



Terms of Reference: Income-Generation Support Consultant (Local)

Mae Sot, Thailand

Deadline for submissions: 13 February 2017, 1pm GMT

Context

Teach A Man To Fish aims to eradicate poverty by providing good quality, low-cost, relevant education to young people in developing countries. We support schools to establish school-based enterprises - from eggs to grain storage, crafts to a hotel. These enterprises serve both as learning platforms, and as income-generating activities for the school, as students work on the businesses alongside their academic education. In this way, students learn valuable business and entrepreneurial skills and the school has the ability to raise additional funds in a sustainable way. The student's involvement in the businesses makes their education more relevant to the workplace and means graduates leave school better prepared to succeed in work, in further education and in life.

Save the Children has led global action on children's rights for more than 90 years. The 'Improving Migrant Protection and Assistance for Children in Thailand' (IMPACT) project has been and continues to develop local child protection mechanisms that are relevant to government policy framework, and integrate these into existing child protection systems so migrant children can live within an effective protection system and have access to effective care, education and health services. This consultancy falls under the objective of promoting access to education services and specifically looks at the challenge of closure of Migrant Learning Centres in Mae Sot due to financial gaps. The consultancy is called for as there is a need to develop and implement a model to enhance the financial sustainability and self-sufficiency of migrant learning centres in Mae Sot.

Under this consultancy project TAMTF is looking for an experienced local consultant to support with the delivery of the project activities.

Purpose and scope of this consultancy

This project aims to enhance the financial sustainability and self-sufficiency of migrant learning centres in Mae Sot to addresses their financial gaps and in turn the risk of closure. The overarching goal is to improve the financial sustainability of participating Migrant Learning Centres and have a workable model that may contribute toward addressing the current funding gaps. Under the direction of TAMTF, the local consultant will give on-the-ground support to MLCs.

Deliverables and activities

Activity	Deliverables	Dates
1. Monitoring and Evaluation and consultation planning	Baseline with 5 MLCs	20 Feb – 3 rd Mar'17
2. Workshop 1: Participatory cluster training with 5 MLC's	<p>Attend a 2 days pre-workshop session with TAMTF to learn about the TAMTF methodology and the use of the TAMTF tools.</p> <p>Support TAMTF in delivering a 5-day training to 5 MLCs which consists of:</p> <ul style="list-style-type: none"> • Internal evaluation and stakeholder map of at least 5 MLCs, • Mapping and feasibility study of potential financial sustainability approaches, • Market mapping exercise for MLCs to explore the viability of possible proposed Income Generating Activities (IGA) <p>Attend a 1 day post meeting session with TAMTF to review results from training and compile all necessary information that will be needed for the creation of business plans</p>	<p>09-10 Mar'17</p> <p>13-17 Mar'17</p> <p>20 Mar'17</p>
3. Workshop 2: Financial sustainability & business plan training	<p>Attend a 2 days pre-workshop session with TAMTF to learn about the TAMTF methodology and the use of the TAMTF business plan toolkit.</p> <p>Support TAMTF in delivering a second 5 day training for up to 2 MLCs, which includes:</p> <ul style="list-style-type: none"> • A training sessions for partners CBOs and MLC on toolkit • Participatory planning to implement pilot financial sustainability and business plan with at least one MLC <p>Attend a post meeting session with TAMTF to review results from training and set up a detailed work plan and timeline and establish milestones for follow-up support plan</p>	April/May: Date TBC
4. On-going support and reporting	8 weekly visits to (up to) two MLCs for the initial 2 months and 10 fortnightly visits or	April/May – end of

	<p>phone calls afterwards with the aim to support them with the implementation of their financial sustainability and business plan</p> <p>Provide TAMTF with monthly one-page progress updates during the implementation of the MLC's business which include:</p> <ul style="list-style-type: none"> • a financial report on the MLC's seed funding, expenditure and income • A narrative summary on the progress of the joint implementation with MLC and community actors <p>Support with collecting endline data of 5 MLCs</p> <p>Based on the collected data, support with the analysis of the project outcomes at the end of the consultancy</p> <p>A final report on the consultants activities against the deliverables set out in these Terms of Reference</p>	November 2017
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1) **Monitoring and Evaluation and consultation planning**

Teach A Man To Fish will develop consultation plans and M&E indicators with Save The Children.

The local consultant will collect the baseline data from all 5 MLCs. The baseline will analyse MLCs' current finances and evaluate the financial deficits helping MLCs to identify priority areas.

The local consultant will collect endline data at the end of the project and submit the data to TAMTF in electronic format.

2) **Workshop 1: Participatory cluster training with 5 MLC's**

In a 2-day pre-workshop session in Mae Sot, Teach A Man To Fish will train the local consultant in their methodology and training programme. As part of the pre-workshop session the local consultant will share findings from the baseline data.

To be prepared and delivered by the Teach A Man To Fish consultant together with the local consultant. A 5-module training programme over **5 days** for MLC staff for a maximum of **30 participants**. Participants would include local partner staff, trainers,

management and may also include teachers and students. Participants will be guided through training and practical exercises to support the MLC:

a) Participatory Stakeholder mapping

The first part of the participatory workshop will support MLC group members to do the following:

- Interviews with key stakeholder groups to inform objectives
- Business vision and mission setting
- Community mapping
- Development of organogram

b) Feasibility study & market mapping

The second part of the **participatory workshop** will engage the MLC group members to par-take in their own feasibility study & market mapping. Many of the activities will require the workshop members to go out into the community to analyze the market. They will be guided through the following activities:

- Resource assessment
- Analysis of the market
- Analysis of the competition
- SWOT analysis
- Analysis of the availability of human resources
- Consider context & environmental factors
- Analysis of prices prevailing in the market
- Risk assessment
- Generate a list of potential business ideas to develop further
- Assess and rank ideas in terms of viability, profitability & educational criteria
- Development of a detailed marketing and sales plan
- Development of financial projections
- Creation of plans for the financial investments required

In a 1-day post-workshop session, the local consultant and Teach A Man To Fish will review results from the activities carried out during the participatory workshop.

3) Workshop 2: Financial sustainability & business plan training

In a 2-day pre-workshop session in Mae Sot, Teach A Man To Fish will give further training on their methodology and the use of the toolkit, as well as the business plan document created for MLCs.

To be prepared and delivered by a member of Teach A Man To Fish Staff together with the local consultant.

a) Training CBO & MLC on toolkit

This participatory training workshop will walk CBO and MLC group members through using the different templates, information and policy documents from the toolkit.

b) Participatory business plan training

Using data collected from Workshop 1, we will conduct a 5-day participatory planning programme with the selected MLC(s). We will work with the MLC(s) to:

- Set up a business management structure and ensure student & community voice and participation in the project
- Manage finances simply, securely and transparently and produce financial reports as necessary
- Manage day-to-day operations and assigning roles and responsibilities
- Improve customer service, marketing and sales
- Establish a regular business review process
- Assess businesses for risks to health and safety and taking appropriate action

In a 1-day post-workshop session, the local consultant and Teach A Man To Fish will review results from the activities carried out during the participatory workshop, and set up a detailed plan for ongoing support to be given to up to 2 MLCs.

4) On-going support and reporting

Under the remote guidance of TAMTF, the local consultant will provide on-site support to the selected MLCs (up to two) who are implementing a school business. The local consultant will visit the MLC at least once a week during the first 2 months and twice a month thereafter. The local consultant will be in telephone contact with the MLC once a week.

The local consultant will support Teach A Man To Fish setting up a reporting structure which will track profit and loss, cash flow, use of start-up capital and balance sheets. During the MLC visits the local consultant will collect this data as well as:

- Meet with MLC staff, students and community actors for feedback on business progress.
- Review successes and challenges of joint implementation with MLC & community actors
- Review finances and record keeping
- Review business processes and management
- Support with problem solving
- Provide any extra training where necessary

The local consultant will communicate with Teach A Man To Fish after every visit or call, so that s/he can get further support and guidance. Information collected from calls and visits will be used to compile monthly narrative and financial progress reports.

The consultant should provide a final report based on a template provided by TAMTF, which includes a narrative account of the progress made by the MLCs, a financial report, lessons learned as well as baseline and endline data as an annex. This report will be used by TAMTF to develop a presentation that Save the Children will be able to present to policy makers, community leaders and other practitioners. .

All materials collected in the undertaking of the consultancy process should be lodged with Teach A Man to Fish prior to the termination of the contract.

Timeframe & Scope

The consultant will be required to dedicate their time to this consultancy work during February 2017 – November 2017, subject to the requirements and agreements with Teach A Man To Fish.

Qualifications and profile

- **Proven experience** working with schools and communities, preferably related to action planning, income generation, aquaponics, agriculture, handicrafts, fair trade etc.
- Proven experience of delivering workshops
- Business or Marketing background
- From Mae Sot or with strong understanding of this context
- Fluent in Thai, Burmese and English
- Keen interest in self-sustaining MLC's or micro-finance
- Reputation of professional conduct

Anti-corruption and child protection policy and due diligence

Teach A Man To Fish has strict Anti-Bribery and Anti-Corruption policy and a child protection policy. The consultant should at all times adhere to those policies.

At least two references from the most recent employers/contractors will be requested.

Management

The chosen consultant will report directly to the Teach A Man To Fish Lead Consultant, with guidance and support from Save the Children.

Consultancy Fee

The consultancy fee for the entire consultancy is fixed at **£6,333 (USD 8,000)**, including travel costs.

Application

Please send your CV, two references from the most recent employers/contractors, evidence of work permission in Thailand (if not a Thai national), and a copy of your valid ID to amelie@teachamantofish.org.uk. Please use the following in the subject line of the email: **IMPACT Consultancy Application – [YOUR FIRST NAME AND LAST NAME]**