Recommendation 2: In moving forward into designing a future phase, the ILO should conduct a strategic review of the seabass value chain work. To support this, the ILO should conduct research (in the remaining time available on the project) into the investment climate for the value chain and tighten up the framework for monitoring changes in the value chain (beneficiary profit margins, employment, input and output markets etc.), taking into consideration the hopefully temporary effects of COVID-19). In regard to VCD work in the future, the ILO should use a mechanism like the DCED Standard or something similar to make clear decisions about what level of "upgrading" it is targeting and make a conscious choice about what level of risk it is willing to undertake through experimentation and what timeframe it can commit to.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Recommendation 3: SCORE still requires more support before sustainability as a private sector driven training program can be guaranteed. There are ongoing opportunities to support SMEs to create jobs and decent work, and the donor has indicated support for a future phase. The ILO-LO should thus initiate a series of workshops

with key stakeholders to inform a possible new phase. It should include a coherent ToC specifically for the country context covering all the components.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Recommendation 4: The ILO should review and revise the Results Framework to align to current work priorities. The project database should be improved to link more clearly to the targets and indicators. This will make the final evaluation much easier and help to provide the necessary information to design a new phase. In a future phase, there should be improvements to data collection practices pertaining to (i) improving data collection on enterprise level outcomes such as before and after data on whether or not training participants have an enterprise, how many people they employ, income and investment behaviour (ii) streamlining SCORE monitoring data collection to make it less burdensome to companies and (iii) re-examining the usefulness of post training opinion surveys and considering new approaches to testing training efficacy.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Recommendation 5: To promote the sustainability of the SIYB, the ILO should closely monitor and document the SIYB association’s ability to operate independently, attract finance and support trainers’ financial viability through assistance with marketing and new product innovations with a view to a new phase with only minimal oversight and no funding for the association. This monitoring will help to decide for the next phase whether specific additional support, new management arrangements or shift the focus to one or more different entities.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Recommendation 6: ILO should conduct research/monitoring of trainer attrition for SIYB and SCORE to ensure that it remains “healthy” as well as trainer marketing strategies and needs with a view to assist the SIYB Association/SCORE oversight entities to provide support in this area moving into the next phase.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Recommendation 7: To promote the sustainability of the SCORE, the ILO should focus on ensuring that an organisation or trainers’ group can: (i) undertake the oversight functions, (ii) conduct research into public and private sector entities which may be interested in adopting SCORE oversight as a business, (iii) continue to facilitate ToT to expand the pool of SCORE trainers and (iv) assist SCORE trainers to develop a marketing strategy for their business including the option of specialising in modules, and include in a new design for the next phase a specific strategy for SCORE financial independence within two years.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Medium

Recommendation 8: The ILO should explore delivering more gender content in the course modules on matters such as restrictions imposed by social norms, gender stereotype roles and responsibilities and expectations from women and men and accounting for unpaid domestic labour. For example, the SCORE Programme has developed a SCORE Gender Equality module which could be delivered.

Responsible Unit(s)	Priority	Time Implications	Resource Implications

Geneva, ILO-Liaison Office	Medium	Short	Low
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Recommendation 9: The ILO should expand collaboration with donors and NGOs to increase the availability of packages in rural, remote and especially conflict areas of Myanmar. This should be linked to conducting and/or facilitating research on the link between worker conditions and smaller MSMEs supported through SIYB, BEO and Leht Li.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO-Liaison Office	High	Short	Low

Annex 1: Lessons Learned

This section covers the lessons learned on the project that were garnered from interviews and FDGs with project stakeholders and a review of key documents. Lessons learned can help to generate good practice that can be applied broadly and contribute to a knowledge base.

Lesson No.1 Project Title: Entrepreneurship and SME Support Project Project TC/SYMBOL: MMR/16/03/RBS Name of Evaluator: Frances Barns Date: 18 December 2020 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	Business management training for SMEs can survive on a fee for service basis but this does not mean there won't be trainer attrition and trainers won't experience difficulties in marketing their products. The primary building block for sustainability of the courses is a pool of certified Master/Expert trainers, who can deliver TOTs on a commercial basis. It is important to track trainer behaviour and learn what factors are important in enabling them to market their training.
Context and any related preconditions	The ILO established a system of cascading TOT training where trainers and expert trainers provide training and TOT on a fee for service basis to trainers and entrepreneurs. There is an important question as to whether and how this system can be sustainable without support from the ILO.
Targeted users / Beneficiaries	ILO Liaison Office, donors, trainers and expert trainers
Challenges /negative lessons - Causal factors	The 2019 Impact Assessment found that for the SIYB only 52% of individuals who were trained became certified and only 26% remained active and for SCORE only 55% were certified and 32% remained active. External risks such as COVID impact and changing dynamics in the general SME sector/business environment also play a role.
Success / Positive Issues - Causal factors	Attrition is to be expected with TOT programs such as SIYB and SCORE, the important thing is that a pool of certified expert trainers is charging new trainers and financially independent from ILO
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson No.2 Project Title: Entrepreneurship and SME Support Project Project TC/SYMBOL: MMR/16/03/RBS Name of Evaluator: Frances Barns Date: 18 December 2020 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	It is likely that sustainability of the courses is going to involve diverse aspects where different entities (individuals, large and small companies and NGOs) carry the curriculum forward for their own purposes. Corporate, donor and NGO development partners have played a key role in supporting training delivery having supported approximately 60% of training sessions provided. Their role should be considered in the sustainability strategy, particularly in regard to delivery in rural, remote and especially conflict areas where starting their own business is often peoples' only option for employment.
Context and any related preconditions	The ILO established a system of cascading TOT training for SCORE and SIYB where trainers and expert trainers provide training and TOT on a fee for service basis to trainers and entrepreneurs. There is an important question as to whether and how this system can be sustainable without support from the ILO.
Targeted users / Beneficiaries	ILO Liaison Office, donors
Challenges /negative lessons – Causal factors	Donors and NGOs could crowd out private sector demand for the courses however the market segments are different with the latter focusing more on regional and micro businesses
Success / Positive Issues - Causal factors	Diversity in markets for the BDS courses should be an overall positive contributing to greater overall demand
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson No. 3 Project Title: Entrepreneurship and SME Support Project Project TC/SYMBOL: MMR/16/03/RBS Name of Evaluator: Frances Barns Date: 18 December 2020 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	To ensure that the project facilitates independent training that is marketable, it is important that the project team continue to support the SIYB association to develop new offerings to evolve with a changing operational context.
Context and any related preconditions	The operational context is changing with the COVID-19 pandemic creating winners and losers. Retail outlets, hotels, restaurants and tourism have lost market access. Logistics have suffered as have export markets. There has been a drop in demand for courses as the enterprises take a hit. Trainers and other stakeholders noted a growth in small scale food processing industries, online (Facebook) marketing and delivery services. The project is responding by developing modules in Start-Your-Own Food Processing business with content on sourcing inputs (packaging etc.) and Facebook marketing.
Targeted users / Beneficiaries	ILO Liaison Office, donors
Challenges /negative lessons - Causal factors	COVID-19 has brought about a downturn in many sectors of the economy
Success / Positive Issues - Causal factors	COVID-19 has led to a surge in some parts of the economy including micro-food processing
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson No.4 Project Title: Entrepreneurship and SME Support Project Project TC/SYMBOL: MMR/16/03/RBS Name of Evaluator: Frances Barns Date: 18 December 2020 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	Handing the courses over to the private sector will not necessarily result in the loss of the ILO core mandate. Although the courses have been marketed on their productivity and other business improvements, the course content is the same as the global versions. The courses benefit companies because of both economic (improving productivity and processes) and social aspects (improved communications between staff).
Context and any related preconditions	The ILO has set up a system of cascading TOT training on a fee-for-service basis with a view to the system being sustainable beyond the duration of ILO support. Concern has been expressed that if private sector entities become custodians of the training packages they might lose the aspect of the ILO core mandate which is focused on worker conditions and social dialogue.
Targeted users / Beneficiaries	ILO Liaison Office, donors
Challenges /negative lessons - Causal factors	Trainers offering fee-for-service based training combine the ILO courses with other packages covering a range of topics
Success / Positive Issues - Causal factors	The core curriculum of SCORE and SIYB are the same throughout the world. It is the combination of financial, productivity and social content that is helpful for companies. The ILO should trust that their core mandate will be promoted through the content of the training courses.
ILO Administrative Issues (staff, resources, design, implementation)	Public relations and branding

Lesson No.5**Project Title: Entrepreneurship and SME Support Project****Project TC/SYMBOL: MMR/16/03/RBS****Name of Evaluator: Frances Barns****Date: 18 December 2020****The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.****LL Element**

Brief description of lesson learned (link to specific action or task)	Project designs should be workshopped by both the country office and Geneva before being finalized to make sure they are suitable for them local context.
Context and any related preconditions	Project designs are sometimes negotiated between donors and Geneva and finalized before arriving to the country office where it transpires there may be some aspects that don't fit into the local context
Targeted users / Beneficiaries	ILO Geneva office, EVAL
Challenges /negative lessons – Causal factors	The results framework has several components which are not appropriate to the local context
Success / Positive Issues - Causal factors	The project team has been able to adapt the design to work in the local context in spite of some inconsistencies
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson No.6**Project Title: Entrepreneurship and SME Support Project****Project TC/SYMBOL: MMR/16/03/RBS****Name of Evaluator: Frances Barns****Date: 18 December 2020****The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.****LL Element**

Brief description of lesson learned (link to specific action or task)	The lack of specialist higher education and training facilities in Myanmar makes it challenging to build up the base of SCORE trainers. The lesson is the need for patience in building the program.
Context and any related preconditions	The project team took longer than in some other countries to develop a cadre of SCORE trainers due to the small pool of suitably qualified candidates. For example it has been difficult to recruit industrial engineers and OSH specialists
Targeted users / Beneficiaries	ILO Liaison Office, donors
Challenges /negative lessons – Causal factors	The small recruitment pool slows down the speed of SCORE delivery

Success / Positive Issues - Causal factors	Building from a low skills base the SCORE program is providing important skills development in Myanmar
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson No.7 Project Title: Entrepreneurship and SME Support Project Project TC/SYMBOL: MMR/16/03/RBS Name of Evaluator: Frances Barns Date: 18 December 2020 The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	On a course-by-course basis SCORE has a lot more potential to support job creation as medium sized enterprises employ a lot more people than micro and small enterprises.
Context and any related preconditions	While, as a more mature program, many more training sessions have been delivered through SIYB and SCORE considering on a case-by-case basis 77% of SIYB participants did not have enterprises whereas SCORE enterprises have an average of 15 employees. In terms of job creation, SCORE may have advantages in cost effectiveness.
Targeted users / Beneficiaries	ILO Liaison Office, donors
Challenges /negative lessons – Causal factors	The SME Support program aims to support SME growth for job creation but 77% of participants didn't have an enterprise at the time of training
Success / Positive Issues - Causal factors	Medium sized enterprises are a positive target for job creation
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Annex 2: Terms of Reference

International Labour Organization TERMS OF REFERENCE

Entrepreneurship and Small & Medium Enterprises (SME) Myanmar Support Project *under the Global SCORE (Sustaining Competitive and Responsible Enterprises) Programme Phase III*

Independent Mid-Term Evaluation

Key facts

Title:	ENTREPRENEURSHIP AND SME SUPPORT PROJECT MYANMAR (Under the Global SCORE Phase III)
DC Code:	SCORE Myanmar (MMR/17/51/MUL)
Backstopping unit	SME Unit
Type of evaluation	Independent Mid-Term Evaluation
Total project budget	USD 5,017,500
Project Duration	48 months (1 Nov 2017 to 31 October 2021)
Donors	Swiss State Secretariat for Economic Affairs (SECO) and Norwegian Agency for Development Cooperation (NORAD)
P&B outcome (s) under evaluation	Outcome 4
SDG under evaluation	SDG 8
Evaluation Manager	Neetu Lamba

Introduction

From 2014-2017 the ILO carried out two projects to support entrepreneurship and micro, small and medium sized enterprises (MSME) development in Myanmar with funding from the Norwegian Agency for Development Cooperation (NORAD) and the Swiss State Secretariat for Economic Affairs (SECO). These projects aimed to support MSMEs in both urban and rural areas to start-up and grow through business management trainings. By their completion in October 2017, these projects had trained a network of 1000+ trainers via 400+ partners' organizations and over 20,000 entrepreneurs.

In November 2017, the second phase of this work began under a single project, funded by NORAD and SECO and conducted under the ILO Sustaining Competitive and Responsible Enterprises (SCORE) Global Project Phase III. While the other 10 participating countries in the global project follow a similar SCORE design and implementation framework, the Myanmar project covers a broader scope combining SCORE with Start Your Own Business (SIYB) and Value Chain (VC) Support components.

Through the current project phase, which runs until October 2021, the ILO continues to support partner institutions, business development service (BDS) providers and larger private companies or financial institutions that assist SMEs in Myanmar.

The proposed Independent Mid-Term Evaluation (IMTE) seeks to assess overall project progress against the five components mentioned in the project document. In turn, it addresses the project's key challenges in sustaining BDS activities through independent organizational and operational arrangements by in-country partners; document key lessons learnt; and provide recommendations for the remaining phase of the project to deliver objectives, including an exit strategy and sustainability plan.

This document describes the Terms of Reference (ToR) for the independent mid-term evaluation to be undertaken, adhering to ILO's policies and procedures on evaluations (see Annex 1). It will be conducted by an external independent evaluator and managed by a certified Evaluation Manager who is an ILO staff member with no prior involvement in this project

Background of the project

SMEs are one of the largest sources of job creation and growth in developing economies around the world. They not only generate jobs but can also be a source of innovation, wealth creation and poverty reduction, making significant contributions to the Sustainable Development Goals (SDGs).

In Myanmar, SMEs can play a key role in developing the economy within an inclusive growth framework. Various studies estimate that SMEs in Myanmar account for 50-95 per cent of employment and contribute 30-53 per cent of the country's GDP. SMEs are highlighted in the national development frameworks such as the 12 Point Economic Plan unveiled in 2016 and the National Comprehensive Development Plan 2011-2030.

SME development directly supports one of four pillars of the ILO's work in Myanmar, in enhancing decent employment opportunities through a comprehensive set of initiatives in support of the Government's economic and social priorities and the SDGs. Under the Decent

Work Country Programme 2018-21, ILO support to the SME sector is closely aligned with Priority

1 - employment and decent work and entrepreneurship opportunities are available and accessible to all, including for vulnerable populations affected by conflict and disaster. Three DWCP outcome targets (1.1 – 1.3) relate to role of SMEs for economic recovery and job creation in the labour market.

Since 2014 the ILO has supported Myanmar's small and medium enterprise (SME) sector through entrepreneurship development and business management trainings. Key ILO projects implemented include: 1) NORAD-funded Entrepreneurship and SME support in Myanmar (2014- 2017) which stimulated job creating among start-ups and micro and small enterprises, 2) SECO- funded Supporting Tourism in Myanmar through Business Management Training (2014-2017) which supported start-ups and MSMEs in the tourism sector, and 3) DANIDA-funded Programme on Responsible Business in Myanmar which introduced SCORE Training in the garment and the fish-processing sectors.

In general, these project interventions have focused on enhancing national implementation partners' capacity to deliver SME trainings – from ILO's Start and Improve Your Business (SIYB) and Sustaining Competitive and Responsible Enterprises (SCORE) programmes to other complementary training

products such as Business Start-Up Campaign ‘Hands Together’, Business Eye Opener, Coca Cola ‘Leht Li’ business management training for retailers.

With funding from the Norwegian Agency for Development Cooperation (NORAD) and the Swiss State Secretariat for Economic Affairs (SECO), these capacity building interventions have established a pool of 800+ certified trainers which in turn have served 41,000 + entrepreneurs, in businesses ranging from agri-fisheries and food production to tourism and hospitality services.

Two recent and future independent evaluations are relevant to the Myanmar project: i) 2019 impact assessment which reviewed the overall outcomes and impacts of the Myanmar SME support programme since 2014 (see Nelis, R. 2019. Entrepreneurship and MSME Support Project

– Assessment Report, ILO Yangon, Myanmar, 35pp) and ii) 2020 IMTE of the SCORE Phase III Global Project which reviewed the overall progress and accomplishments across countries while setting aside Myanmar for a separate IMTE given its more complex design and distinct private sector- driven BDS approach; and iii) final project evaluation planned for mid/late 2021.

The 2019 impact assessment study revealed that the ILO projects have exceeded targets, set starting from five years earlier, for number of businesses started and improved and their resulting jobs created. At the same time, the study noted that many certified trainers had stopped providing trainings.

In the current four-year phase (November 2017 to October 2021), the project focuses on developing the following services for SMEs:

SIYB is one of the largest global management training programmes for start-ups and entrepreneurs. SIYB focuses on action learning and provides practical business skills to entrepreneurs, which they can apply in their business right away. All SIYB training materials have been adapted to the Myanmar context and translated into Myanmar language. Along with the core SIYB training packages, complementary entrepreneurship training approaches have been introduced, i.e. tailored business trainings (Leht Li), rural entrepreneurship (Business Eye Opener) and business start-up campaigns.

As of mid-2020, key accomplishments for the current project phase include: i) 13,000+ existing and potential entrepreneurs trained across Myanmar, ii) a robust network of 700+ certified trainers who provide trainings to entrepreneurs throughout Myanmar, and iii) a core team of master trainers and the launching of a formally registered association/non-profit entity to coordinate and support training deliver.

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO training programme to improve productivity and working conditions in SMEs through better workplace cooperation. The global SCORE programme has been adapted to meet the needs of SMEs in the food processing industry in Myanmar. The training process combines classroom training with on-site consulting, to meet the individual needs of each company. Besides the main SCORE training packages for factories, a complementary training approach has been introduced for hotel and restaurants in the tourism sector (SCORE HoCo). In addition, demand for SCORE training is being pursued through engagement with lead buyers for target enterprises.

As of mid-2020, key accomplishments for the current project phase include: i) 115 enterprises with their 3,300+ staff members trained and coached, and ii) a core team of 30 certified trainers. It has initiated stakeholders' discussion in designing and planning prospective BDS platform/s to sustain post-project delivery of SCORE training and coaching,

VC Support helps develop selected value chains with high potential for generating SME growth and contributing to job creation and overall decent work goals. The project has undertaken value chain analyses in target sectors, through participatory approaches and technical assessment methods.

As of mid-2020, key accomplishments for the current project phase include VC interventions for: i) sea bass sector in Myeik, southern Myanmar - supporting hatcheries to increase their production capacity and productivity, and facilitating the development of training and advisory services for out-growers; ii) SMEs in tourism sector – facilitating rapid VC assessment and facilitating stakeholders' action planning to unlock the key constraints identified; iii) macadamia in Shan State – assessment and targeting of macadamia production and marketing, and recommended prioritization for follow-up VC development support.

The project's overall goal to support SME development is framed within the ILO's decent work agenda and the UN SDGs for 2030. SMEs and skills development form part of the specific targets for SDG Goal number 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The project is designed to address the ILO's priority themes for gender equality, social dialogue and inclusive development outcomes through key capacity building strategies that target:

- women entrepreneurs and SMES in remote and conflict areas;
- institutional platforms that promote joint action learning by workers, employers and government representatives; and,
- training packages that deliver blended learning, for pursuing locally relevant SME development while aligned with global labour standards and norms.

Most recently and as part of the ILO's strategic response to the Covid-19 pandemic, the project has undertaken timely interventions to ensure BDS providers are equipped to support Myanmar's SME sector to respond to COVID-19. These include: i) 2 studies on the impacts of Covid-19 on SMEs

(Food processing sector, Hotels and restaurants ii) Development of training package and delivery of ToT to equip SCORE and SIYB trainers with basic online training skills iii) Development of 2 training products on Covid19 occupational safety and health (OSH) and delivery of ToT iv) Development of Business Continuity Planning training package and delivery of ToT.

Purpose and objectives of the independent mid-term evaluation

Purpose

As the total budget of SCORE Phase III Global Project (under which the Myanmar project falls under) is over USD 5 Million, the ILO evaluation policy requires that it go through an independent mid-term evaluation, managed by the ILO. As the project design is different from other SCORE countries, the Myanmar component is to be evaluated independently from other SCORE components, as endorsed by both donors on 28 May 2019. Other SCORE components were evaluated between September 2019 and March 2020 through an independent mid-term evaluation.

Objectives

The project's performance will be reviewed with strict regard to five evaluation criteria: relevance, coherence (validity of the design), effectiveness, efficiency and sustainability.

The evaluation is expected to:

- Independently assess project progress against the log frame in achieving BDS sustainability and project exit strategies;
- Inform the ILO on how the current project strategy is working, and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives;
- List the project's key challenges in sustaining BDS activities through independent organizational and operational arrangements by in-country partners and how these challenges can be addressed;
- Inform the ILO on feasibility of sustainability strategy of SCORE Programme in Myanmar; and,
- Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders.
- The clients of the evaluation are:
 - The donors SECO and NORAD including their relevant Myanmar representations;
 - Project partner organizations, advisory committee, key government stakeholders and relevant ILO tripartite members in Myanmar;
 - ILO SCORE and SIYB global teams, SME Unit and other relevant entities at HQ; and
 - Project staff and ILO Country Office.

The evaluation will be used in the following ways:

Findings and recommendations will inform project strategy and operations design towards achieving end-of-project targets in October 2021.

As a management and organizational learning tool to support constituents and partners in forwarding decent work and social justice, especially in the context of Outcome 4 (Sustainable

enterprises as generators of employment and promoters of innovation and decent work) in ILO's Programme and Budget 2020-21.

The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's [i-eval discovery](#) evaluation database. A summary of the evaluation will be made available in public through the ILO's EVAL, SCORE, SIYB and SME websites.

Evaluation scope

The evaluation will cover the period from November 2017 to August 2020, to create an accurate and comprehensive picture of the project's context and development. A central thematic purpose for the IMTE is reviewing progress and providing strategic advice towards achieving the overall project target of sustaining BDS – for SCORE, SIYB and VC Support - through organizational, operational, financial and other critical institutional innovations.

The evaluation will critically examine the project's results framework for key outputs and outcomes towards BDS sustainability, and in particular:

- Training products development and introduction;
- Pool of trainers' capacity development, certification and continuing professional enhancement;
- The financial sustainability and commercial viability of service provision by local counterparts and the implications for long term impact and scale;
- Institutional platform/s establishment for long-term BDS coordination and support; and
- BDS demand by enterprises/entrepreneurs/other clients.

The SCORE Training has been provided with no project subsidy and SMEs pay the market rate to the trainers. The evaluation will yield results on the effectiveness of this approach (i.e., can the trainers generate sufficient income to support their business and make profit on SCORE training? Are they able to deliver the expected impact at the enterprise level? Do they have to make any significant modifications to the training to "sell" it to prospective SMEs?)

Evaluation criteria and questions

The IMTE will examine the project (all 5 components) along the following evaluation criteria and key evaluation questions:

Relevance

- How is the project effort for sustaining BDS i) aligned with the ILO's SMEs framework for Decent Work agenda, ii) responding to needs of constituents, iii) complementary to the ILO's other programmes/projects, and iv) consistent with donors' priorities – at country and global levels?
- How does the project align with and support ILO's overall strategies (DWCP, gender mainstreaming, Strategic Programme Framework and relevant SDG targets)?
- Is the intervention strategy appropriate for achieving the stated project purpose and what are the lessons learned in the design and implementation of the project?
- How responsive are the project results to the Myanmar SME sector's current and future needs for BDS in entrepreneurship, business management and value chain support? This should include assessment of relevance pre-COVID 19 and during COVID 19. Can this

project contribute lesson to projects operating under a Market Systems Development perspective?

Coherence (Validity of the design)

- Does the project design (priorities, outcomes, outputs and activities) address the stakeholder needs that were identified?
- How appropriate and useful are the indicators described in the project document in addressing the project's progress? Are the indicators gender sensitive? Are the means of verification for the indicators appropriate?
- Does the project's theory of change systematically guide future impact assessment, if any? Are the assumptions/hypotheses underpinned by evidence and lessons learned from current and previous project phases?

Effectiveness

- How far have the objectives of the project as a whole as well as for the five components and their linked or joined activities been achieved? Is the project making sufficient progress towards its planned objectives? Will the project be likely to achieve its planned objectives upon completion? What are the main constraints, problems and areas in need of further attention?
- To what extent is the progress towards expected results attributable to the project? What alternative strategies would have been more effective in achieving the project's objectives (if any)?
- Have capacities of the Government Counterparts, private sector and other relevant stakeholders been strengthened through the project interventions?
- How effective and strategic was the collaboration and coordination of the project with other ILO projects and programmes working on related issues?
- What is the overall progress in achieving project objective to support Myanmar partners towards sustainable BDS delivery of SCORE, SIYB and VC support?
- How effective is the project in achieving results for: i) introducing training products, ii) capacitating the pool of trainers, iii) establishing institutional platform/s, and iv) creating and expanding BDS demand? This should include assessment of effectiveness pre-COVID-19 and during COVID-19.
- How effectively have gender and non-discrimination issues been addressed?

Efficiency

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically and used efficiently?
- Are management capacities adequate and facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved? Does the project receive adequate political, technical and administrative support from the ILO and its national implementing partners? How is communication between the project team, the ILO and the national implementing partners? How does the project management monitor project performance and results?
- Is the project on track in its timeline of activities and achievement of end-of-project targets for sustainable BDS by Myanmar partners?

- How cost-effective is the utilization of project resources in implementing strategies and activities to deliver project outputs and outcomes for sustaining BDS, including addressing gender equality and non-discrimination in the implementation and results? Could the same results be attained with fewer resources?
- How are contingencies dealt with including for Covid19, and to what extent mitigation and corrective actions are taken when required?

Sustainability

- Are there any indicators (emerging evidence) that show that the outcomes of the project will be sustained (e.g. systems, financial returns at provider and other levels, capacities and structures)?
- Does the project have a sustainability strategy in place at the inception of the project, or was it designed at a later stage? How well has the project drafted the exit and sustainability strategy, and to what extent is the engagement with and co-ownership by Myanmar partners?
- What are the prospects and risks for post-project sustainability of BDS currently being planned, developed and/or supported?
- Which institutional models for building BDS platforms, as planned and/or introduced by the project, would likely lead to more sustainable and independent SME support services?
- What follow-up value-adding ILO interventions, beyond the current project phase, could be strategic and critical in sustaining BDS for Myanmar SME sector? Are the results of the project likely to be replicated or up-scaled in Myanmar? What sustainability mechanisms are in place and what measures already exist and what measures can be recommended for promoting long-term sustainability of the SME Myanmar support project? (The focus here is to gauge the possible replication and up scaling of these sustainability mechanisms and interventions).
- A more detailed analytical framework of questions and sub-questions will be developed by the evaluator as part of the inception report and in agreement with the Evaluation Manager.

Methodology to be followed

The methodology should include examining the intervention's Theory of Change (or if feasible reconstructing one if the TOC is not in place). The evaluation will apply a set of mixed-methods, analysing both quantitative and qualitative data, and will integrate gender equality other non-discrimination issues as a cross-cutting ILO concern throughout its methodology and all deliverables, including the final report. The evaluation will follow guidance note 4 on integrating gender, as well as the guidance note on norms and standards. See Annex section.

The evaluator may adapt the methodology, especially in light of Covid-19 restrictions in the country, subject to the agreement with the evaluation manager, and reflected in the inception report. The following data collection techniques will be used during the evaluation:

Desk review

Myanmar Sustainable Development Plan 2018-30 and related national government plans); ILO's strategic plan and P&B 2020-21; and DWCP Myanmar 2018-21

Global SCORE III project document, SME Myanmar support project document, relevant evaluation reports and impact assessments, DWCP country reports to tripartite advisory group (please use exact term that exists in Myanmar), project advisory committee minutes, donor reports on technical and financial progress.

Key documents from a) project management information system (MIS) and b)

SCORE and SIYB global knowledge sharing platforms

M&E data from databases managed by a) project team and b) SCORE and SIYB global teams

Key informant (individual/small-group) interviews (virtual/e-mode) and survey:

Project team (staff, consultants, service providers)

ILO internal stakeholders (country office and HQ)

Donors (SECO and NORAD in both country office and HQ)

In-country stakeholders (relevant government entities, private sector, non- government entities and ILO constituencies)

Implementing partners/ BDS providers (master trainers, trainers and platforms)

BDS users/clients (SME managers and staff, actors in VCs and market systems)

Questionnaires developed in support of interviews/surveys that will be filled up by key informants, especially in cases where travel would not be possible due to COVID-19 restrictions.

Supplementary fieldwork, subject to Covid19 restrictions

Case BDS providers (representing master trainers and trainers, including those affiliated/un-affiliated with BDS platforms and currently active/inactive trainers)

Case BDS users (representing key enterprise-types, business sectors and geographic locations)

The evaluator will develop systematic data collection tools (i.e. checklists, guides and/or questionnaires as part of the inception report to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency in interviews. This will also help the evaluator identify knowledge gaps that need to be verified and validated through the interviews.

The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

On the final day of data collection, the evaluator will present preliminary findings to the project team and relevant ILO staff in Myanmar and at HQ. Upon completion of the report the evaluator will take part in a teleconference to provide a debriefing to SECO, NORAD and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

Limitations:

The limitations of the proposed evaluation methodology are acknowledged:

Quantifying the preliminary and anticipated outcomes of training/capacity development interventions in SMEs poses many challenges. Many SMEs do not track performance indicators (KPIs) and thus cannot provide accurate baseline data or progress data. Many enterprises consider the data as confidential and are reluctant to share data with trainers or project staff.

The continuing uncertainty and volatility over the Covid19 pandemic present major challenges in data collection, particularly for field level and face-to-face interactions with data sources. Methodology may be necessarily adapted and/or improvised by the evaluator, through joint discussion and agreement with the ILO.

Deliverables by the contractor

The evaluator expects the following deliverables:

Outputs	Description	Approx. length	Tentative timeframe
0. Contracting	Signature of contract and code of conduct for evaluators are finalized		26 October 2020
1. Desk review and inception report	During the desk review, the evaluator is expected to review key documents related to the project and submit an inception report (10 pages maximum + annexes) outlining the evaluation approach and methods, a final work plan and questionnaire (refer to Annex 2 Checklist: Writing the Inception Report).	10 pages maximum + annexes	6 November 2020
2. Key informant interviews' progress report	Upon approval of the inception report, the evaluator will conduct remote/virtual interviews, with the project team assisting to contact and arrange with target informants. Progress report summarizes the list of key informants interviewed, and key data collected as well as gaps.	5 pages maximum + annexes	17 November 2020

3. Supplementary fieldwork progress report	In-country fieldwork to visit and interview BDS providers and clients (list of cases to be proposed by evaluator and endorsed by the ILO - To be discussed and adapted as relevant in light of travel restrictions or possibility of working with a local consultant. Progress report summarizes the list of case BDS providers and clients visited, and key data collected.	5 pages maximum + annexes	24 November 2020
4. Debriefing of preliminary findings	The evaluator will present preliminary findings to the project team and relevant ILO staff in Myanmar and at HQ.	½ day	25 November 2020
5. Draft evaluation report	The draft evaluation report describes the findings and recommendations (See Annex 5: Preparing the evaluation report); The report will follow EVAL format template, including a title page (Refer to Annex 6: Filling in the evaluation title page), lessons learned and good practices (following the relevant template). The quality of the report will be determined based on conforming to the EVAL quality standards (See Annex 7: Rating the quality of evaluation reports).	30 pages + Annexes	4 December 2020
6. Final evaluation report	A final evaluation report is to be submitted within one week after receiving final comments on the draft report. The final evaluation report is subject to approval by the ILO Evaluation Office	30 pages + Annexes	20 January 2021
7. Evaluation summary	An evaluation summary is to be submitted based on the evaluation report executive summary (refer to Annex 6 Writing the evaluation report summary).	4 pages	26 January 2021
8. Debriefing	A debriefing is to be provided by the evaluator (at the discretion of the ILO country director) and to SECO, NORAD and	½ day	29 January 2021
	the ILO at the end of the evaluation process.		

Specifications:

Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed as well as included in the evaluation summary.

All deliverables must be prepared in English, using Microsoft Word, and delivered electronically to ILO. ILO will have ownership and copyright of all deliverables.

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and approved by the Evaluation Office.

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process and incorporate or reflect consideration of amendments proposed by ILO.

The Contractor will be responsible for:

The design, planning and implementation of the evaluation and the write-up of the evaluation report (the total length of the report should be a maximum of 30 pages for the main report, excluding annexes; additional annexes can provide background and details on specific components of the project evaluated. The report should be sent as one complete document), using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline;

Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;

Making themselves available, if required, to take part in briefings and discussions, online or, if necessary, at the ILO Geneva Office or other venues, on mutually agreed dates, in line with the work outlined in these ToRs.

Annex 3: List of Training Courses

Title	Product Type	Delivery Mode	Duration	Target Participants	Languages
I. SME Development and Business Management					
Generate and Start Your Business (GYB-SYB)	Training package, under SIYB programme	classroom	40 hrs over 5 days	Potential entrepreneurs	Myanmar & English
Improve Your Business (IYB)	Training package, under SIYB programme	classroom	16 hrs over 2 days (per module)	Existing entrepreneurs	Myanmar & English
IYB for Tourism	Training module, add-on to IYB package	classroom	16hrs over 2 days (per module)	Existing entrepreneurs	Myanmar & English
Gender and Entrepreneurship Together (GET Ahead)	Training package	classroom	32hrs over 5 days	Women entrepreneurs	English
Business Eye Opener (BEO)	Mini-training package	classroom	8hrs over 1 day	Farmer and micro/small rural entrepreneurs	English
Leht Li basic	Mini-training package	classroom	2hrs over 1 day(per module)	Small-scale retailers	English
Leht Li advanced	Mini-training package	classroom	2hrs over 1 day(per module)	Small-scale retailers	English
Boosting Sales	Training module, add-on to IYB package	classroom	21hrs over 3 days	Existing entrepreneurs	English
Business Start-Up Campaign	Promotional and learning event	public event	16hrs over 4 days (including presentation days)	Potential entrepreneurs	Myanmar
II. SME Support in Manufacturing and Hospitality Sectors					
SCORE Manufacturing	Training and consulting package: 6 modules	classroom/online training and consulting visits	Per module. Classroom training: 7 hours over 1 day. Consulting: 9 hours over 3 days	Manufacturing SMEs: mostly food processing	Myanmar & English

SCORE Hospitality Coaching (HOCO)	Training and consulting package: 4 modules	classroom/online training and consulting visits	Per module. Classroom training: 8 hours over 1 day. Consulting: 9 hours over 1.1/2days	SME hotels, restaurants and tea-houses	Myanmar & English
Covid-19 Safety for Factories	Training module	online training and consulting visits/calls	12 hrs over 6 days	Manufacturing SMEs: mostly food processing	Myanmar & English
Covid-19 Safety for SMEs	Training module	online training	6-8hrs over 2-3 days	MSMEs from all sectors, but with focus on hotels, restaurants, shops	Myanmar & English
Business Continuity Planning (BCP) for Factories	Training and consulting package: 4 modules	online training and consulting visits/calls	Training: 28hrs over 14 days. Consulting: 6 days x 2 hours	Manufacturing SMEs: mostly food processing	Myanmar & English
III. Training of SME Trainers					
SIYB(GYB-SYB-IYB)	Training programme	classroom	64 hrs over 8 days	For certification as trainers by ILO Geneva	Myanmar & English
SCORE Manufacturing	Training and consulting package: 6 modules	classroom and consulting visits	TOT per module: 28 hours over 4 days	For certification as trainers by ILO Geneva	Myanmar & English
SCORE Hospitality Coaching (HOCO)	Training and consulting package: 4 modules	classroom and consulting visits	TOT for whole package: 28 hours over 4 days	For certification as trainers by ILO Geneva	Myanmar & English
Covid-19 Safety for Factories	Training module	online training and consulting visits/calls	12 hrs over 6 days	For certification as trainers by ILO Yangon SME Project	Myanmar & English
Covid-19 Safety for SMEs	Training module	online training	6-8hrs over 2-3 days	For certification as trainers by ILO Yangon SME Project	Myanmar & English
Business Continuity Planning (BCP) for Factories	Training and consulting package: 4 modules	online training and consulting visits/calls	Training: 28hrs over 14 days	For certification as trainers by ILO Yangon SME Project	Myanmar & English

Gender and Entrepreneurship Together (GET Ahead)	Training package	classroom	16 hrs over 2 days	For certification as expert trainers by SIYB Myanmar	English
Business Eye Opener (BEO)	Mini-training package	classroom	24 hrs over 3 days	For certification as expert trainers by ILO	English
Leht Li basic	Mini-training package	classroom	16 hrs over 2 days	For certification as expert trainers by ILO	Myanmar & English
Leht Li advanced	Mini-training package	classroom	16 hrs over 2 days	For certification as expert trainers by ILO	Myanmar & English
Boosting Sales	Training module, add-on to IYB package	classroom	16 hrs over 2 days	For certification as expert trainers by SIYB Myanmar	English
Basic Skills for Online Training	Mini-training package	Online	6hrs over 2 days	Trainers in SIYB programme and other SME trainings	Myanmar

Annex 4: Achievements against the Results Framework

Outcome/Output	Indicator	Current Progress (September 2020)
Outcome 1: Entrepreneurship training is available to MSMEs, policy support to MSMEs is improved, and the capacity of the SIYB platform is developed.	1000 MSMEs improved 200 enterprises started 2,000 decent jobs created	3687 MSMEs improved 731 enterprises started 9,675 decent jobs created
Output 1: Institutional capacity of an SIYB platform is developed.	Annual business plan of an SIYB platform is financially balanced	2019: in profit. 2020 reliant on ILO due to COVID-19
	300 certified trainers deliver at least 1 TOE every 6 months	570 certified trainers deliver at least 1 TOE every 6 months
	8 new training products developed (including 2 exclusively for women entrepreneurs)	6 new training products developed (including 2 exclusively for women entrepreneurs)
	20 ToEs carried out in remote and conflict-affected areas	70 ToEs carried out in remote and conflict-affected areas per year
Outcome/Output	Indicator	Current Progress (September 2020)
Outcome 2: Implementation partners embedded SCORE Training into programs	6 IPs providing SCORE Training	1 IP providing SCORE Training. 182 enterprises trained by programmes influenced by SCORE Training (indirectly trained).
	100% of SCORE training cost covered by non-ILO resources	100% of SCORE training cost covered by non-ILO resources.
Output 3: National training of trainers and quality assurance systems are in place.	17 certified and active trainers in the food processing sector (at least 40% female)	20 certified and active trainers in the food processing sector (at least 58% female)

	17 certified and active trainers in the tourism sector (at least 40% female)	11 certified and active trainers in the tourism sector (at least 54% female)
Output 4: Awareness of policy-makers and social partners on productivity, decent work and SME policies is increased. Deliver awareness raising activities on productivity, decent work and SME policies to policy-makers Conduct Project Advisory Committee (PAC) meetings, with engagement of policy-makers (see 1.6) Use ILO office-level engagement with social partners and sector coordination groups to raise awareness of relevant themes related to productivity, decent work and SME policies	2 Project Advisory Committee (PAC) meetings conducted per year 60 policy makers participate in awareness raising activities	2 Project Advisory Committee (PAC) meetings conducted per year Planned for next year
Outcome 3: Lead buyers develop suppliers through SCORE Training	2 lead buyers promoting SCORE Training in their supply chains	1 lead buyers promoting SCORE Training in their supply chains
Output 5: Partnerships developed with lead buyers to promote SCORE training to their suppliers Identify lead buyers interested in promoting SCORE training to their suppliers Develop agreements with lead buyers to promote SCORE training to their suppliers and to provide financial or other support to the delivery of SCORE training Comprehensive promotional materials and guidance notes (incl. on how to deal with due-diligence concerns) when targeting lead buyers have been made available	3 case studies documented	0 case studies documented
Output 6: Awareness of lead buyers raised on advanced supplier development practices that go beyond social compliance audits Develop good practice guide for supplier development Organize events to raise awareness of lead buyers on advanced supplier development practices		(Not implemented, following results for Output 5, which indicated that this target is relatively less relevant for Myanmar)

Output 7: Constraints addressed in value chain of sea bass or similar species.	2 sea bass hatcheries receive training on improved production and management skills 30 sea bass farmers receive training on improved production and management skills.	2 sea bass hatcheries receive training on improved production and management skills 140 (14 women) sea bass farmers receive training on improved production and management skills.
Output 8: Constraints addressed in tourism value chains Conduct participatory value chain analysis (VCA) and follow up activities in high potential destinations Deliver follow-up support to value chain actors in destinations where participatory VCA was already conducted, in order to consolidate improvement	3 participatory value chain analyses conducted in high potential destinations Follow up activities conducted in 8 destinations where participatory value chain analysis was carried out	4 participatory value chain analyses conducted in high potential destinations Follow up activities conducted in 7 destinations where participatory value chain analysis was carried out
Output 9: Constraints addressed in other value chains with high potential for SME development Carry out value chain analysis in relevant value chains with high potential for SME development Plan and implement interventions to address constraints in the target value chains	2 value chain analyses conducted in relevant value chains with high potential for SME development 4 interventions implemented to address constraints in target value chains	1 value chain analyses conducted in relevant value chains with high potential for SME development
Immediate Objective / Outcome 5: Monitoring, evaluation, learning systems and communication implemented		
Output 10: M&E system developed, implemented and documented Collect sex disaggregated baseline data and monitor the training sessions Document results Run impact assessments	2 impact assessments produced (mid-term and end of project) 2 evaluations produced (mid-term and end of project) Indicators about training delivery are produced monthly and shared with strategic partners	1 impact assessment produced (mid-term and end of project) Indicators about training delivery are produced quarterly and shared with strategic partners
Output 11: Communications strategy is developed and implemented Produce targeted communications to promote SME training packages	Communication plan developed every year	

Annex 5: Results of Training Evaluations for all Courses

Participants' End-of-Training Evaluation for GYB-SYB/IYB ToTs (May 2019 – September 2020)

No.	Evaluation Question	Evaluation Score (N=169)				Evaluation Score (N=2188)			
		1	2	3	Average	1	2	3	Average
1	Do you think that this training intervention has covered the steps important to improve a business?	1	37	131	2.8	8	267	1913	2.9
2	Did the training intervention cover what you expected to be covered before the training intervention started?	1	48	120	2.7	10	455	1723	2.8
3	Do you think that you can finish and present an GYB-SYB/IYB training with confidence now?	0	47	122	2.7	27	446	1715	2.8
4	Were you able to share your experiences and queries with other participants during the training intervention?	0	32	137	2.8	10	240	1938	2.9
5	Did the trainers help you to understand the steps in the GYB-SYB/IYB materials?	0	21	148	2.9	13	216	1959	2.9
6	Will you be able to use the knowledge you gained and the GYB-SYB/IYB manuals without further assistance?	3	63	103	2.6	64	649	1475	2.6
7	What do you think about the length of the training intervention?	2	56	111	2.6	65	343	1780	2.8
8	What do you think about the classroom and the services provided during the training?	4	37	128	2.7	74	269	1845	2.8

Overall evaluation score for training	2.7	2.8
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Participants' End-of-Training Evaluation for COVID 19 Business Continuity Planning(BCP) for SME Factories TOTs - (1 COVID 19 Business Continuity Planning(BCP) for SME Factories TOTs with 11 participants, June-Sep 2020)

No.	Evaluation Question	Evaluation Score (N=11)					Average
		1	2	3	4	5	
1	The subject matter was covered in sufficient detail	0	0	0	7	4	4.4
2	The difficulty of the training was suitable for my background and experience	0	2	1	5	3	3.8
3	The pace of the training was appropriate	0	0	1	8	2	4.1
4	The handouts were effective	0	0	0	7	4	4.4
5	Participants were encouraged to actively participate	0	0	0	10	1	4.1
6	The translation of the training was adequate	0	0	0	6	5	4.5
7	Do you think you will now be able to deliver the OSH training package effectively	0	0	1	7	3	4.2
Overall evaluation score for training							4.2

Participants' End-of-Training Evaluation for SCORE Manufacturing ToEs -(46 SCORE Manufacturing ToEs with 590 participants from 30 Enterprises, May 2019-Sep 2020)

No.	Evaluation Question	Evaluation Score (N=46)					Average
		1	2	3	4	5	
1	How useful was the module content for your enterprise?	0	0	0	19	27	4.6
2	How useful was the training manual for the module?	0	0	1	22	23	4.5
3	How useful was the baseline visit of the trainer?	0	0	2	10	34	4.7
4	How useful was the module TOE workshop?	0	0	2	14	30	4.6
5	How useful were the enterprise visits?	0	0	1	8	37	4.8
6	How large was the impact of the SCORE module on your enterprise?	0	0	1	14	31	4.7
7	How satisfied are you with the services of the trainer?	0	0	1	6	39	4.8
8	Was the trainer well prepared and on time?	0	0	0	14	32	4.7
9	How good was the advice provided by the trainer?	0	0	1	10	35	4.7
10	Was the trainer committed and engaged throughout the module?	0	0	0	8	38	4.8
11	Would you recommend SCORE to other enterprises?	0	0	0	10	36	4.8

Overall evaluation score for training	4.7
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Participants' End-of-Training Evaluation for SCORE HoCo ToEs

(11 SCORE HoCo ToEs with 192 participants from 9 Hotel/Restaurant, May 2019-Sep 2020)

No.	Evaluation Question	Evaluation Score (N=11)					Average
		1	2	3	4	5	
1	How useful was the module content for your enterprise?	0	0	0	2	9	4.8
2	How useful was the training manual for the module?	0	0	0	11	7	7.2
3	How useful was the baseline visit of the trainer?	0	0	1	3	7	4.5
4	How useful was the module TOE workshop?	0	0	0	3	8	4.7
5	How useful were the enterprise visits?	0	0	0	1	10	4.9
6	How large was the impact of the SCORE module on your enterprise?	0	0	0	4	7	4.6
7	How satisfied are you with the services of the trainer?	0	0	0	2	9	4.8
8	Was the trainer well prepared and on time?	0	0	0	1	10	4.9
9	How good was the advice provided by the trainer?	0	0	0	2	9	4.8
10	Was the trainer committed and engaged throughout the module?	0	0	0	1	10	4.9
11	Would you recommend SCORE to other enterprises?	0	0	0	0	11	5.0
Overall evaluation score for training							5.0

Participants' End-of-Training Evaluation - OSH for SME ToEs

(20 OSH for SME ToEs with 138 participants from 33 SMEs, June-Nov 2020)

No.	Evaluation Question	Evaluation Score (N=119)					Average
		1	2	3	4	5	
1	How useful was the module content for your enterprise?	0	0	1	36	82	4.7
2	How useful was the training manual (PowerPoint and handouts) for the module?	0	0	1	39	79	4.7
3	How useful was the module TOE workshop?	0	0	1	36	82	4.7

4	How large was the impact of the SCORE module on your enterprise?	0	0	2	32	85	4.7
5	How satisfied are you with the services of the trainer?	0	0	0	21	98	4.8
6	Was the trainer well prepared (Before and during Training) and on time?	0	1	7	32	79	4.6
7	How good was the advice provided by the trainer?	0	0	4	20	95	4.8
8	Was the trainer committed and engaged throughout the module?	0	0	0	2	117	5.0
9	Would you recommend OSH/BCP to other enterprises?	0	0	0	0	119	5.0
Overall evaluation score for training							4.8

Participants' End-of-Training Evaluation - OSH for SME Factories ToEs (11 OSH for SME Factories ToEs with 133 participants from 27 Enterprises, June-Sep 2020)

No.	Evaluation Question	Evaluation Score (N=43)					
		1	2	3	4	5	Average
1	How useful was the module content for your enterprise?	0	0	5	17	20	4.4
2	How useful was the training manual (PowerPoint and handouts) for the module?	0	0	3	25	14	4.3
3	How useful was the module TOE workshop?	0	0	4	17	21	4.4
4	How useful were the enterprise visits? (Face to Face or Call Visit)	0	0	9	15	17	4.2
5	How large was the impact of the SCORE module on your enterprise?	0	0	4	19	19	4.4
6	How satisfied are you with the services of the trainer?	0	0	0	15	27	4.6
7	Was the trainer well prepared (Before and during Training) and on time?	0	0	8	13	21	4.3
8	How good was the advice provided by the trainer?	0	0	3	15	24	4.5
9	Was the trainer committed and engaged throughout the module?	0	0	0	1	41	5.0
10	Would you recommend OSH/BCP to other enterprises?	0	0	0	3	40	4.9
Overall evaluation score for training							4.5

Annex 6: List of Stakeholders Consulted

Position	Name	M/F
Project Manager	Dindo Campilan	Male
Technical Officer (Value Chain Development and SME training), ILO	Jonathan Bird	Male
National Project Coordinator	Thurein Win	Male
Monitoring and Evaluation Officer	Aye Pearl Hlaing	Female
Marine Research Station , Kyusu, Myeik	Ms. Nyunt Htay	Female
Liaison officer	Donglin Li	Male
Project Assistant	Kyi Phyu Aung	Female
Vision Zero Fund Project	Maria Infante	Female
Global manager for SCORE	Michael Elkin	Male
VCD and Entrepreneurship Coordinator	Merten Sievers	Male
International Expert Trainer	Jeff Kristiantos	Male
Myeik District Fisheries Federation	U Thaug Myint	Male
Marine Research Station	Ms. Nyunt Htay	Female
Trainer	Ngwe Nyunt Shin	Female
Trainer	May Bagyi Han	Female
Trainer	Naw Julie Aung	Female
MT	Myint Myint Sein @ Minty	Female
MT	Lin Myat	Male
Trainer	Thandar Kyi	Male
Trainer	Tin Oo	Male
Department of Fisheries	U Kyaw Soe Tun	Male
Ministry of Commerce	U Myint Lwin	Female
SIYB Myanmar Association	Ni Mya Si @ Jenny	Female
	Phyo Zar Zar Maung	Female
	Lei Lei Win Than	Female
	Mike Aung Myint Tun	Male
	Myo Myat Mon	Female
	Than Win Aung	Male
	Sun Lwin	Male
	Lin Myat	Male
United KMK hatchery	Khin Maung Kyaw	Male
MT	Phyo Zar Zar Maung	Female
MT	Htay Yin Win	Female
MT	Saw Gideon	Male
MT	Kyi Lin	Male
SIYB MT, Get Ahead Trainer	Kyaw Min Oo	Male
SIYB MT, Get Ahead Trainer	Khin Moe Phyu	Male
Trainer	Daw Myint Myint Thein	Male
Trainer	Htoo Zaw Wai	Female
Trainer	Nyi Nyi Naing	Female
Trainer	Shwe Witt Yee	Male
Trainer	Phoo Pwint Aung	Female

Trainer	Zaw Min Soe	Female
Trainer	Phyu Phyu Aye	Female
MT	Ni Mya Si @ Jenny	Female
MT	Khin Than Htay @ Queenie	Female
MT	Yin Myint @ Hsu Mon	Male
MT	Kai Kho Let	Male
Trainers	Aung Hlaing Myint	Male
Trainers	Yamin Aung Swe	Female
Trainers	Yee Lei Han	Male
Department of Fisheries	U Kyaw Soe Tun a	Male
Department of Fisheries	U Nyunt Win	Male
MT	Aung San Kyaing	Male
Trainer	Than Win Aung	Male
Trainer	Myo Thu Zar Kyaw	Female
Expert Trainer	Vijay Allaham	Male
Trainer	Naw Julie Aung	Female
SME Agency	Daw Aye Aye Win	Female
SME Agency	Dr. Ei Shwe Sin Htun	Male
Ministry of Hotel and Tourism	U Naung Naung Lin Aung	Male
	U Aung Thu/ U Hla Myint	Female
	U Zeyar Myo Aung	Male
Ministry of Commerce	U Myint Lwin	Male
	U Myint Wai	
INGO partner	Mr. Gustavo Caverio	Male
INGO partner, GIZ	Mr. Johannes Wagner	Male
Two Sweet- Delicious Food	Daw Aye Aye Khine	Female
Online Shopping (Selling Fruits)	Daw Thiri Ko Ko	Female
Taung Tan Ni (Green Tea production and selling)	Daw Chaw Thet Thet Htun	Female
Kyaw (HD, Video & Photo studio)	U Phoe Kyaw	Male
Ngwe Moe (Trading)	U Aung Aung	Male
Freelance	U Sa Thu Htet Aung	Male
Freelance	U Ye Htwe San	Male
Walco	Dr. Khin Hlaing	Female
Myat Swam Oat (Healthy & Herbal Food Industry)	Daw Thi Thi Win Su Pyae Htet	Female
Pwint San Yin (Rice Mill)	Daw Wit Ye Zaw	Female
Ziwaka (Traditional medicine)	Daw Ei Ei Tun	Female
Soe Min Htike(Happy Gps&CCTV cable & services), Riway international steam cell marketing)	U Soe Min Htike	Male
Walco	Dr. Khin Hlaing	Female
Phyo Dana	Than Hlaing	Male
Sandar Hein garments	Owmmar Win	Female
Director SME Development Department, Ministry of Planning, Finance and Industry.	DISI, Dr. Ei Shwezin Htun	Female

Mya Sein Dipar (Green Land Motel), Bagan (M1, M2,M3)	Daw Tin Mar Nyein	Female
Hpa-an Breese Hotel, Kayin State(M1,M2)	Daw Nan Chaw Su Yin	Female
Shwe Yaung Lin Restaurant, Mandalay (M1,M2,M3,M4)	U Win Naing Lwin	Male
Mya Sein Dipar (Green Land Motel)	Daw Tin Mar Nyein	Female
MMI Logistics Co.,LTD	Daw Hla Hla Yee	Female
MEF Intl' Ltd (Rice Mill)	U Kyaw Lin Tun	Male
Lay Mon Co. Ltd (production of school dress)	Daw Lay Lay Mon	Female
Zay Thet Tant Paper Offset Printing	U Zayar Htun	Male
Ahla Su Business Group	U Kyaw Swar	Male
Kaung Mon Thant (Groundnut Oil Manufacturing and Distribution)	Daw Nyo Nyo Seint	Female
Nan Htet Myanmar(Traditional Food Processing, Selling and Agriculture services) company	Daw Nan Htet Htet Aung	Female
Royal Mogoke ticketing & travels	Daw Nan Shwe Zin Phyo	Female
Start/ Aung Thida (Fish Crackers)	Daw Thidar Oo	Female
Aung Zabu (Firewood / fuel production)	U Aung Kyi Soe	Male

Annex 7: Key Features of a Market Systems Development Approach

The market systems development approach is closely related to the value chain approach. Value Chain Development (VCD) is concerned with ensuring greater benefits for poor and excluded groups from economic growth and development. These outcomes do not result automatically from more competitive value chains. VCD is traditionally associated with the pursuit of **upgrading strategies**, including:

- **economic upgrading** such as increasing efficiency and output, to access to new market channels and industry knowledge,
- **social upgrading**, including inclusive growth which is economic growth that is distributed fairly across society and creates opportunities for all and focuses on the portion of the gains from economic upgrading captured by the target groups in a given firm or sector.
- **Gender relations** are a primary component of both social and economic upgrading, and shape how the value chain functions at each level. This includes factors ranging from the types of jobs that are available to men and women, to differences in remuneration.
- **environmental upgrading** occurs when companies improve their environmental performance, such as through reducing consumption of energy and water, and eliminating waste in production processes. This is an important determinant of the sustainability and resilience of value chains.

Market systems development does not prescribe a set of 'blueprint' interventions or a menu of policy prescriptions but rather it is a suite of principles and practices to guide practical interventions that can lead to positive social, economic and environmental outcomes. MSD is

- Analysis-led, it should include thorough analysis of how and why systems function to identify levers to reducing poverty and inequality;
- Focused on facilitation. Catalysing desired behaviour changes that build on genuine incentives and capabilities of local market actors to succeed in the long-term.
- Based on adaptive management. Outcomes are neither straightforward nor predictable, so finding viable pathways to systemic change requires time and experimentation with flexible and iterative 'trial and error' implementation with a commitment to ongoing measurement and learning.

The ultimate concern is to work towards **sustainable change** such that benefits continue beyond the period of intervention and **scale of impact** in that change leads to improvements in the livelihoods or well-being of large numbers of women and men beyond the initial intervention locations.

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Project Database

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Quarterly reports Q1 2018, Q1 2019, Q1 2020, Q2 2018, Q2 2019, Q2 2020, Q3 2019, Q3 2020, Q4 2018, Q4 2019

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Value Chain Assessment Mawlamynie

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