



TERMS OF REFERENCE (TOR) FOR WOMEN BANK SKILLS DONOR IN MITYANA DISTRICT, UGANDA

- Project Title:** Promoting Women’s Entrepreneurship in the Poultry Value Chain in Mityana District, Uganda
- Type of Assignment:** Facilitating the setting up of a marketing support system for small holder women farmers and micro entrepreneurs participating in the project
- Time of Assignment:** Maximum 30 days: 3 weeks / 15 working days in Uganda with preparations and reporting in Finland

1.0 Introduction:

In 2021, FCA and Women’s Bank started a project in Mityana District, targeting initially women smallholder maize producers as a strategy to provide constant supply of maize grain to Egg Production Company Ltd (EPL), a Mityana-based egg farm of 19,000 layers set up with Women’s Bank support, while enabling 700 women to engage in poultry farming and varied maize/poultry value chain businesses for increased income and household improvement.

During the two first years, the project registered a 16% increment in the maize acreage, with an increase in per acre productivity of 2050 Kgs compared to 350 Kgs at project inception and increase in savings from less than a dollar per month to 8 dollars. This emanated from the establishment of a local extension, saving and credit structure enabling small holder women farmers to establish numerous Income Generating Activities (IGAs). In addition, the women have formed the *Mityana Women Maize Farmers’ Cooperative Society Limited* whose main aim is to create women-led businesses out of production and marketing of maize/poultry value chain products and services. Success in this task requires that the gaps in marketing skills and practices faced by women are systematically and professionally addressed.

The first project phase (2021-23) has laid foundation for the second phase from 2024 to 2026. The new project phase will focus on sustaining the results on long term and extend the project’s services to a total of 3,000 women. The focus will still be on smallholder women farmers – ensuring proper post-harvest handling of increased maize yields, improved management of the farmer groups, and access to markets, extension services and finance – but a boost will also be

given to a wider range of local businesses and services in the maize/poultry value chain, and beyond. The newly formed Cooperative Society is a central player in this work, channeling and partly also providing services to its members. The Cooperative Society will host a network of community-based Market Agents (facilitators) and also operate maize collection centers, agricultural input outlets, a poultry feed (BSFL) unit and engage in poultry hatching/brooding on commercial basis, among other activities.

The skills donor will engage with the Cooperative Society and the networks of Market Agents and lead farmers so that they can offer more professional marketing support to women smallholders and entrepreneurs thus enabling them strengthen their marketing activities for improved and sustainable incomes.

2.0 Current marketing challenges

An assessment of the current project phase and projections in the coming phase reveals that production among targeted women will increase in all spheres of engagement, which presents a big challenge for sustained, controlled, and organized market systems at farmer/entrepreneur, group, and cooperative levels. Women engaged in the project need a capacity to establish marketing pathways that allow them gain meaningfully from their activities while at the same time guarantee a steady flow of income from their activities.

By way of diversifying their income sources, most women will have several simultaneous income generating activities. In addition to maize farming and/or keeping poultry for eggs or meat, they may engage in a variety of other on- or off-farm business undertakings ranging from trading to value addition through processing of produce to a variety of local services.

3.0 Objective and scope of the assignment:

The main objective of this assignment is to facilitate a meaningful and sustainable marketing support system that can be provided by the Cooperative Society and other local service providers. Thus, the skills donor will support in designing simple, yet effective mechanisms aimed at ensuring a systematic and organized marketing process that can be set up and maintained utilizing and upgrading local resources.

The assignment will include training of staff and other local resource persons, many of whom are volunteers and include the leadership of the Cooperative Society, community-based Market Agents/facilitators and Lead Farmers, in analysing markets and market trends and managing marketing activities. The use of a Training of Trainers approach is strongly encouraged. This will enable the locals as leaders, peer trainers, and facilitators to share the knowledge and skills with their membership.

While executing their work, the skills donor/expert will work closely with FCA's head of programs and the project manager based in Mityana. The assignment will be fully executed in Mityana district project area.

4. Detailed activities

- **Mapping of the market and key market players**

The aim of this activity is for the Expert to gain an overview of the business activities / products and key market players in relation to the project, focusing on but not necessarily limited to the maize/poultry value chain. The mapping will be done jointly with community resource persons - women extension structures, farmers' groups, and the Cooperative Society leadership – using participatory methods, interviews, and observation, and sharing tools and key observations in the process. This will build the local structures' capacity, thus enabling them to repeat the exercise as needed without involving external support. The mapping will provide critical information about the input and output markets for women's products. It will also establish the maize/poultry business landscape within Mityana district and the surrounding areas.

- **Conduct a rapid training needs assessment in marketing**

Forming part of the mapping, the rapid training needs assessment is aimed at defining the level of knowledge, skills and abilities needed by both the community resource persons and the intended end beneficiaries, i.e. groups of women farmers/entrepreneurs, to inform training planning and with the Expert sharing training needs assessment tools and methodologies in the process.

- **Design a training program for women groups on marketing**

The Expert will design a marketing training program for women groups, utilising prior experience of such trainings and/or adapting existing training materials and manuals in this work. The program will be used as a base / guide when designing the Training of Trainers component (see below). FCA will select a business/marketing professional from among the community resource persons to work in tandem with the Expert on this task, which can be finalised in Finland. This local person's capacity will be specifically built to lead the local marketing and related training efforts and support peer trainers when the arising issues go beyond their competence.

- **Prepare and deliver a Training of Trainers program on marketing and market development**

This training will be prepared as Training of Trainers for community-based facilitators, project staff directly engaged in project implementation and the leadership of the Cooperative Society. The training (e.g. three days) will be documented, and will enable the participants to act as peer trainers and facilitate similar trainings and services among the targeted smallholder women farmers in the project catchment area.

- **Recommend market development plan with support systems**

Based on the experiences accumulated during the assignment, the Expert will design a market development plan and support system that the project can help build during 2024-26 and give specific recommendations on how to continue market development and local marketing support systems.

The following are the expected deliverables.

- 1. Market Mapping Report:** Findings from interviews, focus group discussions and observations, market trends, gaps and opportunities.
- 2. Needs Assessment Report:** Assessment of current marketing knowledge and skills, identified gaps, and areas for improvement.
- 3. Training Program for Marketing Skills** for women farmers/entrepreneurs (eg recommended/adapted manual)
- 4. Training of Trainers Program** for peer trainers: program design, program delivery, and documentation
- 5. Market development plan and support system:** Recommendations for organising continued marketing support and way forward

6.0 Qualifications of the Volunteer Expert:

- Previous training experience and proven expertise in marketing and market systems development or business development and related areas, preferably with experience from rural livelihood contexts
- Willingness to travel in rural areas and working with rural women
- Experience working with women's businesses and experience from a developing country are added advantages
- Professional proficiency in both spoken and written English

7.0 Division of Tasks and Responsibilities:

- The Finnish Expert will assume the Market Facilitator role working in close collaboration with the local team, and specifically with the project's gender officer in carrying out the tasks, transferring in the process their knowledge and skills to the team. The Expert will have a lead role in the training and capacity building and will be responsible for producing the required written documentation and reports.
- The gender officer will be the liaison person working with the Expert in accomplishing the above tasks during the entire assignment from preparation to reporting. She will facilitate the Expert in logistic arrangements, translation and other tasks as agreed with the Expert. The Mityana project will be responsible for all arrangements, accommodation, security and support during the assignment in Uganda.

8.0 Timeframe:

The duration of the assignment in Uganda is three weeks with maximum 15 days of work. The assignment's exact timing will be agreed upon selection, starting earliest in March 2024.

Additionally, the Expert will undertake preparatory tasks in Finland prior to the travel and engage in mentoring and reporting after the travel. The total duration of the assignment will be in the range of 25 to 30 working days and subject to negotiation.

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
Preparatory phase in Finland	February/March 2024
- Finalization of contract, travel arrangements and orientation at FCA's Helsinki office	1 day
- Liaison with FCA Uganda management concerning the details of the visiting programme and arrangements. - Desk review of relevant project and other documents and preliminary design of the assignment	2 days
Assignment in Uganda	15 working days / 21 days, time to be negotiated
Preparatory phase - Orientation and introductions on arrival in Uganda - Finalization of the assignment framework and plan, tools, and methodology with UGACO management	1 day
Orientation in Mityana, market mapping and needs assessment	4-5 days
Training planning, delivery and documentation	7-8 days
Debriefing workshops in Mityana, joint forward planning	1 day
Debriefing of FCA management and senior programme staff with recommendations on way forward in Kampala	1 day
Mentoring support from Finland on issues related to action planning. Report finalisation	5 days

<p>Information sharing in Finland.</p> <ul style="list-style-type: none"> - Debriefing in Helsinki with FCA and Women’s Bank - Communicating and sharing the results of the assignment and personal experiences in FCA, Women’s Bank and other media, including one Women’s Bank event 	<p>1 day 1 day</p>
<p><i>End of contract</i></p>	

9.0 Remuneration:

This will be a voluntary assignment. Costs related to international travel, visa, travel insurance, medical check and vaccinations, daily allowances according to Finnish government rates (EUR 49 per day), accommodation and local assignment-related travels will be covered by FCA Uganda.

Contact persons:

FCA Uganda:

- Stephen Ssenkima, Head of Program, Uganda, Email: stephen.ssenkima@kua.fi

FCA Helsinki:

- Ms Sabina Bergholm, Head of International Voluntary Unit, +358 40 669 3930, Email: sabina.bergholm@kirkonulkomaanapu.fi
- Ms Ulla Sarasalmi, Senior Advisor, Right to Livelihood, +358 50 552 1934, Email: ulla.sarasalmi@kirkonulkomaanapu.fi
- Ms. Aila Waismaa, Grants Advisor, +358 400 385 447, Email: aila.waismaa@kirkonulkomaanapu.fi
-