



TERMS OF REFERENCE FOR CONSULTANCY

STRENGTHEN ALINN BANMAW ECONOMIC MODEL AND DEVELOP FINANCING STRATEGY FOR ITS FARMER FIELD SCHOOL

Under "FARM Project" funded by
the French Agency for Development (AFD)

Country: Myanmar

Base/zone: Bhamo district – Kachin State

Expected starting date: June 2024

Duration of the mission: 9 days

Report owner: Alinn Banmaw and Solidarités International

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1. PRESENTATION OF ALINN BANMAW

1.1. ALINN BANMAW IN GENERAL

Alinn Banmaw (AB), a non-profit organization established in Kachin since 2004, initially within the METTA Foundation and independent since 2010. It implements its activities in consortium and in partnership with other organizations, local and international, which work in the same fields as it or in complementarity.

With a team of up to 61 employees (depending on the number of projects underway) and 56 volunteers, it has carried out 20 development projects and emergency humanitarian projects since its creation, for the benefit of the populations of the Bhamo District, for livelihood activities, the setting up of IGAs and training in the fields of agriculture, forest management, access to land and support for micro-finance activities, in addition to emergency assistance.

1.2. ALINN BANMAW FARMER FIELD SCHOOL

Since 2011, it has been implementing training for farmers, through the "Farmer Field School" (FFS) approach, directly on the agricultural land of the supported farmers. It has developed an agricultural training curriculum adapted to local specificities, in synergy with their ecosystemic environments and the economic needs of the communities. This agroecological approach has been reinforced by training from the METTA Foundation received by all of its teams, in order to combine respect for the environment and economic profitability within its projects.

In Mansi township, Alinn Banmaw managed an agricultural training center, with an area of 100 acres including paddies, forest, nursery and ponds. This area allows Alinn Banmaw to develop demonstration plots on innovative agricultural techniques, including agroecology techniques.

In 2023, the FARM project funded by the French Agency for Development (AFD), led by Solidarités International (SI) and in partnership with ALinn Banmaw, has started in Bhamo district. Project implemented of the Alinn Banmaw Farmer Field School by funding buildings allowing up to 32 trainees to sleep on site, and to study in classrooms. Alinn Banmaw hired consultant from METTA to develop training curriculum and training design. Demonstration plots (paddy cultivation plot, Home Gardening Plot and Fruit Nursery) were prepared in this FFS. Alinn Banmaw provides 2.5 months of the Farmer Field School training with the technical support of SI and also provides short terms trainings (paddy seed production training, nursery management training, compost making training and paddy cultivation training) in the Farmer Field School. Currently, AB provide training certificate when the training was completed successfully but, in the future, AB aims to upgrade FFS training curriculum to be able to provide diploma.

1.3. FARM PROJECT

The "Sustainable Agriculture Training and Capacity Building for Livelihood Improvement in Kachin" project, or "FARM" project (from French: "*Formation à l'Agriculture durable et Renforcement des capacités pour l'amélioration des Moyens d'existence dans le Kachin*") aims to respond to the problems of socio-economic isolation and food insecurity encountered by the populations, young people and women in particular, in Kachin State, Myanmar. It is funded by the French Agency for Development (AFD), and started in January 2023, for a duration of three years.

Alinn Banmaw (AB) and its partner Solidarités International (SI) aim to ensure that 4,850 farmers, members of VSLAs, small entrepreneurs and village development committees supported by the project are able to sustainably develop their activities, technically and financially. Ultimately, the project aims to contribute to the economic and social resilience of the 251,736 inhabitants of the 3 townships concerned.

This consultancy is funded under the FARM project.

2. SCOPE OF THE CONSULTANCY

2.1. GENERAL OBJECTIVE

To design a detailed business plan of the Alinn Banmaw organization including its Farmer Field School, to strengthen its economic model, foster its development and ensure resilience and sustainability of its actions.

This business plan will include both financial and technical aspects and provide clear guidelines and recommendations.

2.2. FINANCIAL AND TECHNICAL PLAN FOR ALINN BANMAW

2.2.1. Specific Objective 1 (SO1): Increase the offer of services and income through development of businesses

The consultant will be in charge of analyzing the current economic model of Alinn Banmaw, with a strong focus on implemented activities that are generating an income (ex: training of farmers, quality seeds production, fruit trees nursery, livestock raising, fish raising, fruits production, etc.). In parallel, the consultant will also be in charge of in-depth analyzing the additional source of income that could be developed in the future, considering the assets (material assets such as buildings, agricultural material, demonstration plots, teaching material, etc. but also skills/knowledge) of Alinn Banmaw and its Farmer Field School.

The consultant will design a business development plan for Alinn Banmaw and Farmer Field School, by defining a list of priority businesses, by order of importance. For this, the consultant will consider the local context, which includes the current local offer of services for agriculture and the needs of the local population. This context analysis shall allow the consultant to provide recommendations on activities to develop, that are supported by both economic/financial arguments (investment needs, workload, profitability, what income expected, seasonality, etc.) and technical and market relevancy (how relevant is the activity, what potential targets, what potential of development, what sizing of the offer, etc.).

The recommendations of the consultant will align with the vision of Alinn Banmaw of a sustainable agriculture, promoting alternatives to conventional agriculture, and promoting agroecology and adaptation to climate change. The consultant shall also keep in mind that the actions of Alinn Banmaw are deemed to always have a gender-oriented component, and that opinions and interests of women shall be considered in the analysis (training funded by donors including women, agricultural activities supported that are handled by women, support to development of income generation activities for women, etc.). Moreover, recommendations shall not focus only on "production of agricultural products" as for a standard farm, but shall include the willingness of Alinn Banmaw to offer "useful services", including "new services" to the population, services supporting the development of the community in the rural area.

Among those services, the local production of agricultural inputs, including living materials, are key in a context where such materials are not always accessible locally, or are accessible but unaffordable for farmers because of high costs (ex: quality seeds, fruit trees seedlings of several varieties, mushrooms seeds of several varieties, Trichoderma seeds, fingerlings, beehives material, etc.). Another key service that shall be considered by the consultant is the "training service" and capitalization of technical knowledge by Alinn Banmaw staff, knowledge that could be redistributed during trainings: hence, a new production activity developed on the Farmer Field School could serve as demonstration plot and increase the "offer of trainings" available locally.

The recommendations shall also be linked to the activities currently implemented by Alinn Banmaw and by its partners, under current projects. A very good understanding by the consultant of actions implemented and planned to be implemented by Alinn Banmaw, will thus be requested. For example, the

Income Generation Activity (IGA) support under “French Agency for Development (AFD)” funded project, can be directly linked to the development of an activity in the Farmer Field School. For example, if the production of “oyster mushrooms” is deemed relevant to be supported by the AFD project, an activity of production of oyster mushroom seeds at the Farmer Field School could allow to sustain the activity by providing easily accessible and low-cost mushroom seeds for farmers. Such production unit could also be a demonstration tools to organize trainings for these same farmers, and thus benefit to the project. Analysis of the economic and technical relevancy of such production unit shall thus be done by the consultant (discussion with Alinn Banmaw staff, needs in terms of training and cost of training, cost for materials and infrastructure, sizing of the production, analysis of the current offer/market constraints/cost of mushroom seeds, what relevant price to sell mushroom seeds to farmers in case of production by Alinn Banmaw, seasonality, what sustainability on long-term, etc.).

To support and complement its analysis, the consultant will include the lessons learned from the economic model of other Farmer Field Schools, particularly those in similar context (ex: Kachin Baptist Church (KBC) Farmer Field School’s business plan, METTA’s business plan, etc.). These lessons learnt shall come both from consultant own knowledge and experience with Farmer Field School and businesses, and from his active request of information to other Farmer Field Schools. Prior to contacting these other organizations, the consultant shall first inform Alinn Banmaw, understand what are the current relations between Alinn Banmaw and these organizations, and discuss strategy on how the consultant will introduce the request for information. Lessons learned with other Farmers Field School shall also be linked with other Specific Objectives of the assignment.

To develop the business plan, the consultant will consider the budget available under AFD project, specifically dedicated to the development of small businesses. But the business plan shall not limit to the use of this budget only, and shall also include relevant businesses to be developed in the future, potentially on new fundings (link to be done with Specific Objective 3), or through reinvestment.

2.2.2. Specific Objective 2 (SO2): Define a reinvestment plan and a cost recovery system for trainings

With the sustainability of its actions and increase of its financial autonomy as targets, the consultant will define relevant and realistic reinvestment objectives/guidelines of the income that could be generated from proposed businesses in Specific Objective 1.

This analysis will include a strong focus on the financing strategy of the Farmer Field School, and determination of a mechanism for recovering its training costs (long-term/short term training, training center fees, etc.). The consultant will evaluate different strategies to be developed/proposed to diversify the ways of funding trainings for farmers. The analysis will include the funding by donors, the reinvestment of income generated by businesses (to fund some costs and reduce the global cost of trainings to be more attractive for donors, allow to offer small trainings to farmers without relying on donors’ funding, etc.), and the potential of a contribution of farmers to the training cost (mixed contribution from both Alinn Banmaw and farmers, analysis of what contribution is realistic, relevancy and potential interest from farmers for what topics and duration of training, etc.), and also other ways, such as the hiring of Alinn Banmaw trainers by other organizations or by companies (types of courses Alinn Banmaw can offer, instructor fee level, etc.).

The analysis might include discussions with NGOs, companies, farmers or other stakeholders of the area to gather information and evaluate the relevancy of the strategies developed by the consultant. In that case, the consultant shall first inform Alinn Banmaw and discuss strategy on how the consultant will introduce the request for information. In case of contact with local communities, the consultant shall be cautious not to consider only opinion of men, but also consider women, whose interests in terms of training can differ from men.

The consultant will also be in charge to develop for the Farmer Field School a tool useful to approach donors, NGOs, companies or could be shared online. It could be for example a communication document listing the different training services that can be offered by Alinn Banmaw (long-term training; short term training, range of prices; summary of training contents; highlight of the Farmer Field School assets such as demonstration plots and range of techniques implemented, possibility of accommodation on-site,

experience, etc.; training at Farmer Field School level, possibility to hire an Alinn Banmaw trainer on specific topics to be detailed, etc.).

If relevant, the consultant will also provide recommendations to Alinn Banmaw on the visibility strategy that shall be implemented to support the best its economic development. This strategy shall be relevant regarding the other recommendations of the consultant.

3. CONSULTANCY WORK PLAN

Activities	Total days
Mission level: travel to Bhamo district, initial meeting/briefing with Alinn Banmaw and Solidarités International base team, review of relevant documentation, visit to the Farmer Field School	1,5
Mission level: Data collection and analysis, regular debriefings with Alinn Banmaw and Solidarités International base team, development of the first draft of the deliverables, and travel back from Bhamo district	3,5
Finalization of the first draft of the deliverables	2
PowerPoint presentation of the results of the assignment to Alinn Banmaw and Solidarités International coordination team, and discussion	0,5
Deliverables review and finalization following Alinn Banmaw and Solidarités International feedbacks	1,5
TOTAL	9

The consultancy is expected to take place within a period of 9 days, including 5 days at mission level (4 nights), starting in June 2024. Please note that despite applications are open to both national consultant and national consultancy teams, only 1 consultant is expected at mission level.

4. RESOURCES TO BE PROVIDED FOR THIS CONSULTANCY

The main resources that will be provided to the consultant at the start of the consultancy will be:

- Accounting documents of Alinn Banmaw, particularly those related to Farmer Field School activities and small agricultural businesses;
- Technical reports linked to Alinn Banmaw and Farmer Field School activities and small businesses (ex: Paddy Seed Production activity report);
- Summary of projects currently implemented by Alinn Banmaw;
- Summary presentations about KBC and METTA Farmer Field Schools;
- Visibility tools developed to promote the Farmer Field School and Alinn Banmaw actions (ex: leaflet, video, etc.).

In addition, one on-field visit of the Alinn Banmaw Farmer Field School is planned at the start of the consultancy. Please note that the organization of this visit is dependent of security conditions and access.

5. DELIVERABLES

The deliverables of the consultancy will be as follow:

- At least 3 days before the starting day of the field mission:
 - o A very short **inception report** in English, detailing methodology and work plan (with daily details for the mission days) will be shared for ethical validation and to ensure that they best address the objectives of the assignment.

- Maximum 15 days after the end of the field mission:
 - o A **presentation** in English by videoconference, supported by a PowerPoint, to Alinn Banmaw and Solidarités International coordination teams, in order to:
 - Introduce business plan and strategy for Alinn Banmaw as per Specific Objectives of the assignment;
 - Discuss the results and the relevancy of consultant's recommendations.

 - o A **draft report** presenting the preliminary findings for comments. This report, in English, shall include:
 - An executive summary;
 - The methodology and results of the analysis as described in the Specific Objectives, including at least:
 - The methodology and workplan, updated from the opening report;
 - For each Specific Objective, the developed recommendations supported by detailed argumentation and analysis (in English), and a short-version (easy to read) of these recommendations recapitulated in the form of a table or bullet-points list (both in English and in Burmese).
 - Annexes including at least:
 - The Terms of Reference of the consultancy;
 - The listing of the people/organizations interviewed or contacted during the assignment with a summary of the data collected for each of them (date of the communication, name and contact, meeting summary, raw data collected, etc.)
 - A list of documents and/or contacts useful for the implementation of the recommendations.

- Maximum 10 days after Alinn Banmaw and Solidarités International feedback on the draft report, a **final report** following the requirements above-mentioned for the draft report, and updates in accordance with written feedbacks and discussion held during the presentation. In case the quality of the report updated would not meet the quality required as per the Terms of Reference of the assignment, other rounds of feedback and updates might be requested. In such case, the delay to update the report after the receipt of the feedbacks would be limited to 10 days maximum.

6. PAYMENT MODALITIES

The reports will be reviewed for quality, and payments will be made upon submission of **satisfactory deliverables that meets terms of references requirements**, as follows:

- First installment of 30% of the total budget, at contract signature;
- Second installment of 70% of the total budget on completion of the mission and receipt of all deliverables in final versions **validated** by Alinn Banmaw and its partner Solidarités International. This second installment will be payable within 14 days upon receipt of invoice.

A first draft deliverables will be provided to Alinn Banmaw and Solidarités International no later than 15 days after the end of the field visit, and the final version will be provided no later than 10 days after Alinn Banmaw and Solidarités International feedbacks. In case of delays, financial sanctions may apply.

7. BUDGET

Budget for the proposed survey is limited and dependent to the quality of technical and financial proposal and relevant experience of the consultant applying for this assignment with Alinn Banmaw.

The budget shall be presented in MMK.

Detailed financial offer should be provided by the consultant. This offer should be detailed with quantity (for working days plan, unit cost, specific mission, etc.) and include all relevant costs, to allow Alinn Banmaw to evaluate properly the different offers.

8. PROFILE OF THE CONSULTANT

This assignment can be led by a national consultant or by a national consultancy team. Nevertheless, please note that only 1 consultant is expected at mission level.

The requirements for the consultant or consultant team leader profile are as follow:

- Graduate degree in field related with economic and financing strategy, business strategy, development studies, livelihoods development, agriculture, or Farmer Field School;
- Strong Knowledge about Farmer Field School and economic model analysis methodology;
- At least 7 years of experience in economic business planning strategy in agriculture, with Farmer Field School or related community development school;
- Experiences or knowledge of Farmer Field School or related education organization for adults;
- Strong experience or knowledge of small business study, business creation design or strategy on economic model and develop financing strategies;
- Experiences of conducting economic assessment, analysis methodology and providing argumentative recommendations;
- Strong experiences and knowledge of agriculture, food security and livelihood;
- Ability to create economic model and develop financing strategy for Farmer Field School;
- Ability to exchange information with professionalism and ability to work with local technical staff;
- Critical mind, ability to analyze context and to provide detailed recommendations;
- Demonstrate clear understanding of protection principles and humanitarian principles;
- Fluent in written and spoken English.
- Fluent in written and spoken Burmese.

9. APPLICATION

Interested candidates should submit:

- A technical offer including:
 - o Introduction of Organization/Consultant (250 words);
 - o Previous experience and sample of similar consultancies;
 - o A concept note highlighting the methodology of their assignment;
 - o An understanding of the issues at stake for the consultancy;

- The timetable showing the details for the completion of each of the consultancy phases;
- A financial offer in MMK including a detailed budget in columns (fees, other costs);
- Listing and description of similar assignment performed;
- CV, references and profile of each member of the consultancy team, including:
 - Training and qualifications ;
 - Professional experience (if relevant to consultancy, specific skills and/or specific context conditions) with highlight of similar experiences/assignments;
 - Knowledge of the country/Kachin State/area of intervention;
 - Languages.

The applicants must send off requested documents electronically to ahdin.gam85@gmail.com and alinnbamawldo@gmail.com before the 22nd of May 2024 expressly mentioning “*Strengthen Alinn Banmaw economic model and develop financing strategy for its Farmer Field School*”.

Situation in Myanmar is considered unstable at the moment. Proposals should be made considering access to the field can partially be granted. Proposition for mitigation measures in case of movement disruption shall be presented. In case the contextual situation doesn't allow the field visit of the consultant for several weeks, the selected consultant would be requested to provide an adapted methodology for the implementation of the study.