

## TERMS OF REFERENCE (TOR) FOR SKILLS DEVELOPMENT EXPERT POSITION FOR DRI UGANDA

<b>Project Title:</b>	Empowering Women and Girls to Excel in Businesses in informal settlements and slums of Kampala and Wakiso Districts
<b>Type of Assignment:</b>	Facilitating a masterplan for DRI Uganda's marketing planning and management support to women's business groups and related capacity building to DRI staff
<b>Time of Assignment:</b>	August to November 2019, total duration 30 days of which 15 working days in Uganda (exact dates to be agreed)

### Introduction:

**DRI Uganda** is duly registered in Uganda under the Non – Government Organisations Statute (1989) and has been active in the country since 2012.

DRI works directly and in collaboration with vulnerable populations and diverse organizations to build healthy, empowered and developed communities that are free from food insecurity, disease and poverty. DRI addresses the effects of war and displacement; climatic weather shocks; negative cultural beliefs and practices; and inadequate service delivery.

With support from the Women's Bank through FCA, DRI Uganda has been implementing a project, "**Empowering Women and Girls to excel in businesses in informal settlements & slums of Kampala and Wakiso Districts**" since January 2018. The project is aimed at *ensuring vulnerable women and young girls (teenage mothers) living in Kampala and Wakiso district slums are economically strengthened through support provided in starting businesses, accessing credit and belonging to social networks for socio-economic inclusion and transformation*". The project is implemented in Kampala itself and in Wakiso District, which partly encircles Kampala, the capital of Uganda.

The Project increases access to entrepreneurship skills, credit facilities and productive assets as well as strengthens women's social networks to lobby and advocate for their rights. Training in small business initiatives/enterprises and entrepreneurship coupled with small start-up support is already helping vulnerable women and adolescent mothers to have reliable sources of livelihood to enjoy a dignified life.

Part of the project is the formation of Village Savings & Loans Associations (VSLA) for women in the project areas. VSLAs would subsequently join and develop into sub-county cooperative societies.

VSLA is a low-cost financial service founded on the principle of fund pooling designed to serve the very poor whose income is irregular and who are too risky clients to Micro Finance Institutions (MFIs). The primary purpose of a VSLA is to provide simple savings and loan facilities for a population that does not have access to formal financial services. Loans can also provide a form of self-insurance to members, supplemented by a social fund providing small but important grants to members in distress. VSLAs play an important role in meeting the needs of women and men whose principal purpose for accessing finance is to help them manage household cash flow, respond to life-cycle events or invest in small income-generating activities.

The Project is targeting to form 150 VSLAs in the three years (2018-2020); to date 100 VSLAs have been formed with 25 members in each group.

The 50 VSLAs formed and trained in 2018 are carrying on their saving and loaning activities. The groups saved an average of 328,000 Ugandan shillings (EUR 79) per month. The new VSLAs formed in 2019 are also being taken through the trainings and have already started saving.

Following the entrepreneurship skilling, VSLA members have started versatile income generating activities that range from simple processing (liquid detergents, petroleum jelly, disinfectants) to crafts, sewing, food processing and baking among others. However, efficient, targeted marketing that gets results through profitable sales is a challenge. The women lack a proper understanding of how the market works; where to find customers and market information; what are the best marketing channels for them; and how to differentiate, and plan and carry out marketing activities.

DRI Uganda has identified marketing support as one of the key areas where it needs to increase its own involvement and thus also its capacity to deliver quality service. As the first step, the organisation needs a masterplan for organising marketing management support to VSLA groups and members in the most efficient way, considering the high and growing number of project beneficiaries and the versatility of their business ideas. Secondly, there is a need to strengthen the staff's understanding of and skills in marketing planning and management concepts and practices.

#### **Objective and scope of the assignment:**

The main objective of this assignment is to devise a masterplan for DRI on how to organize support to women's groups and individual entrepreneurs to run profitable businesses in a bid to increase household incomes. Special attention is to be paid to incorporation of marketing and sales as part of the organisation's entrepreneurial skilling and business development process. The assignment will also include staff training in studying the markets and facilitating marketing management and marketing planning as part of their regular support to VSLA groups.

The Expert will work with FCA's Program Manager or a designated FCA officer and DRI Uganda's Director of Programmes and Operations, Project Coordinator and other staff involved in the project implementation. The assignment will take place in Kampala and its vicinity, and the Expert will be based in Kampala.

After the assignment, DRI will have a marketing management support plan in place, and will have upgraded their understanding of and/or skills in the following:

- Conduct a local market study to inform the drafting of marketing plans for the VSLAs working with DRI Uganda.
- Using the market study; develop appropriate marketing activities for different products that VSLA members are producing
- Develop branding ideas for VSLA products
- Develop appropriate campaigns with a view to raising products' visibility in the local market/community.

**Deliverables:**

- A masterplan for DRI Uganda on organizing marketing planning and management support to VSLA groups with practical guidance on implementation
- Training workshops to staff on agreed-upon areas of marketing planning and management
- Documentation of the workshops for further use by staff
- De-briefing workshop for FCA and DRI Uganda management and team on findings and recommendations for ways forward
- End-of-assignment report to DRI Uganda and FCA/Women's Bank

**Qualifications of the Volunteer Expert:**

- Graduate qualifications in Business Administration, Marketing or other fields of relevant study, or equivalent working experience.
- Proven working experience in fields relating directly to small business and market development, business consulting and/or coaching
- Hands-on experience in (zero/low budget) marketing and developing small business marketing strategies and plans with relevant tools and methods
- Understanding of VSLA methodology is an advantage
- Good command of spoken and written English and ability to produce clear written works, reports and presentations
- Good facilitation and communication skills in cross-cultural settings

**Division of Tasks and Responsibilities:**

- The Finnish Expert will assume the role of a Facilitator and Adviser working in close collaboration with the designated team in carrying out the tasks, transferring in the process her/his knowledge and skills to the local team. The Expert will have a lead role in the staff capacity building and will be responsible for producing the required written documentation and reports.
- FCA/DRI will designate a liaison person (Project Coordinator) to work with the Expert in accomplishing the above tasks during the entire assignment from preparation to reporting. The Project Coordinator will facilitate in logistic arrangements, translation and other tasks as agreed with the Expert, supported by FCA Country Office.
- FCA Country Office as the deploying organization/partner has overall responsibility for the assignment: FCA Uganda will be responsible for all arrangements, security and support during the assignment in Uganda.

**Timeframe:**

The duration of the assignment is maximum 30 days, of which 15 working days will take place in Uganda. The total duration of the Uganda visit is 20 days, including travel and weekends. The Expert is expected to start the work earliest in late August but before end of September 2019.

The table below gives a tentative breakdown of the tasks. Task details and schedule will be agreed between the Expert and the counterparts in Uganda after selection.

Tasks	Time / days
<b>Preparatory phase in Finland</b>	
- Finalization of contract, travel arrangements and orientation at FCA's Helsinki office	1 day
- Liaison by skype and email with FCA Uganda and DRI Uganda management concerning the assignment details, work plan, tools and deliverables - Desk review of relevant project and other documents provided by FCA and DRI Uganda -	3 days
<b>Preparatory phase in Uganda</b>	4-5 days
- Orientation and introductions on arrival in Uganda - Meeting with DRI Uganda management to agree on work plan, tools and deliverables; Meetings with support staff (team) - Visits to the operating area and local markets, interviews with women's groups and other project stakeholders - Finalization of the work plan	
<b>Workshops on marketing management to DRI staff</b>	8-10 days
- Detailed planning of and preparations for staff capacity building - Facilitating participatory workshops on agreed-upon areas of marketing management and planning - Documenting the workshops	
<b>Information sharing in Uganda</b>	
- De-briefing workshop to DRI Uganda and FCA management based on observations, including recommendations for a way forward	1 day
<b>Distant support from Finland for finalisation of documentation and reporting</b>	max 10 days
<b>Information sharing in Finland</b>	
- De-briefing in Helsinki with FCA and Women's Bank	1 day
- Communicating and sharing the result of the assignment and personal experiences in FCA, Women's Bank and other media, including one Women's Bank event	1 day
<i>End of contract</i>	<i>30 November 2019</i>

## Remuneration:

This will be a voluntary assignment. Costs related to international travel, visa, travel insurance, medical check and vaccinations will be covered by FCA's Helsinki office, while DRI Uganda will cover the costs of daily allowances according to Finnish government rates (EUR 37 per day), accommodation and local assignment-related travels.

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