



Ministry of Gender, Labour and Social Development

Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project

Terms of Reference

For

Selection of Training Firms to Support Training of Women Entrepreneurs in;

Lot1: Buganda North (12 districts including; Nakasongola, Nakaseke, Kyankwanzi, Mubende, Kasanda, Kiboga, Mityana, Luwero, Kayunga, Mukono, Buikwe and Buvuma) – Ref.No.: MGLSD-GROW/CONS/24-25/00048/1

Lot2: Buganda South (13 districts including; Kyotera, Rakai, Lyantonde, Kalangaala, Sembabule, Masaka, Masaka City, Lwengo, Bukomansimbi, Kalungu, Gomba, Butambala and Mpigi) – Ref.No.: MGLSD-GROW/CONS/24-25/00048/2

Lot3: Kampala & Wakiso districts – Ref.No.: MGLSD-GROW/CONS/24-25/00048/3

Lot4: Northern Uganda (41 districts including; Karenga, Kaboong, Kotido, Abim, Moroto, Napak, Nabilatuk, Amudat, Nakapiripirit, Oyam, Apac, Kole, Lira, Lira City, Kwania, Amolatar Dokolo, Alebtong, Otuke, Amuru, Nwoya, Omoro, Kitgum, Gulu, Gulu City, Lamwo, Agago, Pader, Adjumani, Moyo, Arua, Arua City, Obongi, Yumbe, Koboko, Maracha, Terego, Madi-Okollo, Zombo, Nebbi and Packwach) – Ref.No.: MGLSD-GROW/CONS/24-25/00048/4

October, 2024

1.0 INTRODUCTION/ BACKGROUND

The World Bank has extended a Grant of USD 217 million to implement the Generating Growth Opportunities and Productivity of Women Enterprises (GROW) Project to support Government's Third National Development Program (NDP III) objective of reducing gender inequality across the lifecycle and promoting women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programs and business centers.

The project is being implemented by the Ministry of Gender, Labour and Social Development (MGLSD) in collaboration with the Private Sector Foundation Uganda as an implementing entity.

The Project Development Objective (PDO) is to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises in targeted locations, including in host and refugee districts (RHDs) through:

- i) Component 1 (Women Empowerment and Enterprise Development Services): Women platforms, community mobilization and mindset change; Business Development and Training (Core Course); Trade/sector specific training and Work placement program.
- ii) Component 2 (Access to Finance for Women Entrepreneurs): Business Expansion Grants (Competition); Entrepreneur Performance Grants and Line of Credit and sustainable loan products and processes.
- iii) Component 3 (Infrastructure and Facilities): Service and Production facilities and Gender inclusive workplace infrastructure.

One of the key interventions of the project is to support roll out of the core course for women entrepreneurship development referred to as *Essential Skills for women entrepreneurs*. The MGLSD has developed the essential skills with support from Makerere University Business School (MUBS). The core course has 10 modules as shown in the table below: -

The table showing 10 modules for the Essential skills/Core course of Entrepreneurship Development.

S/N	Module
1	Entrepreneurial Mindset
2	Personal Development
3	Managing your Money
4	Managing your Business Activities
5	Mobile Phone and your Business
6	Connecting with your Customers
7	Formalizing your Business
8	Gender norms and your Business
9	Planning for the Future
10	Sustainability

The developed training modules stated above will be used to deliver training to micro and small women entrepreneurs for their business success and transition to another level. The training modules and participant workbooks have been translated to local languages commonly spoken in major

regions including Luganda, Lunyakitara, Iteso, Lusoga, Lugishu. The modules for RHDS beneficiaries will be delivered in the commonly spoken languages in their areas like French, Sudanese Arabic and Swahili.

The MGLSD seeks to procure competent training firm(s) to undertake Training of Women Entrepreneurs under the GROW Project for Window 1 (Essential skills for Women Entrepreneurs in RHDS) and Window 2 (Essential skills for Women Entrepreneurs in non RHDS).

1.2 Purpose and Specific Objectives of the Assignment

The objective of the assignment is to provide demand driven business development services, primarily training and mentorship to women entrepreneurs in different sectors across the country.

1.3 Specific Objectives

- i. To facilitate roll out of the business core course for the Women Entrepreneurs, refugees and host communities
- ii. To provide mentorship to women entrepreneurs as well as refugees and host communities; using the MGLSD enterprise development mentorship strategy.

1.4 Steps to be followed by the Training Firms to implement the Mentorship Strategy

Identification of mentorship needs

The trainers will conduct assessments during the training to identify the specific mentorship needs of the women entrepreneurs.

Recruitment of mentors

The firms will recruit mentors with expertise in various sectors that align with the needs of the women entrepreneurs.

Matching mentors and mentees

Once recruited, these mentors will be matched with the mentees based on their expertise and the entrepreneurs' needs.

Training of mentors

The mentors will undergo training and will be provided with tools and resources, including the mentorship handbook and guidelines.

Implementation of the mentorship plan

The training firms will implement the mentorship plan, ensuring clear timelines, milestones, and deliverables are established.

Conducting mentorship sessions

Mentors will conduct regular mentorship sessions, which may include one-on-one meetings, group sessions, and peer learning. These sessions can be physical, virtual, or a hybrid of both.

Monitoring and reporting

The firms will monitor the progress and prepare reports highlighting achievements, challenges, lessons learned, and recommendations for improvement.

2.0 The Scope of the Assignment.

3.0 The planned number of entrepreneurs to be trained in the whole country is 20,000. This has been packaged by region and the total number per district per region is indicated in the table below under district average as follows;

Lot	Regions	No of Districts	Districts	Population (Millions)	Quota/Region	District Average
1	Buganda North	12	Consulting Services to Support Training of Women Entrepreneurs in Buganda North. Nakasongola, Nakaseke, Kyankwanzi, Mubende, Kasanda, Kiboga, Mityana, Luwero, Kayunga, Mukono, Buikwe, Buvuma	4.8	2,092	174
2	Buganda South	13	Consulting Services to Support Training of Women Entrepreneurs in Buganda South. Kyotera, Rakai, Lyantonde, Kalangaala, Sembabule, Masaka, Masaka City, Lwengo, Bukomansimbi, Kalungu, Gomba, Butambala, Mpigi	2.8	1,220	94
3	Kampala & Wakiso	2	Consulting Services to Support Training of Women Entrepreneurs in Kampala and Wakiso	5.3	2,309	1,155
4	Northern Region	41	Consulting Services to Support Training of Women Entrepreneurs in Northern Region. Karenga, Kaboong, Kotido, Abim, Moroto, Napak, Nabilatuk, Amudat, Nakapiripirit Oyam, Apac, Kole, Lira, Lira City, Kwania,	10.0	4,357	106

			Amolatar Dokolo, Alebtong, Otuke, Amuru, Nwoya, Omoro, Kitgum, Gulu, Gulu City, Lamwo, Agago, Pader, Adjumani, Moyo, Arua, Arua City, Obongi, Yumbe, Koboko, Maracha, Terego, Madi-Okollo, Zombo, Nebbi, Packwach			
--	--	--	--	--	--	--

4.0 THE SPECIFIC TASKS OF THE TRAINING FIRMS

- i. Prepare an inception report on roll out preparation, workplan and implementation arrangement on how to deliver the assignment of training the core course in business development of micro and small women enterprises.
- ii. Identify Trainer of Trainers (TOTs) who shall participate in the training on the 10 modules developed for essential skills for the Women Entrepreneurs, refugees and host communities
- iii. The firms should identify trainers who can speak local languages of the women entrepreneurs in their respective regions where training will be delivered.
- iv. Prepare and submit a work plan/detailed schedule that will be followed in conducting the training
- v. Provide gender sensitive training to the participants, and offer hands-on guidance on the development of business growth plans of women enterprises.
- vi. Mobilize women entrepreneurs in collaboration with relevant business associations, platforms, PSFU, MGLSD, and networks through multimedia channels among others about the training, including content, duration, days, times, and venues.
- vii. Distribute training materials and tools such as handbooks, manuals among others to trainees, including administering pre and post-tests.
- viii. Ensure trainees develop practical tools and plans for their business as a result from the training. These include a business plan, marketing plan etc.
- ix. Conduct training and provide feedback and input on the content including pre and post tests.
- x. Support mentorship and follow-up of women entrepreneurs
- xi. Keep a database of all trainees to feed into the MoGLSD/PSFU database.
- xii. Recommend beneficiary SMEs/trainees and build synergies with other GROW services and products.
- xiii. Create a collaborative framework with key stakeholders such as business associations, platforms to ensure sustainability of the support given to women entrepreneurs.
- xiv. Support women enterprises to apply/express interest for other GROW services and products.

4.0 KEY OUTPUTS AND DELIVERABLES

The Training Firms are expected to deliver on the following:

- i. An Inception Report reflecting the firm's understanding of the assignment and detailing the execution plan for the assignment;
- ii. Monthly progress reports within 14 working days after the end of each month. These will detail activity report, attendance sheets, videos and photographs or other related activities carried out, challenges faced and means of addressing the challenges among others.
- iii. Final Training Report of Women Entrepreneurs in Uganda including, among other issues lessons learnt, challenges faced best practices and sustainability plan.
- iv. Post-training follow up and support mentorship activities
- v. Database of all trainees reached during the assignment.

5.0 MINIMUM REQUIREMENTS OF THE TRAINING FIRM AND KEY PERSONNEL

5.1 Firms Experience

The Firms should possess the following;

- i. Minimum of 8 years practical experience and evidence of having worked with women entrepreneurs in their previous assignments on delivering business development services, business ecosystem influencing work, or access to finance initiatives with documented proof of such activities for SMEs.
- ii. Demonstrate understanding of the Uganda context including: the entrepreneurial ecosystem, key private sector actors and other SME development related initiatives being implemented either by the Government of Uganda or by other stakeholders
- iii. The training firm should demonstrate ability to deliver content effectively to large audiences (beyond conventional classes of 50-100 participants) given the numbers the project is targeting. It is recommended that a single training should not have more than 100 participants
- iv. Demonstrated experience and linkages for supporting MSMEs in Uganda
- v. Demonstrated experience in providing business development services in rural areas of Uganda and ability to provide training in local languages which can be done across the country.
- vi. The training firm should have a track record in delivering BDS to large numbers with demonstrable results and satisfaction of financiers of repute.
- vii. Demonstrated capacity to implement a large-scale training program.
- viii. Should have knowledge and experience in gender and women rights issues that relate to the private sector and business development including knowledge and experience in gender lens investing.

5.2 Qualifications of Key Experts

S/N	Position	Qualification	Working Experience
1	Business Development Services Specialist/Team Leader	Should possess a minimum of a Master's degree in Entrepreneurship, Master's Degree in Business Administration, or a related discipline.	<ul style="list-style-type: none"> a) A minimum of 10 years of relevant professional experience in areas related to business management, entrepreneurship training teams in a business environment. b) Should have knowledge and experience in finance and impact investing. c) Strong writing skills and experience in producing written material for a range of audiences including communications and media. d) Demonstrated ability to work effectively in a multicultural environment, ability to work with grass root Micro and Small Entrepreneurs and across cultures. e) Have excellent communication, technical and analytical skills
2	Entrepreneurship Training Experts (4)	Advanced University Degree in Business Administration or another related field.	<ul style="list-style-type: none"> a) Ten (10) years of progressive professional experience in Business Development, capacity building of private sector actors and government. b) Ability to analyze markets and identify opportunities for the growth of Women businesses. c) Ability to conduct Market research on competitors and identify opportunities for new products or services. d) Capacity to develop effective strategies to increase brand awareness within target markets to enhance market access e) Demonstrated capacity to establishing client relationships and maintaining existing ones in order to generate revenue for business
3	Socio-behavioral or Business Psychology Training Expert	Advanced Degree in Industrial Psychology/Social Work and Social Administration/Social Sciences/Law	<ul style="list-style-type: none"> a) Should demonstrate experience in business coaching and mindset change training for entrepreneurs. b) Should have knowledge and experience in gender and women rights issues that relate to the private sector and business development including knowledge and experience in gender

			lens investing. c) Demonstrated ability to work effectively in a multicultural environment and to develop effective working relationships with clients and colleagues; d) Have excellent communication, technical and analytical skills
--	--	--	---

The estimated total person-months for the assignment and the individual person-months of each key staff is as below:

SN	Key Expert Position	Time Input in Person/Month
K-1	Business Development Services Specialist/Team Leader	16.4
K-2	Entrepreneurship Training Experts (4)	52.4
K-3	Socio-behavioral or Business Psychology Training Expert	10.9
	Total	79.7

6.0 WORKING AND REPORTING ARRANGEMENTS

The Training firms will work closely with the Project Implementation Team directly supported by the Training and Business Skills Development Specialist in MGLSD reporting to Project Coordinator

7.0 REPORTING REQUIREMENTS

Deliverables			
No.	Report	Content	Time
1.	Inception Report	Indication of the firm's understanding of the assignment and detailing the execution plan for the assignment including: <ol style="list-style-type: none"> a. An outline of proposed approach/methods to enhance entrepreneurial capacity of women groups and women entrepreneurs b. Modalities for identifying training participants and facilities in which trainings shall be undertaken in collaboration with the MGLSD. c. List of training outputs and schedule for their delivery including budget. d. Proposed quality management and ethical standards in execution of the assignment. 	14 days after contract signing

		<p>e. A detailed outline for monitoring and evaluation of training activities, including reporting and supervision structures, timeline, and tools to be used</p> <p>f. Final plan confirming level of effort by different experts, deliverables, timeframes, and budget</p>	
2.	Monthly progress Reports	These will detail the monthly training or other related activities carried out, challenges faced and means of addressing the challenges among others	within 5 working days after end of the month
3.	Quarterly Report	This will detail consolidated activities and deliverables achieved in each quarter	7 days after end of the quarter.
4.	Final Training Report	The final report should include, among other issues lessons learnt, challenges faced, best practices and sustainability	30 days (1 month) to the end of assignment duration

8.0 DURATION OF THE ASSIGNMENT

The Assignment will be carried out over a period of 2 years. However, the services may be renewed upon satisfactory performance and continued need.

9.0 ROLE OF MOGLSD

- i. The Ministry will provide documents related to the Project as the consultant may deem necessary
- ii. The Ministry will nominate a Focal Person to liaise with the Firm during the implementation of the assignment
- iii. The Ministry will provide introduction letters to Local Governments and other WEPs

10.0 REQUIREMENTS FOR NOTICES

The Consultant should send notices in regard to this contract to the address below:

Permanent Secretary

Attn: Project Coordinator,

Generating Growth Opportunities and Productivity for Women Enterprises (GROW) project

Ministry of Gender Labour and Social Development

Gender and Labour House, Plot 2, George Street

P.O. Box 7136

KAMPALA

Tel: +256 414 347 854

Email: grow@mglsd.go.ug

IMPORTANT TO NOTE

The REOI for the consulting services is being advertised concurrently (i.e Lots 1, 2, 3 and 4) and will be executed simultaneously. Therefore, a firm intending to participate in more than one lot must propose different Key Experts for each lot. This clarifies the advert published on 22nd and 24th October, 2024 in Daily Monitor and New Vision respectively

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank Procurement Regulations for Investment Project Financing (IPF) Borrowers dated November 2020 (Procurement Regulations) setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Consultants will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours (0800 to 1700 hrs.)

Expressions of interest must be delivered to 7th Floor (PDU) in a written form not later than 15th November, 2024 at 11:00Hours. Consultants may make arrangements to have their Expressions of interest delivered by courier services. However, no liability will be accepted for loss or late delivery.