Terms of Reference
Learning Consultant: Garment and Bamboo Markets

General Background

The Business Innovation Facility (BIF) is a 5-year initiative funded by the UK Department for International Development (DFID) with country programmes in Myanmar, Malawi and Nigeria. BIF Burma closes at the end of July, and requires support to learn from its work and reflect that learning back to partners in an inspiring way.

BIF employs a 'Market Systems Approach' (also known as M4P) - aiming for large scale, sustainable economic impact on people on low incomes by focusing on catalysing change in overall markets. BIF's objective is to facilitate market system changes that allow poor people to better engage in markets as employees, producers or consumers. BIF primarily works by supporting companies (programme partners) to innovate in the selected markets; BIF supports these companies to develop inclusive business models and then helps to disseminate the benefits of these innovations so that they are more widely adopted. To do so, BIF has provided high quality consultancy services to support commercially viable pro-poor market innovations that will enhance economic growth, create wealth, and reduce poverty.

In Myanmar, BIF focusses its work on three markets: garment, tourism and bamboo. The team has identified and selected these markets based on their growth potential and the opportunities they provide to facilitate a pro-poor market-wide system change for a large number of poor people. These ToR are to support BIF to learn from its work in the garment and bamboo markets.

Description of services

The primary purpose of this assignment is to provide clear and compelling learning material for BIF to use in a closing event with key stakeholders in Myanmar in June 2019. These stakeholders will include the companies that BIF has supported as programme partners, DFID and staff from other development organisations and programmes that have an interest in taking forward elements of BIF's work.

These materials and events will enable all concerned to 'take a step back' from their day to day work and reflect on how working with BIF has supported programme partners to make a significant change in practice that has opened the way to pro-poor market-wide system change, identifying what system changes have occurred and why they are significant. This will encourage programme partners to continue to embed the changes in their businesses, and other facilitators to support and amplify the change in future.

This will help to sustain and increase the positive impact that BIF has had on the lives of poor people in Myanmar.

The Consultant will be expected to do the following:

- Review the theory of change for the markets to obtain a good understanding of BIF's strategy for bringing about systemic change.
- Review relevant data from BIF's M&E systems that details the outputs, outcomes and impact of BIF's work in the markets, and identify key achievements that can be presented.

- Interview key stakeholders (as per the 'location of activities' section below) about BIF's main achievements in the markets.
- Using quantitative and qualitative measures (from M&E data and from semi-structured interviews) identify the changes that BIF's support has achieved and the mechanisms through which change has happened – (1) at individual beneficiary level; (2) at company level; and (3) at market-system level.[1]
- Support these findings with evidence.
- Develop insights as to why less change may have happened than anticipated in some instances – and therefore how future programmes may be able to improve upon the approach BIF has taken.
- Develop visually compelling graphic material to share the main lessons learnt for key stakeholders.

Deliverables

1. Short report with key learnings on BIF's contribution to change in the garment market by 15 May (a draft of the report will be submitted 10 May).
2. Short report with main learnings on BIFs contribution to change in the bamboo market by 15 May (a draft of the report will be submitted by 10 May).
3. Visually compelling graphic material capturing BIF's contributions that can be used in presentations for both the garment and bamboo market (by 31 May).

Duration and schedule

This assignment will start on 29 April and be completed by 31 May. This assignment is for a total of 25 days.

Location

Home base – one week:

- Analysis of BIF M&E data

Myanmar – two weeks for meetings with stakeholders including:

- BIF Myanmar Team Leader
- BIF Technical Director
- BIF Market Managers
- DFID Burma staff
- Representatives of partner organisations
- Other market commentators as recommended by BIF

Myanmar or home base

- Two weeks for preparing deliverables

The work in Myanmar will mainly be based in Yangon, but some short trips to other regions may be required.

Skills and experience required

Consultants for this role will need to demonstrate

- A track record in learning from development programmes.
- An ability to absorb and interpret a high volume of information about a development project in a short time.
- At least 5-years' experience of working in or advising private sector development projects.

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[1] A learning framework is provided with 26 questions (see Appendix). Answering as many as possible of these questions will assist in developing the insights required

- An ability to understand and analyse data on KPIs.
- Evidence of being able to produce visually compelling material that combines qualitative and quantitative findings.
- High-level skills and experience in M&E.
- A good understanding of M4P theory and practice.
- Knowledge of RCT methodology and the strengths and weaknesses of data from this approach.

Application process

Interested individuals are requested to send a professional CV to Sebastien Moineau (BIF Myanmar Team Leader) at sebastienmoineau@asperconsulting.com, copying Deborah Barnes (BIF Myanmar Programme Manager) at deborah.j.barnes@pwc.com with the subject line "Learning Consultant: Garment and Bamboo Markets"

The deadline for application is the end of Friday 19 April 2019.

Learning from BIF Burma: Key Questions

1. What are the features of the approach?
2. What was learned from operations?

9. What are the features of the innovation?
10. What are the features of the market that supported this innovation?
11. What size/type of company?
12. How does company benefit?

13. What are the features of the systemic change?

15. Who is reached (producers vs consumers, livelihoods or welfare)?
16. What is the nature of impact (deep vs shallow)?
17. How is the impact created?
18. What is the scale of impact in the programme period?
19. What is the potential for impact in the future?

Which BIF tool*/approach? ⇒ Which company innovation? ⇒ Results in systemic change in the market ⇒ Benefits large numbers of poor people ⇒ Has a high impact on those people

*Grant, TA or facilitation

14. How has the innovation resulted in a systemic change?

3. What are the features of the BIF tool?
4. Why was it selected?
5. How and why was company selected?
6. How does the tool support the company?
7. What makes it effective?
8. What does the company like about it?

20. How does the systemic change benefit these people?

21. How does impact arise from the poor reached and/or market system change?

22. What is the most effective approach for achieving impact?
23. Are some approaches quicker or easier than others?
24. What are the features of the company, innovation or market that suggest a particular tool or approach?
25. What selection criteria should be use when using each tool or approach?
26. What is the overall VFM of each approach?