

**International Labour Organization
TERMS OF REFERENCE**

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

Independent Mid-Term Evaluation

Key facts

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

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List of Acronyms

BDS	Business development services
DCED	Donor Committee for Enterprise Development
DWCP	Decent Work Country Programme
EM	Evaluation manager
EVAL	Evaluation office
HQ	Headquarters
ILO	International Labour Organization
IMTE	Independent mid-term evaluation
IOE	International Organization of Employers
ITUC	International Trade Union Confederation
KPIs	Key performance indicators
M&E	Monitoring and evaluation
NORAD	Norwegian Agency for Development Cooperation
NPC	National project coordinator
NPO	National project officer
P&B	Programme and budget
PAC	Project advisory committee
PPPs	Public private partnerships
SCORE	Sustaining Competitive and Responsible Enterprises
SECO	Swiss State Secretariat for Economic Affairs
SIYB	Start and Improve Your Business
SMEs	Small and Medium Enterprises
ToE	Training of Entrepreneurs
ToT	Training of Trainers
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USD	United States dollar
VC	Value chain

Introduction

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

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

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

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

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

Background of the project

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

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

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

Work Country Programme 2018-21, ILO support to the SME sector is closely aligned with Priority 1 - employment and decent work and entrepreneurship opportunities are available and accessible to all, including for vulnerable populations affected by conflict and disaster. Three DWCP outcome targets (1.1 – 1.3) relate to role of SMEs for economic recovery and job creation in the labour market.

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

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

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

Two recent and future independent evaluations are relevant to the Myanmar project: i) 2019 impact assessment which reviewed the overall outcomes and impacts of the Myanmar SME support programme since 2014 (see Nelis, R. 2019. Entrepreneurship and MSME Support Project – Assessment Report, ILO Yangon, Myanmar, 35pp) and ii) 2020 IMTE of the SCORE Phase III Global Project which reviewed the overall progress and accomplishments across countries while setting aside Myanmar for a separate IMTE given its more complex design and distinct private sector-driven BDS approach; and iii) final project evaluation planned for mid/late 2021.

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

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

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

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

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

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

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

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

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

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

- 1) women entrepreneurs and SMES in remote and conflict areas;
- 2) institutional platforms that promote joint action learning by workers, employers and government representatives; and,

3) training packages that deliver blended learning, for pursuing locally relevant SME development while aligned with global labor standards and norms.

Most recently and as part of the ILO's strategic response to the Covid-19 pandemic, the project has undertaken timely interventions to ensure BDS providers are equipped to support Myanmar's SME sector to respond to COVID-19. These include: i) 2 studies on the impacts of Covid-19 on SMEs (Food processing sector, Hotels and restaurants ii) Development of training package and delivery of ToT to equip SCORE and SIYB trainers with basic online training skills iii) Development of 2 training products on Covid19 occupational safety and health (OSH) and delivery of ToT iv) Development of Business Continuity Planning training package and delivery of ToT.

Purpose and objectives of the independent mid-term evaluation

Purpose

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

Objectives

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

The evaluation is expected to:

1. Independently assess project progress against the log frame in achieving BDS sustainability and project exit strategies;
2. Inform the ILO on how the current project strategy is working, and provide recommendations on what could be changed to increase the likelihood that the project reaches its objectives;
3. List the project's key challenges in sustaining BDS activities through independent organizational and operational arrangements by in-country partners and how these challenges can be addressed;
4. Inform the ILO on feasibility of sustainability strategy of SCORE Programme in Myanmar; and,
5. Identify good practices and lessons learned that would contribute to learning and knowledge development of the ILO and project stakeholders.

The clients of the evaluation are:

1. The donors SECO and NORAD including their relevant Myanmar representations;
2. Project partner organizations, advisory committee, key government stakeholders and relevant ILO tripartite members in Myanmar;
3. ILO SCORE and SIYB global teams, SME Unit and other relevant entities at HQ; and,

4. Project staff and ILO Country Office.

The evaluation will be used in the following ways:

1. Findings and recommendations will inform project strategy and operations design towards achieving end-of-project targets in October 2021.
2. As a management and organizational learning tool to support constituents and partners in forwarding decent work and social justice, especially in the context of Outcome 4 (Sustainable enterprises as generators of employment and promoters of innovation and decent work) in ILO's Programme and Budget 2020-21.
3. The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's [i-eval discovery](#) evaluation database. A summary of the evaluation will be made available in public through the ILO's EVAL, SCORE, SIYB and SME websites.

Evaluation scope

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

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

1. Training products development and introduction;
2. Pool of trainers' capacity development, certification and continuing professional enhancement;
3. The financial sustainability and commercial viability of service provision by local counterparts and the implications for long term impact and scale;
4. Institutional platform/s establishment for long-term BDS coordination and support; and
5. BDS demand by enterprises/entrepreneurs/other clients.
6. The SCORE Training has been provided with no project subsidy and SMEs pay the market rate to the trainers. The evaluation will yield results on the effectiveness of this approach (i.e., can the trainers generate sufficient income to support their business and make profit on SCORE training? Are they able to deliver the expected impact at the enterprise level? Do they have to make any significant modifications to the training to "sell" it to prospective SMEs?)

Evaluation criteria and questions

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

Relevance

1. How is the project effort for sustaining BDS i) aligned with the ILO's SMEs framework for Decent Work agenda, ii) responding to needs of constituents, iii) complementary to the ILO's other programmes/projects, and iv) consistent with donors' priorities – at country and global levels?

2. How does the project align with and support ILO's overall strategies (DWCP, gender mainstreaming, Strategic Programme Framework and relevant SDG targets)?
3. Is the intervention strategy appropriate for achieving the stated project purpose and what are the lessons learned in the design and implementation of the project?
4. How responsive are the project results to the Myanmar SME sector's current and future needs for BDS in entrepreneurship, business management and value chain support? This should include assessment of relevance pre-COVID 19 and during COVID 19. Can this project contribute lesson to projects operating under a Market Systems Development perspective?

Coherence (Validity of the design)

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

Effectiveness

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

Efficiency

1. Have resources (funds, human resources, time, expertise etc.) been allocated strategically and used efficiently?
2. Are management capacities adequate and facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved? Does the project receive adequate political, technical and administrative support from the ILO and its national implementing partners? How is communication between the project team, the ILO and the national implementing partners? How does the project management monitor project performance and results?
3. Is the project on track in its timeline of activities and achievement of end-of-project targets for sustainable BDS by Myanmar partners?
4. How cost-effective is the utilization of project resources in implementing strategies and activities to deliver project outputs and outcomes for sustaining BDS, including addressing gender equality and non-discrimination in the implementation and results? Could the same results be attained with fewer resources?
5. How are contingencies dealt with including for Covid19, and to what extent mitigation and corrective actions are taken when required?

Sustainability

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

A more detailed analytical framework of questions and sub-questions will be developed by the evaluator as part of the inception report and in agreement with the Evaluation Manager.

Methodology to be followed

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

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

1. Desk review
 - i. Myanmar Sustainable Development Plan 2018-30 and related national government plans); ILO's strategic plan and P&B 2020-21; and DWCP Myanmar 2018-21
 - ii. Global SCORE III project document, SME Myanmar support project document, relevant evaluation reports and impact assessments, DWCP country reports to tripartite advisory group (please use exact term that exists in Myanmar), project advisory committee minutes, donor reports on technical and financial progress.
 - iii. Key documents from a) project management information system (MIS) and b) SCORE and SIYB global knowledge sharing platforms
 - iv. M&E data from databases managed by a) project team and b) SCORE and SIYB global teams
2. Key informant (individual/small-group) interviews (virtual/e-mode) and survey:
 - i. Project team (staff, consultants, service providers)
 - ii. ILO internal stakeholders (country office and HQ)
 - iii. Donors (SECO and NORAD in both country office and HQ)
 - iv. In-country stakeholders (relevant government entities, private sector, non-government entities and ILO constituencies)
 - v. Implementing partners/ BDS providers (master trainers, trainers and platforms)
 - vi. BDS users/clients (SME managers and staff, actors in VCs and market systems)
 - vii. Questionnaires developed in support of interviews/surveys that will be filled up by key informants, especially in cases where travel would not be possible due to COVID-19 restrictions.
3. Supplementary fieldwork, subject to Covid19 restrictions
 - i. Case BDS providers (representing master trainers and trainers, including those affiliated/un-affiliated with BDS platforms and currently active/inactive trainers)
 - ii. Case BDS users (representing key enterprise-types, business sectors and geographic locations)

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

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

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

Limitations:

The limitations of the proposed evaluation methodology are acknowledged:

- Quantifying the preliminary and anticipated outcomes of training/capacity development interventions in SMEs poses many challenges. Many SMEs do not track performance indicators (KPIs) and thus cannot provide accurate baseline data or progress data. Many enterprises consider the data as confidential and are reluctant to share data with trainers or project staff.
- The continuing uncertainty and volatility over the Covid19 pandemic present major challenges in data collection, particularly for field level and face-to-face interactions with data sources. Methodology may be necessarily adapted and/or improvised by the evaluator, through joint discussion and agreement with the ILO.

Deliverables by the contractor

The evaluator expects the following deliverables:

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

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

	the ILO at the end of the evaluation process.		
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Specifications:

- Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed as well as included in the evaluation summary.
- All deliverables must be prepared in English, using Microsoft Word, and delivered electronically to ILO. ILO will have ownership and copyright of all deliverables.
- Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and approved by the Evaluation Office.
- Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO.

The Contractor will be responsible for:

- The design, planning and implementation of the evaluation and the write-up of the evaluation report (the total length of the report should be a maximum of 30 pages for the main report, excluding annexes; additional annexes can provide background and details on specific components of the project evaluated. The report should be sent as one complete document), using an approach agreed with ILO, and for delivering in accordance with the ILO’s specifications and timeline;
- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;
- Making themselves available, if required, to take part in briefings and discussions, online or, if necessary, at the ILO Geneva Office or other venues, on mutually agreed dates, in line with the work outlined in these ToRs.

Management arrangements and tentative time frame

Management Arrangements

The mid term independent evaluation will be conducted by an independent evaluator. The evaluator can constitute his/her team as he/she sees fit. A local consultant is needed as part of the team to ensure communication in local language. All members of the evaluation team (including the additional staff) shall thus fall under his/her supervision and responsibility.

The independent evaluator is responsible for conducting the evaluation according to the terms of reference (ToRs).

On the ILO’s side, the evaluation will be supervised by the Evaluation Manager. The Evaluation Manager will:

- Ensure meeting schedules are set up;
- Assist the evaluator in data collection from the project team;

- Assist in the implementation of the evaluation methodology, as appropriate (i.e., participate in interviews, observe committee meetings) and in such a way as to minimize bias in evaluation findings;
- Review and provide comments on the evaluation report;
- Ensure that the evaluation is conducted in accordance with terms of references, for the preparation of the draft report of the evaluation, discussing it with the evaluator, beneficiaries and stakeholders;
- Liaise with project staff wherever their engagement is needed to fulfill the requirements above.

Application requirements

Selection of the contractor will be done by the ILO based on their technical and commercial proposals. Proposals to undertake any work under these ToRs will be submitted in English and must contain the following information and documents:

1. Technical Proposal

1. A short summary of profile and capacity of the Contractor to conduct an evaluation of SME-sector support project, including a record of relevant work executed in the past five years.
2. A proposal on how the contractor intends to complete the work described in the ToRs, including any suggestions for improving/modifying ToRs;
3. The CV(s) of the Evaluator (a team consisting of at least 2 members, either from a firm or jointly by individuals) that will undertake the work, with general description of tasks assigned for each team member;
4. A timeline with proposed dates for contract start and end dates.
5. Two examples of previous related work. Names and details of two references.
6. Certificate indicating completion of the ILO EVAL's online *Self-induction programme*. The programme takes one hour and a certificate is provided upon completion of the programme. The programme is available at http://training.itcilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html.

2. Commercial Proposal

1. A proposal setting out the cost for the evaluation including a daily fee (or daily fees in case several team members will be involved in the evaluation), number of work days per staff by activities and outputs, and tentative travel costs per mission.

Requirements of the evaluator

1. Lead evaluator

- Knowledge, skills and experience (at least ten years) in the area of M&E and evaluation of development programmes/projects.
- Knowledge and experience (at least five years) related to planning, implementing, institutionalizing and/or sustaining BDS for SMEs in developing countries. Preference for experience in private sector driven and/or revenue-based models for BDS delivery.
- Experience as a project manager/team leader (at least five years).
- Relevant country experience in Myanmar and/or Southeast Asia is an advantage.

- Experience in systemic approaches to private sector development (M4P, MSD, Entrepreneurship Ecosystem development) would be an advantage.
- Excellent written and oral communication skills in English (level C2).

2. Evaluation team member/s

- Knowledge, skills, and experience (at least five years) in the area of M&E and evaluation of development programmes/projects.
- Knowledge and experience (at least five years) of training, capacity building and/or general SME support including private-sector engagement.
- Knowledge and Experience in market led approaches to MSME development.
- Relevant country experience in Myanmar.
- In line with COVID travel restrictions, preferably s/he needs to be locally based in the country.
- Excellent written and oral communication skills in English (level C2). Proficiency in Myanmar (Burmese) language is required unless it is provided by the lead evaluator or another team member of the evaluation team.

Replacement of evaluation team members

The Evaluation Team assigned by the Contractor to perform the services under this Contract, which is considered essential for the performance of those services, shall be composed of the Personnel indicated in the Technical and Commercial Proposal of the Contractor. Accordingly, in addition to the Terms and Conditions applicable to ILO Contracts for Services:

- If any of the Contractor's Personnel part of the Team is removed or for any reason is no longer available to perform the services then the replacement Personnel shall be of equal or better knowledge, experience and ability to perform the services;
- Prior to replacing any Personnel part of the Team, the Contractor shall notify the ILO reasonably in advance and shall submit detailed justifications together with the resume of the proposed replacement Personnel to permit evaluation by the ILO of the impact which such Personnel replacement would have on the work plan;
- No Personnel replacement of the Team shall be made by the Contractor without the prior written consent of the ILO, which approval shall not be unreasonably withheld; and
- The Contractor will not charge the ILO for any additional costs in supplying any replacement Personnel.
- The introduction of replacement of any Personnel part of the Team may constitute considerable losses for the ILO. Therefore, the Contractor's Personnel are expected to perform the services until the completion of the assigned tasks and deliverables.
- In the event of demonstrable poor performance or misconduct of the Personnel part of the Team, if the ILO so decides, the Contractor shall provide an appropriate replacement for such Personnel. The Contractor will provide suitable replacement personnel within 15 work days.

Compliance with UN norms and standards for evaluation

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Please refer to the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines>

To ensure compliance with ILO/UN rules safeguarding the independence of the evaluation, the contractor will not be eligible for technical work on the project for the next 12 months and cannot be the evaluator of the final project evaluation.

Annexes

Annex 1: [ILO Evaluation policy guidelines](#)

Annex 2: Writing the inception report *(to be shared by the evaluation manager)*

Annex 3: [Guidance note 4: integrating gender into evaluation](#)

Annex 4: [Adapting evaluation methods to the ILO's normative and tripartite mandate - Guidance note](#)

Annex 5: Preparing the evaluation report *(to be shared by the evaluation manager)*

Annex 6: Filling in the evaluation title page *(to be shared by the evaluation manager)*

Annex 7: Rating the quality of evaluation reports *(to be shared by the evaluation manager)*

Annex 8: Writing the evaluation report summary *(to be shared by the evaluation manager)*