



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

GROW SKILLS and BDS

**Terms of Reference for
Short-Term Consultancy for Business Advisors for Pre-Financing BDS under GROW
SKILLS and BDS (Theme Two)**

February 2025

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Abbreviations and Acronyms

BDS	Business Development Services
GROW	Generating Growth Opportunities and Productivity for Women Enterprises
GFF	GROW Financing Facility
MGLSD	Ministry of Gender Labour and Social Development
MSMEs	Micro, Small and Medium Enterprises
PFI	Participating Financial Institutions
PSFU	Private Sector Foundation Uganda
RHD	Refugee Hosting Districts
WB	World Bank

1. GROW Project Background:

The Ministry of Gender Labor and Social Development (MGLSD) and Private Sector Foundation Uganda (PSFU) with support from the World Bank (WB) are implementing the Generating Growth Opportunities for Women (GROW) Project. The objective of the Project is to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises in targeted locations, including host and refugee communities. The project is implemented nationwide targeting all 135 districts and 11 cities in the country, including 13 refugee-hosting districts. The five year's Project became effective in January 2023 and expected to end in December 2027.

2. GROW SKILLS and BDS:

GROW project has four components comprising an integrated program of customized services that empower women entrepreneurs to grow and transition their enterprises from micro to small and from small to medium as well as improve their productivity. PSFU is implementing component 1C of the Project; the Sector Specific/Trade Skills for Women Entrepreneurs, termed GROW SKILLS and BDS. GROW SKILLS and BDS provides support for advanced, sector-specific training and Business Development Services to women entrepreneurs, including refugees that have a potential to move to the next level (micro to small, small to medium, medium to large enterprises) and allows value addition, value chain development and expansion of the women enterprises.

3. GROW Project beneficiaries:

Grow's overall beneficiaries target Women entrepreneurs with an existing/running enterprise. In case of shared businesses between a man and a woman; the woman should have evidence of at least 51% of shares in the enterprise. Enterprises are categorised as micro (*less than 5 workers and annual turnover of less than Ugx. 10 million*); small (*5–49 workers and annual turnover of Ugx. 10–100 million*), medium (*50–100 workers and annual turnover of UGX 100-360 million*). Large companies (annual turnover > Ugx. 400 million) are not eligible for this support.

GROW SKILLS and BDS will specifically target the following beneficiaries.

- a) Graduating beneficiaries of core course training under subcomponent 1B and beneficiaries from GROW Financing Facility (GFF) of GROW Project with potential to grow business from micro to small enterprise.
- b) Women entrepreneurs with interest in accessing GROW Loan but require BDS support to address and resolve operational and management aspects that make them particularly risky and therefore unsuitable for GROW financing facilities and hence their loan applications have been rejected or turned away by the Participating Financial Institutions [PFIs] (Pre – financing BDS), OR women entrepreneurs that have accessed the GROW Loan, but require business development services in specified areas for their enterprises to thrive (Post – Financing BDS).

4. Identification and selection criteria of the Women beneficiaries:

On a monthly basis, Business advisors will each liaise with PFIs within their region of operation to acquire data regarding GFF beneficiaries and Grow Loan applications that were turned away or rejected. They will then analyze the data using a 'points assessment system' to select potential beneficiaries under theme1. The eligible beneficiaries will be contacted/mobilized by business advisors for the provision of BDS services based on the identified needs.

The selection criteria will mainly include;

- a) Must have a functional enterprise
- b) Got a GROW loan and expressed a need to register their enterprises, OR their applications were rejected because their enterprises are not registered
- c) 51% shareholding evidence of the enterprise belonging to a woman entrepreneur

5. GROW SKILLS and BDS Blueprint

PSFU is planning to enter framework contracts with selected eligible individual Consultants (Business Advisors) to provide Business Development Services (BDS) to women entrepreneurs, which support will lead to compliance to standards, business formalization, business growth and expansion.

The selected business advisors will be tasked to handle only one of the business development support services themes as specified below.

Theme 1: Business Compliance Support.

Under this theme, the Business Advisors are to support women entrepreneurs formalize their enterprises by assisting them to have proper business registration. Registering a business in Uganda involves several steps, from choosing your business structure to obtaining necessary permits and licenses. It's important to follow all legal requirements to ensure businesses operate smoothly. For more specific guidance, women entrepreneurs under the GROW project who need technical guidance in business registration will get this service from the selected business advisors familiar with Ugandan business laws. Beneficiaries under this theme will be women entrepreneur GROW Loan borrowers.

Theme 2: Pre-financing BDS.

This theme aims at supporting women entrepreneurs with interest in accessing the GROW Loan, but their loan applications have been rejected or turned away by the Participating Financial Institutions (PFIs) due to lack of proper financial/cashflow management records. The theme also supports women entrepreneurs under Women Platforms of subcomponent 1A of GROW project who are in need to improve their business financial records. The Business Advisors will therefore support them gather required documents and improve their creditworthiness to access GROW loans by preparing proper financial/cashflow management records as required by the PFIs.

Theme 3: Post-financing BDS.

This support will be provided to women entrepreneurs who have accessed the GROW loan. The Business Advisors' technical guidance/support will be specifically for business digitalization that will lead to enterprise to be well-managed or marketed and hence business grows and transition from one level to another.

This particular call is related to assignment on Pre-Financing BDS under Theme 2 of GROW Skills and BDS, which is providing consultancy support to women entrepreneurs to have proper financial records acceptable by Participating Financial Institutions while acquiring GROW Loan.

6. Objective of the Assignment

The objective of this assignment is to assist women beneficiaries in preparing accurate, complete and acceptable bankable financial and cash flow management records.

7. Duration of assignment

The term of the contract is six (6) months from the date of commencement.

8. Scope of Work

The consultant will be responsible for the following:

- i) Laise with women platforms and PFIs to engage women whose loan applications have been declined due to inadequate cash management records and need pre-financing BDS support.
- ii) Develop financial records for the women beneficiaries. Records may include balance sheets, income statements, cash flow statements and others as may be required by PFIs in acquiring a GROW loan.
- iii) Provide strategic advice on managing cash flow, reducing financial risks, and improving profitability of selected women beneficiaries so that they can reapply for GROW loans with a higher chance of approval.

9. Reporting

Individual Business Advisors will report to the Project Coordinator for GROW Project at PSFU through the Trade and Business Specialist at PSFU.

10. Key deliverables

The Business Advisors shall deliver on the following:

- i) Six months work plan approved by the Project Coordinator
- ii) Monthly progress reports within 5 working days after the end of each month entailing the following:
 - a) Assessments of businesses' status, including gaps in cash flow management records and customized recommendations for addressing identified gaps.

- b) Tailored action plans for each supported business, detailing steps, timelines, and responsibilities for achieving bankable business cash flow management records.
- c) Number of women's GROW loan applications approved by PFIs after reapplying with satisfactory business financial documentation.
- iii) Comprehensive end of contract report.

11. Outputs

- Approved six months work plan
- Reports submitted (Monthly and end of contract reports)
- Number of Businesses supported to prepare improved financial records in terms of properly structured and accurate financial systems including income statements, balance sheets, and cash flow statements

12. Obligations of PSFU

PSFU will provide the Business Advisors with the following:

- i) Orient the Business Advisors on the GROW project and assignment.
- ii) Create a working relationship with PFIs to identify potential beneficiaries for improved financial records and enhanced financial literacy.
- iii) Provide the required logistics, reimbursements/payments for the services rendered as per the contract agreement stipulated time frame
- iv) Coordinate the work done by the Business Advisors and ensure reports and accountability are submitted within the specified period in the contract.
- v) Timely review of the necessary reports as specified in these terms of reference and contract signed.

13. Specific qualifications/skills

- Master of Business Administration (MBA) or an equivalent.
- Professional Certification of Certified Public Accountant (CPA) and a member of Institute of Certified Public Accountants of Uganda (ICPAU) is mandatory

14. Required Experience

- i) At least 5 years of professional experience in financial advisory, business consulting, or related roles, particularly with Micro, small and medium-sized businesses (MSMEs) in Uganda
- ii) Strong Knowledge of Financial Management & Reporting: Expertise in creating and reviewing balance sheets, income statements, cash flow statements, and budgets.
- iii) Good organizational, communication and problem-solving skills.

15. Notices

Chief Executive Officer,
Attn: Project Coordinator,

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