



**Women's
Bank**
Finn Church Aid



TERMS OF REFERENCE (TOR) FOR WOMEN BANK SKILLS DONOR IN FCA CREATIVE INDUSTRIES IN KENYA

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| Project Title: | Women in Creative Enterprises (WICE) Project |
| Type of Assignment: | To assess the needs concerning access to local and international markets for creative products and services, develop a system or infrastructure to facilitate this market access, and provide mentorship to enhance participants' capacity to engage with these markets. |
| Time of Assignment: | 3 weeks / 15 working days in-country & 2 months distance support, starting earliest February 2025 |
| Location: | Kakuma and Nairobi, Kenya and distance support |

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 a Creative Enterprise & Market Development Mentor/Coach for the WICE Network to support the project's objectives, particularly in enhancing market access for participants.



Current challenges

The creative industry in Kenya is burgeoning, characterized by a diverse array of talent in arts, crafts, music, film, and digital content creation. However, several challenges hinder its growth, particularly for women entrepreneurs. Key issues include limited access to funding, inadequate market knowledge, lack of supportive infrastructure, and barriers to entry in both local and international markets. As a result, many creative entrepreneurs struggle to establish sustainable businesses and realize their full potential.

Objective of the Assignment

The Creative Enterprise & Market Development Mentor/Coach (WICE Network) will be responsible for the following tasks:

a. Needs Assessment

- Conduct a comprehensive assessment of WICE Project participants to identify their specific needs and challenges in accessing local and international markets.
- Analyse the existing market landscape for creative products and services in Kenya, with a focus on opportunities and barriers for women entrepreneurs in cooperation with the local team.

b. Market Development Strategy

- Develop a strategic plan to improve market access for WICE Project participants, including both local and international markets.
- Propose a system or infrastructure that can be implemented to facilitate ongoing access to these markets for participants.

c. Mentorship & Coaching

- Provide one-on-one and group coaching sessions to WICE Project participants on market access strategies, including branding, pricing, distribution channels, and negotiation skills.
- Offer guidance on leveraging digital platforms and e-commerce to reach broader markets.

d. Supporting a Mentor Network

- Support volunteer mentors from Finland with expertise in creative enterprise and market development by briefing them about the needs-assessment report, market strategy and guiding them about the distance mentoring activities.
- Help establish a sustainable mentorship network that provides ongoing support to WICE Project participants after the 3 week in-country period.



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e. Documentation & Reporting

- Document the process, outcomes, and lessons learned during the assignment.
- Provide a final report with actionable recommendations for the WICE Project to continue building market access capacity among its participants.

Detailed Activities

The following are the expected deliverables for this assignment:

- Conduct an initial needs assessment with WICE Project participants.
- Prepare an analysis of the creative industry landscape in Kenya, with emphasis on the barriers faced by women entrepreneurs.
- Develop a comprehensive market development strategy tailored to the needs of participants.
- Implement coaching sessions focused on practical market access strategies.
- Support the creation of a mentorship network.
- Compile documentation throughout the process to capture lessons learned and success stories.
- Produce a final report summarizing findings, recommendations, and potential future initiatives.

Qualifications of the Volunteer Expert:

- Relevant degree or experience in business management, entrepreneurship, or a related field.
- Proven experience in training, mentorship, or capacity-building initiatives, preferably within the creative industries or with marginalized communities.
- Strong understanding of financial literacy, business planning, and the challenges faced by women entrepreneurs.
- Excellent communication and interpersonal skills, with the ability to engage and inspire participants.
- A passion for women's empowerment and sustainable development.

The following are the expected deliverables:

- A comprehensive needs assessment report on market access challenges and opportunities for WICE Project participants.
- A market development strategy and proposed infrastructure/system for achieving local/international market access.



- A series of coaching and mentoring sessions delivered to WICE Project participants.
- A network of volunteer creative enterprise mentors/coaches from Finland established and supported.
- A final report detailing the assignment's outcomes, including recommendations for sustaining market access initiatives.

Division of Tasks and Responsibilities:

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

Timeframe

The duration of Phase 1 of the assignment in Kenya is 3 weeks with maximum 15 days of work. The duration of Phase 2 of the assignment in Finland is 2 months. The distance support assignment 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 occasional meetings and workshops during the office hours. The assignment's exact timing will be agreed upon selection, starting earliest in February 2025.

Additionally, the Expert will undertake preparatory tasks in Finland prior to the travel and engage in mentoring and reporting after the travel.

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

| Tasks | Time / days |
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| 1. Preparatory phase in Finland | Starting from January 2025 |
| <ul style="list-style-type: none"> • Finalization of contract, travel arrangements and orientation at FCA’s Helsinki office • Liaison with FCA Country Office concerning the details of the visiting programme and arrangements. Distance induction to the Country Office, project and tasks. | 2 days |



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| <p>Desk Study</p> <ul style="list-style-type: none"> • Desk review of relevant project and other documents and preliminary design of the assignment • Desk review of the existing market landscape for creative products and services in Kenya, with a focus on opportunities and barriers for women entrepreneurs. | <p>2 days</p> |
| <p>2. Assignment in Kenya Meeting project teams in Nairobi and Kakuma, meet select project participants, assess market access needs, assess mentorship/coaching needs,</p> | <p>15 working days / 20 days, time to be negotiated, earliest from February 2025 onwards</p> |
| <p>Preparatory phase</p> <ul style="list-style-type: none"> • Arrival in Nairobi • Security briefing • Orientation and introductions on arrival • Meeting project team in Nairobi • Finalization of the assignment framework and plan, tools, and methodology with Country Office | <p>2 days</p> |
| <p>Needs Assessment (Nairobi County)</p> <ul style="list-style-type: none"> • Meet select project participants in Nairobi County to understand their context, creative enterprises, and assess market access needs and mentorship/coaching needs. • Meet key stakeholders and key informants in Nairobi County to analyze the existing market landscape for creative products and services in Kenya, with a focus on opportunities and barriers for women entrepreneurs. | <p>3 days</p> |
| <p>Needs Assessment (Turkana County)</p> <ul style="list-style-type: none"> • Travel to Turkana County • Meet select project participants in Turkana County to understand their context, creative enterprises, and assess market access needs and mentorship/coaching needs. • Meet key stakeholders and key informants in Turkana County to analyze the existing market landscape for creative products and services in Kenya, with a focus on opportunities and barriers for women entrepreneurs. • Travel back to Nairobi County | <p>3 Days</p> |



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| <p>Market Development Strategy (MDS) and Implementation Matrix/Plan</p> <ul style="list-style-type: none"> • Draft Market Development Strategy (MDS) to improve market access for WICE Project participants, including both local and international markets. • Draft the MDS Implementation Matrix/Plan that proposes a system or infrastructure that can be implemented to facilitate ongoing access to these markets for participants. | <p>3 Days</p> |
| <p>MDS Strategy & Implementation Workshop</p> <ul style="list-style-type: none"> • Facilitate WICE Project MDS Strategy & Implementation Workshop with stakeholders including FCA Staff (Project team), Project Participants, Industry practitioners, Government and Export-development Agencies, Private sector players, etc. | <p>3 Days</p> |
| <p>Debrief & Conclusion</p> <ul style="list-style-type: none"> • Debriefing of FCA management and senior programme staff with recommendations on way forward | <p>1 day</p> |
| <p>Mentorship & Coaching <i>(to be conducted either during or post-assignment depending on the overall schedule)</i></p> <ul style="list-style-type: none"> • Facilitate online group mentorship & coaching masterclasses/webinars for project participants. Masterclass/webinar content will include guidance on leveraging digital platforms and e-commerce to reach broader markets. This will be followed by one-on-one online mentorship & coaching sessions based on scheduled (30-minute) timeslots to be booked beforehand by project participants. | <p>2 Days</p> |
| <p>3. Post-assignment in Finland</p> | |
| <p>Supporting a Mentor Network</p> <ul style="list-style-type: none"> • Support volunteer mentors from Finland with expertise in creative enterprise and market development by briefing them about the needs-assessment report and market strategy, and guiding them in the distance mentoring activities • Collaborate with FCA to identify volunteer mentors. Support Kenya project team in establishing a sustainable mentorship network that provides ongoing support to WICE Project participants. | <p>2 months</p> |
| <p>Finalising Report A final report detailing the assignment's outcomes, including recommendations for sustaining market access initiatives</p> | <p>5 days</p> |



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| Information sharing in Finland <ul style="list-style-type: none">- Debriefing in Helsinki with FCA and Women's Bank- Share final report detailing the assignment's outcomes, including recommendations for sustaining market access initiatives.- 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 according to Finnish government rates, accommodation and local assignment-related travels will be covered by FCA.

Contact persons:

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