

TERMS OF REFERENCE (TOR) FOR WOMEN'S BANK SKILLS DONOR IN NEPAL DURING 2026

Project Title:	AaroHi – Advancing Women's Entrepreneurship through mentorship, skills and collaboration
Type of Assignment:	To provide tailored business advisory, leadership training, and international linkage facilitation for the women entrepreneur mentors of the AaroHi Program. The assignment involves conducting one-on-one business health checks, facilitating a workshop on Leadership and Governance, and building sustainable connections with Finnish business expertise.
Time of Assignment:	Maximum 40 days: 2 weeks remote preparation / 15 days in-country work in Nepal, and 2 months remote linkage facilitation.
Location:	FCA Nepal (NEPCO) and distance support

Introduction

Recognizing the transformative power of mentorship, Women's Bank, via FCA in Nepal is supporting AaroHi: Advancing Women's Entrepreneurship through Mentorship, Skills and Collaboration. This flagship initiative strengthens Nepal's entrepreneurial ecosystem by pairing experienced women entrepreneurs (mentors) with emerging ones (mentees). The program delivers integrated technical modules and a dynamic resource hub to address critical knowledge and skill gaps.

The local mentors of the AaroHi program are the cornerstone of the program, providing invaluable voluntary guidance. However, as established entrepreneurs themselves, they face challenges in scaling their businesses, accessing advanced leadership training and connecting to international networks and expertise. This assignment is designed to recognize, incentivize, and directly invest in these mentors, strengthening their own businesses, leadership and mentorship capabilities. The sustainability of the entrepreneurial landscape heavily relies on the growth and stability of established entrepreneurs, such as the AaroHi mentors, who serve as role models and pillars of the community.

Current challenges

Women entrepreneurs in Nepal, particularly those who have moved beyond the start-up phase, face a distinct set of challenges:

Scaling and Formalization: Transitioning from small businesses to structured, growing enterprises requires skills in strategic planning, financial management, and operational efficiency.

Limited Access to Advanced Business Knowledge: Many mentors have practical experience but lack formal training in corporate governance, strategic leadership, and accessing international markets.

Professional Isolation: As leaders in their fields, they often lack a peer network for strategic advice and face challenges in finding mentors for their own growth.

Market Limitations: Accessing new technologies, innovative practices, and international supply chains remains difficult, limiting their own competitive edge and growth potential.

The voluntary contribution of the Aarohi mentors is invaluable. Investing in their growth is a direct investment in the program's sustainability and impact, creating a multiplier effect that benefits all emerging entrepreneurs they guide.

Objective and scope of the assignment

The main objective of this assignment is to strengthen the business acumen, leadership capabilities, and global connectivity of the women entrepreneur mentors in the Aarohi program. This will be achieved through one-on-one business advisory, specialized training, and facilitated linkages with Finnish or international Expertise.

The Skill donor is expected to work closely with the mentors, understand their business constraints and unique contexts, and provide pragmatic, actionable support that adds immediate value and long-term strategic direction to their enterprises.

Detailed activities

The scope of the assignment for the skill-donor/expert is summarized below:

- A. Remote Preparatory Phase: (Finland/ country of residence, 10 working days, can be done alongside other full-time commitments)
 - 1. Desk Review and Profile Analysis: Review background documents and the detailed profiles of the Aarohi mentors and their businesses provided by FCA Nepal
 - 2. Develop Business Health Check Template: Create a comprehensive and practical 'Business Health Check' template tailored to small and growing businesses in the Nepali context. This template will cover areas such as finance, marketing, operations, human resources, and strategic direction.
 - 3. Workshop Curriculum Development: Design a detailed curriculum and all training materials for the 2-day workshop on 'Advanced Leadership and Governance for scale for women led SMEs.'
 - 4. Preliminary Linkage Research: Conduct initial research to identify potential Finnish companies, sector experts, and business networks relevant to the sectors of the Aarohi mentors
 - 5. Organize a debrief workshop based on findings with each partner along with the plan of action.
- B. In-Country Assignment (Nepal, 10 Working days):



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1. One-on-One Mentor Engagement: Meet individually with each Aarohi mentor.
 2. Business Site Visits: Visit each mentor's business premises to gain firsthand understanding of their operations, challenges, and opportunities.
 3. Business Health Checks: Conduct a thorough 'Business Health Check' for each enterprise using the pre-developed template, culminating in a personalized feedback session and a set of actionable recommendations for each mentor.
 4. Facilitation of Workshop: Deliver a participatory and engaging 2-day workshop on 'Advanced Leadership and Governance for scale for Women led SMEs,' covering topics such as strategic leadership, financial governance and control, building effective teams, international business strategies and export related foreign market policies.
 5. Stakeholder Debriefing: Conduct a debriefing session with FCA Nepal team to present overall findings and recommendations for ongoing mentor support.
- C. Remote Post Assignment Linkage Phase (Finland/ country of residence, 20 working days over 2 months):
1. Facilitate Connections: Act as a liaison to connect individual mentors with pre-identified Finnish experts, potential business partners, or relevant networks based on their specific needs and interests identified during the in-country visit.
 2. Follow-up support: Provide remote guidance to mentors as they explore these new connections and implement recommendations from their business health checks.

The following are the expected deliverables:

Based on the tasks outlined in the scope, following are the expected deliverables:

- A comprehensive 'Business Health Check' template.
- A complete set of training materials for the 2-day 'Leadership and Governance' workshop.
- Individual 'Business Health Check' reports for each Aarohi mentor, with tailored recommendations.
- A consolidated report summarizing observations from all mentor interactions, key challenges, and strategic recommendations for the Aarohi Program.
- A documented linkage plan, including contacts made and a framework for sustained collaboration between the mentors and Finnish entities.

Qualifications of the Volunteer Expert:

- Masters/bachelor's degree in Business Administration, Entrepreneurship, Leadership, or related field.
- Proven experience as a business consultant, advisor, or coach for small and medium enterprises (SMEs), with a focus on business diagnostics and strategic growth.
- Strong expertise in facilitating workshops on leadership, governance and business management.
- Experience in building international business bridges and an active network with the Finnish business ecosystem.
- Excellent cross-cultural communication, facilitation and interpersonal skills.
- Ability to work independently and produce high-quality, clear reports in English.
- Experience in our knowledge of the South Asian, particularly Nepali, business context is a significant advantage.

Division of Tasks and Responsibilities:

The Finnish/ international expert assumes the role of Business Advisor, Trainer, and Linkage Facilitator. The Expert's major responsibility is to deliver the activities and deliverables as outlined above.

FCA Country office to work with Finnish Expert in accomplishing the above task during the entire assignment. The Mentorship and Private Sector Engagement Coordinator will be the main counterpart, providing all necessary background documents, coordinating the mentor meetings and logistics, arranging interpretation if needed, and providing overall support during the in-country visit. FCA, as the deploying organisation has overall responsibility for the mission and is responsible for practical arrangements during the assignment in Nepal and project locations.

Timeframe

The duration of the assignment in Nepal is 15 days with approximately maximum 40 working days in total subject to negotiation. The assignment's exact timing will be agreed upon selection, starting earliest in April/May 2026.

The distance support assignments will be arranged in a way that it is possible to do it alongside other full-time commitments. Distance support tasks may be done mainly during evenings and weekends with some meetings during office hours.

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

Tasks	Time / days
1. Preparatory phase in Finland	March-April 2026
Finalization of contract, travel arrangements and orientation with FCA's Helsinki office	1 day



Liaison with FCA Country Office concerning the details of the visiting programme and arrangements. Distance induction to the Country Office, project and tasks.	1 day
Desk review of mentor profiles and development of Business health check template	4 days
Outline and proposed plan for the 2-day Leadership and Governance workshop curriculum and materials	4 days
2. Assignment in Nepal	Approximately 15 working days, April/May 2026, time to be negotiated
<ul style="list-style-type: none"> • Orientation and introductions on arrival in Nepal • Discuss and revise proposed plans for assignment 	2.5 days
<ul style="list-style-type: none"> • One-on-one meetings, business visits, and Health checks for mentors 	6 days
<ul style="list-style-type: none"> • Preparation for Leadership and governance workshop (final touches to any adjustments required) 	2.5 days
<ul style="list-style-type: none"> • Facilitation of the 2-day Leadership and Governance Workshop 	2 days
<ul style="list-style-type: none"> • Review and discussion with FCA Nepal team on in-country assignment 	1.5 days
<ul style="list-style-type: none"> • Debriefing of FCA management and senior programme staff with recommendations on way forward 	0.5
3. Post-assignment in Finland	20 days May/ June 2026 (over 2 months)
Finalization and submission of all reports (individual and consolidated).	5 days
Active facilitation of linkages between mentors and Finnish expertise/ networks.	15 days
Information Sharing in Finland	
<ul style="list-style-type: none"> • Debriefing in Helsinki with FCA and Women's Bank 	1 day
<ul style="list-style-type: none"> • 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 	1 day
<i>End of contract</i>	

Remuneration

This will be a voluntary assignment. Costs related to international travel, visa, travel insurance, medical check and vaccinations, daily allowances, accommodation and local assignment-related travels will be covered by FCA.

Contact persons:

FCA Nepal:

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