



TERMS OF REFERENCE (TOR) FOR WOMEN BANK DISTANCE MENTORS IN FCA CREATIVE INDUSTRIES IN KENYA DURING 2026

Project Title:	Women in Creative Enterprises (WICE) Project
Type of Assignment:	To provide distance mentorship and professional coaching support to emerging women creative entrepreneurs under the WICE Project, focusing on enhancing their business acumen, digital readiness, creative excellence, and access to local and international markets.
Time of Assignment:	<ul style="list-style-type: none">• Cohort 3: February – May 2026 <i>and/or</i>• Cohort 4: June - September 2026 (Each mentorship cycle will run for approximately 4 months, with mentorship sessions taking place every 4th Thursday of the month from 2:00 PM – 3:30 PM EAT)
Location:	Distance Mentorship supporting participants in Nairobi and Kakuma, Kenya, FCA Kenya Country Office (KECO)

Introduction of the Project

The Finn Church Aid (FCA) Creative Industries program stems from the FCA livelihood Program and it aims to empower creatives by providing them with the necessary skills, resources, and mentorship to succeed in their respective fields. The program focuses on fostering innovation, enhancing market access, and promoting sustainable business practices within the creative sector. By equipping participants with the knowledge and tools they need, we aim to contribute to economic development and social cohesion in the communities we serve.

Currently, the project encompasses two running initiatives: the WICE (Women in Creative Enterprises) and the Enhanced Digital Skills Project. These initiatives are designed to enhance the skills of participants, promote gender equality in the creative sector, and facilitate access to digital platforms that can enhance their business operations.

The Women in Creative Enterprises (WICE) Project is an initiative by FCA Kenya targeting emerging women creative entrepreneurs in Nairobi and Turkana counties, Kenya. The project aims to equip women aged 18-40 with technical and entrepreneurship skills, knowledge, resources, and access to networks necessary to tap into economic opportunities in Kenya's creative industry. The project is supported by Women's Bank.

As part of Women's Bank's Skills Donation initiative, the WICE Project is seeking the expertise of Distance Mentors to support the project's objectives, particularly enhancing

Cohort 3 and 4 participants business acumen, digital readiness, creative excellence, and access to local and international markets.

Current challenges

Kenya's current economic and social landscape presents several challenges that have impacted the creative sector and limited access to in-person mentorship opportunities. Rising operational costs, constrained mobility due to inflationary pressures, and budget limitations have made it difficult to sustain regular physical mentorship engagements. Additionally, creatives in remote and refugee-hosting regions such as Turkana face geographical barriers and limited exposure to industry networks and global market trends.

To bridge this gap, WICE seeks to engage Distance Mentors who can provide consistent, high-quality guidance and international perspectives virtually ensuring that creative entrepreneurs continue to receive the mentorship, business insights, and technical support needed to scale their enterprises despite these prevailing challenges.

Participants' Profile and Value Chains

WICE Cohort 3 and 4 participants comprise creative entrepreneurs drawn from both Nairobi and Turkana Counties, including members from refugee and host communities. The majority are young women and youth aged between 18–35 years, actively running or aspiring to establish creative enterprises across diverse sectors.

Participants are in varying stages of their business journey from ideation to early growth and are currently undergoing training in Entrepreneurship and Business Development, Digital Skills, and Work and Life Skills to strengthen their creative enterprises.

Their value chains and business models fall within the following categories:

Creative Industry Value Chain	Typical Participant Profile	Examples of Enterprises / Activities
Fashion & Textiles	Tailors, designers, small apparel brands, upcycles	Clothing design, tailoring, fabric printing, accessories
Beauty & Haircare	Makeup artists, salon owners, skincare product makers	Natural beauty products, salons, spas, cosmetic formulations
Digital Arts & Media	Digital creators, photographers, videographers, animators	Digital marketing, content creation, graphics & animation



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Creative Industry Value Chain	Typical Participant Profile	Examples of Enterprises / Activities
Performing Arts & Events	Musicians, dancers, event planners	Live performance, events management, entertainment
Handcrafts & Accessories	Artisans and craft producers	Jewellery, beadwork, home décor, eco-friendly crafts
Visual Arts	Fine artists, painters, illustrators	Portraits, murals, digital art prints
Food & Culinary Creatives	Culinary innovators and caterers	Specialty foods, catering for events, local cuisine brands

Expertise Required from Distance Mentors

WICE seeks Distance Mentors to provide technical and strategic guidance to the mentee groups. The mentees are divided into groups under specific areas of expertise. Below are listed examples of mentor's role and suggested contents of the mentoring sessions. The focus of the mentoring session will be based on the learning needs of each mentee group and will be discussed prior to starting the process.

Area of Expertise	Description of Mentor Role (examples)	Relevant Participant Value Chains
Fashion & Textile Design and Branding	Provide insights into design trends, sustainable production, branding, and market positioning for local and export markets.	Fashion & Textiles
Beauty and Cosmetics Product Development	Advise on product formulation, quality standards, branding, and customer acquisition in beauty and skincare.	Beauty & Haircare
Digital Media, Marketing & Creative Content	Mentor participants on digital storytelling, content creation, branding, and social media monetization.	Digital Arts, Media, Events
Business Development & Financial Management	Guide on business planning, pricing, costing, record keeping, financial literacy, and growth strategies.	All value chains
Marketing and Market Access Strategies	Support mentees in identifying and accessing markets, customer segmentation, and use of e-commerce platforms.	All value chains
Creative Entrepreneurship & Innovation	Mentor participants on developing creative business models, intellectual property, and scaling innovations.	All value chains



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Area of Expertise	Description of Mentor Role (examples)	Relevant Participant Value Chains
Work & Life Skills Coaching	Build participants' resilience, confidence, communication, and leadership abilities for sustainable growth.	All value chains
Sustainable and Inclusive Business Practices	Provide guidance on environmentally friendly production and inclusive employment strategies.	Fashion, Handcrafts, Food
Event Production & Talent Management	Support participants in planning, budgeting, and executing creative events and performances.	Performing Arts & Events
Digital Transformation & Emerging Technologies	Introduce participants to digital tools and innovations that enhance productivity and market reach.	Digital Arts, Media, Fashion

Mentorship Approach

The mentorship is envisioned as a collaborative, practical, and participant-centered process, where mentors:

- Offer group masterclasses and one-on-one sessions (virtually).
- Share best practices, case studies, and toolkits relevant to each sector.
- Help participants develop or refine business models, marketing plans, and digital presence.
- Support participants in translating training into tangible business outcomes such as increased sales, improved branding, or expanded markets.

Objective of the Assignment

The Women's Bank Distance Mentors will contribute to WICE Project objectives by:

- Providing online mentorship and coaching to participants to strengthen their entrepreneurial, digital, and creative capacities.
- Supporting mentees to apply training knowledge into real business growth and market engagement.
- Enhancing participants' understanding of sustainable business practices, branding, marketing, and financial management.
- Offering guidance on professional growth, leadership, and work-life balance as creative entrepreneurs.



- Document the process, outcomes, and lessons learned during the assignment.
- Provide a final report with actionable recommendations for the WICE Project to continue building the capacity of the project's participants.

Detailed Activities

Each mentor will:

a. Mentorship and Coaching

- Conduct regular virtual group-based mentorship sessions through online platforms (Microsoft Teams). At least four (4) structured mentorship sessions conducted per cohort.
- Support mentees to set realistic business and personal development goals and follow up on progress.
- Provide advisory support in areas such as creative business management, financial planning, market access, and digital marketing.

b. Knowledge Sharing and Skills Transfer

- Share best practices, tools, and resources relevant to the mentees' creative fields (e.g., fashion, digital arts, photography, design, beauty, and crafts).
- Offer constructive feedback on participants' business plans, marketing strategies, or product development.

c. Collaboration and Reporting

- Coordinate closely with FCA Kenya's Creative Industries team and the WICE Project mentors' focal person to align mentorship activities with project objectives.
- Participate in online briefing and debriefing sessions with FCA and Women's Bank.
- Document key highlights, challenges, and success stories from the mentorship engagement.

Qualifications of the Volunteer Expert:

1. Degree or professional background in creative industries, entrepreneurship, business management, communication, marketing, or related field.
2. Experience in creative enterprise development, coaching, or mentorship.
3. Understanding of challenges facing women entrepreneurs in developing economies is an added advantage



4. Excellent intercultural communication and interpersonal skills.
5. Ability to mentor online effectively using digital tools.
6. Passion for women's empowerment, inclusion, and sustainable business growth.

Division of Tasks and Responsibilities:

The international mentors will work closely with the WICE Project team, participating in regular meetings and reporting progress to ensure alignment with project goals. The mentor will also collaborate with external partners, including the Women's Bank, to maximize the impact of the mentorship program.

Additionally, the Expert will partake in induction before the start of the assignment, commit in submitting the final report and sharing about the experience in Women's Bank's channels.

Timeframe

The timeframe outlined below provides a tentative breakdown of tasks and activities expected during the assignment. It serves as a guide to illustrate the logical flow and approximate duration of each phase, from preparatory work in Finland to post-assignment activities.

Please note that specific task details, timelines, and schedules will be jointly agreed upon between the Distance Virtual Mentors and the WICE Project Team in Kenya after the mentors' selection and onboarding. This flexibility ensures that the plan aligns with both mentors' availability and the evolving needs of the project and its participants.

Timeframe and Detailed Tasks

Tasks	Time / Duration
1. Preparatory Phase (Virtual Onboarding & Orientation)	<p>Starting from January 2026 (for Cohort 3) / April 2026 (for Cohort 4)</p> <ul style="list-style-type: none"> • Confirmation of engagement, signing of agreement, and induction into the WICE Project. • Orientation meeting with FCA and Women's Bank teams to understand project objectives, participant profiles, and expected outcomes.



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	<ul style="list-style-type: none"> • Familiarization with FCA's Kenya Country Office (KECO) Creative Industries structure, communication channels, and reporting tools. <p>Duration: 2 days</p>
2. Mentor Training and Preparation	<ul style="list-style-type: none"> • Attend a virtual training session organized by FCA SAC & KECO to gain insights into the Kenyan creative economy, cultural context, and the WICE mentorship model. • Review training materials and mentorship guidelines. • Participate in Q&A and scenario discussions to enhance readiness. <p>Duration: 1 day</p>
3. Mentor–Mentee Virtual Meet-Up	<ul style="list-style-type: none"> • Participate in the official introduction and pairing session with assigned mentees. • Support mentees in setting clear goals and expectations for the mentorship journey. • Jointly agree on communication methods and session schedules. <p>Duration: 1 day</p>
4. Distance Mentorship and Coaching Sessions	<ul style="list-style-type: none"> • Conduct regular virtual group-based mentorship sessions using online platforms (Zoom, Teams, WhatsApp). • Guide mentees on entrepreneurship, business development, digital transformation, and personal growth. • Review mentees' business progress, challenges, and provide tailored advice. • Maintain progress notes and communicate highlights with FCA's KECO focal person. <p>Schedule: All mentorship sessions will take place every 4th Thursday of the month from 2:00 PM – 3:30 PM EAT.</p>
5. Mid-Term Review / Catch-Up Session	<ul style="list-style-type: none"> • Attend a joint reflection meeting with FCA and other mentors to share experiences, challenges, and lessons learned halfway through the mentorship cycle. • Adjust mentorship focus areas based on mentees' progress and needs. <p>Duration: 1 day</p>



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6. Post-Training Feedback and Wrap-Up Session	<ul style="list-style-type: none">• Participate in a debriefing and feedback meeting at the end of the mentorship cycle.• Share highlights, success stories, and recommendations for program improvement.• Submit a short reflection or mentorship report summarizing achievements, learnings, and outcomes. Duration: 2 days
7. Reporting and Closure	<ul style="list-style-type: none">• Finalize all mentorship documentation and submit the mentorship summary report to FCA KECO.• Participate in a brief joint reflection session to share overall experiences and best practices. Duration: 1 day
End of Assignment	After submission of final report and participation in the reflection meeting.

Remuneration

This will be a voluntary virtual assignment.

Contact persons:

Suvi Aaltonen, Coordinator, International Voluntary Work, Email:
suvi.aaltonen@kirkonulkomaanapu.fi

Melina Korvenkontio, Head of Digital and Creative Industries, Email:
Melina.Korvenkontio@kirkonulkomaanapu.fi