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**JOB TITLE:** Strategic Business Planning Consultant  
**Ref:** PR No: CARE/YGN/0119

**SUPERVISOR:** Programme Director: Skills Component  
**TEAM:** CARE- Aung Myin Hmu Skills Component

This assignment is for up to 15 days of work to be delivered between 1st September – 15th October 2020

**INTRODUCTION:**
CARE is an international development and humanitarian aid organisation fighting global poverty, with a special focus on working with women and girls to bring lasting change to their communities. As a non-religious and non-political organisation, CARE works with communities to help overcome poverty by supporting development efforts and providing emergency assistance. We believe supporting women and girls is one of the most effective ways to create sustainable outcomes in poor communities.

CARE International in Myanmar’s programmes focus on gender based violence; food and livelihood security; disaster risk reduction; sexual reproductive health rights; peace-building; policy and Law reform in related areas.

CARE International in Myanmar project, Aung Myin Hmu, with partners Legal Clinic Myanmar and BusinessKind Myanmar (BKM), in collaboration with the Ministry of Labour, Immigration and Population (MoLIP) works in partnership with the private sector, government and civil society actors to improve the quality and safety of employment for urban migrant women. Aung Myin Hmu has established a Garment Skills Training Centre, is supporting the establishment of accredited training lines in factories, and is running soft skills and sexual harassment in workplace training in garment factories as well as offering mentoring and other support to female garment workers. The project is working with the private sector, legal, social and health care service providers to improve workplace and community protection systems against gender-based violence, and ensure migrant women are able to access appropriate services. Aung Myin Hmu is funded by the Livelihoods and Food Security Trust Fund (LIFT).

**INTRODUCTION**
The Aung Myin Hmu Project: Garment Skills Training Centre (AMH) was established in the Ministry of Labour, Immigration and Population’s (MoLIP) Pin Lone Hall in 2017. It is funded by the Livelihoods and Food Security Fund (LIFT), initially from mid-2017 to mid-2019, with an extension for two years until mid-2021.

AMH activities and strategies are underpinned by four key principles which together form the Business Case:

(i) Increase decent work opportunities by supplying and enabling accredited training and training-related services: to new workers just entering the garment sector labour force; through their employers to workers already employed in the sector; to managers, supervisors and executives in the sector; and to other training institutes, both inside and outside the garment sector.

(ii) Building the centre as a multi-stakeholder partnership: AMH engages with a diverse group of stakeholders including government ministries and agencies; the garment industry, including factories and buying companies (brands); the labour movement; civil society organisations; and a range of international development partners and donors.
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(iii) Contributing (including by acting as a pilot centre) to the construction of a skills development system for the sector and for the country, and especially to the creation of a Skills Development Fund (SDF) as the major financial mechanism for the system and hence a core source of sustainable financing for AMH, once the SDF is operative.

(iv) Implementing a model of financial sustainability and governance accountability which is replicable (with appropriate adaptation) for other training institutes in Myanmar, inside or outside the garment sector.

The Training Centre’s (TC) objective is to achieve financial sustainability. A sustainable business model rests on (i) appropriate governance arrangements including formal registration and the creation of an executive board; and (ii) a financial model identifying revenue and expenditure streams which together yield a small net surplus, based on plausible estimates of possible services provided and of the costs of their provision.

PURPOSE OF THE CONSULTANCY:
In light of the COVID 19 impact on the industry and labour market, the purpose of the Consultancy is to review and revise the draft Strategic Business Plan, Marketing Plan and Cash Flow Statement which were recently developed for the Aung Myin Hmu Training Centre and other partner Training Venues. This will include conducting a follow up Market Research with Factories. The consultancy will consist of a desk review and meetings/workshops with AMH team members, ministries, and factories culminating in a written Business Plan, Cash Flow Statement and Marketing recommendations.

The Consultant will be provided with M&E data, the original Strategic Business Plan and Spreadsheets to build on. CARE International and Aung Myin Hmu will work closely with the consultant to give guidance and establish the key parameters for the Business Plan.

OBJECTIVE:

The Business Planning Consultant will work to develop a Business Plans for AMH TC as well as selected partner Training Venues with the aim of:

1. enabling the financial sustainability of the AMH TC and our partner Training Venues in terms of building self-generated revenues and creating a successful business model. The plan will examine financial models and provide options for future work with an analysis of the best options, providing flexibility to future shocks or economic change.

2. Providing a clear analysis of the opportunities, risks and assumptions made.

MAIN RESPONSIBILITIES:

The consultant will carry out the following tasks in coordination with Aung Myin Hmu

- Develop a comprehensive understanding of Aung Myin Hmu, including the Strategic Business Plan, and objectives; services provided and target beneficiaries; current operational systems; present financial status; and current organizational structure and workforce status. This will be achieved through interviews with Aung Myin Hmu in addition to reviewing the previous Strategic Business Plan, studies and reports (prepared by the ODI in relation to Aung Myin Hmu and the Skills Development Fund (SDF).

- Revise the SWOT analyses and Stakeholders Analyses for Aung Myin Hmu, the results of which should be reflected in the Business Plan.
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- Revise the comprehensive Operational Plans for the Aung Myin Hmu Training Centre that will enable it to achieve its strategic goals. This will include services provided, and operational direct and indirect costs.
- Revise the Marketing Plans for the Aung Myin Hmu Training Centre, building on any market research results available. The Marketing Plan shall be comprehensive and include, but is not limited to: market facts, current demand, growth history, market trends, growth potential and opportunities, possible barriers, beneficiaries’ perspectives on Aung Myin Hmu training services, competitors’ analysis, beneficiaries’ analysis, USP, marketing strategy (promotion, advertising, promotional budget), distribution channels, services forecasts, costs, and any potential revenue streams.
- Review and re-develop a comprehensive Financial Plan. The plans will include projected budget, breakeven analysis, costing and pricing schemes, in addition to well-developed financial sustainability models. The plan will consider contingency plans in case the SDF is not functioning by June 2020.
- Compile the Business Plans, present them to Aung Myin Hmu management, develop a two-year detailed Action Plan, and submit the final report, which takes into consideration AMH’s written feedback, if any. The Business Plan shall include a complete set of appendices that covers the results of the different analyses and market research conducted throughout the consultancy.

The consultant shall use the following approach in handling the above mentioned tasks:

- The consultant will visit Aung Myin Hmu regularly to work closely with the teams on the revision of the Business Plan.
- The consultant will engage with key personnel from CARE International to understand the lessons learnt internationally.
- The consultant will engage Aung Myin Hmu management and key personnel in preparing the information needed for the revision of the Business Plan.
- Based on meetings with AMH and the information provided by them, the consultant shall finalize the Business Plan to be fully developed and used by Aung Myin Hmu.

### DELIVERABLES:

A Strategic Business Plan, with a two-year detailed Action Plan and critical path, financial plan and marketing plan. The Business Plan shall include a complete set of appendices that covers the results of the different analyses and market research conducted throughout the consultancy, as listed above.

### EXPERIENCE AND QUALIFICATIONS:

Minimum of 10 years of experience in Sustainable Business Models and Strategic Business Development. An in-depth knowledge and understanding of the Myanmar Garment Industry and labour market. BA or Master’s degree in a relevant field of study. Fluent in written and spoken English.

### TIMING

The Consultancy will be based in Yangon and includes a total of 15 days between September and December 2020. The position is open to all Myanmar or global experts.

### TO APPLY

All applicants must send a cover letter explaining their interest and how they meet the requirements for the consultancy. Applicants must provide a sample of two reports or other written work that they have been part of and a proposal for how they would use the 15 days to produce the required deliverables along with a cost proposal which must include any travel and accommodation requirements as necessary. References will be taken up.
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Please note that the consultants are required to provide proof of registration and payment of applicable taxes as per Myanmar Law. Unless, withholding tax will be applied as required by Myanmar Law and we will deduct Withholding tax 2.5% of the total contract amount.

Interested applicants are requested to submit above-mentioned documents to the address below not later than **4 September 2020**. Please clearly mention the announcement number ‘**CARE/YGN/0119**’ and job title “**Consultant for Strategic Business Planning**” in the Subject line. Only short listed candidates will be contacted.

CARE International in Myanmar
No.3, Mya Sabai Street, Parami Yeikthar,
Yankin Township, Yangon
Email: mmr.procurement@careint.org