

## Terms of reference for the Finnish Expert for Uganda Change Agent Association (UCAA)

<b>Project Title:</b>	Women in Development, Yumbe & Arua, Uganda
<b>Type of Assignment:</b>	Devising a Business Development process and manual for and with UCAA
<b>Time of Assignment:</b>	August to November 2019, total duration 30 days of which 15 working days in Uganda

### Type of Assignment:

The Finnish expert will build the capacity of UCAA programme staff in business skills development, upgrading their support to women groups in devising fundable business plans for their small businesses. For this purpose, the Expert will collaborate with UCAA staff to determine and describe a business development process applicable in UCAA's operating context and organise a workshop resulting in a business skills development manual for future use by the staff.

### Introduction:

**Uganda Change Agent Association (UCAA)** was founded in 1992 as a member-based voluntary association of trained development workers. Over the years, UCAA has grown and transformed itself from a nationwide membership organization into a specialized capacity building and development organization that provides self-reliant participatory development services to the vulnerable and marginalised communities and non-governmental organizations in Uganda.

Today, UCAA is a local actor promoting the participation of rural communities in the decision-making and supporting poor communities, especially women, to engage in viable economic activities for sustainable development. Since 2015, UCAA has been a partner in Women's Bank funded projects.

UCAA is seeking Women's Bank Skills Donation support for a three-year (2018-2020) **Women in Development Project (WID)** in Yumbe and Arua districts. The project is an extension of the 2015-2017 Women Empowerment project, also supported by Women's Bank Finland and implemented in Gulu and Oyam districts.

The WID project's specific objective is to support *"poor women in refugee host communities of Yumbe and Arua districts become economically self-reliant through better access to local affordable financial services and understanding of their rights"*.

The WID project contributes to women's socio-economic empowerment by building their skills in leadership, identification and planning of income generating activities and by doing so, women become aware of their economic strength, abilities, opportunities and rights, which in turn builds their skills and potentials to take active roles in their communities. The project strives to ensure that the targeted women are enterprising, access local affordable financial services and are right-sensitive active citizens by 2020. The project enables beneficiaries and their families to build secure, sustainable and resilient livelihoods, while gaining skills and confidence to move forward

with hope. The *Village Savings and Loans Association (VSLA)* methodology is employed to equip beneficiaries with tools, livelihoods and self-confidence to sustain themselves when the project phases out.

The project areas, Yumbe and Arua districts, are located in Northern Uganda facing the border with South Sudan. In both districts, poverty level is very high and people derive their livelihood mainly from agriculture. The influx of refugees fleeing the conflict in South Sudan is putting a further strain on the region. While working mainly with Ugandan women, the project also seeks to find feasible ways to involve refugees in the project.

### **Scope and objective of the assignment:**

Women in Uganda face a range of challenges including low social status, discrimination, lack of economic self-sufficiency, and greater risk of HIV/AIDS infection. Hence, women in Uganda need support to be able to carry out different income generating activities and to sustain their families and the communities where they live.

The Finnish Expert will therefore build the capacity of UCAA staff in business development and also devise a business skills development manual for future use of UCAA staff. The Expert will be based at UCAA secretariat in Kampala and the workshop will also take place in Kampala. However, the Expert will be expected to travel to UCAA project area in West Nile region before the start of the capacity building sessions as one of the ways of appreciating and understanding the local context that we operate in.

Key expected deliverables are:

- A description of the business development process applicable for UCAA, based on a fact-finding visit to the project areas
- Workshop for business skills development, tailored to the operating context
- De-briefing workshop with UCAA and FCA management and senior programme staff on the findings and recommendations of the assignment
- Manual on business skills development for UCAA
- End-of-assignment report to UCAA and FCA

### **Division of Tasks and Responsibilities:**

The Finnish Expert will assume the role of Facilitator and Adviser in building the capacity of UCAA staff in business development. Furthermore, s/he will lead the production of a manual for business skills development, collaborating with relevant UCAA and FCA staff. While the process is participatory, the Expert is in charge of the content and quality of the Manual.

FCA/UCAA will designate a liaison person (Project Officer) to work with the Expert during the entire assignment. The Project Officer will provide project and context related information to the Expert, accompany the Expert during the mission in Yumbe/Arua and ensure all arrangements related to the field visit, meetings and workshops are in place.

FCA Country Office as the deploying organization has overall responsibility for the assignment; FCA Uganda will be responsible for all arrangements, security and support during the assignment in Uganda.

### 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 micro and small business development, business planning and/or entrepreneurship training; experience of agro-based livelihoods and agribusinesses is an asset
- Experience of capacity building and facilitation with tools and methods applicable in business planning and business skills development
- An understanding of VSLA methodology is an asset
- 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

### 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 UCAA management concerning the details of the assignment, visiting programme and arrangements - Desk review of relevant project and other documents for the basis of a feasible business development process in the context	3 days
<b>Preparatory phase in Uganda</b>	5-7 days
- Orientation and introductions on arrival in Uganda - Fact finding and orientation visit to the operating area in Yumbe and Arua, interviews with women's groups and other project stakeholders - Finalization of the work plan, tools and methodology with UCAA team and management	
<b>Workshop on business development and manual</b>	7-10 days

<ul style="list-style-type: none"> <li>- Detailed planning of and preparations for the workshop and manual development</li> <li>- Facilitating a participatory workshop on business development/ business skills development in Kampala for UCAA staff</li> <li>- Documenting the workshop</li> <li>- Manual development with clear steps for way forward</li> </ul>	
<b>Information sharing in Uganda</b>	
<ul style="list-style-type: none"> <li>- De-briefing workshop to UCAA and FCA management based on observations, including recommendations for a way forward for WID project</li> </ul>	1 day
<b>Distant support from Finland for finalisation of the manual and reporting</b>	max 10 days
<b>Information sharing in Finland</b>	
<ul style="list-style-type: none"> <li>- De-briefing in Helsinki with FCA and Women's Bank</li> </ul>	1 day
<ul style="list-style-type: none"> <li>- 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</li> </ul>	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 UCAA will cover the costs of daily allowances according to Finnish government rates (EUR 37 per day), accommodation and local assignment-related travels.

#### Contact persons:

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