



**Women's
Bank**
Finn Church Aid



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

Project Title:	Promoting Women's Entrepreneurship in the Poultry Value Chain in Mityana District, Uganda
Type of Assignment:	Two assignments: 1. To strengthen financial and business management independence of the Mityana women's cooperative society. 2. To empower rural women in Uganda by supporting the development of sustainable business enterprises, particularly in the maize and poultry value chains.
Time of Assignment:	25-30 days / 3 weeks in Uganda and mentoring & reporting in Finland, between February and June 2025
Location:	Mityana, Uganda

Introduction

The project

This project is a continuation of the previous project phase 2021 – 2023. The project's primary objective is to empower women by promoting their right to financial independence through the establishment of sustainable business enterprises. The focus is on supporting 3,000 rural women mostly small holder farmers to engage in and benefit from the maize and poultry value chains. These value chains have been identified as both market-relevant and profitable, with positive impacts on food security, nutrition, and income diversification.

Building on FCA Uganda's prior achievements, the project aims to enhance access to land, improve maize yields and quality, link women farmers to reliable buyers, and promote financial inclusion through Village Savings and Loans Associations (VSLAs) and cooperatives. In addition, the project intends to support rural women to diversify their income generating initiatives with emphasis put on value addition, processing and businesses outside farming. Lessons learned from previous phases have identified gaps, including the need to strengthen community social structures, secure land access on favourable terms, establish links with public and private sector actors, and leverage existing engagements with formal financial institutions.

Mityana Women Maize Farmers' Cooperative Society

The previous phase saw the establishment of one cooperative society called Mityana women maize farmers' cooperative society. The cooperative brings together women entrepreneurs for increased production, produce marketing and business development & management. With a current membership of over 700 women, the cooperative seeks to start mobilising local financial resources to enable expansion of its resource envelop which guarantees a reliable and sustainable mechanism for access to bigger financial resources for investment among small and medium women entrepreneurs. Developing



**Women's
Bank**
Finn Church Aid



innovative approaches to resource mobilization—including strategies to increase member contributions, access supplementary funding (such as government-subsidized loans and microfinance), and introduce financial mechanisms like pooled savings and partnerships with local institutions—along with building capacity for effective financial management, focusing on budgeting, profit reinvestment, and transparent practices, can ensure a balanced approach between reinvestment and member dividends. It is essential to help the cooperative establish a sustainable and self-reliant financial model to empower women entrepreneurs and enhance access to investment opportunities. By addressing current barriers, such as the lack of a comprehensive resource mobilization strategy and reliable funding sources, establishing formal mechanisms will create innovative solutions that improve the cooperative's access to financial resources in a sustainable way.

Current challenges

- Limited knowledge, organizational skills, technology and infrastructure in local resource mobilization for access to financial resources for investment
- Lack of a resource mobilization strategy and plan

Objective and Scope of the Assignment:

We are looking for two Skills Donors for 2025. One of the assignments focuses on cooperative development and the other on the development of female entrepreneurship.

1. Skills Donor 1: Cooperative development

The objective of this assignment is to provide technical expertise and mentorship to strengthen the business and financial management capacities of women-led cooperatives and rural women farmers.

- Strengthening the financial management of the Mityana Women Maize Farmers' Cooperative Society by developing a comprehensive business management sustainability strategy
- Conduct a comprehensive business analysis of the various enterprises undertaken by the women's cooperative, with a focus on identifying strengths, weaknesses, opportunities, and threats (SWOT).

2. Skills Donor 2: The development of female entrepreneurship

The assignment will focus on supporting women to enhance their business acumen, improve resource mobilization, and develop innovative financial strategies for growth. The specific goals include:

- Enhancing women's participation in value-added activities within the maize and poultry value chains.
- Supporting income diversification initiatives outside farming, especially focusing on value addition and agro-processing.

Detailed Activities:

1. Skills Donor 1: Cooperative development

- **Financial Inclusion and Cooperative Strengthening:** Provide mentorship on financial management, business development, and expansion of the cooperative's resource base, ensuring sustainability through member contributions and innovative financial approaches.
- **Resource Mobilization Training:** Develop and deliver training sessions on resource mobilization, including strategy development, fundraising planning, and sourcing financial resources from private and public sectors.

2. Skills Donor 2: The development of female entrepreneurship

- **Business Development Support:** Guide rural women in identifying business opportunities within and outside the agriculture sector, focusing on income diversification through value-added processes such as maize processing and poultry products.
- **Best Practices for Income Diversification:** Introduce new methods of value addition for rural women, enhancing their productivity and economic resilience.

Expected Deliverables:

1. Skills Donor 1: Cooperative development

- **A sustainability strategy:** Support the women's cooperative society solicit for a set of actions that will ensure that the services to the members are continuous through focused investments that foster development.
- **A Resource Mobilization Strategy:** A detailed and actionable plan for the Mityana Women Maize Farmers' Cooperative Society to raise financial resources locally and internationally.
- **Training Materials:** Comprehensive training modules and resources on financial inclusion, business development, and resource mobilization, designed for key cooperative leaders (Trainers of Trainers - TOTs) to equip them to effectively extend outreach and training to cooperative members. Innovative Solutions for Financial Access: A report outlining potential innovative financial mechanisms for women's cooperatives to access sustainable financing.

2. Skills Donor 2: The development of female entrepreneurship

- **Business Opportunity Assessment Report:** A report identifying potential business opportunities for rural women within and outside the agriculture sector, with specific focus on high-potential ventures in maize processing, poultry products, and other value-added activities. This may include market analysis, profitability assessments, and recommendations for viable business models.
- **Training on Income Diversification Modules:** Comprehensive training materials that cover best practices in income diversification, including methods for value addition in agriculture. The modules will be tailored to the local context and accessible for rural women entrepreneurs, focusing on enhancing productivity and economic resilience.
- **Workshops on Value-Added Processes:** A series of interactive workshops conducted for cooperative members, teaching practical skills in value addition, (such as maize milling, poultry



processing, packaging, and branding). The workshops may also cover topics like quality control, product differentiation, and market positioning.

- **Mentorship Plans and Support:** Mentorship plans developed for select women entrepreneurs within the cooperative, offering continuous guidance on business development, financial planning, and market expansion. This may include regular check-ins, feedback sessions, and follow-up to ensure sustained progress.
- **Final Report with Recommendations:** A final report summarizing the training, workshops, and mentorship provided, including feedback, an evaluation of the outcomes and recommendations for future support. The report will also highlight areas for potential collaboration with local stakeholders to sustain and grow female entrepreneurship initiatives.
- **In addition, deliverables may include:**
 - **Case Studies of Successful Income Diversification:** Documentation of case studies highlighting successful examples of income diversification among women in similar contexts. These case studies will serve as motivational tools and provide practical insights into overcoming common challenges in value-added agriculture.
 - **Resource Guide for Business Development:** A practical resource guide that includes step-by-step instructions on starting and scaling small businesses, accessing finance, building partnerships, and navigating regulatory requirements. This guide will be distributed to cooperative members to support their ongoing entrepreneurial efforts.

Qualifications of the Volunteer Expert(s):

- Extensive experience in business development, financial inclusion, and cooperative strengthening, particularly in rural and agricultural settings.
- Expertise in designing and implementing resource mobilization strategies for grassroots organizations.
- Proven track record in mentoring and training, especially rural women and smallholder farmers in sustainable business practices.
- Strong knowledge of value chains in agriculture, particularly in maize and poultry, and experience in value addition processes.
- Ability to establish linkages between cooperatives and financial institutions or buyers, preferably within the agriculture sector.
- Previous experience working in East Africa or similar contexts is an added advantage

Division of Tasks and Responsibilities:

The Finnish Expert:

- Provide technical guidance on the development of sustainable financial management and resource mobilization strategies training.
- Deliver training sessions and mentorship to cooperative leaders and members on business development and income diversification.
- Collaborate with FCA Uganda's team to align the support with ongoing project objectives and ensure a smooth integration of new business approaches.



FCA Uganda Country Office:

- Provide logistical support, including arranging meetings with local cooperatives and relevant stakeholders.
- Coordinate with local partners to ensure the availability of necessary resources and support during the expert's stay.
- Monitor the progress of the assignment and provide regular feedback to the expert to ensure alignment with project goals.
- Support the expert in contextualizing the training and strategies based on local market conditions and the specific needs of the women-led cooperatives.

Timeframe

The total duration of the assignment will be in the range of 25 to 30 working days and subject to negotiation. The assignment's exact duration and timing will be agreed upon selection, preferably between February and June, 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 counterparts in UGACO after selection.

Skills Donor 1

Tasks	Time / days
1. Preparatory phase in Finland	Starting from January 2025
Finalization of contract, travel arrangements and orientation at 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 relevant project and other documents and preliminary design of the assignment	1 day(s)
2. Assignment in Uganda (to be finalized before the deployment)	25-30 working days , timing to be negotiated



Preparatory phase	1-2 days
<ul style="list-style-type: none"> - Orientation and introductions on arrival in Kampala - Finalization of the assignment framework and plan, tools, and methodology with Country Office 	
Conducting a mini survey	2 days
Conducting training in resource mobilization with both project staff and cooperative leadership	3 day
Training in financial management, business development and develop a business sustainability strategy for the women's cooperative society	4 days
Development of a resource mobilization strategy and plan for the women's cooperative society	3 days
Debriefing of FCA management and senior programme staff with recommendations on way forward	2 days
3. Post-assignment in Finland	
Mentoring support from Finland on issues related to action planning	5 days
Report finalisation	
Information sharing in Finland	
<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 	1 day 1 day
<i>End of contract</i>	

Skills Donor 2

Tasks	Time / Days
Preparatory phase in Finland	
Finalization of contract, travel arrangements, and orientation at FCA's Helsinki office	1 day
Liaison with FCA Country Office concerning the details of the visiting program and arrangements. Distance introduction to the Country Office project and tasks.	1 day



Desk review of relevant project documents and preliminary design of the assignment	1-2 days
Assignment in Uganda (to be finalized before the deployment)	25-30 working days (timing to be negotiated)
Preparatory phase in Uganda	
Orientation and introductions on arrival in Kampala	1-2 days
Finalization of the assignment framework, plan, tools, and methodology with the Country Office	1-2 days
Conducting a mini survey with cooperative members to assess current business opportunities and diversification potential	2 days
Workshops and Training	
Conduct workshops on business development and income diversification, including value-added processes in maize and poultry	3 days
Provide training on best practices for income diversification and value addition	3 days
Mentorship sessions for selected women entrepreneurs on business planning, financial management, and market access	4 days
Development of Materials and Resources	
Develop business opportunity assessment report, including recommendations on potential ventures for rural women in agriculture and beyond	3 days
Create comprehensive training modules on income diversification and value addition tailored for rural women entrepreneurs	2 days
Post-Assignment in Finland	
Mentoring support from Finland on follow-up action plans and business implementation	5 days
Report finalization and sharing of recommendations with FCA Uganda	5 days
Information sharing and debriefing in Helsinki with FCA and Women's Bank	1 day
Communicating and sharing the results of the assignment at Women's Bank events and other media	1 day
End of contract	

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:

Sari Turunen, Senior Thematic Advisor, sari.turunen@kirkonulkomaanapu.fi

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