Cluster Independent Evaluation of:
Entrepreneurship Development and SME
Support in Myanmar and Supporting Tourism
in Myanmar through Business Management
Training

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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

Contents

List of abbreviations

AAT BC	Aye Aye Thant Business Centre
BDS	Business Development Service
CEFE	Competency based Economies through Formation of Entrepreneurs
CSO	Civil society organization
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
Danida	Danish International Development Assistance
FGD	Focus-group discussion
GIZ	German Agency for Technical Cooperation
GYB	Generate Your Business
ILO	International Labour Organisation
INGO	International non-governmental organisation
IYB	Improve Your Business
M&E	Monitoring and evaluation
MF	Micro finance
MOI	Ministry of Industries
MFI	Micro finance institute
MTF	Myanmar Tourism Federation
MHT	Ministry of Hotels and Tourism
MMK	Myanmar Kyatts
MOLES	Ministry of Labour
MPSDF	Myanmar Private Sector Development Framework
NLD	National League for Democracy
NGO	Non-governmental organisation
NORAD	Norwegian Agency for Development Cooperation
OECD	Organisation for Economic Co-operation and Development
PAC	Project Advisory Committee
ROAP	ILO Regional Office for Asia and the Pacific
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	State Secretariat for Economic Affairs (Swiss Government)
SEZ	Special Economic Zones
SME	Small and Medium Enterprise
SIYB	Start and Improve Your Business
TVET	Technical and Vocational Education and Training
VCA	Value chain analysis
UMFCCI	Union of Myanmar Federation of Chamber of Commerce and Industries
UNIDO	United Nations Industrial Development Organisation
USD	US dollars

Executive summary

Myanmar has undergone profound changes in recent years in both political and economic terms. In 2013, these changes enabled the ILO to embark on two projects of support to the SME sector through the ILOs Start and Improve Your Business methodology. The two projects were supported financially by the Norwegian and the Swiss government with budgets of 4.1 mill. USD and 1.1 mill. USD respectively.

Both projects are now working under the guidance of a Project Advisory Committee (PAC). In the SECO-funded project in the tourism sector, the PAC includes representatives from the Ministry of Hotel and Tourism (MoHT); the Myanmar Tourism Federation (MTF) and the associations under the MTF; and the Tourism Development Bank, which is currently under construction. The PAC for the NORAD-funded project includes representatives from the SME Development Department, under the Ministry of Industry; the Myanmar Young Entrepreneurs Association; and UAB Bank. In addition, SIYB Master Trainers are represented on both of the PACs.

The SME sector makes up the main part of the private sector in Myanmar, and is the most important base for employment creation. The business sector is still poorly developed in Myanmar and the sector has been relatively isolated, with little support in terms of skills training, access to finance or links to external markets.

The two SME projects shared many of the same goals from the outset, including the establishment of a delivery structure for the SIYB training, and training of entrepreneurs in the SME sector with the ultimate aim to increase their turn-over, job creation and stimulate new business start-up. In other areas, the two projects had different objectives: The NORAD project aimed to adapt the training approach to also reach out to potential entrepreneurs in the rural areas and to establish a solid system of monitoring and evaluation. The SECO project meanwhile focused on the tourism sector and aimed to influence the policy level through the conduct of studies to show existing skills gaps and support needed.

The evaluation mission was based on desk reviews and meetings with most of the projects stakeholders such as the ILO SME project team, other ILO projects, government partners, social partners, private sector entities such as BDS providers, SIYB trainers, entrepreneurs, and donors. The evaluation team in particular collected data on SIYB trainers and Master Trainers in order to focus on the sustainability of the SIYB training network.

Findings show that the SME projects from the outset addressed a relevant issue in Myanmar as there was very little experience with SIYB training. During the course of the two projects, the relevance was further enhanced through the development of partnerships with a range of private sector partners and methodological adaptations to the SIYB training approach.

The two projects were designed based on a standard SIYB approach that enabled the effective implementation in terms of training materials adaptation, translation and printing, selection of trainers and training through the international Master Trainers network. At this point, the Myanmar context still demands a high degree of adaptation to specific needs, which needs to be further developed in the future.

Project effectiveness has been above expectations for both of the projects. In terms of trainers trained, the NORAD project has trained 578 trainers (269 certified and 16 Master Trainers) and trained 6,163

entrepreneurs, while the SECO project has trained 370 trainers (122 certified trainers and 8 Master Trainers) and trained 3,593 entrepreneurs. Put together, the two projects have trained 948 trainers with 391 certified trainers and 24 master trainers. Training of entrepreneurs has reached more than 9,500. In addition, the NORAD project has reached out to 775 potential entrepreneurs in the rural sector, and links have been established with relevant micro finance institutions, most importantly the Vision Fund.

In terms of unexpected outcomes, the projects have:

1) Established cooperation with the GIZ on action learning and support to regional BDS providers outside Yangon through a combination of the ILOs SIYB and the GIZ CEFE approach.
2) In selected sectors such as agriculture and fishery, value chain analyses have been carried out and provide a network and a knowledge base for the coming SECO-NORAD funded project.
3) The SCORE training approach for medium-sized enterprises has been adapted in a shorter version, trainers trained and tested with a group SMEs with positive feedback on content and applicability.
4) The project has established programmes with private sector partners such as the AAT Business Centre in Mandalay and Coca Cola with an outreach programme to young entrepreneurs and retailers, respectively. Both of these innovative programmes reach out to new segments of the SME sector.

Efficiency has overall been satisfactory with the attainment of project objectives despite a late start to the project and a loss of approx. 20 per cent of financial funds due to the depreciation of the dollar. Effectiveness of management has also been good with shared competencies within the SME project team supported by the uniform design of the two projects. Project Advisory Committees, however, were only established rather late due to the political changes in Myanmar after the elections in 2015. As a consequence, the project has provided a platform for collaboration but has not yet managed to influence policies substantially in the tourism and SME sectors.

Impact at the level of the entrepreneurs makes up an impressive 1,800 new businesses, increased turn-over for more than 1,200 enterprises and jobs created for more than 7,700 persons.

Meanwhile, attention needs to be given to the technical, financial and institutional sustainability of the SIYB trainers network in the future. Technical sustainability need to be consolidated due to the relatively short experience of many SIYB trainers, and financial sustainability needs to be made feasible for a larger group of trainers, not least in relation to micro enterprises and the rural sector. Institutional sustainability also needs special attention as no national host is envisaged. Among the master trainers, data collected during the evaluation show that they are diverse in terms of background and outlook for the future.

Lessons learned relate to:

a) the methodological innovations towards on-site counselling and action learning techniques, which have a proven effect on applicability and enterprise performance and may become the start of a new era of less text-based training approaches;

b) the lessons learned in relation to SIYB training delivery sustainability, which need a period of targeted support to the human resources created in order to consolidate and develop competencies and ensure stable markets for SIYB training and related SME support services.

- **Recommendation 1:** SIYB training materials should be further adopted to reach a wider audience on the basis of translation into local languages, adaptation to business terms in the local contexts and focus on those aspects of the business management training that are most in need, e.g. marketing skills as opposed to the focus on production.
- **Recommendation 2:** The new SME project should expand on the methodological innovations made in relation to action learning, on-site consultancy, coaching of entrepreneurs and development of non-text-based training materials for use by entrepreneurs.
- **Recommendation 3:** To establish follow-up processes for SIYB trainers to support the continued development of their competencies, and ensure availability and motivation in relation to the end-need of improving SME sector performance.
- **Recommendation 4:** To explore ways to encourage the development of **clusters** of SIYB trainers by combining the technical, financial and institutional aspects in relation to specific markets.
- **Recommendation 5:** A sustainability strategy should be made for the SCORE programme with a focus on 1) human resources/training capacity and 2) Needs of the target group of companies in the food sector (or other sectors that may be subsequently involved).
- **Recommendation 6:** The SME project should establish closer contacts with NGOs that have a long-term presence in selected rural communities to ensure that the support of NGOs to long-term livelihoods can be complemented by business management training.
- **Recommendation 7:** The value chain approach represents a strong analytical tool that should be integrated more with the SIYB training methodology. i.e. the integration of the specific sector-related contents of the value-chain approach with the general business management contents of the SIYB.
- **Recommendation 8:** Communication about the SIYB training should be developed further through partner organisation platforms for dissemination of information, social media to ensure wider outreach on SIYB, and alternative models of communication in the more remote areas.
- **Recommendation 9:** The linkages with government partners through the PAC meetings should be further developed in the next phase to ensure coherence between policy level and technical needs for SME development and build on the momentum for the promotion of SMEs by the government.

Project background

Brief outline of the economic, political, social, cultural, historical context of the country.

Myanmar has undergone profound changes within the last few years in both political and economic terms. Changes in the constitution and the holding of general elections in 2010 made up the first steps towards a democratic transition, and in the 2012 by-elections the opposition party National League for Democracy participated and won 43 seats in Parliament. These elections paved the way for a general transition process under the heading of "disciplined democracy" and put an end to almost 50 years of military rule. Myanmar opened up for foreign donor support to the development process in the country, and parliamentary elections were held in 2015, where the NLD secured a victory for the first time. Today, Myanmar has a civil government in place, while the military has retained control over certain key ministries, and the country is undergoing a

process towards democratic rule and gradual inclusion of different parts of the population. These processes result in both progress and also in gradual set-backs from time to time.

An ILO study carried out together with the Ministry of Labour in 2015 shows that the labour force makes up some 22 mill. people (12.5 mill. male and 9.5 mill. female) out of a working age population of 34 mill. The SME sector makes up the vast majority of the private sector in Myanmar, but was poorly developed after many decades under the military regime. By 2012, most formal sector enterprises were state-owned, and the concept of business development was not very well developed in Myanmar. The SME sector had very few linkages to market outside their immediate environment, and was made up by mainly family-based establishments. At that time, many aspects related to business development such as risk-taking, individual decision-making, and assessment of market opportunities did not make up part of the culture in Myanmar, and the regulatory environment was not in place to support such developments. Many of these characteristics are still present in Myanmar, despite the profound changes in recent years.

There is yet very little reliable statistics on the SME sector in Myanmar. Estimates suggest that the SME sector covers more than 90 per cent of all enterprises and make up more than 90 per cent of employment opportunities.[1] The number of SMEs are difficult to establish as companies can be registered in different ways and are often not registered at all. Official data state an approx. 125,000 enterprises, whereas unofficial estimates suggest that the number could be closer to 750,000. Many people are employed based on personal contacts, and very few have access to loans as banks often require collateral in the form of land or property.[2] Technical and vocational training is to a large extent supply-driven, poorly related to the private sector, and responsibility is dispersed between 14 different ministries.[3]

Many areas in Myanmar are still troubled with ongoing armed conflict between ethnic groups and the Myanmar military forces. These armed conflicts continue to hinder social development, basic infrastructure and the creation of a culture for small enterprise development. The workforce is very mobile and staff turnover is high in Myanmar. Many people migrate in search of work, and a number of Industrial Zones have opened (mainly in Yangon) as well as 3 Special Economic Zones.[4]

Following the victory of the National League for Democracy in the Parliamentary Elections in 2015, many new reforms are now under way to create employment, e.g. through the Ministry of Industry, which has set up 52 SME Centers in different parts of the country providing a basis for registration of small businesses and services in the form of marketing, access to finance and technical support. These developments have taken place with a point of departure in the SME Policy Law adopted in 2015.

There are many simultaneous efforts to promote investments, private sector development and employment creation in Myanmar. There is a new investment law, a new private sector development framework (The Myanmar Private Sector Development Framework), and an increasing presence of bilateral and multilateral

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[1] "Strengthening SME Policy Development through Data Collection Enhancement in Myanmar", GRS ISSUES NOTE, OECD Southeast Asia, 2016
[2] "Small and medium enterprise survey Myanmar", 2015 Deval, German Institute for Development Evaluation
[3] "Assessment study of technical and vocational education and training (TVET) in Myanmar", Simona Milio, Elitsa Garnizova and Alma Shkreli , 2014
[4] "Internal Labour Migration in Myanmar: Building an Evidence Base on patterns in migration, human trafficking and forced labour", ILO 2015 , and "A New Policy Framework for Myanmar's SME", ESCAP, Masato Abe Madhurjya Kumar Dutta, 2014

donors, However, despite many efforts to coordinate these efforts, these frameworks to some extent operate independently from each other.

For the ILO, the changes above became the starting point for a new era of cooperation. Up till the democratic changes in 2010, the ILO had played a key role in Myanmar, in particular in relation to a special reporting mechanism on forced labour, and the related consultations with the military regime. Within this framework, the ILO Liaison Office in Yangon reported direct to the ILO in Geneva, and this institutional arrangement is still in place.

With Myanmar's general movement towards democratic reform, a basis was created for an increased ILO portfolio of technical cooperation projects and a start towards a genuine Decent Work programme. The ILO portfolio of technical cooperation projects amounted to approx. 26 mill. per year by 2015, including core ILO areas such as social protection, migrant labour, child labour, skills development, collaboration with the tripartite partners in Myanmar, and a continued focus on forced labour. [5]

In this context, the two projects based on the ILOs Start and Improve Your Business training methodology were initiated with funding from Norway and Switzerland from 2013. They both represented a practical approach to employment creation and were designed with a view to establish contacts to institutions and individuals, building networks and navigating in a complex political environment. Both projects are working under the guidance of a Project Advisory Committee (PAC). In the SECO-funded project in the tourism sector, the PAC includes representatives from the Ministry of Hotel and Tourism (MoHT); the Myanmar Tourism Federation (MTF) and the associations which sit under the MTF; and the Tourism Development Bank, which is currently under construction. The PAC for the NORAD-funded project includes representatives from the SME Development Department, under the Ministry of Industry; the Myanmar Young Entrepreneurs Association; and UAB Bank. In addition, SIYB Master Trainers are represented on both of the PACs.

The Start and Improve Your Business training methodology

The Start and Improve Your Business training is one of the most successful ILO training approaches worldwide with training networks established in more than 40 countries, reaching out to an approx. 15 mill. entrepreneurs. The SIYB training network is based on a standard curriculum and standard training materials combining business start-up (Generate Your Business/Start Your Business) with the improvement of small businesses (Improve Your Business). Trainers are selected and trained based on a methodology that includes adult training techniques, selection criteria, and follow-up training of entrepreneurs as a basis for becoming a certified SIYB trainer. Among the groups of certified trainers, some are selected for master training and thereby become able to train and certify new SIYB trainers. In this way, the network is able to sustain itself in technical terms after the end of a project intervention, and gradually recruit new trainers, and reach out to more entrepreneurs.

In terms of financial viability, the SIYB training is based on the principle of fee payments by participants (depending on the course and the participants this amount varies from place to place), and also on having the right to sell SIYB materials in the country. The SIYB programme has more than 30 years of experience

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[5] ILO Programme in Myanmar; see http://mm.one.un.org/content/unct/myanmar/en/home/who-we-are/ilo.html

within the ILO and has in recent years developed new tools focusing on on-line renewal of training certification and availability of training tools to SIYB trainers after SIYB projects come to an end.

The SCORE programme is similar in many ways to the SYB/GYB and the IYB in terms of methodology and approach. It aims to improve workplace productivity and human resource management in factories with a training delivery that allow business owners to implement changes to their business right away. In terms of size, the SCORE is targeted for larger enterprises than the typical target beneficiaries for the SIYB, and also operates on the basis of a formal sector environment with emphasis on occupational safety and health, cleaner production, quality management, and workplace coordination committees between managers and employees.

The ILO has also developed strong technical approaches within value chain analysis, in community-based training and in gender-sensitive approaches to employment creation among micro and small enterprises. The ILO has developed a particular strength in value chain approaches as this approach has gained increased recognition as a way to create growth and employment in recent years. To a large degree, these training programmes can be applied separately - or together – and complement the SIYB training in different ways. In this way, the ILO address many different levels of enterprises from micro-based enterprises in rural settings to the more urban-based medium-sized enterprises.

Project's objectives, intervention logic of the project and funding arrangements:

The NORAD-funded project is entitled"Entrepreneurship Development and SME Support in Myanmar" with a budget of 4.1 mill. USD. The SECO-funded project is entitled:" Supporting Tourism in Myanmar through Business Management Training" with a total budget of 1.1. mill. USD. The two projects will henceforth be referred to as the NORAD project and the SECO project, respectively. When they are referred to together, they are called "the SME projects".

The NORAD project aims to establish an SIYB training delivery structure, improve the performance of small enterprises, reach out to rural area entrepreneurs – especially in the post-conflict areas - and introduce a solid system for monitoring and evaluation The SECO-project targets SME development in the tourism sector, and aim to influence the policy level within tourism, contribute to the establishment of an SIYB delivery mechanism, and improve the performance of SMEs in the tourism sector.

Both projects aim to establish a nationwide delivery structure for Start and Improve Your Business training. The training methodology and the training of entrepreneurs follow the same logic and methodology, except that specific training materials need to be made for the tourism sector under the SECO project with concrete cases from the tourism sector in Myanmar. The two projects also share a common objective in reaching out to entrepreneurs with business management training, and both aim to make linkages to micro finance and other business development support services.

The intervention logic is to develop training capacities among a core group of people who understand business concepts and are able to translate them into concrete training courses, reach out to their network of entrepreneurs and deliver training that in turn will motivate entrepreneurs to make practical changes to their business and improve performance. The logic of the component on monitoring is to provide a base of evidence in relation to the results of the training and feedback to the project to adapt approaches

accordingly. Although the monitoring outcome is only part of the NORAD project, these activities also benefit the SECO project.

The overall objectives of the two projects is presented below:

Table 1: Main outcomes of the NORAD project and the SECO project

	NORAD project outcomes	SECO project outcomes
Outcome 1	Myanmar- wide delivery structure able to provide SME management training and related support services to existing and potential entrepreneurs	Skills gaps and opportunities in SME management in tourism identified and integrated into policies
Outcome 2	Potential entrepreneurs and SMEs have acquired skills to start and improve enterprises	Delivery structure able to provide SME management training and related support services to entrepreneurs in the tourism sector
Outcome 3	Rural enterprise support services established	SMEs in the tourism sector have ability to improve their management practices, productivity and working conditions
Outcome 4	Publicly available knowledge on the effectiveness of entrepreneurship training has been increased	

The two projects differ in relation to outcome 3 and 4 of the NORAD project and outcome 1 of the SECO project. In terms of institutional anchoring, the NORAD project works with the Ministry of Industry and its SME Centre, whereas the SECO project works with the Ministry of Hotels and Tourism, and the Myanmar Tourism Federation and its network of Associations, including the Myanmar Hoteliers Association, the Myanmar Restaurant Association and the Myanmar Hospitality Association, who make up three of the most active partners. The Myanmar Tourism Federation is today a representative of the private sector in tourism.

The NORAD project aims to create outreach to more community-based entrepreneurship, which includes other partnerships, both with ILO projects as well as with local partners (predominantly NGOs). The NORAD project intervenes in rural areas based on an adapted model of SIYB training tailor-made for rural start-ups and training of trainers from NGOs that are able to reach this particular training group. This component can be undertaken only when SIYB trainers have already been trained and SIYB training materials in Myanmar have been adapted and tested.

The SECO project's intervention logic in relation to influencing the policies in the tourism sector is that the conduct of relevant studies on SMEs in selected areas of the tourism sector will enable the project to influence the policy level based on a basis of evidence, and on contacts established with the relevant decision-makers in the tourism sector.

The organizational arrangements for the project's implementation

The projects are implemented through a joint project office under the supervisions of the ILO Liaison Office in Yangon. The projects are managed by a joint CTA, and among the shared services are the SIYB training materials development and SIYB training which is organized for the two projects together. There is a separate SIYB training officer for each of the two projects, however, training materials and methodology are based on largely the same contents and hence the SIYB training delivery mechanism has been developed jointly. The project office also has joint services in the form of administration, communication, monitoring, evaluation and conduct of impact assessments. The projects' finance officer works together with the ILO administration and finance department, while the two projects have separate national coordinators.

The contributions, role of the ILO, project partners and other stakeholders

Technical inputs to the projects are to a large extent from ILO experts in SME support and SIYB training, and value chain development from the ILOs technical backstopping department at ENTERPRISE in Geneva. The ILOs technical team in Bangkok have also been consulted at some points during project implementation. In addition, the project implementation is supported by Master Trainers in the ILO network as well as external consultants in Action Learning, micro-finance, and SCORE training. The role of the project partners in Myanmar is to provide inputs to overall advice on project implementation, to support the development of a SIYB delivery structure by identifying relevant trainers, and help institutionalise the SIYB in Myanmar. The partners also play a key role in contributing to the successful adaptation of SIYB training to fit the needs and context of the tourism sector (SECO project), including an active part in the conduct of value chain analyses in tourism, and in providing links to the newly established SME Centers (NORAD project).

Brief overview of the project's implementation

The SME projects' team was only recruited by late 2014, and for this reason project implementation got under way almost a year later than expected.

The SME projects initially concentrated on the delivery of the SIYB training and the establishment of a pool of trainers to be able to deliver business management skills training. To this end, the project contacted a large number of institutions and organisations to identify trainers. Training materials have been adapted from standard SIYB training materials to the Myanmar context and translated into Burmese. Specific attention has been given to the development of training materials for the tourism sector, where specific examples were included as a key point in the training delivery for SMEs.

In addition, the project has developed a substantial number of initiatives, some were envisaged in the original project design, while others were not envisaged from the outset. Among these initiatives are:

- Partnerships with micro-finance institutions
- Partnerships with Myanmar private sector business development service providers

- Collaboration with Coca Cola
- BDS training and adaptation of the Action Learning approach combining CEFE and SIYB with GIZ/PEM Consult
- Sector analysis in selected value chains in agriculture and fishery (Shan State and Myeik)
- Adaptation of the SCORE programme and launching of training of trainers and SMEs

Finally, the SME projects have operated during a period of political change. For this reason, the establishment of formal project advisory committees only took place in 2016, as it was only possible to commit government institutions to participate at this point.

Table 2: Main processes during the implementation of the twoSME projects

	2013	2014	2015	2016	2017
Materials adaptation & translation					
SIYB training					
Entrepreneur training					
Action learning and regional BDS development					
Participatory value chain analysis (tourism)					
Value chain analysis (Shan State/Myeik)					
SCORE programme					
Fishery sector pilot activities					
Micro finance linkages					
Eye opener					
Business Start up Campaign (AAT Business Centre)					
Leht Li (Coca Cola)					

The overall processes are summarized in the table above. Important milestones are mapped at the time they were implemented during the life-time of the project. The political changes from 2015 onwards are marked in light grey at the top, while the initial phase of the project before the recruitment of the SME project team is marked in orange. The cooperation with AAT Business Centre and Coca Cola are marked in red. They represent initiatives with concrete links to the private sector actors in Myanmar to launch pilot activities that are now being expanded.

Evaluation background

Purpose and primary use of the evaluation

The evaluation is made for the following main purposes:

- Accountability to the donors, the tripartite partners and key stakeholders
- Evaluate the achievement of the two projects against its objectives.
- Consider the strategic contribution of the two projects to the overall priority of ILO Myanmar to address enterprise development.

- Learning purposes for improvement in the future which include recommendations for the new programme

These purposes are described in more detail in the terms of reference (please see annex 1)

Scope of the evaluation

The evaluation is carried out as a cluster evaluation as the two projects address a similar segment of the employment creation portfolio of the ILO and use the same business management techniques for the SME sector. In relation to the purposes mentioned above, the cluster evaluation adds value in relation to the assessment of objectives as it relates to a larger context, combines learning points across the two projects, and form a better basis for future decisions, where both donors will contribute to a continued phase of support to the SME sector in Myanmar. The combined approach will also allow for an assessment of the role of the SME projects in the context of other, donor-supported SME interventions in Myanmar and the potential niche for the SIYB training in the market.

Clients and the main audience of the report

The main clients for the evaluation are project management, the ILO Liaison Office, the ILO Regional Office in Bangkok, ILO ENTERPRISE department, NORAD and SECO. The main audience is furthermore the project partners in Myanmar, including the Ministry for Tourism and Hotels, the Ministry of Industry and the MFT and its associations, partner institutions, private sector partners, members of the PAC, and other external partners in Myanmar.

Evaluation criteria

Although the evaluation will address all of the different aspects of OECD DAC criteria, there will be a special emphasis on the sustainability of the trainers network in view of their future role in Myanmar. The ultimate success of the programme depends on the continued ability of SIYB trainers to provide training and reach out to different segments of the SME sector, and therefore the future of the SIYB trainers network has a very high priority. Under sustainability below, the technical, financial and institutional sustainability of the SIYB delivery structure will be assessed in more detail following the ILO guidelines.

Operation sequence of the evaluation:

The evaluation has been carried out according to the following schedule:

- Desk review   27 April-5 May
- Inception report submission   5 May
- Evaluation mission   7-23 May
- Stakeholder validation workshop   22 May
- Analysis and drafting of the evaluation report 23 May – 8 June
- Submission of draft report   11 June
- Final report   End- July

Methodology

Evaluation criteria:

The terms of reference take a point of departure in the standard OECD DAC criteria for evaluation:

- Relevance and strategic fit
- Validity of design
- Project progress and effectiveness
- Efficiency of resource use
- Effectiveness of management arrangement
- Impact
- Sustainability

Under each of these headings, a number of sub-questions are posed (please see annex 1 on Terms of Reference). The chapter on findings will be organized in headings for each of the OECD DAC headings mentioned above, and the sub-questions responded to individually.

Evaluation questions:

The terms of reference poses the following key questions. In the following, they are organized according to the OECD DAC criteria mentioned above[6]:

Relevance:
• Has the project been able to innovate in setting up an SIYB delivery structure after 30 years of implementing SIYB in the ILO?

Effectiveness:
• How well was the objective of setting up a national system of business management training achieved?
• While strengthening capacity of the relevant government agencies and social partners in particular the employers' organization was not a main objective of the project, has the project contributed to these directly or indirectly? Projects work jointly with the Myanmar Tourism Federation, member of the UMFCCI.
• Complementarities between the two projects and its effectiveness, challenges, and lessons learnt

Effectiveness of management arrangement:
• Collaboration with other ILO projects in Myanmar (Employers' project, MYPEC, Shan State project, Skills project and Responsible Business project) and contribution to the overall agenda of Decent Work
• Complementarities with other initiatives in Myanmar (SME Development Centre, GIZ, and UNIDO, Myanmar Private Sector Development framework)
• How has the project addressed a difficult and very donor intensive environment in Myanmar?

Impact:
• To what degree has the project contributed to employment creation through SME development?

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[6] Please see terms of reference, p. 6

<u>Sustainability:</u>
• Do private providers effectively provide training services to SMEs and can the service provision be sustained after the project ends?

<u>Lessons learned and recommendations:</u>
• Lessons learnt and recommendations (in regard to continuation and selection of sectors as well as coordination with other programme) for the future of the projects within the SCORE programme.

Evaluation methods and data collection instruments.

The evaluation used the following methods and data collection instruments:

- <u>LFA matrix performance (quantitative and qualitative data):</u> Based on the desk review, the team completed the performance rate in relation to major outcomes of each of the projects on the basis of available progress reports and other documents
- <u>Semi-structured interviews with respondents (qualitative data):</u> The team prepared two types of questions for all respondents a) On particular involvement in the project and b) on contextual factors that have a key influence on their involvement in the projects. Questions concentrated on relevant criteria for the particular respondent (see below).
- <u>SIYB trainer questions (qualitative data):</u> The evaluation team asked the SIYB trainers on background, involvement in program, experiences and suggestions for changes to the program (session 1 of the interview) and questions on motivation and aims for the future (session2)
- <u>Master Trainer survey (qualitative data):</u> The team carried out an e-mail survey to all Master Trainers on a) the three most important reasons to be an SIYB trainer, and b) the aims for the future (5 years from now)
- <u>Impact assessment </u>(quantitative data): The team also based its data collection on the impact assessment carried out by the project at the same time as the evaluation.

Data collection during evaluation mission in Myanmar:

The project has created a network of trainers throughout Myanmar, where SIYB trainers link up with their markets of entrepreneurs in different ways. The mission therefore visited several regions in Myanmar where the bulk of these trainers have been trained with the shared contribution of both SECO and NORAD. Furthermore, these visits gave the team the chance to evaluate some of the main initiatives undertaken by the SME projects with different partners in Myanmar

- Bagan, where a substantial number of SIYB trainers/master trainers have been trained, and activities in especially the tourist industry have been carried out (mainly related to the SECO project).
- Mandalay, where a substantial number of trainers have been trained, the cooperation with AAT Business Centre on the Start-Up Campaign, and initial SCORE training has been carried out (both SECO and NORAD)
- Taunggyi in the Shan State, where the Eye Opener training for rural entrepreneurs has been carried out (mainly NORAD)
- Myeik, where pilot activities related to value chain analysis in the fishery sector have been carried out, together with activities in the tourism sector (both SECO and NORAD)

- Nai Pyi Taw to visit key government partners within the Ministry of Labour, Ministry of Industry and Ministry of Hotel and Tourism (both SECO and NORAD)
- Yangon for meetings with other key stakeholders (both SECO and NORAD)

In this way, the team covered the main geographical locations within the time frame of the evaluation mission. Furthermore, the team met with trainers that had activities in other areas such as e.g. Ayeyarwady (hotel and tourism), Rakhine (tourism) and Shan State (tourism and agriculture). Although the complexity of and size of Myanmar makes it difficult to cover all aspects, the team find that the different regions and sectors reached by the two projects have been covered sufficiently during the evaluation mission. For the mission in Myanmar, the team prepared questions that would allow to shed light on the key evaluation questions mentioned above with a particular emphasis on those areas, where the respondent would have the best chance to offer inputs. In other words, different questions were asked to the respondents depending on their role and position towards the project.

A particular emphasis was placed on the relationship between the BDS providers/SIYB trainers and the entrepreneurs, as this relationship makes up the core element of the two projects, also in relation to sustainability of the SIYB delivery structure in the future.

This is presented in the table below:

Table 3: Overview of respondents in relation to evaluation criteria

	Project stakeholders							
Evaluation dimensions	Project team	BDS providers	SIYB trainers	Entrepreneurs	Government	Social partners	Donors	ILO projects
Relevance and strategic fit	x	x	x	x	x	x	x	X
Validity of design	x				x	x		x
Project progress and effectiveness	x	x	x	x	x	x		x
Efficiency of resource use	x		x					
Effectiveness of management arrangement	x		x		x	x		x
Impact	x	x	x	x		x		
Sustainability	x	x	x			x	x	

The evaluation team collected mainly qualitative data with a view to understand the sequence of events that had brought about the results of the project, and the motivation of the respondents to participate during the project and for the future.

In addition to the meetings prepared during the evaluation mission, the team carried out a few additional activities:

- A small e-mail survey among all the master trainers with a view to assess the direction of the future of the SIYB delivery structure in Myanmar. This data helped to widen the base of information in light of the future SIYB Master Trainers Platform

- Interviewed a random sample of SIYB trainers to gain more insights into the experiences and challenges met by the SIYB trainers (triangulation with other qualitative data obtained during the mission)
- Short follow-up interview related to the conduct of the value chain assessments in the tourism sector (in order to document unexpected outcomes)
- Interviews with a couple of external resource persons on social and economic development in Myanmar (triangulation with data collected during the evaluation mission)

Sources of information:

The evaluation took a point of departure in a review of existing documents, including the two project documents, progress reports, financial reports, value chain analysis reports, mission reports, the midterm review (NORAD), and the impact assessment (2016). In addition the team identified other key documents on SME development and other contextual factors on Myanmar and documents on the ILO in Myanmar.

As for the evaluation mission, the number of respondents met make up some 95 (67 male and 28 female respondents). The main part of the respondents were SIYB/SCORE trainers in line with the focus of the evaluation. The remaining respondents were distributed fairly evenly between stakeholders (entrepreneurs, government counterparts, partner institutions/donors). Among the government partners the gender distribution was quite uneven (26 male out of 32).

Table 4: List of people met

Respondent	Male	Female	Total
ILO SME project team	4	3	6
BDS provider/SIYB trainer	14	12	26
Entrepreneur	7	2	9
Government	22	6	28
Social partners	4	0	4
Donors	4	2	7
ILO/ ILO projects	6	2	2
Others (exchange visit, VCA team, consultants)	4	1	2
External resource persons	2	0	2
Total	67	28	95

Qualitative data is combined with the quantitative data collected by the impact assessment, which builds on data collected until May 2017, and was carried out at the same time as the evaluation mission by the SME project team and external consultants.

The evaluation team has also triangulated data by combining data from different respondents, and by combining with quantitative data (earlier impact assessment, progress reports, and external documents).

Limitations:

The selection of respondents contain some possible biases that are taken into account in the interpretation of results:

- Possible biases in responses from respondents selected by the SME project
- Personal relationships between respondents at different levels (Entrepreneurs with SIYB trainers, trainers with partner organisations etc.)
- The time available in the different regions was rather short, and there was limited time available to meet different stakeholders and triangulate data.
- The distance between different levels of stakeholders (policy, coordination, practical levels) mean that some stakeholders are not readily aware of results in the interview situation.
- A few respondents were not fully aware of the nature of an external evaluation and had different expectations to the meetings.
- During some meetings, past experiences were discussed with care as they might expose respondents or touch on issues that relate to sensitive, recent processes of political change .

Stakeholder involvement:

For some of the meetings, focus group techniques were applied in order to shed light on social norms, which usually stand out clearer in group contexts. This gives a good basis for triangulation of data with the individual interviews. To the extent possible, the evaluation team invited critical views of respondents in order to enhance the learning element of the evaluation, and often made follow-up questions to understand both the background for decisions made as well as the logic of the sequence of activities carried out.

In terms of wider stakeholder involvement, the team prepared a validation workshop together with the SME project team at the end of the evaluation. This was an opportunity to present the preliminary findings from the evaluation mission and discuss their validity with key stakeholders. The workshop was held at the ILO on 22 May with some 25 participants, including government representatives, SIYB Master Trainers, partners such as Coca Cola, donors, and other interested stakeholders. Based on a review of data collected, participants were invited to reflect on the main challenges lying ahead. The discussion and feedback provided a very good basis for understanding the main future challenges as seen by the different stakeholders.

Ethical standards:

The evaluation was carried out according to ILO evaluation standards. Meetings were carried out without the presence of project staff[7], and interviews were conducted in such a way that individuals were free to state

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[7] Project staff accompanied the evaluation team to meetings, but were most often not present during meetings.

their opinion. Many meetings were partly conducted in Burmese language by the national consultant in order to allow participants to express themselves freely.

Main findings

Relevance

The project was prepared during a period where it became possible to engage in concrete employment creation efforts in Myanmar. A study on the market demand in Myanmar made by the ILO a few months before the beginning of the project affirmed the need for business management training and support to the SME sector in general[8]. The study estimated the total number of MSEs to be around 2.8 million, with some 39,000 start-ups annually, and that knowledge about business development services was low, while the need for business training by contrast would be high as the relevance for such training would be widespread. Part of the rationale for this conclusion was also that no similar training package was available in Myanmar. At the same time, the need for employment creation was one of the top priorities (and remains a key issue of the new civil administration in Myanmar). While many of the formal sector establishments continued to be under the control of the state, the SME sector presented an opportunity to tap into existing potentials for growth and employment.

The particular needs of the post-conflict setting that characterized many parts of Myanmar were not subject to any independent analysis at the outset. This context makes up a particular point of departure for business creation, partly because the absence of trust in post-conflict settings make the different steps in business start-up more challenging However, from a general viewpoint, there was a clear potential for identifying competent and motivated SIYB trainers in Myanmar, especially in Yangon and Mandalay, and in general a strong need to develop and grow the SME sector, and the SIYB training methodology was the only one of its kind at the time the project started.

The strategic fit of the programme also worked well in terms of coordination with other donors that established themselves in Myanmar after 2012. The process of donor involvement gained pace rapidly, and the government was not able to coordinate or manage donor programmes in a systematic way. Still, the SME projects quickly established combined approaches to business development with key donors such as the GIZ and to some extent with UNIDO by combining methodologies and work together in selected regions such as e.g. in Shan State.

Today, it is worth noting that a large number of donors are involved in tourism. As an example, the GIZ is responsible for the coordination of the work with a Destination Management Committee for Inlay Lake in Shan State, and many other areas exist where financial resources are available for the development of the

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[8] "Assessment of the business service and training market in Myanmar", Gemunu Wijesena and Roel Hakemulder , ILO 2014

tourism sector. Therefore the strategic fit of SIYB training into supporting SMEs may need a more focused approach in terms of region or sub-sector in the future. [9]

Most importantly, the project has developed different partnerships with the private sector, where SIYB training is integrated with other approaches to business development such as access to finance, systematic start-up campaigns, integration of human resource management, tailor-made approaches to segments in the SME sector, combination with value chain approaches and new training methodologies. The individual initiatives will be described in more detail below, however, from an overall view the SME projects have successfully managed to increase the relevance for the SME sector during the course of implementation.

Design

The original project design follows a standard SIYB approach, where SIYB materials development, translation and adaptation of materials, identification of trainers and training of SIYB trainers can be delivered in an efficient way due to the experience of SIYB key personnel and the availability of a pool of competent Master Trainers in the region. Part of the requirements of becoming a certified SIYB trainer is that at least 12 potential or existing entrepreneurs are trained. As a consequence, the number of trained entrepreneurs increases together with the certified trained trainers. In other words, according to the implementation logic, the SYB training and the entrepreneur training go hand in hand as they are intimately connected.

However, from the outset the SIYB training was not specifically designed for the context in Myanmar. The absence of well-established business development organisations paved the way for a more exploratory approach by the project, where existing institutions government institutions, training institutions, private sector and civil society and international NGOs) were contacted in order to source a relevant pool of SIYB trainers. This process started in Yangon and Mandalay and gradually spread to cover most parts of the country today. As a consequence, the SME projects developed other partnerships, and gradually initiated activities in the direction of the needs of the SME sector in Myanmar.

For the SIYB trainers, the issue of relevance to their target clients remains a challenge. With a point of departure in the contents of the SIYB training materials, trainers need to develop training and the content to the particular needs of the clients, whether it is e.g. in the mobile phone industry, in tourism, or in agriculture.

Partly, this challenge is linked to the design of the SME projects. While the SIYB concept is well-suited for a fairly speedy process of implementation that bring the competence level of SIYB trainers up to a certain level and reach out to a considerable number of entrepreneurs, the challenge lies in the development of training that meets the particular needs of specific groups of entrepreneurs.

In addition, the project design did not contain a particular strategy for the sustainability of the SIYB delivery structure from the outset, and resources were therefore not allocated for this task.

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[9] Please also see annex 7, which provides a brief overview of donor partners related to the private sector in Myanmar.

Effectiveness

The account of project effectiveness is divided into:

- individual project outcomes (for the NORAD and SECO projects separately),
- common results and
- unexpected common outcomes of both projects.

NORAD project

The NORAD project has achieved most of the outcomes within the project period. The table below is a summary of the individual outcomes with the targets and the achievements:

Table 5: NORAD project outcomes: Targets and achievements

Project:	Target	Achieved:
Outcome 1: Myanmar wide delivery structure able to provide SME management training and related support services to existing and potential entrepreneurs	-Advocacy/awareness raising events/processes on entrepreneurship conducted -12 SIYB Master Trainers have been certified and deliver more than 2 ToTs per year -At least 50 local organizations deliver SIYB training 2 or more times per year	-16 certified SIYB Master Trainers have been certified from 13 organizations -269 certified SIYB trainers from 98 organisations -578 trainers from 216 local organisations deliver SIYB training -11 Business Development Service providers certified
Outcome 2: Potential entrepreneurs and SMEs have acquired skills to start and improve enterprises	At least 1000 enterprises have improved their performance	6163 have been trained through 463 sessions (2526 men and 3637 women)
Outcome 3: Rural enterprise support services established	At least 15 business service providers have delivered services in rural areas selected by the project reaching out to at least 300 potential entrepreneurs and enterprises	33 trainers reached out to 775 emerging entrepreneurs
Outcome 4: Publicly available knowledge on the effectiveness of entrepreneurship training has been increased	Projects M&E System passes an external audit based on DCED measurement standard	Project has established practices for regular monitoring and evaluation

The NORAD project has created a delivery structure as envisaged with 16 Master Trainers and 578 trained SIYB trainers. The number of organizations delivering SIYB training is 216 as against an original target of 50, hence targets have been exceeded considerably without adding more financial resources than envisaged. As for outcome 2, the number of entrepreneurs trained is above 6,000[10]. Outcome 3 aims to reach out to rural

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[10] Results in terms of increased performance of enterprises will be dealt with under "impact".

entrepreneurs, which was carried out in the post-conflict zones in the Shan State. Results achieved were 30 SIYB trainers in the adapted one-day Eye Opener approach with an outreach to 775 entrepreneurs.

Outcome 4 also delivered satisfactory results. From the outset, the DCED measurement standard was planned to be introduced. However, subject to the midterm review carried out in late 2015, this was abandoned. Instead, the project has set up a well-functioning M&E unit, and has delivered impact assessments both in 2016 and 2017 together with regular monitoring on performance during project implementation, especially on SIYB trainers and on entrepreneurs trained. Updated results are shared in the SME project office with staff making all aware of progress and deviations to the implementation plan. In addition, a mobile-based system for data entry on SIYB training and trained entrepreneurs has been established, and is expected to improve the effectiveness on tracking of trainers and entrepreneurs in the future.

Rural entrepreneurs:

The aim of reaching out to potential and existing entrepreneurs in conflict-affected areas such as the Shan State delivered good results in terms of outreach. Interviews conducted through the evaluation mission also show that trainers are committed to train potential entrepreneurs and share their knowledge with them.

The Eye Opener manual was created in mid-2016 through existing Master Trainers, who subsequently trained an initial 25 persons from civil society organisations. The Eye Opener trainers in turn reached out to 20 communities in Shan State through the Pa-Oh National Liberation Organisation, and has worked together with GIZ whereby existing experiences from similar work in Shan State is integrated. The training also included micro enterprises in Community-based Tourism. The trainers are very motivated, but among the critical aspects is that few of them have sufficient knowledge about business, and also that the overall economic and security context make business creation difficult. As a consequence, a mission carried out in late 2016 suggested that Eye Opener training could become either a community-level tool for empowerment or alternatively embedded in value chain developments.[11]

At this point, it is not possible to conclude more about the results of the training, except that it will have provided an opportunity to the trainees to gain knowledge on entrepreneurship. It may be important to assess the actual readiness and possibilities for creating small businesses given the post-conflict scenario and the characteristics of the economy in Shan State.

Other activities related to outreach to rural communities in general are linked to trainers from World Vision. who are present in communities throughout Myanmar and have enrolled approx. 100 trainers in the SIYB training.

SECO project

As for the SECO project, the results achieved also show a very satisfactory performance on most accounts.

The results are presented below:

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[11] Mission report, Tom van Krabben, 2016

Table 6: SECO project outcomes: Targets and achievements

Project outcomes:	Target	Result
Outcome 1: Skills gaps and opportunities in SME management in tourism identified and integrated into policies	-Publication documenting assessment findings, identifying constraints and opportunities -At least 2 advocacy/awareness raising events/processes on tourism entrepreneurship conducted -References to study findings integrated in at least 3 policy documents	Value chain analysis conducted with stakeholders in six different locations gives a clear picture of skill gaps, challenges and opportunities encountered by local tourism SMEs. Studies have been used as a mobilizing tool for local action, but due to the political climate the findings have not been included into policies.
Outcome 2: Delivery structure able to provide SME management training and related support services to entrepreneurs in the tourism sector	- At least 15 organizations deliver SIYB training 2 or more times per year	- 8 certified master trainers from 8 organisations -122 certified trainers from 78 organisations -370 trainers trained from 216 organisations
Outcome 3: SMEs in the tourism sector have ability to improve their management practices, productivity and working conditions	At least 500 enterprises in the tourism sector increase their level of turnover or job creation	3593 entrepreneurs trained (1678 men and 1915 women)

Outcome 1 relates to the policy environment based on the conduct of 2 advocacy/awareness studies. The studies were carried out in the tourism sector using the Participatory Value Chain Approach which allow local key stakeholders to be involved and to a large extent participate in the data collection and the elaboration of proposals for implementation. Six participatory value chain assessments have been carried out, two in the Ayeyarwady region, one in Bagan, one in Eastern Shan, one in Myeik, and one in Rakhine State (Mrauk U).

The studies are not reflected in government policy papers (as none have been developed by the new government) , and the Myanmar Master Plan for Tourism from 2013 does not mention SMEs specifically. The feedback from the ministry is that they find that the studies made by the ILO represent an international standard approach that has yet to be accustomed to the needs among SMEs in the tourism sector. In this way, there is a disconnect between the level of the entrepreneurs/the trainers and the institutional level. It is worth remembering that the sector is undergoing some profound changes, both in terms of tourist concepts, e.g. new concepts such as Community-Based Tourism, and numbers and nature of foreign tourists in the future. Among policy makers, there is a discussion on the possible consequences of mass tourism for the country. The Ministry of Hotels and Tourism clearly express their hope to continue the work with the ILO and turn the support to SMEs in the tourism sector in a more practical direction and increasingly adjust the program to the needs in the sector.

However, at the local level, the studies provided some concrete outcomes, as the proposals arising from the studies were followed up by SIYB master trainers.

As an example, the study in Bagan led to the accomplishment of 6 out of the 12 proposed actions, and in the recently concluded study in Myeik, one participant reported that 6 out of 14 proposals were on track. Among the common achievements is increased cooperation with local government and industry actors on garbage collection, and some local associations have also managed to be formed and await their registration with the authorities.

The evaluation team finds that the participatory value chain approach is a quite effective tool for mobilizing local involvement, and set very specific and tangible objectives that are straightforward to address. The achievements made at the local level as a result of the participatory value chain analysis represent an unexpected result in relation to the project's logical framework.

Outcomes 2 and 3 delivered results that go well beyond the expected objectives with 370 trained trainers (among these, 122 certified trainers) on the basis of training materials adapted with examples from the tourism industry in Myanmar. As a consequence, the number of entrepreneurs is also well above target, with more than 3,500 entrepreneurs trained in business management.

In addition, some of the trainers trained under the NORAD project have reached out to tourism SMEs, e.g. as a result of the regional BDS training in Shan State (see below) or the Eye Opener training funded by NORAD.

Common results:

Moving away from the individual projects to the more common outcomes of both projects, there are some general trends:

The SIYB training delivery system

In terms of regional representation of SIYB trainers, outreach has been secured to many areas in Myanmar, both the regions and the states. In this process, the projects have linked up with many potential and existing partners in the SME sector and created a network for further expansion in the future.

At the same time, the number of entrepreneurs has reached much higher levels than expected, with some 9,756 entrepreneurs trained by the two projects. At this point, it is not possible to clearly separate the two projects in terms of outreach to e.g. the tourism sector, as many entrepreneurs are trained by NORAD-funded trainers, and likewise some non-tourism SMEs are reached by SECO-funded trainers.

In terms of regional outreach, the SME projects have gradually built upon the base established at the beginning of the project, and the composition of the trainers is now quite diverse:

The trainers are primarily from Yangon (342) , Mandalay (176), and from Shan State (135). In addition, 45 are from Bagan, 37 from Sagaing, 40 from Magwe, 66 from Ayeyarwady, 28 from Rakhine, 26 from Kayah and a smaller number from the remaining states and regions.

The geographical representation of the SIYB trainers is shown on the map below.

Figure 1: Map of SIYB trainers in Myanmar
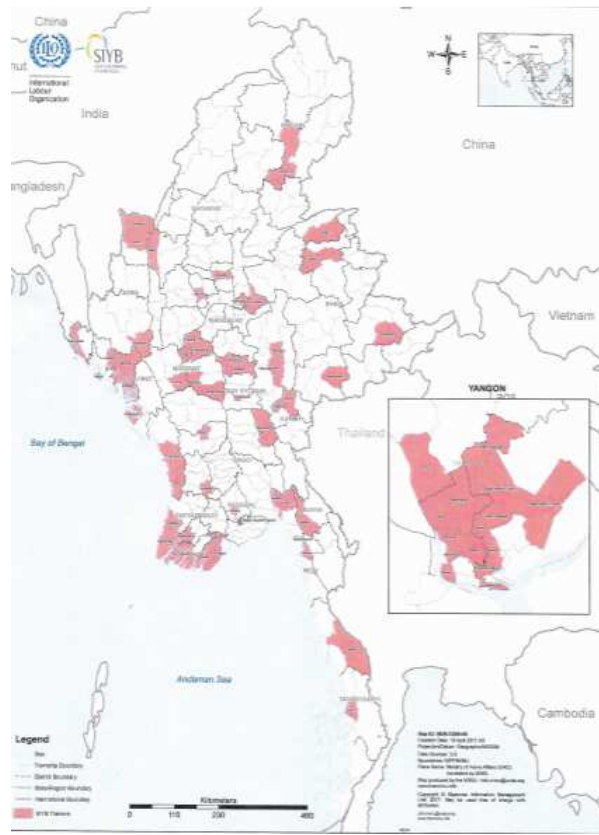
At this point, 948 SIYB trainers have been trained. One of the reasons that the number has increased is that Master Trainers are now able to conduct SIYB training on their own. The breakdown in terms of original institution is shown below:

Table 7: Origin of different SIYB trainers in Myanmar:

TOTAL	BDS	Freelance	NGO/INGO	Government	Private company	Microfinance institute
948	116	95	189	32	409	107

Many SIYB trainers have a background in the private sector, as freelance or BDS providers. However, it is also worth noting that a substantial number of trainers are from the NGO sector (including a high number of trainers from World Vision), and quite a high number from microfinance institutions. During the interviews, the different backgrounds were quite significant, especially when trainers were asked about their motivation and aims for the future. In this way, the SIYB trainers group does not represent a uniform group of trainers with mutual aims. This could become a strength inasmuch as many trainers would cater for different markets and also adopt different approaches in the future. It can also become a challenge in relation to the future sustainability of SIYB training in Myanmar if trainers do not have a common platform.

In terms of experience among SIYB trainers, the following is a breakdown in terms of level (Master Trainer, Certified SIYB trainer and trained SIYB Trainer):

Table 8: Level of SIYB trainers in Myanmar:

Certified Master Trainers	Potential Master Trainers	Certified SIYB trainers	BDS certified trainers	SIYB trainers (not certified)
24	15	378	18	513

At this point, a relatively large share of the SIYB trainers have quite limited experience, as 513 trainers out of the 948 trainers have only been trained and are not yet certified. Interviews pointed to the fact that among the trainers, some are quite young, and would need further support in the future if they are to succeed. In some cases, SIYB trainers find it difficult to find entrepreneurs to train, and often carry out the compulsory training activities with entrepreneurs together with other SIYB trainers.

Among the more experienced SIYB trainers, certified trainers make up 378, and 24 have become Master Trainers. In the absence of a national host institution for SIYB training in the future, this network makes up the platform for sustainability and further development of business management training with a basis in the ILOs SIYB. In terms of gender, 464 SIYB trainers are male and 484 are female.

Among the challenges, some trainers mentioned that they found it difficult to find their own niche in the market as there were already a quite substantial number of SIYB trainers. In some cases, it is difficult to charge a fee, tools can be too sophisticated for some entrepreneurs (especially in rural areas), courses may require too much time for the business owner, and it may not always be very suitable for especially young entrepreneurs.

A number of trainers also see the SIYB as a career opportunity, but still have a need for developing their own competencies, and gain confidence as a trainer. These trainers will most likely find it difficult to identify a market as the success often depends upon having the necessary experience as well as a clear understanding of own strengths and weaknesses in order to establish a base of clients. The fact that training of entrepreneurs is a condition for certification put the emphasis on the certificate (more than the needs of the entrepreneur), and many trainers may also be searching for other career opportunities.

In terms of communication, the project has established both a SIYB webpage and also a Facebook page, which is widely used for internal communication among the trainers and others attached to the SIYB network. In terms of advertising the SIYB training, however, a number of respondents called for more open communication, e.g. by linking to organisational websites and other social media that could give wider outreach to more potential groups of interested entrepreneurs.

Micro finance institutions:

The two SME projects have worked with micro finance institutions in different ways.

- Vision Fund (which originated in World Vision and is one of the partners of the SME projects) is an important partner. The Vision Fund provides micro finance to communities throughout Myanmar,

and today has more than 42 branches countrywide. They have different loan products to different customers, and base their loans on business plans. The SME projects have provided training to 11 Vision Fund staff (certified), and as a result of these training activities more loans to micro enterprises have been facilitated. The SIYB methodology gives the entrepreneur the possibility to understand the contents of their business plan. In the future, Vision Fund would suggest that the approach become less text-based, more practical and contents adapted more to the context. Other suggestions are to use the social media more for advertisements, apply IT tools better and reduce the time of the training.

- The SME project has also undertaken a survey with five financial institutions following a decision from the Central Bank in Myanmar this year to oblige banks to make loans available to small entrepreneurs. The purpose of the survey was to plan for a collaboration with the SME project to develop a business plan to be used by the banks in the future. At present, most banks do not possess expertise on the SME sector, and still require collateral in the form of land or buildings for loans. United Amara Bank (one of the five banks in the study) are also part of the Project Advisory Committee of the NORAD project. At present three micro finance institutions (PACT, Alliance and Vision Fund) incorporate SIYB training into their activities.

Unexpected common results:

Apart from the results mentioned above, the projects have also embarked on a number of SME initiatives that have delivered results that were not expected in the original project planning:

Sectoral activities:

The SME project team has recently initiated a number of activities in specific sectors, mostly by using value chain analysis approaches:

In the fishery sector, a value chain analysis has recently been carried out in Myeik. The fishery sector was included in the previous Danida-funded programme on Responsible Business, which included a component with the Federation of Fisheries in Myeik on e.g. safety on fishing boats where considerable training activities were carried out. Through the networks created, it is has now become possible to start-up new activities again. The value chain analysis in Myeik identified a selected number of future areas for support. The shrimp paste product and the dried shrimp make up two possible future areas of support with a considerable market with supermarkets, and have the potential to create more value in the lower levels of the value chain. The network in Myeik also includes SIYB trainers and a network of entrepreneurs, and the recent experiences show that the value chain analysis has reinvigorated this network and that there is a commitment to support the development of the region despite a very complex and multifaceted environment. The ILO has for these activities engaged with local experts in the fishery sector to ensure that the analysis represent a clear picture of the actual conditions in the value chain.

In a similar way, a value chain study was carried out in Shan State on the chili sector following GIZ activities in related agricultural value chains. This study also has the potential to provide a basis for focused SME support activities in the coming phase of the project.

Start-up Business Campaign (Hands Together): The AAT Business Centre is already an important business service provider in Mandalay with a range of networks to local business people. On this basis, a Start-Up

Business Campaign was made in Mandalay, resulting in the effective outreach to mainly young entrepreneurs in Mandalay. As from June-August 2016, the preparation and launching activities were carried out, and an approx. 80 applications were received from potential participants in the business start-up campaign. Based on a shortlisting, 52 candidates were selected, and following a further selection process with 3 different tests, 23 entrepreneurs eventually entered the competition based on payment of a fee. The entrepreneurs were trained by AAT Business Centre, and eventually 5 prizes were awarded by a panel of influential business people in Mandalay. 19 entrepreneurs out of 23 ran their projected business one month after this process and reported good results on the basis of the Start-up Business Campaign. The activities were supported technically by the ILO, but the financial basis were covered by participant fees and the contribution from private SMEs from Mandalay. A similar activity is now in progress in the Kachin State in northern Myanmar.

Coca Cola and the Leh Li programme: The aim of the programme is to reach out to retailers in urban areas to improve business performance and avoid the use of underage employees in the supply chain. To this end, the SME project has collaborated with Coca Cola in Myanmar to design a programme consisting of the training of local trainers to reach out to the retailers and establish a fee-based training on simplified and shorter modules of the Improve Your Business training. The programme is supported technically and financially by both Coca Cola, and the participating retailers themselves while the training product development and the first training of trainers was supported by the ILO. Programme activities are carried out in Yangon, Mandalay and Taunggyi, and potentially addresses a sector of 150,000 retailers in Myanmar.[12] 20 trainers from townships in Yangon were involved in the programme supported by an SIYB Master Trainer from the beginning. Initially, the trainers took contact to the retailers in order to learn more about the appropriate design of an IYB training course, and eventually a short course was designed on a few IYB modules relevant for the retailers, consisting of 2-hour training sessions for 12 to 16 participants on marketing, record-keeping and stock control divided in 5 training modules. 10 new modules are under preparation.

So far, the aim is to train 4,000 retailers in 2017 and to have reached some 20,000 trained retailers by 2020 based on a pool of approx. 40-50 active trainers.

Both of the above successes represent examples where existing business training by private providers found a niche for SIYB training to complement existing activities, and – in the process – provide employment opportunities for SIYB trainers. Results are only preliminary at this point as the activities started recently.

Collaboration with GIZ: As from 2015, the SME project started collaborating with the GIZ on a programme to support regional BDS providers outside Yangon. Since the concept of BDS still is not widely understood among SMEs, this collaboration aims to strengthen the regional business support providers through a combination of the ILOs SIYB with the GIZ CEFE (Competency-based Training for entrepreneurs). Importantly, this collaboration also aimed to integrate Action Learning techniques into the more text-based approach of the SIYB and enhance relevance for the entrepreneurs. One of the initial findings were that while the approach is indeed relevant, it is difficult to master for many SIYB trainers who found it demanding to incorporate the needs of the entrepreneurs and adapt the training accordingly. Based on the culture for

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[12]-Mission report on: "Action learning, TOT for SIYB master trainers and support to other initiatives" November/December 2016, Ton van der Krabben

learning in Myanmar, it may prove a challenge to introduce Action Learning, but is nonetheless an important development in order to ensure effectiveness of the training in the future.[13]

The pilot phase on the regional BDS included 29 trainings with 560 participants, [14]and the collaboration has so far managed to certify 11 BDS providers.[15] The collaboration has combined resources form the GIZ and the ILO, and responded to a demand from local trainers to make business concepts more readily applicable to SMEs in their areas. Two other Training of Trainers supported by ILO has given the opportunity to upgrade 38 existing active SIYB trainers to the action learning method.

The SCORE programme:

The SCORE programme today represents one of the core training ILO programmes for small enterprises, and is similar to SIYB in many ways. According to the ILO webpage it has so far reached 1,100 enterprises reaching out to potentially 270,000 workers, and has trained an approx. 8,700 managers. The SCORE programme addresses such issues as e.g. improvements on productivity cooperation between managers and staff, better working environment, reduced absenteeism, safer wok environment, and energy savings.[16]

The SCORE programme was first introduced in Myanmar under the Danida-funded Responsible Business Programme. Under this project, the Global SCORE programme was re-designed by a consultant into a shorter 'Accelerator' version, which was implemented in the garments and fisheries sectors. In the first quarter of 2017, under the NORAD-funded Entrepreneurship Development and SME support in Myanmar project, the Accelerator version was re-designed for SMEs in the food processing sector by a consultant from the Kaizen Institute. This version - SCORE Accelerator for food processing SMEs - has a focus on quick and practical improvements in factories. It contains 4 modules in total: a) Workplace cooperation, Kaizen 5S and measuring performance, b) Food safety and quality, c) Productivity improvement; and d) Human resource management and workplace safety. Module 1 is compulsory, with factories deciding if they will take modules 2-4 based on their needs. Each module involves both classroom training and practical on-site coaching and advice. These activities take 2-3 days per module and it takes approximately 4 months to complete all the modules. As modules 2-4 are optional, some factories may finish in a shorter time. This version of the programme targets SMEs with 10-75 employees, who pay a fee for the training. The Global version of the programme targets SMEs with 50-300 employees.

Another version of SCORE targeting restaurants and guesthouses, called SCORE-HoCo, as already developed in collaboration with Swisscontact in Indonesia, is furthermore proposed in Bagan.

With these adaptations, the SCORE was introduced in Myanmar in early 2017. The first batch of trainers has been trained, and training of entrepreneurs has been piloted for the first groups. Interviews with factory owners in Mandalay suggested that the SCORE programme works as expected, with consistent feedback on the readily applicable tools for HRM and for productivity improvement, often for establishments with little prior experience in addressing these issues and in companies with a high level of power distance between

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[13] Ibid

[14] See https://www.pem-consult.de/news/the-focus-on-application-starting-a-regional-bds-program-in-myanmar.html & https://www.pem-consult.de/news/development-of-regional-bds-providers-in-myanmar.html

[15] 21 other trainers were trained subsequently (NORAD project progress report 2016)

[16] ILO webpage, see http://www.ilo.org/empent/Projects/score/lang--en/index.htm

owner/manager and shop floor staff. In these companies, improvements can be implemented shortly after the training and yield quick results.

At this point, SCORE is therefore already introduced in Myanmar, which is an extra achievement of the SME project and in line with the project focus in the next phase, where SCORE will be the main training programme. Apart from the training materials and the adapted approach, there is also an existing pool of trainers – SIYB potential SCORE trainers or trainers already trained in the SCORE methodology – so the delivery structure implementation has already made a head start in the existing project. The market for SCORE is yet not fully analysed given the early stages, but given the challenges faced by many enterprises in Myanmar, the room for making gains in terms of productivity, workplace safety and improvement in workplace cooperation between managers and employees look promising.

Efficiency

Both of the projects have managed to implement the envisaged activities within the set time frame, despite the fact that the project CTA was recruited only in late 2014 and the project team was in place shortly after. In addition, the two projects have been implemented during a period, where the depreciation of the dollar resulted in a considerable loss of financial resources, e.g. the NORAD project estimates that approx.800,000 USD equivalent to almost 20 per cent of the budget were lost as a result of depreciation during the project period. Moreover, the targets for trained trainers and trained entrepreneurs have been exceeded significantly, almost 6,000 entrepreneurs more than envisaged have eventually been trained, and a number of additional activities were added on during the projects' implementation period.

Some of these activities such as e.g. the SCORE programme development and to some extent the VCAs were partly covered by the previous Danida-funded project. In addition, many of the training sessions by SIYB trainers are carried out on a fully fee-based basis and therefore do not weigh much on the projects' budget. The initiatives with AAT Business Centre and Coca Cola also build on contributions from the partner and by fees paid by beneficiaries.

The joint management arrangements no doubt contributed to the efficiency of the project (see below). The fact that core staff can simultaneously cover activities for both projects and create synergies with partners has enabled the project to address key implementation issues quicker. The similarities in the design of the two projects and the core components on SIYB training delivery and entrepreneurship training provided a basis for efficiency gains from the outset.[17]

The budget relies mainly on technical inputs from ILO technical experts to develop and deliver the different training inputs (SIYB, VCA, SCORE, micro finance etc.) in the initial phases. While this approach is no doubt less cost-effective than an approach delivered through regional or national experts, it is also considerably quicker. The pool of SIYB Master Trainers and the ILO technical experts have long experience in successfully supporting the building of a national delivery structure, and in designing the working process that allow for national adaptation (examples, modifications, sector adaptation) to be included into the SIYB training guides. These experiences have been built up over many years in terms of management, specific SIYB training

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[17] Expenditure has been fairly even for both projects, by end-2016 76 and 63 per cent of the project budget had been spent for the NORAD and SECO projects, respectively.

experience and materials development competencies. In other words, with the time-frame given, the approach adopted was the most efficient one.

Compared to other similar business management training courses delivered in Myanmar, the projects Impact Assessment Analysis in 2016 compared prices of different providers with the same length and content. The SIYB training price differs, depending on the actual context (fully fee-based, partly supported, NGO support with almost no contribution from trainees), however, on average the cost of the ILOs SIYB training is considerably lower compared to other, private sector BDS providers delivering the same length and content of training.[18]

Effectiveness of management

The overall effectiveness of the joint management set-up is good. The evaluation mission found that partners were well aware of roles and responsibilities, and had a good relationship with the project team. Moreover, credit should also be given to the CTA for keeping the team together in an environment characterized by a high turn-over of staff.

Among the SME project team, the administrative officer, the M&E officer, the SIYB training team and the VCA expert (who joined the project in July 2016) all worked for both projects, while only the national coordinators were specifically attached to each of their respective projects. Especially the training materials adaptation/translation and the roll-out of the SIYB training benefitted from the joint structure and the combined expertise from external SIYB Master Trainers during project implementation.

In the different regions, contacts and communication with some of the partners was less frequent, and among some partners, the awareness of project content and progress was not fully up to date. More elaborate communication or follow up on progress might have resulted in more active support and awareness from some of the partners.

In terms of technical support, the SME project has been well supported by the ILOs SME Unit in Geneva (ENTERPRISE), and from SIYB Master Trainers, both in relation to strategic development issues and in relation to technical inputs to the different components of the project. The ILOs technical team in Bangkok has not been involved substantially in project implementation, as the ILO in Myanmar refers direct to the ILO in Geneva. The SIYB projects have therefore not linked up to wider regional programmes in neighbouring countries during project implementation.

The two SIYB projects have also worked together with other ILO projects in Myanmar. The collaboration with Coca Cola was based on an initial contact to the MYPEC programme, and child labour awareness will be included as part of the progamme at a later stage. In Shan State, the Eye Opener training was implemented together with the Shan Peace project of the ILO. The relation to the previous Danida-funded Responsible Business project is evident from the activities now undertaken in Myeik, and in relation to the introduction of the SCORE progrmme in Myanmar. The project has also collaborated with the ILO skills training project under the Ministry of Labour as well as the ACT/EMP project with the UMFCCI and the MTF during the project period.

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[18] "Myanmar Start and Improve Your Business Impact Assessment", 2016

In addition, the two projects have worked closely with GIZ almost from the onset. Joint efforts were made early on to combine the CEFE and the SIYB methodologies, and these efforts were combined into the action learning and the Regional BDS programme with GIZ (and their subcontractor PEM Consult).

Project Advisory Committees:

Project Advisory Committees (PACs) for both projects were established in 2016. In the SECO project, good relations were established with the Ministry of Hotel and Tourism from early on, as well as with the Myanmar Federation of Tourism and its affiliated Associations, but due to the political context it was only possible to establish the PAC as from 2016. There have so far been three PAC meetings, and the meetings have served as a forum to inform on major activities by the SME project team to the PAC, and to receive feedback and advice from the PAC on specific activities such as e.g. training and conduct of the Value Chain Analyses. A study tour on Community-Based Tourism has also been carried out with a number of PAC members to Vietnam and Malaysia and served as support to existing pilot activities on CBT in Myanmar (where the law does not allow for home stay). At the outset the PAC requested a SME group to be set up, and during the evaluation mission PAC members repeated the request to the project to make stronger links with the Ministry of Hotel and Tourism on SME development in the sector.

In the NORAD project, the PAC was also established in June 2016 as a recommendation following the midterm review in 2015. The SME Centre of the Ministry of Industry is chair of the PAC meetings, and relevant micro-finance providers (United Amara Bank) as well as SIYB Master Trainers are also members. The SME Centre has a considerable number of engagements with different donors, and is furthermore playing a key role in reaching out to SMEs in Myanmar with the establishment of 52 local/regional SME branches with the purpose of stimulating SMEs for employment creation.

At the level of the PAC, the SME Centre has requested closer collaboration with local SME Centres from the project and also coordination with GIZ in Shan State (e.g. in relation with the value chain analyses). The SME Project team has responded to these requests, e.g. in relation to launching activities in Myeik, support to the business start-up campaign together with the AAT Business Centre in Kachin State and with the development of a business plan for United Amara Bank that would facilitate access to finance for small entrepreneurs .

Impact

This section will focus on the <u>impact on the SMEs</u> as this is the ultimate aim of both projects.

During the course of the projects, different initiatives to reach out to SME development in Myanmar have been developed. These initiatives relate to the SME sector in different ways such as e.g. a sectoral approach (tourism, fishery, agriculture), existing private sector business development service providers, community-based entrepreneurship (in a post-conflict setting), micro finance, and business management training based on an integration of methodologies such as CEFE, SIYB and the Action Learning methodology. The SIYB trainers are involved in these different activities in different ways.

This is presented in figure 2 below:

Figuere 2: The development of theSME projects in relation to the SME sector inMyanmar over time
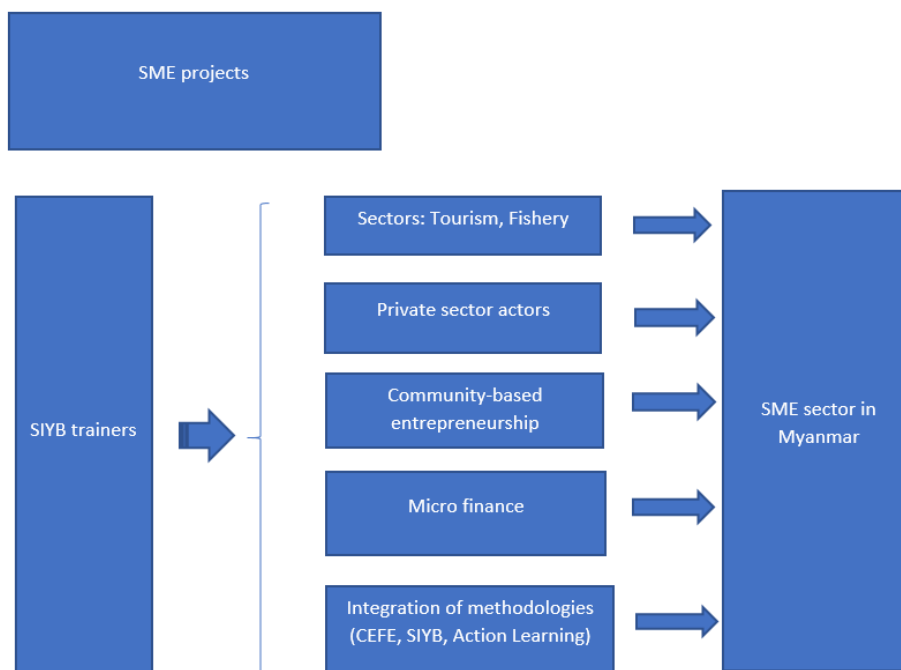
In total, the two SME projects have trained more than 9,500 entrepreneurs in different sectors. The impact study carried out by the project during April/May 2017 in summary show the following results:[19]

Table 9: Overall impact since the start of the SME projects:

Training category	Business started	Business improved (increased turn-over)	Jobs created
SIYB training	1,197	1,868	7,232
Start-up campaign	19	1	104
Coca Cola/Leht Li	13		30
Action Learning	5	5	21
TOTAL	1,234	1,874	7,387
Tourism[20]	388	722	3,072
Per cent of total	32	39	42

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[19] Based on preliminary data of the Impact Assessment Report 2017.
[20] Based on location and type of business

The table shows that among the participants, some 1,197 have started their own business, while 1,868 report on improved performance in terms of higher turn-over. Among the enterprises, 7,232 jobs have been created. The results show that the tourism sector has benefitted proportionately from these achievement relative to the budget of the SECO project. For the Business Eye Opener training, 54 per cent were already in business when they participated in the training, and none have yet started up a new business. As for the gender distribution, 49 per cent of business start-ups were women, while 61 per cent of jobs created were for women.

The qualitative interviews during the mission support the findings of the impact assessment. In terms of short-term effects, all respondents state that the SIYB training is specific, relevant and easy to adopt, and that they are able to make instant changes to their business that improve their performance in the short run. These findings are consistent, regardless of sector, geographical region or type of training (SYB, IYB or SCORE).

The analyses undertaken by the SME project team represent an impressive result among the enterprises that have participated in the projects' activities in terms of business start-up, increased turn-over and jobs created. The results confirms the trend that was already visible during the impact assessment in 2016, and show that the environment was conducive for the introduction of this type of SME project in Myanmar. For these results to be sustained in the long run, employment creation among SMEs will most probably continue to depend on developments in access to finance, business development services, and relevant skills training locally and - in general - an enabling environment for SME creation and growth.

In terms of wider types of impact, the contribution of the SME projects is based on assessments of the evaluation team:

- Policies and laws have not directly been influenced by the two projects, although the relations created with the Ministry of Industry and the Ministry of Hotel & Tourism, respectively, have contributed to supporting the new civil administration.
- The two projects in general contribute to employment creation within the ILOs portfolio of activities in Myanmar, and in turn feed into the overall ILO results-based management 2016-17 ("Entrepreneurship development and growth in FDI lead to socially responsible sustainable enterprises").
- In the coming years, the envisaged SME project will become an integral part of the envisaged Decent Work Programme for the ILO in Myanmar from 2018 onwards, which in turn will feed into the ILO Strategic Plan 2018-21 with an emphasis on SDG 8 on Decent Work in the UN 2030 Agenda.

Sustainability

This section looks more specifically at the sustainability of SIYB training delivery system. According to ILO criteria for measuring sustainability, technical, financial and institutional sustainability need to be assessed individually:

Technical: With more than 370 certified trainers in SIYB a pool of competent trainers have been established, some of them with quite substantial experience in the design and conduct of different types of SIYB training. At the same time, there are many challenges in finding a market given the many different entry points to the

SME sector as presented above. Furthermore, the large pool of relatively new SIYB trainers need technical support and to build more experience over the coming years.

Based on the interviews with trainers, Yangon seems more difficult to work in than some e.g. Bagan or Mandalay, as seen by the SIYB trainers because the number of active business service providers is already high in Yangon, and the possibilities to identify a segment of clients is more costly and resource-demanding. At the same time, there is a risk that many trainers become donor experts, or find other employment and hence do not continue to support SME development in Myanmar

Financial: The actual cost of SIYB courses vary, but are in general competitive as regards the prize if compared with other private sector providers.[21] However, it is important to note that many trainers also relate to a market of small or micro entrepreneurs, some in rural areas, and some living close to the poverty line, who are able only to pay only a little (or nothing) to the SIYB training. It is therefore likely that not all SIYB trainers will be able to create a solid base of clients that will offer a career opportunity as an SIYB Master Trainer in the future. The logic behind the sustainability of the ILOs SIYB to a large extent depend on the fee- payment. At this point, such a strategy mainly seems feasible for some of the more experienced SIYB trainers.

Another building block of the SIYB financial sustainability strategy lies in the ownership of the local SIYB training materials. At this point, two Master Trainers have been entrusted with the continued printing and provision of SIYB materials. However, to the extent that financial sustainability builds upon the income from sale of materials, there is a risk that training dissemination will slow down for those who need it but are unable to pay. Furthermore, the emergence of increasingly non-text-based training approaches may with time undermine this original SIYB financial sustainability model.

Institutional: There is no specific exit plan including the take-over from a national host institution. The institutional sustainability therefore takes a point of departure in the group of SIYB trainers. The evaluation team carried out a quick analysis among the Master Trainers on their three most important reasons for being an SIYB trainer and also asked how they expect to be working five years from now as SIYB Master Trainers. The responses are reflected in the table below:

Table 10: Motivation and future aspirations of SIYB Master Trainers:[22]

	Motivation					Future		
	Trainer career	Run business	Skills, personal development	SME growth	Help others	No fixed objective	Direction in the future	Fixed objective
Female	6	3	5	5	3	4	3	3
Male	7	4	2	4	4	3	4	2
Total	13	7	7	9	7	7	7	5

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[21] "Myanmar Start and Improve Your Business Impact Assessment", 2016
[22] Each of the master trainers were asked to cite three different types of motivation, but some responded with less than three. In total, 20 master trainers responded.

The results show that even among the Master Trainers, the motivation varies from person to person. The main dividing line is between those who aspire to become trainers, as against those who aim to run a good business in the future. The latter group stated that they have no long-term ambitions as trainers and may therefore stop carrying out SIYB training at some point. Another division is between those who hope for the SIYB to become an entry point for personal development and a career path, but have not yet developed any strong interest for SME development issues, Finally, there is a group of mainly NGO-based SIYB trainers who see their future in helping others to learn about business development.

In terms of aspirations for the future, the group is divided between those who have no fixed objective (often focusing on issues of consolidation and further support from the ILO), those with a directional objective (e.g. youth, agriculture, business etc. but with no fixed objectives), and finally those with a fixed objective. Given the immanent introduction of the Master Trainers Platform, the group at present appears to have different ambitions and risk that the ones with the fixed objectives take the lead, perhaps leaving out some of the other Master Trainers.

The opportunity for the SIYB Master Trainers network is therefore that there will be a continued ILO presence in Myanmar in relation to SIYB support some years ahead under the SECO-NORAD funded "Sustaining Competitive and Responsible Enterprises" (SCORE) programme phase III.

As for the SCORE programme, the point of departure is very good as a suitable and tested approach has been developed, trainers have been trained, factory owners have been trained, and initial feedback has been positive. The existence of the SIYB network means that a pool of trainers is already available, i.e. the delivery structure is already in place, the technical sustainability is already partially established, while the financial and institutional sustainability is yet to be developed for the SCORE programme.

At the same time, the SIYB appears to have retained its position as the only business training programme of its kind in Myanmar, as interviews with key donors confirm that no other, similar business management training programme is available for the SME sector in Myanmar. Therefore, the SIYB continues to have a niche in the market in Myanmar. [23]

Cross-cutting issues:

Gender: The data collected during the evaluation show that results achieved are equally beneficial for men and women, in regards to all sectors, training approaches or groups of entrepreneurs. Gender parity has also been achieved in terms of trainers and entrepreneurs trained. Data in terms SIYB trainers and entrepreneurs trained are shown below:

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[23] A quick overview established on the basis of a recently developed donor partner website in Myanmar (www.mohinga.info/) indicates that the ILO is the only actor with such a training approach and target group. Many actors contribute to building capacities in different sectors of the private sector, but with different approaches compared to the ILOs SIYB and SCORE training programmes. Please see appendix 7 for further details.

Table 11: Gender distribution: SIYB trainers and entrepreneurs

	SIYB trainers	Certified trainers	Master Trainers	Entrepreneurs trained	Business start-ups	Jobs created
Women	484

51 per cent | n/a | 13

54 per cent | 5,552

57 per cent | 605

49 per cent | 4,506

61 per cent |
| Total | 948 | 391 | 24 | 9.756 | 1,234 | 7,387 |

The above data suggest that women have benefitted significantly from the two projects. For the SIYB trainers women make up the majority for both trained SIYB trainers and master trainers, while a considerable majority of women create businesses and find jobs among the enterprises that have participated in the projects.

However, the application of gender mainstreaming tools has not been observed, and the scope of the mission did not include a particular focus on gender aspects of enterprise creation or enterprise management. A more focused gender approach in the future would provide a deeper insight into dynamics of small enterprise creation in Myanmar and allow for the ILOs technical tools on gender to become integrated more firmly.

Tripartism: The evaluation mission consulted with the Ministry of Labour in relation to the ongoing project on skills training and other related activities with the SME sector. As for the social partners, meetings were held with the UMFCCI in relation to trainers trained under the two SIYB projects, and to ascertain to what extent collaboration is carried out with the current ILO project of capacity-building to the UMFCCI (through ACT/EMP). As the two SME projects have to a large extent operated with emerging BDS providers, individual private sector actors, training institutions and informal sector CSOs, collaboration with the tripartite partners is not systematically integrated into project management structures. However, the two projects work within the framework and management structure of the ILO Liaison Office and therefore contribute to the Decent Work programme presently being developed with the tripartite partners of Government, employers and trade unions in Myanmar.

International labour standards: In their approach, both of the projects have adhered to and respected the ILOs labour standards, although a considerable part of project implementation takes place in the unregulated sectors of the labour market. As an example, the SIYB projects works with the MYPEC programme, which is intimately linked to ILOs core conventions on child labour.

Conclusions

- **Relevance:** The two projects both proved to be relevant in the Myanmar context, as the SIYB training methodology was new in the market and continues to be relevant for SME sector. During the implementation period, the project enhanced the relevance by developing the different partnerships in the SME sector. In other words, both projects turned from a focused SIYB approach into more genuine SME support. This increased relevance also manifested itself in the adaptation of new

training methodologies such as Action Learning. For the NORAD project, the focus on rural entrepreneurship proved relevant in terms of interest from the target beneficiaries, even if it is still too early to say if the training is relevant beyond the awareness aspects. For the SECO project, the approach was made more relevant for the tourism sector by adapting the participatory value chain approach.

- **Design:** Both projects were designed in ways similar to the introduction of SIYB in other countries. This proved an advantage in terms of having in-house resources available for the establishment of the SIYB delivery structure and achieving the expected number of trained trainers. At the same time, the requirement to train entrepreneurs to obtain the SIYB training certificate has both advantages and disadvantages: Actual numbers are reached in terms of entrepreneurs trained, however, the actual feedback from entrepreneurs into SIYB training design is not yet clear.

- The design of the SME projects also included a focus on access to finance, emphasized on the importance of having a sector approach and in adapting training content to the needs of the target group. These aspects may be combined further in the future to ensure more effectiveness, not least in view of the needs to create employment in Myanmar and in view of the feedback from respondents to integrate Myanmar notions of business better into the training approaches.

- **Effectiveness:** The SIYB training delivery mechanism was established with a higher number of trainers than anticipated. Due to the ability of Master Trainers to train SIYB trainers independently 948 trainers had been trained by the end of the two projects. In a similar way, the number of entrepreneurs amounted to more than 9,500 which is far above the original outcome targets.

- For the NORAD project the actual numbers reached were 578 trainers and 6,163 entrepreneurs, while for the SECO project the numbers reached were 370 trainers and 3,593 entrepreneurs.

- In terms of rural entrepreneurship, a much higher number than anticipated were trained in post-conflict affected areas with 775 reached as against the original target of 300.

- The project managed to establish contacts with the expected number of micro finance partners. The collaboration with Vision Fund made up a concrete linkage between the SIYB and micro finance, and secured wider support to micro and small enterprises in communities. However, the actual link between business management training and access to finance in relation to improved SME performance has not yet been documented in relation to impact.

- For the SECO project, the project had relatively more effect in the concrete interventions at the level of the SMEs in relation with the participatory value chain analysis, not least due to the involvement of SIYB trainers.

- At the sectoral and policy levels, the project did not manage to influence institutions or national policies due to a number of factors such as the position of the Ministry of Tourism towards concepts such as Community-based Tourism. To some degree, the SME projects might have involved institutions and used their internal networks and platforms for a wider dissemination of SIYB training in the sector, and feedback also suggests that both the training materials, the translations and the actual examples are yet to be developed further over the coming years.

- The number of unexpected results all contribute to lay the foundation for future SIYB-adapted training in Myanmar. The number of initiatives made make up a significant contribution to innovation in the SIYB approach in terms of both partnerships, methodologies and actual aim for impact among entrepreneurs. At this point, most of the initiatives are still new and actual results not yet possible to measure. However, they have laid the groundwork for the SCORE programme and for the envisaged focus on the agricultural and fisheries sectors in the coming phase.

- Project results accrue equally to men and women among trainers, and more to women among the entrepreneurs trained by the project.

- In communication terms, the network approach of the project means that the dissemination of the SIYB has not used the platforms of partner institutions to the full extent, and made some key institutions less aware of the progress of the SME projects.

- **Efficiency:** Overall efficiency is good with higher levels of outputs than expected. Despite delay in project team establishment and depreciation of the dollar, the SME project team managed to deliver results within a shorter time-frame of project implementation.

- **Effectiveness of management**. The joint management structure between the two projects enabled the SME project team to deliver an SIYB training delivery fast. The shared functions in administration, communication and not least M&E also contributed to provide an overview of results achieved during implementation . The establishment of the PAC for both projects happened rather late in the project period. At this point, policy level committee members have to some degree influenced project implementation, e.g. linked SIYB training to the SME Centres (NORAD project) and introduced the Community-based Tourism concepts to decision-makers in the tourism sector (SECO project).

- **Impact**: Data show that more than 1,800 business started and more than 7,700 jobs were created in the businesses that took part in the projects. These are impressive results, and impact suggests that results are achieved in the short- to medium term level in terms of increased turn-over and job creation for entrepreneurs. In the long-term, business management training most probably need to be combined with other services, long-term local support in some areas, access to finance, and an enabling environment for SME creation and growth.

- **Sustainability:** The SIYB Master Trainer network make up the basis for the future, as no national institution is envisaged as the host. The technical sustainability has made a good starting point, however, with the majority of the SIYB trainers not yet certified, substantial support to the technical quality of training is still needed in the future. In terms of financial sustainability, some trainers have a clear business plan, whereas the majority of the SIYB trainers are still working to establish a regular base of clients among the different, possible segments of the market for SIYB in Myanmar. The institutional sustainability of the SIYB depends on continued support, and on the successful establishment of the Master Trainers Platform. The motivation and the future outlook differ to a large degree within the group of Master Trainers.

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Validity and reliability of conclusions: The role of key contextual factors

Among the key reasons for success are the readiness and expectations among many parts of the population to engage in business with the aim to create a higher standard of living. The young population have high hopes for the future, and a willingness to learn about business. At the same time, the environment is volatile, and many sectors experience a high turn-over of staff and an impatient attitude towards progress.

From the start of project implementation, the business environment was weak with very few BDS providers, and a government sector that had controlled many enterprises, yet without having a proper regulatory framework for the SME sector that makes up the major part of the economy (both formal and informal). In the absence of these formal structures, the project needed to make more individual contacts at the same time as many institutions underwent change as a result of the new political situation and inflow of foreign aid and investments. Unlike many other countries where SIYB projects have operated, the initial activities of the SME project focused on introduction of key business concepts to management of partner organisations, and required more preparatory work. The informality of the project approach became a hallmark as networks expanded and the number of trainers grew steadily during the project period.

Lessons learned:

- **SIYB training methodology innovation:** The SME project team has managed to develop the SIYB training approach further through the engagement with different existing and emerging business partners in Myanmar. Among the significant contributions is the development of new methodologies, the collaboration with the GIZ on the BDS development and the integration of action learning into the SIYB. These innovations in turn created a challenge for trainers who are used to the text-based classroom training, and less equipped or prepared to adopt to the feedback from entrepreneurs during the training session. Another example relates to the development of the SCORE programme in Myanmar, which was reduced to shorter classroom-based interventions and more emphasis on on-site advice and consultancy. In this way, the practice-oriented methodology of the SIYB is slowly moving towards less-text-based and shorter training inputs divided into shorter modules, and with more emphasis on on-site coaching to entrepreneurs based on their specific needs.

- **SIYB Training delivery system sustainability:** The SIYB training delivery system faces some challenges at the three different levels of sustainability: At the <u>technical level</u> only some of the SIYB trainers have at this point reached a level where they can offer training to entrepreneurs on a regular basis. In terms of <u>financial</u> sustainability, many trainers have not yet developed a market where clients are able to pay for the training and in terms of <u>institutional</u> sustainability the master trainers platform make up the only basis as there is no national institution that can act as a host. In this phase, the efforts need to move from establishment of the SIYB delivery mechanism to consolidation. Part of this process is to identify combinations of technical, financial and institutional sustainability in different segments of the market that will enable a number of SIYB trainers – possibly organized in clusters - to sustain in the long run.

- As an example, the AAT Business Centre adaptation of SIYB training seems to make up a sustainable model based on the competencies of the Master Trainer together with existing competencies in business services, both in technical terms, in financial terms and in institutional terms. A few other SIYB Master Trainers have also had some success to the extent that the SIYB is added on to existing competencies and products, and to the extent that they already have a group of regular clients. Similar sustainability models need to be developed for the other SIYB trainers. In general, sustainability should be given more focus in future programmes and combined with the ILOs other support, i.e. the periodical on-line renewal of certification to SIYB trainers and the continued access to SIYB materials.

Recommendations

Recommendation 1: SIYB training materials should be further adopted to reach a wider audience on the basis of translation into local languages, adaptation to business terms in the local contexts and focus on those aspects of the business management training that are most in need, e.g. marketing skills as opposed to the focus on production.

Action by: SME project.

Priority: Medium/high in the short term/medium term

Recommendation 2: The new SME project should expand on the methodological innovations made in relation to action learning, on-site consultancy, coaching of entrepreneurs and development of non-text-based training materials for use by entrepreneurs.

Action by: SME project and ILO technical experts:

Priority: High in the medium term/long-term

Recommendation 3: Trained trainers should continue to build competencies to be qualified in terms of experience, exposure and technical content and thereby convince more entrepreneurs to demand the SIYB training. It is therefore recommended to establish follow-up processes for SIYB trainers to support the continued development of their competencies, and ensure availability and motivation in relation to the end-need of improving SME sector performance.

Action by: SME project.

Priority**:** High in the short term/medium term

Recommendation 4: The future SIYB business management training needs to target specific markets and develop strategies accordingly. It is therefore recommended to explore ways to encourage the development of **clusters** of SIYB trainers by combining the technical, financial and institutional aspects in relation to a specific market. The characteristics of the SMEs, their sectors, the geographical location in Myanmar and gender aspects should be analysed and serve as a basis for forming clusters of SIYB trainers.

Action by: SME project/technical experts

Priority: High in the short term/medium term

Recommendation 5: From the outset, a sustainability strategy should be made for the SCORE programme, taking a point of departure in the existing pool of SIYB trainers and the companies already involved. Focus should be on two issues a) Human resources: The competencies of the SIYB/SCORE trainers in relation to the needs of the new target group of enterprises, and b) Market: Securing access to the target group of companies in the food sector (or any other sectors that may be subsequently involved).

Action by: SME project.

Priority: High in the short term/medium term.

Recommendation 6: The rural areas have a big potential, but few entrepreneurs are able to pay for the training. The SME project should establish closer contacts with NGOs that have a long-term presence in selected rural communities to ensure that the support of NGOs to long-term livelihoods can be complemented by business management training. NGOs with a long-term presence would have the financial resources to cover for part of the costs for the business management training and assist in creating relevance to the training. The long-term involvement is needed as many micro enterprises need to build up awareness about business, and increase their confidence over time. Furthermore, the ILO has a wide range of training approaches, e.g. relating to community involvement that may be successfully combined with the SIYB.

Action by: SME project.

Priority**:** Medium in the medium term/long term.

Recommendation 7: The value chain analyses have created a good basis for the envisaged work in the agricultural and fisheries sectors. The value chain approach represents a strong analytical tool that should be integrated more with the SIYB training methodology. It is therefore recommended that the SME project explores e.g. the integration of the specific sector-related contents of the value-chain approach with the general business management-related contents of the SIYB, thereby following up on earlier recommendations to explore ways in which business services can be provided by actors in value chains.

Action by: SME project.

Priority**:** Medium in the medium term/long term

Recommendation 8: Communication about the SIYB training should be developed further. Partner organisations can provide platforms for dissemination of information, which would ensure outreach to a target group that is already a potential market for the SIYB training. Social media can be used more to ensure wider outreach on SIYB beyond the core group of people presently connected to the network, and in the more remote areas, alternative models of communication should be considered to ensure more outreach.

Action by: SME project.

Priority: Medium/high in the short-term/medium term

Recommendation 9: Collaboration with government partners through the PAC meetings has already worked in tandem with the needs and priorities in the respective sectors. These linkages should be further developed in the next phase. In concrete terms, the SME project can build on the good relationships with both the political level and the sector organisations in the tourism sector, to ensure coherence between policy level and technical needs for SME development. In a similar way, the formalized contacts established with the Ministry of Industry and the local SME Centres can be linked more with technical support in the coming phase and build on the momentum created for the promotion of SMEs by the government.

Action by: SME project.

Priority**:** High in the short term/medium term.

Appendices
- Appendix 1: Terms of reference
- Appendix 2: Inception report
- Appendix 3: Lessons learned templates
- Appendix 4: List of persons and organisations interviewed
- Appendix 5: Description of the data collection instruments
- Appendix 6: Bibliography
- Appendix 7: Short overview of donor partners and their involvement in the private sector/SME sector in Myanmar

Annex 1: Terms of reference:

**Terms of Reference
for a Cluster Independent Evaluation**

ILO Project Code	1) **MMR/13/13/NAD:** Entrepreneurship Development and SME Support in Myanmar (IRIS code 104356) 2) **MMR/13/07/SWI:** Supporting Tourism in Myanmar through Business Management Training
Administrative Unit	Liaison Office – Myanmar
Technical Backstopping	ENTERPRISE and DWT-Bangkok
Donors	1) NORAD 2) Swiss State Secretariat for Economic Affairs (SECO)
Project Duration	1) February 2014 - June 2017 2) January 2014 – June 2017 The project will have a no cost extension until 31 Oct 2017.
Budget	1) US$ 4.1 million 2) US$ 1.1 million (CHF 1 million)
Evaluation Mission Date	**Second half of May 2017**
TOR Preparation Date	March 2017
Evaluation Manager	Pamornrat Pringsulaka, ILO Regional Office for Asia and the Pacific

Contents

I. Introduction and Rational for Evaluation

Over the past 4 years the ILO has taken a number of initiatives to further deepen its technical cooperation activities in the field of enterprise development in Myanmar. This NORAD funded project focuses on a more general support of the business service market with a link to finance that could benefit the three subsectors interventions funded by another two projects - the SECO funded project on tourism sector (and the DANIDA funded project–on fisheries and garment sectors –*the project so-called "Programme for Responsible Business" – which has already ended in 2016. The 2-year DANIDA funded project had a separate management structure and its final evaluation was conducted in 2016*.)

The two projects to be evaluated under this TOR share the same management structure and both projects contribute to the management cost. With the leveraged management cost, the two projects are able to dedicate more funding to direct interventions with actors on the ground that support SMEs.

Both projects are coming to an end and they both have budget over USD 1,000,000, following the ILO policy on project evaluations, both projects are subject to at least one independent evaluation. Due to the same management and both focus of the SME development, a combined final evaluation of both projects is thus proposed. The primary purpose for grouping similar projects together in 'clusters' is to bring about more policy or systematic change that would not be possible in a single project or in a series of unrelated projects. Cluster evaluation is a means of determining how well the collection of projects fulfills the objectives of systematic change.

A Midterm review of the NORAD funded project was conducted in December 2015. Three main recommendations were provided i.e. 1) establish the Project Advisory Committee and take the necessary steps to ensure it is effective; 2) implement plans to promote development and access of financial services to SMEs; 3) Implement plans to roll out SIYB in rural and urban poor areas; and 4) do not proceed further with the DCED standard audit, but ensure the monitoring system employed is able to measure the projects' impact effectively.

The cluster final evaluation will examine the achievement of the objectives under each project and also will assess the contribution towards broad goals and policy of Myanmar Government on SME. The evaluation will also identify common threads and themes that, having cross-confirmation, take on greater significance. It will also provide feedback on commonalities in project design, as well as innovative approach, lessons learnt, good practices, and methodologies used by the two projects.

The evaluation will be carried out from May to July 2017 (with field work and interviews ideally conducted in May 2017). It will be conducted in compliance with the principles, norms and standards for project evaluation set forth in the ILO policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations, 2nd edition (July 2013). The midterm evaluation will be carried out in close consultation with the tripartite stakeholders and other key stakeholders including the donors.

Responsibility for management of the evaluation is with the ILO's Regional Monitoring and Evaluation Officer, based at the ILO Regional office- Bangkok who has no prior involvement in the projects with oversight provided ILO Evaluation Office. The evaluation will be carried out by an independent external evaluation team. The evaluation will be funded by evaluation provision of both projects. The evaluation will comply with the UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standard.

The SECO project will have a no cost extension until 31 Oct 2017. Both project will then be integrated into the SECO-NORAD funded "Sustaining Competitive and Responsible Enterprises" (SCORE) programme phase III, starting on 1 November 217 until October 2021.

II.   Background and description of the project

Recent political and economic reforms have created significant opportunities for SMEs in Myanmar to grow. The business environment however remains challenging. The NORAD project midterm evaluation identified the remaining challenges in the context of SMEs in Myanmar: -

- • There are land rights issues that no one in the country is allowed to be a land owner;
- • There is low availability of skilled workers;
- • Transport, energy and communications infrastructure are poor; and the quality of industrial zones is low
- Very limited provision of loans to SMEs
- The tax system is not yet clearly defined, or at least not uniformly applied
- At the meso level, the business associations are not independent from their related Ministry to play their lobbying role to improve the business environment. Also, business associations do not have sufficient capacity deliver adequate services to SMEs
- No real Business Development Service (BDS) providers were available to support SMEs prior to the project
- While an SME law has been recently adopted, its executing body, the national SME Agency under the Ministry of Industry, faces various challenges to its establishment . SME Development Law has been adopted since 2015, April 9.And Ministry of Industry was assigned as the focal Ministry for SME Development in Myanmar on 19.1 2016.According to that Law, the SME Development Central Committee was organized on 7 June 2016 leading by President as a Chair and State counselor as Co. Chair , related Minters and External local Experts as members.
- The first meeting of the Central Committee meeting will be held on 1 May 2017. The working committee will be organized including branches of agencies as per the SME Development Law.
- Numerous development actors have been entering the country since 2012, creating coordination issues
- Due to that increase of development actors entering the market there is a high risk that trainers will

cease their role as SIYB trainers to become highly paid consultants

SME Centre was established in Yangon since 2012 to provide the SME development services and also aimed to give more services both States and regions all over the country, 50 SME branches offices across the country hve been extended to include the districts level since April 2014. To date there are 53 branches of SME Development Department through out the country to provide the SME services. The Rule of SME Development on 13 October 2016.

The NORAD funded project started in February 2014 and is scheduled to last 3.5 years. The project has a total budget of US$ 3,223,102 million. It aims to provide SME support institutions and BDS providers with the tools and capacities to roll out the ILO's Start and Improve Your Business (SIYB) management training and other start-up and enterprise support products for women and men in both urban and rural areas. The project is aimed to contribute to the creation of decent work opportunities for women and men in micro, small, and medium sized business in Myanmar. Its immediate objectives are as follows: -

Immediate objective 1: Myanmar wide delivery structure able to provide SME management training and related support services to existing and potential entrepreneurs

Immediate objective 2: Potential entrepreneurs and SMEs have acquired skills to start and improve enterprises

Immediate objective 3: Rural enterprise support services established

Immediate objective 4: Publicly available knowledge on the effectiveness of entrepreneurship training has been increased.

The SECO funded project has a total budget of US$ 1.1 million (CHF 1 million) and a project duration of 3.5 years. The project targets the growing tourism sector. The tourism sector remains a high priority for the Government of Myanmar. The SECO project is aimed to ensure the gains from tourism flow to local communities and in particular the disadvantaged groups. The SECO project will gather intelligence on the specific skills-related constraints affecting entrepreneurs in Myanmar tourism sector (including through subsector analysis), facilitate the integration of the findings at the policy level and, in terms of direct support, focus on setting up a system of SME management training and complementary services that can be rolled out at large scale, using established ILO methodologies. The support targets already established enterprises in need of enhancing their management practices, productivity and working conditions so as to boost their competitiveness and export-readiness. The overall objective of the project is to contribute to the creation of decent work opportunities through sustainable SMEs in the tourism sector. It has 3 specific objectives: -

Immediate objective 1: Skills gaps and opportunities in SME management in tourism identified and integrated into policies

Immediate objective 2: Delivery structure able to provide SME management training and related support services to entrepreneurs in the tourism sector

Immediate objective 3: SMEs in the tourism sector have ability to improve their management practices, productivity and working conditions

Following the recommendation of the midterm review, the 2 Project Advisory Committees first meeting took place in 2016. The provided good opportunities to link the projects to the policy level and to initiate link with the banking system

Brief account of major progress

- Approximately as of June 2016, total of 3300 potential entrepreneurs have been trained on SIYB creating more than 320 new business and more than 1,700 new jobs. Total number of trained trainers (from 132 partner organizations) has reached 340.
- At the end of February 2017, the 2 projects have trained almost 800 trainers from 344 different organisations amongst whom 400+ have been formally certified SIYB trainers and 24 certified SIYB Master trainers. All these trainers have trained more than 8,000 entrepreneurs.
- SECO project conducted an internal impact assessment in June 2016. It is indicated that the project is well on track and likely to reach more beneficiaries than initially planned.
- SECO project has continued to increase its network of partners/trainers. It now has activities taking place in almost all the states and regions in Myanmar.
- Training tools were adapted to local environment and integrated into curricula of local institutions, eg University of Yangon.
- In collaboration with the ILO peace project and the GIZ, a Business eye opener training module has been designed and implemented in Shan State via 8 CSOs which reached more than 775 farmers
- In collaboration with Coca Cola company a Leht Li (Retailers in Myanmar language) training programme based on the SIYB methodology has been developed to improve the management of the retailers in Myanmar. 20 trainers have reached 78 retailers up to end of February

Project management

The projects' office is located at the ILO Office in Yangon under the supervision of ILO Liaison Officer in Myanmar. The two project share a joint management structure, led by a Chief Technical Advisor (CTA) who is jointly paid out of the NORAD and SECO funded projects, proportionately and two National Project Coordinators. After an inception phase, the project started its operation effectively in August 2014 with the arrival of the CTA. Both projects are also support by an International expert on business services and management training and an internal expert (only the last year) specialised on Value Chain. The international experts are assisted by a core group of national officers (2 for NORAD project and 1 for SECO project). The project has received technical backstopping from ILO's Small Enterprise Programme (ENTERPRISE) at ILO Headquarters, as well as from the enterprise specialist in Decent Work Team (DWT), Bangkok.

Two projects staffing structure
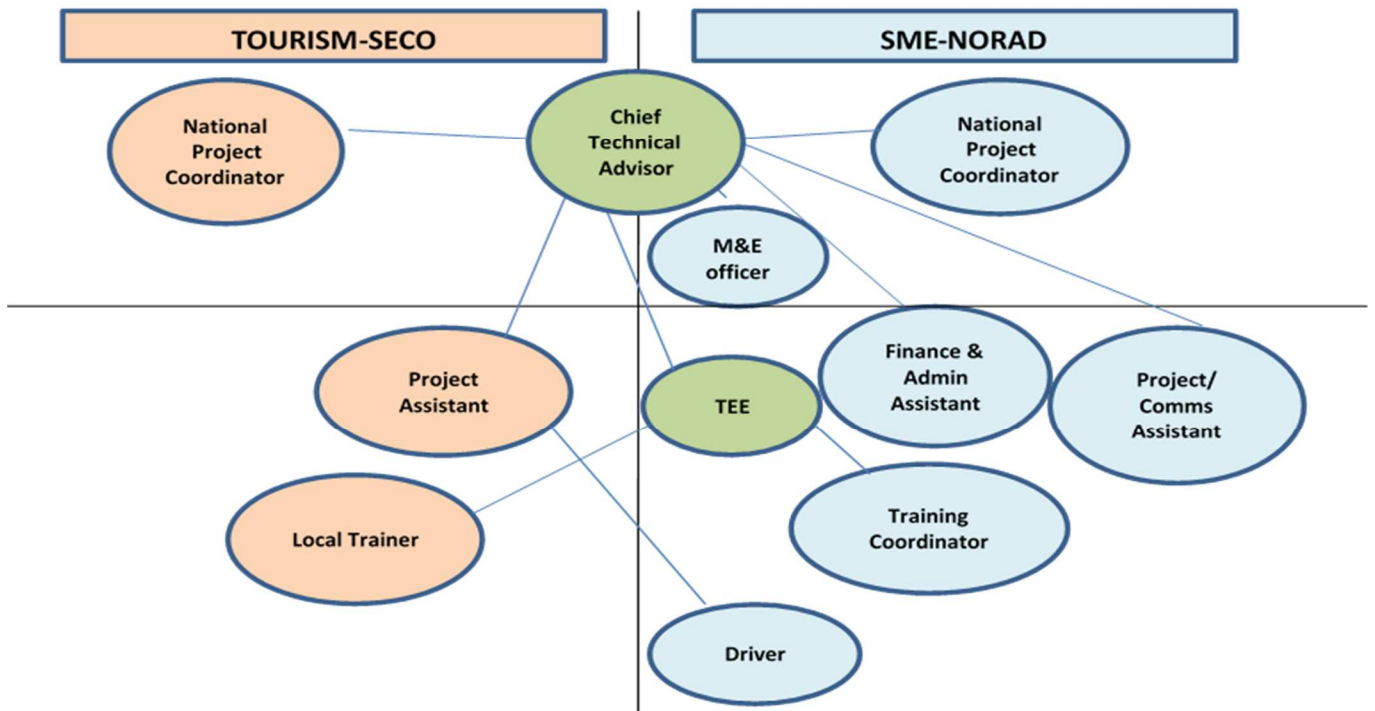
III. Purpose, Scope and Clients of the Evaluation

Purposes: The final evaluation serves two main purposes. Firstly, the evaluation is for accountability to the donors, the tripartite and key stakeholders; and secondly, the evaluation is for learning purposes for improvement in the future which include recommendations for new p (in regard to continuation and selection of sectors as well as coordination with other programmes)

The evaluation objectives are to evaluate the achievement of the two projects against its objectives. Furthermore, the evaluation is to consider the strategic contribution of the two projects to the overall priority of ILO Myanmar to address enterprise development. It will include consideration of whether the means of action have made contributions toward achieving the broader goals of the ILO Enterprise initiatives, Myanmar SME policy and strategies, longer term capacity building of BDS, partnership and complementarity with other initiatives.

The evaluation will also identifying common elements and trends that, having cross-confirmation, take on greater significance and will provide feedback on commonalities in the design of the means of action, as well

as innovative approach, good practices and lessons learnt in entrepreneurship development and SME support in Myanmar.

The evaluation recommendations and lessons learnt will identify suitable sectors, coordination mechanism with other programmes including a newly planned SECO-funded UN Trade Cluster, for the new phase of the projects under the SCORE programme.

Scope: The evaluation takes into account all interventions, geographical coverage, and the whole period of the two projects from the start up to the time of the evaluation.

Clients: The principal clients for this evaluation are the project management, ILO Liaison Office in Myanmar, ILO Decent Work Technical Support team (DWT)-Bangkok, ILO HQ Enterprise Department, Regional Office (RO)-Bangkok, beneficiaries and Donors.

The stakeholders in Myanmar will use, as appropriate, the evaluation findings and lessons learnt.

IV. Suggested Aspects to be addressed/ Key Evaluation Questions

The evaluation should address the overall ILO evaluation criteria such as ***relevance and strategic fit of the project, validity of project design, project progress*** and ***effectiveness, efficiency*** of resource use, effectiveness of management arrangement and ***impact orientation*** and ***sustainability*** as defined in the principles, norms and standards for project evaluation set forth in the ILO policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations, 2nd edition (July 2013).

Key evaluation questions should take into consideration the following aspects:
- How well was the objective of setting up a national system of business management training achieved?
- To what degree has the project contributed to employment creation through SME development?
- Do private providers effectively provide training services to SMEs and can the service provision be sustained after the project ends?
- Has the project been able to innovate in setting up an SIYB delivery structure after 30 years of implementing SIYB in the ILO?
- While strengthening capacity of the relevant government agencies and social partners in particular the employers' organization was not a main objective of the project, has the project contributed to these directly or indirectly? Projects work jointly with the Myanmar Tourism Federation under the UMFCCI.
- Complementarities between the two projects and its effectiveness, challenges, and lessons learnt
- Collaboration with other ILO projects in Myanmar (Employers' project, MYPEC, Shan State project, Skills project and Responsible Business project) and contribution to the overall agenda of Decent Work
- Complementarities with other initiatives in Myanmar (SME Development Centre, GIZ, and UNIDO, Myanmar Private Sector Development framework)
- How has the project addressed a difficult and very donor intensive environment in Myanmar?
- Lessons learnt and recommendations (in regard to continuation and selection of sectors as well as coordination with other programme) for the future of the projects within the SCORE programme

The evaluation shall adhere to the UN Evaluation Norms and Standards and OECD/DAC quality standards.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should

review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and evaluation report.

The list of suggested questions below indicates that they should be taken into consideration when developing the evaluation methodology to ensure all seven areas are adequately covered in the evaluation report. The evaluator should make conclusions, recommendations, and identify lessons learnt and good practices based on the below specific questions. Any other information and questions that the evaluator may wish to address may be included as the evaluator see fit. Suggested specific questions to be addressed include: -

A. Relevance and Strategic fit

- How have these means of action undertaken by the two projects align with government SME policies and the Myanmar Private Sector Development framework? And with the priorities of the social partners - assess whether the government & UMFCCI policies on SME development are coherent, logical and well-articulated.
- Do the projects' means of action address a relevant need on SME development in Myanmar? Have new, more relevant needs emerged that the projects should have adapted and addressed?
- How well do the means of action complement and link to activities of other UN and donors (e.g. UNIDO, GIZ) and other donors in Myanmar?

B. Validity of design

- To what extent the design of the means of action is sound vis-à-vis ILO comparative advantage in Myanmar on enterprise development? Have the means of action been appropriately responsive to political, legal, economic and institutional etc. changes in the projects' environment?
- What changes were made to the implementation after project start and why? Were these effective?
- Is the intervention logic of the means of action coherent and realistic?
- How appropriate and useful are the indicators described in the project documents (including the DCED standards) in assessing the progress of relevant means of action? Are indicators gender-sensitive? Are the means of verification for the indicators appropriate?

C. Project progress and effectiveness

- To what extent have the projects' immediate objectives been achieved? Analyse key success and/or failure factors that may have affected the achievement of the projects' objectives.
- In which areas (geographical, sectoral, issue) do the interventions have the greatest achievements? Why is this? and what have been the supporting factors? How can ILO build on or expand these achievements? In which areas seem to have the least achievements? What have been the constraining factors and why? How can they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the planned objectives?
- Have the quantity and quality of the outputs produced so far been satisfactory? Do the benefits accrue

equally to men and women?

- How have stakeholders been involved in the implementation? How effective has been in term of establishing national ownership? Is the management and implementation participatory and is the participation contributing towards achievement of the objectives?

D. Efficiency of resource use

- The projects have been implemented jointly over the same timeframe under the same management team – to what extent has this arrangement contributed to a more efficiently and strategically use of projects' resources (funds, human resources, time, expertise etc.)?
- Have financial and human resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- What is the cost of the ToT/ToE, compared to the same costs for BDS providers?
- Have the funds and activities been delivered in a timely and effective manner?

E. Effectiveness of management arrangement

- Does the governance structure facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibility by all parties involved particularly key stakeholders (Government and social partners, other UN agencies and donors)and the internal ILO stakeholders (ENTERPRISE, DWT –Bangkok, Liaison Office in Myanmar, and the project managements)? Do the overall interventions receive adequate political, technical and administrative support from its national partners? from internal ILO?   If not why?
- Has the midterm review's recommendation on the establishment of Project Advisory Committee (PAC) been followed and operational effectively? How does the PAC contribute to the success of the interventions?
- How effectively do the management of the two projects in monitor project performance and results?
    - o Is a monitoring system in place and how effective is it?
    - o Is relevant information and data systematically being collected and collated? Is data disaggregated by sex (and by other relevant characteristics if relevant)?
    - o Is information being regularly analysed to feed into management decisions?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and utilized?
- Has the projects made strategic use of coordination and collaboration with other ILO projects and with other donors in the countries/ region to increase its effectiveness and impact?

F. Impact

- Have there been observed changes (in attitudes, capacities, institutions, laws, polices, procedures etc.) of projects' recipients at all levels (BDS level, trainer level, entrepreneur level) and all dimensions (intended, unintended, positive and negative) and whether they can be causally linked to the project's interventions?

- In how far are these means of action on enterprise development making a significant contribution to broader and longer-term development impact (decent work opportunities through sustainable SMEs) Or how likely is it that it will eventually make one? Is the intervention's strategy and project management steering towards impact?

- Since there are a lot of PSD initiatives happening including BDS services, assess the need and the potential niche of SIYB in this market

- Can the means of action be scaled up and if so, to what extent the planned objectives and strategies have to be adjusted?

G. Sustainability

- Are the results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of project?
- How effective and realistic is the exist strategy? Are the means of actions gradually being handed over to the national partners? Once the external funding ends will national institutions and implementing partners be likely to continue the relevant means of action or carry forwards its results?
- Should there be a continued ILO means of action to further support enterprise development to consolidate achievements? Assess the possible new phase of the program e.g. linkages and potential synergies and/or overlap between SIYB and SCORE program.

V.   Expected outputs of the Evaluation

The expected outputs to be delivered by the evaluator are:

1. **Inception report**: this report based on the Desk review should describe the evaluation instruments, reflecting the combination of tools and detailed instruments needed to address the range of selected aspects. The instrument needs to make provision for the triangulation of data where possible. It will cover how the more detailed analysis on the focus areas will be integrated in the analysis and reporting.   ILO   checklist   on   Writing   the   Inception   Report: http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

2. **Stakeholders' workshops:** as part of the in-country field work to gather collective stakeholder views, present proposed focus of the evaluation and as part of full data collection.

3. **Draft evaluation report**: the evaluation report should include and reflect on findings from the fieldwork and the stakeholders' workshop – the report should follows the ILO Checklist 5 on Preparing the   evaluation   report: http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm and Checklist 6 on : Rating the quality of evaluation reports: http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

4. **Final evaluation report** incorporating comments from stakeholders
5. Upon finalization of the overall evaluation report, the evaluator will be responsible for writing **a brief evaluation summary** which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex and submitted to the evaluation manager.

Draft and Final evaluation reports include the following sections:

- Executive Summary (standard ILO format) with key findings, conclusions, recommendations, lessons and good practices (each lesson learn and good practice need to be annexed using standard ILO format)

- Clearly identified findings
- A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations (i.e. specifying to which actor(s) apply)
- Lessons learned
- Potential good practices and effective models of intervention
- Appropriate Annexes including present TORs and standard evaluation instrument matrix

The entire draft and final reports (including key annexes) have to be submitted in English (word file).

The total length of the report should be a maximum of 40 pages. This is 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 and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with ILO, the donors, and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

The draft reports will be circulated to key stakeholders (including the donors, tripartite constituents, other key stakeholders and partners and ILO staff i.e. programme management, ILO liaison Office in Myanmar, HQ technical departments (ENTERPRISE), DWT Bangkok, ILO Regional office) for their review.

Comments from stakeholders will be consolidated by the evaluation manager and will be sent to the evaluation team to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office.

VI. Methodology

The ILO policy guidelines for results-based evaluation provide the general framework for carrying out the evaluation and writing the evaluation report, including the requirements for the recommendations made, lessons learned and good practices documented in the report (http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm).

These guidelines adhere to the evaluation norms and standards of the United Nations system, as well as to the OECD/DAC Evaluation Quality Standards. In addition, the UNEG Ethical Guidelines for Evaluation are to be followed by all parties involved with the process.

The evaluation process will be participatory. All key stakeholders will have the opportunity to be consulted, provide inputs to the ToR and evaluation report, and use the evaluation findings and lessons learnt, as appropriate.

The evaluation is to be carried out independently and the final methodology and evaluation questions will be determined by the evaluation team, in consultation with the evaluation manager. The following primary and secondary data collection techniques are recommended but not limited to.

Review of documentation and field visits

The evaluation team will conduct a desk review first to be followed by interviews and field visits to programme areas in Myanmar. He/she can make use of the sources of information exhibited below for desk review and interview, namely the review of selected documents, and the conduct of interviews

Individual interviews/focus group discussions

Individual interviews in person during the field visit, by phone, e-mail or Skype and/or a questionnaire survey can be conducted with the following:

a)   **ILO staff**

Myanmar

- Mr. Rory Mungoven, Liaison Officer,
- Ms. Piyamal Pichaiwongse, Deputy Liaison Officer
- Mr. Michel Jamar, Chief Technical Advisor, SME
- Mr. Jonathan Bird, Technical officer
- Mr. Jesus Macasil, Training enterprise expert
- National Officers of the two projects
- Ms. Elkaye Santos, Programme Officer
- Ms. Lin Lin Oo, Administrative and Finance Officer

Other ILO – HQ, DWT BKK

- Mr. Merten Sievers (siever@ilo.org)
- ACTEMP
- Nadja Nutz, SIYB global coordinator, ILO HQ
- Possibly; Eva Majurin, DWT- New Delhi

Other collaborative ILO projects

- Mr. Matthew Soudan Maguire, ILO CTA and project staff (including the Administrative and Finance Officer), if relevant
- Mr. Selim Benaissa, Chief Technical Advisor, MyPEC

b)   **Donors**

- Mr. Knut Olav Krohn Laksa, Senior Adviser, NORAD (knut.Olav.Krohn.Laksa@norad.or)

- Ms. Karin Federer, SECO (Karin.federer@seco.admin.ch)
- Ms. Agnes Christeler, Swiss Embassy in Yangon (agnes.chisteler@eda.admin.ch)

c)   **Other key stakeholders**:   (see also attached list)

- Ministry of Industry (SME Centre)
- Ministry of Hotel and Tourism
- Ministry of Labor
- Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)
- Value Chain – key partners (see in the attached list)
- Micro finance Institutions (see in the attached list)
- Master trainer (see in the attached list)
- A Coordinating National Tourism Working Group
- Myanmar Tourism Federation (MTF) Including Myanmar Hotel Association(MHA) and Myanmar Restaurant Association (MRA)
- Other UNs and development partners e.g. UNIDO, JICA, GIZ

Source of Information: Sources of information and documentation that can be identified at this point:

- Projects related document:- Project documents
- Technical progress reports
- midterm review report (NORAD funded project)
- Impact assessment report (NORAD and SECO)
- Mission, meeting, workshop and training reports.
- Project budgets
- Monitoring and evaluation plan.

The evaluator will have access to all relevant materials. To the extent possible, key documentations will be sent to the evaluator in advance.

VII.   Management Arrangements

Management arrangements: Evaluation Manager is responsible for the overall coordination, management and ensure report meet ILO evaluation requirement. The manager of this evaluation is Ms. Pamornrat Pringsulaka, Evaluation Officer of ROAP whom the evaluation team reports to. Evaluation Office, HQ will provides quality assurance and approve final evaluation report.

Evaluator's tasks: The evaluation will be conducted by a team of evaluators comprising of a team leader and a team member. The team leader is responsible for conducting a participatory and inclusive evaluation process and is responsible to deliver the above evaluation outputs using a combination of methods mentioned above.

The evaluation team leader's responsibilities and profile

Responsibilities	Profile
• Desk review of projects' documents and other related documents • Development of the evaluation instrument/ inception report • Briefing with ILO • Skype interviews with colleagues HQ and DWT-Bangkok specialists, and other key stakeholders • Undertake a field visit in Myanmar • Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders • Draft evaluation report • Finalize evaluation • Draft stand-alone evaluation summary as per standard ILO format	• Not have been involved in the projects to be evaluated. • Adequate contextual knowledge of the UN, the ILO and Myanmar and relevant background in social and/or economic development • At least 8 years' experience in evaluation of development programmes/projects, in particular enterprise development projects/programmes will be an advantage • Experience conducting evaluations for the UN organizations and/or other international context • Adequate technical specialization: Enterprise development and SME management training, value chain, and/or tourism • Expertise in qualitative and quantitative evaluation methods and understanding of issues related to validity and reliability • Experience in Myanmar will be a strong advantage • Fluency in spoken and written English and understanding of ILO cross-cutting issues • Experience facilitating workshops for evaluation findings •

A team member – a national consultant. See annex 2 for more info.

*Stakeholders' role***:** All stakeholders particularly the project team, government, donors, and key partners, ILO Liaison Office in Myanmar, HQ Technical department –ENTERPRISE, DWT-Bangkok will be consulted and will have opportunities to provided inputs to the TOR and evaluation process and report.

The tasks of the Projects: The project managements provide logistic and administrative support to the evaluation throughout the process.

- Preparation for the in-country mission and work in cooperation with the evaluation manager , including detailed schedule, lists of people to be interviewed,
- Ensuring project documentations are up to date and easily accessible by the evaluation team;

- Provide support to the evaluation team during the in-country work including arranging of transportation locally. A detailed itinerary will be provided to the evaluation team prior to embarking on interviews;

VIII.   Work Plan and Timeframe

A work plan and timeframe:

Task	Responsible person	Time frame
Getting initial inputs from all key stakeholders for Inputs to the TOR preparation and finalization	Evaluation Manager	March 2017
Selection of consultant and finalisation	Evaluation Manager/ EVAL	By end March 2017
Draft mission itinerary of the evaluation and the list of key stakeholders to be interviewed and list of participants for the stakeholders workshop (if any)	Projects	By mid April 2017
Ex-col contract based on the TOR prepared/signed	Projects	By mid April 2017
Brief evaluators on ILO evaluation policy	Evaluation Manager	By end April 2017
Desk review of document by the evaluator	Evaluation team	5 days (working days)
Inception report submission to evaluation manager	Evaluation team	By 28 April 2017
Field visits	Evaluation team	8-23 May2017
Drafting of evaluation report and submitting it to the EM	Evaluation team	7 days (7working days) Submission of the first draft by end of May 2017
Sharing the draft report to all concerned for comments	Evaluation Manager	2 weeks
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	1 week
Submission of the revised report	Evaluator	3 days (working days)

Task	Responsible person	Time frame
		Submission of the second draft by June 23, 2017
Submission of the final report to EVAL for final approval	Evaluation Manager	End of June 2017

Resources Required: The following resources are required from the projects.

- Cost of hiring external evaluator
    - o Fee
    - o Travelling cost and DSA
- Cost of local transportation (to be arranged by the project)
- Cost of interpreter –as appropriate
- Cost of workshop as appropriate

The duration of this contract is for 32 working days between May to July 10, 2017. The mission in Myanmar is expected in the second half of May 2017.Travel schedules, means of transport and communication subject to prior arrangement with ILO

IX.   Legal and ethical matters

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed.   All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

X.   Annexes

Annex 1: All relevant ILO evaluation guidelines and standard templates
   1. Code of conduct form (To be signed by the evaluator)

   http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

   2. Checklist No. 3 Writing the inception report
   http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5. Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary: http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc

Annex 2: National consultant TOR

National Consultant's Responsibilities:

The reference must be made to the main evaluation TOR above. The outputs mentioned above are joint key deliverables.

The national consultant will assist the International consultant (team leader) to facilitate group meeting/discussions with all stakeholders i.e. internal ILO staff, consortium partners, other key stakeholders including relevant ministries, UN agencies and donor, beneficiaries, other implementing partners).

Outputs: - joint outputs with the team leader on – assisting in the stakeholders' workshop; contributing to a draft evaluation report; and contributing to the final evaluation report

Specifically, the national consultant will be responsible:

- To collect background information and to conduct a desk review of relevant project documents
- To pro-actively provide relevant local knowledge and insights to the international consultant
- To take part in the interviews with key stakeholders, and to make notes during interviews, and to write brief reports during the interview on main observations and conclusions
- To contribute to the main report to be responsible by the international consultant (team leader). The national consultant may be requested to write certain sections in the draft and final report as requested by the Team Leader (International Consultant).
- To assist in identifying the local partners of ongoing and past projects and their beneficiaries in the target areas to enhance the inclusiveness of the evaluation.
- To participate and jointly facilitate the stakeholders workshop
- Provide interpretation, where needed.

Qualification of the team member (national):

- Myanmar nationality with relevant qualifications in Economics and Social sciences, Development studies, and/or related fields
- Knowledge of local context and of target areas where the project operates,
- 3 years experience in conducting evaluation of development programmes and projects
- Knowledge of other related local programmes/projects, and of associated local institutions and government structures will be a great asset.
- Expertise and experience in enterprise development, employment generation, skills development will be an asset
- Experience in working with the UN agencies will be an advantage

Management

The national consultant will report to the international evaluator and also to ILO evaluation manager.

Contract dates, period and the remuneration

The contract is for a total of 23 work days during the period May to June 2017, 2017 (must be available to join the team leader's review mission in Myanmar in May 2017)

Annex 2: INCEPTION REPORT

Cluster Independent Evaluation of

MMR/13/13/NAD: Entrepreneurship Development and SME Support in Myanmar &

MMR/13/07/SWI: Supporting Tourism in Myanmar through Business Management Training

The above projects financed by NORAD and SECO are coming to an end by June 2017. They both have budget over USD 1,000,000, and following the ILO policy on project evaluations, both projects are subject to an independent evaluation. Due to the same management and both focus of the SME development, a combined final evaluation of both projects will be carried out. The primary purpose for grouping similar projects together in 'clusters' is to bring about more policy or systematic change that would not be possible in a single project or in a series of unrelated projects. Cluster evaluation is a means of determining how well the collection of projects fulfills the objectives of systematic change.

The cluster final evaluation will examine the achievement of the objectives under each project and also will assess the contribution towards broad goals and policy of Myanmar Government on SME, and relate findings of the evaluation to the border context of the ILO Decent Work Programme in Myanmar.

The evaluation will be carried out during May-June 2017 with a field mission from 7 - 23 May 2017. It will be conducted in compliance with the principles, norms and standards for project evaluation set forth in the ILO policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations (2nd edition July 2013), and in compliance with the UN Evaluation Norms and Standard and OECD/DAC Evaluation Quality Standards. The evaluation will furthermore refer to the ILOs overall results-based management framework.

Responsibility for management of the evaluation is with the ILO's Regional Monitoring and Evaluation Officer, based at the ILO Regional office in Bangkok. The evaluation will be carried out by an independent external evaluation team consisting of Mr. Martin Østergaard (international consultant/team leader) and Ms. Min Min Han (national consultant). The evaluation will be funded by evaluation provision of both projects.

The SECO project will have a no cost extension until 31 Oct 2017. Both project will then be integrated into the SECO-NORAD funded "Sustaining Competitive and Responsible Enterprises" (SCORE) programme phase III, starting on 1 November 217 until October 2021.

ADHERENCE TO THE TERMS OF REFERENCE

According to the TOR, the final evaluation serves two main purposes:

Firstly, the evaluation is for accountability to the donors, the tripartite and key stakeholders; and secondly, the evaluation is for learning purposes for improvement in the future which include recommendations for the new programme.

The evaluation objectives are to evaluate the achievement of the two projects against its objectives. Furthermore, the evaluation is to consider the strategic contribution of the two projects to the overall priority of ILO in Myanmar to address enterprise development.

The evaluation recommendations and lessons learnt will identify suitable sectors and coordination mechanisms with other programmes for the new phase of the projects under the SCORE programme.

The evaluation considers all interventions, geographical coverage, and the whole period of the two projects from the start up to the time of the evaluation. The principal clients for this evaluation are the project management, ILO Liaison Office in Myanmar, ILO Decent Work Technical Support team (DWT)-Bangkok, ILO HQ Enterprise Department, Regional Office (RO)-Bangkok, beneficiaries and Donors. The stakeholders in Myanmar will use, as appropriate, the evaluation findings and lessons learnt.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and the evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

The terms of reference includes two different levels of questions:

- ten overall key questions,
- sub- questions related to the OECD DAC criteria: Relevance, design, effectiveness, efficiency, project management effectiveness, impact and sustainability.

These will all be covered in the methodology described below. The evaluation will also make conclusions, recommendations, and identify lessons learnt and good practices with a view to future projects.

EVALUATION METHODOLOGY

In order to respond to the evaluations main questions, the evaluation team starts from the basis of the two projects' logical framework. During the desk review, annual and semi-annual progress reports will allow to get an overall picture of progress made. On this basis, a preliminary response to the above-mentioned sub-questions can be made and serve as a point of departure for the initial meetings with the project team upon arrival in Myanmar.

The programme for the mission in Myanmar will include meetings with all the projects' main stakeholders at **the macro, meso and micro levels** in accordance with the logic presented in both of the two projects documents. In this way, the interviews and meetings will allow the evaluation to appreciate perspectives and linkages between the three levels.

The mission will include field visits to Bagan, Mandalay, Inlay, Taunggyi, and Myeik together with meetings in both Yangon and Nay Pyi Taw. These areas have been selected as they make up the key areas for training of SIYB trainers and relations with the SME sector, and also because each of these areas have launched initiatives related to SIYB training based on the networks created and the materials developed in Myanmar. Finally, the visit to Nay Pyi Taw will allow to meet key government decision-makers for both projects in relation to the overall policy level.

In preparation of these meetings, the evaluation team will prepare questions that take a point of departure in the OECD DAC criteria linking to the particular roles of the different stakeholders as presented in the table below.

Evaluation dimensions	Project stakeholders							
	Project team	BDS providers	SIYB trainers	Entrepreneurs	Government	Social partners	Donors	ILO projects
Relevance and strategic fit	x	x	x	x	x	x	x	X
Validity of design	x				x	x		x
Project progress and effectiveness	x	x	x	x	x	x		x
Efficiency of resource use	x		x					
Effectiveness of management arrangement	x		x		x	x		x
Impact	x	x	x	x		x		
Sustainability	x	x	x			x	x	

The estimated total number of respondents is approx. 65-70. The areas marked with an "x" represent those areas, where the stakeholder in question will have the most substantial input to offer. Questions will be prepared accordingly to secure the best possible use of the time available with the individual stakeholders.

The relation between the BDS institutions, the SIYB trainers and the entrepreneurs make up an area of specific importance for this project as it touches upon the institutionalization of the SIYB, the role of the SIYB trainers and the question of SME development (marked in red in the table above). These areas are also reflected in the key questions of the Terms of Reference (see below). The estimated number of

respondents is approx. 35-40 for BDS providers, SIYB trainers and entrepreneurs. By applying both key informant interview techniques (that will go into depth) combined with focus group interviews (reflecting social norms), it will be possible to gain insights into the dynamics between these three groups, and to some extent pinpoint differences between geographical areas and shed light on the gender issue.

In sum, the predominantly qualitative data collected processes above will allow to respond to questions of relevance, design, effectiveness, efficiency, impact and sustainability together with the documents reviewed during the desk phase.

On this basis, the evaluation will be able to respond to the key questions as mentioned in the terms of reference, to the largest extent possible trying to look forward towards the next phase of the project:

- How well was the objective of setting up a national system of business management training achieved?

- To what degree has the project contributed to employment creation through SME development?

- Do private providers effectively provide training services to SMEs and can the service provision be sustained after the project ends?

- Has the project been able to innovate in setting up an SIYB delivery structure after 30 years of implementing SIYB in the ILO?

- While strengthening capacity of the relevant government agencies and social partners in particular the employers' organization was not a main objective of the project, has the project contributed to these directly or indirectly? Projects work jointly with the Myanmar Tourism Federation under the UMFCCI.

- Complementarities between the two projects and its effectiveness, challenges, and lessons learnt

- Collaboration with other ILO projects in Myanmar (Employers' project, MYPEC, Shan State project, Skills project and Responsible Business project) and contribution to the overall agenda of Decent Work

- Complementarities with other initiatives in Myanmar (SME Development Centre, GIZ, and UNIDO, Myanmar Private Sector Development framework)

- How has the project addressed a difficult and very donor intensive environment in Myanmar?

- Lessons learnt and recommendations (in regard to continuation and selection of sectors as well as coordination with other programme) for the future of the projects within the SCORE programme

The findings mentioned above will be validated during a stakeholder workshop, where the lessons learnt and the best practices to the extent possible will be related to the future SME development programme together with the projects' key stakeholders.

On this basis, the evaluation team will make the analysis by comparing with other available data on the SME sector and information from a few external resource persons not related to the two SYIB projects during the mission to Myanmar. This will allow for triangulation of data and provide a solid basis for the findings and conclusions to be presented in the evaluation report.

The draft evaluation report will be submitted as indicated in the timeline attached in annex 1 in line with ILO guidelines, and finalized according to the procedure described in the terms of reference.

WORK PLAN

The evaluation is composed by three main phases:

a) The desk review, where key documents provided by the projects have been analysed and overall findings inserted into a summary LFA performance sheet. In addition, the overall methodology has been worked out and will be further finetuned during the mission depending on the exact meetings scheduled. This takes place prior to the mission from25 April to 5 May 2017.
b) Field mission to Myanmar, which will include meetings with the projects' major stakeholders and field visits, and will end up with a stakeholder workshop, where findings will be presented and lessons learnt will be discussed. The field mission will take place from 7-23 May in Myanmar.
c) Analysis and report writing, including sharing of draft report with major stakeholders for feedback, and finalisation and submission of the final report. This will be concluded by approx. 1 July.

The different phases are summarized in annex 1 to this report.

ADHERENCE TO ILO GUIDANCE AND FORMATING REQUIREMENTS:

We hereby confirm that we will abide by the formatting requirements, especially with regard to:

- Formulating and presenting recommendations
- Identifying and presenting lessons learned, and filling in the appropriate templates
- Identifying and presenting emerging good practices, and filling in the relevant templates.
- Prepare a list of documents received prior to the evaluation mission
- Accept the terms noted in Checklist 5: Preparing the evaluation report.

Annex 3: ILO Lessons Learned Templates

<table>
<tr><td colspan="2">

ILO Lesson Learned Template

Project Title: MMR/13/13/NAD: Entrepreneurship Development and SME Support in Myanmar and MMR/13/07/SWI: Supporting Tourism in Myanmar through Business Management Training
Project TC/SYMBOL: MMR/13/13/NAD&MMR/13/07/SWI

Name of Evaluator: Martin Østergaard & Min Min Han
Date: 10.06.17
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.

</td></tr>
<tr><td>**LL Element**</td><td>**Text**</td></tr>
<tr>
<td>**Brief description of lesson learned (link to specific action or task)**</td>
<td>The SME project team team has managed to develop the SIYB training approach further through the engagement with different existing and emerging business partners in Myanmar. Among the significant contributions is the development of new methodologies as a result of the collaboration with the GIZ on the regional BDS (Business Development Services) development and the integration of action learning into the SIYB. Another similar example relates to the development of the SCORE programme in Myanmar, which was reduced to shorter classroom-based interventions and more emphasis on on-site advice and consultancy.
In this way, the practice-oriented methodology of the SIYB is slowly moving towards less-text-based and shorter training inputs divided into shorter modules, and with more emphasis on on-site coaching to entrepreneurs based on their specific needs.</td>
</tr>
<tr>
<td>**Context and any related preconditions**</td>
<td>The development of a culture for business in Myanmar requires that training approaches are related specifically to the context and made as practical as possible. From the outset, the prevailing attitude to learning is concentrated on teacher-oriented classroom training.</td>
</tr>
<tr>
<td>**Targeted users / Beneficiaries**</td>
<td>SIYB trainers designing training programmes for their segment of SMEs in different regions of Myanmar.</td>
</tr>
</table>

| Challenges /negative lessons - Causal factors | This innovation created a challenge for trainers who are used to the text-based classroom training, and less equipped or prepared to adopt to the feedback from entrepreneurs during the training session.

However, it is important to develop these initiatives further. Many small entrepreneurs, especially in the rural areas, have high expectations and find the idea of creating their own business desirable, Still, there are many constraining factors in the environment, and many factors related to skills and access to finance that need to be overcome. Therefore, it is important to design training and business support services that can enable potential business owners to identify these concrete obstacles and find specific ways to overcome them through the training and support offered through the ILO. |
|---|---|
| Success / Positive Issues - Causal factors | Interest among a wide range of different SMEs in Myanmar has been created, also among the micro entrepreneurs in rural areas, who see business development as a way to improve livelihoods and create more income for their families and communities. The practical and readily adaptable learning from the training not only builds on the textbook examples, but to a large extent also on the other types of learning. |
| ILO Administrative Issues (staff, resources, design, implementation) | To be decided |

ILO Lesson Learned Template

Project Title: MMR/13/13/NAD: Entrepreneurship Development and SME Support in Myanmar and MMR/13/07/SWI: Supporting Tourism in Myanmar through Business Management Training
Project TC/SYMBOL: MMR/13/13/NAD&MMR/13/07/SWI

Name of Evaluator: Martin Østergaard & Min Min Han
Date: 10.06.17

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	Text
Brief description of lesson learned (link to specific action or task)	The SIYB training delivery system in Myanmar is at the starting point of creating sustainability for the future: At the <u>technical level</u> only some of the SIYB trainers have at this point reached a level where they can offer training to entrepreneurs on a regular basis. In terms of <u>financial</u> sustainability, many trainers have not yet developed a market where clients are able to pay for the training and in terms of institutional <u>sustainability</u> a Master Trainers Platform is about to be established. In this phase, the efforts need to move from establishment of a pool of trainers to consolidation. Part of this process is to develop the combination of technical, financial and institutional sustainability in different segments of the market that will enable a number/cluster of SIYB trainers to sustain in the long run. A few SIYB Master Trainers have had success to the extent that the SIYB is added on to existing competencies and products, and to the extent that they already have a group of regular clients.
Context and any related preconditions	For the newly trained SIYB trainers, markets need to be developed, possibly for clusters of SIYB trainers to ensure technical, financial and institutional sustainability for the particular segment of the market that they intend to work in. SMEs in general are motivated to start a new business, but have little knowledge and access to training, and the business culture is only emerging after many years of military rule.
Targeted users / Beneficiaries	SIYB trainers organized in clusters according to key competencies, motivation and plans for the future. The ultimate beneficiaries are managers and owners of small enterprises.

Challenges /negative lessons - Causal factors	The two SME projects have created a pool of SIYB trainers that can act as a solid base of departure. At this point, however, many SIYB trainers need support in relation to technical, financial and institutional aspects for the future. In this context, it is important to get in contact with their potential segment of the SME sector and develop training based on the specific needs of their target group.
Success / Positive Issues - Causal factors	The SME projects have successfully managed to build up a pool of SIYB trainers that far exceed the targets set for the project, also in terms of materials and methodologies developed over the last three years.
ILO Administrative Issues (staff, resources, design, implementation)	To be decided

Annex 4: List of persons and organisations interviewed

Sr.	Full Name	Title/Background	Name of Organization	Gender	Date
1	Michel Jamar	Project Chief Technical Advisor	ILO	M	8.5.17
2	Rory Mungoven	Liaison Officer	ILO	M	
3	Lourdes Kathleen Santos Macasil	Program officer	ILO	F	
4	Aye Pearl Hlaing	Monitoring and Evaluation Officer	ILO	F	
5	Rayke Nelis	Same as above	ILO	F	
6	Thu Rein Win	National Project Coordinator	ILO	M	
7	Daw Kyi Kyi Aye	National Project Coordinator	ILO	F	
8	Jess Macasil	Training	ILO	M	
9	Merten Sievers	Global Coordinator	ILO	M	9.5.17
10	U Hla Aye	Vice Chairman	Union of Myanmar Travel Association	M	
11	U Zarni Htwe	Executive Committee Member	Myanmar Tourism Federation	M	
12	U Min Kyaw Oo	Joint Auditor	Myanmar Hotelier Association	M	
13	U Thura Aung Zaw	General Secretary	Myanmar Hospitality Professional Association	M	
10	Marta Gjørtz		NORAD	F	
11	Bjorn Holter Eriksen	Director	NORAD	M	
12	Andreas Stokseth		NORAD	M	
13	Irina Scheffmann	Head of Program	GIZ	F	

14	Alexander Sandy Chapman	Head of Public Affairs and Communications	Coca-Cola	M	
15	Jonathan Bird	Score and VC expert	ILO	M	10.5.17
16	Michele Boario	Chief Technical Advisor	UNIDO	M	
17	Thant Zin	Project Assistance	UNIDO		
18	Jenny	Master trainer	Freelance	F	
19	Lei Lei Win Than	Master trainer	PS Business School	F	
20	Minty	Master trainer	Freelance	F	
21	Naing Soe	Master trainer	Micro Max Education and Training Center	M	
22	Marlar Win Maung	Trainer	Freelance	F	11.5.17
23	Yin Min Shwe	Trainer	Freelance	F	
24	Htun Shwe	Trainer	Freelance	M	
25	Htun Htun Aung	Master trainer	Freelance	M	
26	Chaw Su Hlaing	Master trainer	Bagan Lotus Hotel	F	
27	Aye Chan Ko Ko	Master trainer	ASK (The Academy for Skills and Knowledge	M	
28	Myo Nyi	Entrepreneur	Electronic bike and motorbike distribution	M	
29	Aung Lwin	Entrepreneur	Delicious Restaurant	M	
30	Zaw Weike		MHA/MRA	M	
31	Khin Maung Htwe	Secretary General	Myanmar Restaurant Association	M	
32	Ohn Twin		MHA/MRA	M	

33	Aye Aye Thant	Master trainer	AAT Business Park	F	12.5.17
34	Dr Pyae Phyo Aye	SCORE trainers	Snacks Mandalay CO.,LTD	M	
35	Wunna Lin Htut	SCORE trainers	Freelance	M	
36	Dr Phyo Paing@Derek	Potential master trainer	Y.E.C Learning Center	M	
39	April	Trainer	YMCA and Chin Dwin College	F	
38	Thiha Sane	Potential master trainer	Freelance	M	
39	Daw Khin Po Po Thein	Entrepreneur		F	
40	U Chan Myae Thu	Entrepreneur		M	
41	Daw Nilar Thant Naing	Entrepreneur		F	
42	Daw Pan Chu Chu	Entrepreneur		F	
43	U Myo Naing Oo	Entrepreneur		M	
44	U Tha Htet Moe	Entrepreneur		M	
45	U Khain Tun	Entrepreneur		M	
46	Dr Aung Thein Aye	SYIB/SCORE Entrepreneur	Food Enterprise	M	
47	Aung Kyaw Oo	SYIB/SCORE Entrepreneur	A-ONE Candy Fatory	M	
48	AKM	SCORE Entrepreneur	AKM Purified Drinking Water	F	
49	Aung Kyaw Swar	Heritage co-founder	Inle Heritage	M	14.5.17
50	U Kyaw Zeya	Director	SME center, Taunggyi	M	15.5.17
51	U Kyaw Min Oo	Head of Branch	SME center, Taunggyi	M	
52	U Nyi Nyi Aung	Deputy Director	SME center, Taunggyi	M	

53	Daw Mon Mon Kyu	Head of Branch	SME center, Taunggyi	F	
54	Daw Kyu Kyu Lwin	Assistant Director	SME center, Taunggyi	F	
55	Zin Myo Sett	Trainers	Thitsar Institution	M	
56	Phyo Thet	Trainers	Freelance	F	
57	Nan Htay Kyi	Trainers	Freelance	F	
58	Khun Kyaw Khaing	Eye opener trainers		M	
59	Khun San Tin	Eye opener trainer		M	
60	Thein Soe	Trainer	Pa-O National Organization	M	
61	Yin Yin Myint@ Su Mon	Potential Master Trainer	Coca-cola	F	
62	Nan Kay Si	Potential Master Trainer	Ethnic Peace Resource Project	F	
63	Michael Haynes	Senior Tourism Advisor & Team Leader, GIZ Capacity Development – Tourism and Agriculture	PEM Consult - ICON Institute	M	
64	U Htin Ag Naing	Director	Ministry of Hotel and Tourism	M	16.5.17
65	Steve Marshall	Former ILO Liaison Office Director	New Zealand Embassy	M	
66	U Ohn Mg, MoHT	Union Minister	Ministry of Hotel and Tourism	M	17.5.17
67	U Thint Thwin	Director General	Ministry of Hotel and Tourism	M	
68	U Hla Myint	Director	Ministry of Hotel and Tourism	M	
69			Ministry of Hotel and Tourism	M	

70	Yan Myo Aung		Ministry of Hotel and Tourism	M	
71	Daw Aye Aye Win	Director General	SME center, Nay Pyi Taw	F	
72	Daw Mu Mu Aye	Assistant Director	SME center, Nay Pyi Taw	F	
73	Daw Tin Tin Htay	Director	Ministry of Labor	F	
74	U Soe Win		Ministry of Labor	M	
75	Hnin New Win		Ministry of Labor	F	
76	Khin Mar Lwin		Ministry of Labor	F	
77	Kai Zar	Entrepreneur	Air-con and Refrigerator service and trading	M	18.5.17
78	U Thet Soe	Secretary	Myeik District Fishery Federation	M	
79	U Tin Maung Win	Supervisor	Myeik District SME center	M	
80	Daw Naing Naing Myint	Supervisor	Myeik District SME center	F	
81	Phwe Phwe Oo	Tourism value chain partner	Guide Association (Myeik)	F	
82	Aung Zaw Oo	BDS	CES Computer Training Center	M	
83	Yin Min Han	Entrepreneurs		F	
84	Nyein Thu	Entrepreneurs		M	
85	Pyae Phyo Aung	Entrepreneurs		M	
86	Selim Benaissa	CTA Child Labor Project	ILO	M	19.5.17
87	Matthew Maguire	CTA Peace in Shan State Project	ILO	M	
88	Piyamal Pichaiwongse	Deputy Liaison Officer	ILO	F	

89	Dr. Aung Thein	Joint secretary General	UMFCCI	M	
90	Dr. Khin Maung Oo	Executive Committee Member	UMFCCI	M	
91	Kyaw Min	Executive Committee Member	UMFCCI	M	
92			UMFCCI	M	
93			UMFCCI	M	
94			UMFCCI	M	
95	Jared Nathan Bissinger	Head of the private sector development component in GIZ		M	
96	Ei Myat Noe Aung	SIYB Licensed Trainer	Micro Max Education and Training Center	F	20.5.17
97	Rommel Caringal	Chief Executive Officer	Vision Fund Myanmar	M	22.5.17
98	Mary @ Moe Moe Aye	Master trainer	Vision Fund Myanmar	F	
99	Agnès Christeler	Head of Political and Economic Affairs	Embassy of Switzerland	F	
100	Flemming Ytzen	Expert in South East Asia and Myanmar, co-author of "Burma/Myanmar: Where Now"	Senior journalist	M	May-July 2017
101	Jørn Kristensen	Executive director	Myanmar Institute for Integrated Development	M	23.5.17

Annex 5: Data collection tools

- **1. LFA matrix performance (quantitative and qualitative data):** Based on the desk review, the team completed the performance rate in relation to major outcomes of each of the projects on the basis of available progress reports and other documents.

MMR/13/13/NAD: Entrepreneurship Development and SME Support in Myanmar
Summary results sheet: External evaluation

		Intervention Logic	Project Indicators of achievement	RESULT AS PER LATEST PROGRESS REPORT
Development Objective		To contribute to the creation of decent work opportunities for women and men in micro small and medium sized businesses in Myanmar	• At least 3000 new jobs have been created (of which at least 40% for women) and 1000 enterprises have been started as new undertakings	
Immediate Objectives	1.	Myanmar wide delivery structure able to provide SME management training and related support services to existing and potential entrepreneurs	• Advocacy/awareness raising events/processes on entrepreneurship conducted • 12 SIYB Master Trainer have been certified and deliver more than 2 ToTs per year • At least 50 local organizations deliver SIYB training 2 or more times per year	
	2.	Potential entrepreneurs and SMEs have acquired skills to start and improve enterprises	• At least 1000 enterprises have improved their performance	
	3.	Rural enterprise support services established	• At least 15 business service providers have delivered services in rural areas selected by the project reaching out to at least 300 potential entrepreneurs and enterprises	
	4.	Publicly available knowledge on the effectiveness of entrepreneurship training has been increased	• Projects M&E System passes an external audit based on DCED measurement standard	

- **2. Semi-structured interviews with respondents (qualitative data):** The team prepared two types of questions for all respondents:
  - a) On particular involvement in the project and
  - b) on contextual factors that have a key influence on their involvement in the projects.

  according to the following matrix:

	Project stakeholders							
Evaluation dimensions	Project team	BDS providers	SIYB trainers	Entrepreneurs	Government	Social partners	Donors	ILO projects
Relevance and strategic fit	x	x	x	x	x	x	x	X
Validity of design	x				x	x		x
Project progress and effectiveness	x	x	x	x	x	x		x
Efficiency of resource use	x		x					
Effectiveness of management arrangement	x		x		x	x		x
Impact	x	x	x	x		x		
Sustainability	x	x	x			x	x	

- **3. SIYB trainer questions (qualitative data):**

       o   The evaluation team asked the SIYB trainers on background, involvement in program, experiences and suggestions for changes to the program (session 1)

       o   Questions on motivation and aims for the future (session2)

- **4. Master Trainer survey (qualitative data**): The team carried out an e-mail survey to all Master Trainers with the following mail:

> Dear xx
>
> We are presently undertaking the independent evaluation of the two SIYB projects funded by the Norwegian and the Swiss government, as they both come to an end by June 2017.
>
> In this connection,we are looking at the future of the programme, and in particular on the role of the Master Trainers. During our visits to different project areas the last two weeks, we have had the chance to speak with a number of your fellow Master Trainers and ask them about their motivation and outlook for the future.
>
> In this connection, we would like you to respond to the following two short questions:
>
> **- What are the three most important reasons for you to be a SIYB Master Trainer?**
> **- Where do you see yourself as a SIYB Master Trainer five years from now?**
>
> We are hoping to present the response to the above questions of the Master Trainers at the validation workshop on Tuesday 23 May as a whole group (not individually). Therefore, we would be grateful if you could respond to this mail as early as possible by **Monday 22 May**.
>
> Our sincere apologies for this very short deadline - we hope to hear from you and look forward to learn from your response.
>
> With best regards,
>
> Martin Østergaard and Min Min Han
> Independent Evaluation Team
> Mail: minminhan2007@gmil.com & martinnostergaard1907@gmail.com

- **5. Impact assessment (quantitative data**): The team also based its data collection on the impact assessment carried out by the project.

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Annex 7: Donor partners in the private sector in Myanmar

The following is based on information from the website https://mohinga.info.en, which contains information on the focus areas of the donor partners in Myanmar.

The webpage does not contain updated information from all donors, and the table has therefore been supplemented by information from the various websites of the donors, with reservation for the fact that any planned, future country cooperation frameworks may not be available yet on the respective websites.

TABLE A.7: Overview of donor partners in the private sector in Myanmar

Donor partner	Source/link	Focus areas in relation to private sector
ADB	"Myanmar Country Partnership Strategy 2017-21", https://mohinga.info/en/	The CPS, 2017–2021 aims to support the government in laying the foundations for sustainable and inclusive economic development, and job creation for poverty reduction. ADB operations will focus on: (i) improving access and connectivity to connect rural and urban areas and markets, and to link Myanmar with the regional and global marketplace; (ii) strengthening human capital to promote a skilled workforce and increased employment, and enable the poor and disadvantaged to benefit from economic growth; and (iii) promoting structural and institutional reform to support the modernization of the economy
Australia	http://myanmar.embassy.gov.au/rang/relations.html & https://mohinga.info/en/	Australia has four priority areas, including one to improve the livelihoods of rural poor. Continues over the coming years (up to 2018/20) with a focus on three areas, including economic development w/ rural focus and food security/poverty alleviation.
Denmark	http://myanmar.um.dk/	Denmark has two major components in its new country programme on "Inclusive and sustainable economic growth" and" Labour market reform". Denmark furthermore contributed to the previous ILO programme: "Programme on Responsible Business in Myanmar"
DFID/UK	https://www.gov.uk/world/organisations/dfid-burma	DFID homepage does not contain any new information, hwoever, interviews during the evaluation mission indicated that a larger, private-se tor programme is in pipeline with links to the SME sector
ECHO	https://mohinga.info/en/	N/A – no private sector engagements
EU	http://ec.europa.eu/europeaid/countries/myanmarburma_en?qt-node_tabs_country_=1#qt-node_tabs_country_ & https://mohinga.info/en/	EU has a large portfolio, including the following projects directly related to the private sector: 1)SMART Myanmar (SMEs for environmental Accountability, Responsibility and Transparency); 2)Establishment of a European Chamber of Commerce in Myanmar (ECCM) – 2014-19: 3)Supporting Financial Access via Cooperative Upgrading and Enterprise and Farm Development in Kayin State 2014-17
Finland	https://mohinga.info/en/	N/A
France	https://mohinga.info/en/	N/A

Germany	https://mohinga.info/en/& https://www.giz.de/en/worldwide/11988.html	Germany is one of the key partners in private sector development, including tourism sector. The ILO project has worked extensively with GIZ on training and capacity building wthin the private sector, including BDS and entrepreneurship training. Main focus areas for GIZ are: - Promoting vocational training - Strengthening the private sector - Developing the financial sector.
INGO Forum	https://mohinga.info/en/	N/A
Italy	https://mohinga.info/en/	N/A
Japan	https://mohinga.info/en/	Japan has a large portfolio of engagements in Myanmar, including the private sector and some training activities related to the companies. Focus according to documents at mohinga.info.en relate to: Agriculture and human resource development, with links to the SME sector
Korea	https://mohinga.info/en/	Korea also has a substantial programme in Myanmar. As for the private sector, the main focus is on agriculture, in the context of poverty reduction.
LIFT	https://mohinga.info/en/	N/A
Norway	https://www.norad.no/en/front/countries/asia-and-oceania/myanmar/	Substantial portfolio in Myanmar for a long period. Increasing portfolio on private sector development and links with private sector actors in Norway.
Sweden	https://mohinga.info/en/	N/A – no private sector engagements
Switzerland	https://www.eda.admin.ch/countries/myanmar/en/home/international-cooperation/strategy-myanmar.html & https://mohinga.info/en/	Switzerland supports Myanmar in four areas of cooperation: Employment and vocational skills development; Agriculture and food security; health, s Social services and local governance; and Peace promotion, democratisation and protection. The geographic focus is south-eastern Myanmar.
UN	https://mohinga.info.en/ & http://mm.one.un.org/content/unct/myanmar/en/home/who-we-are/UNDP.html	Mainly the ILO and UNIDO work with private sector development, to some extent also the UNDP and ITC (until 2015). For UNIDO, main focus area are in relation to SMEs are e.g. indústrial clusters, see http://www.unido.org/resources/statistics/statistical-databases/manufacturing-employment-policy-database-mepd/learning-lab/country-profiles/myanmar.html
USA/USAID	www.usaid.gov/burma/our-work/inclusive-economic-growth	USAID has a large portfolio of programmes, e.g. under the heading Inclusive Economic Growth, related to a rural farmers and small-holders (fertilizers/technologies, food security).

World Bank	http://www.worldbank.org/en /country/myanmar/projects	The website displays some 56 projects and programmes related to the private sector, mainly within energy provision, transport, telecommunications, mining, agriculture, environment, sectors (timber, textile etc.) and framework policy conditions within the private sector.