

Terms of Reference for trainer on Strategic and Financial Planning

S/N	Item	Details
1	Title	Short Term Consultant
2	Duty Station	Arua
3	Assumption of duty	1 st of December 2021
5	Reporting Line	Nina Burns, Deputy Country Director - DSIK

(a) Introduction & Background

German Sparkassenstiftung Uganda is a subsidiary of German Sparkassenstiftung for International Cooperation (DSIK) that is based in Germany, Bonn and part of German Sparkassenstiftung Eastern Africa Regional Project. We are currently rolling out several interventions for the Savings and Credit Cooperative Societies (SACCO) sector in Uganda through (UCSCU), the Microfinance sector through the Association of Microfinance Institutions (AMFIU) and the Uganda Institute of Banking and financial services (UIBFS). Overall, the project has positive contributions to the growth of the microfinance sector and the national economy. All our interventions give life to our mission; Think globally, act locally, cooperate internationally.

In Uganda, fiscal decentralization is important to give authority to local governance, it can serve residents, reduce local poverty, and drive local development. A key aspect of the provision of public services for the local population is to enable local governments to generate their own income to invest in human resources, public infrastructures, etc. Although Uganda's fiscal decentralization framework allows for fiscal autonomy of local governments, Uganda still highly depends on central government transfers to fund their development plans. Over the past years and in the context of progressing urbanization, these transfers remain inadequate and unpredictable, thus undermining efficient planning processes.

Despite their fiscal autonomy, local governments are on average not able to generate more than approximately 20% of their total budget from their own sources. Revenue streams are composed out of market dues and other local sources such as property related tax (property tax and ground rent), fees collected from the bus station, bus operations, street parking and trading licenses. The efficient collection of market dues has potential to increase local government's own revenues. A major precondition to generate such funds within the local governments is the accurate and comprehensive registration of MSMEs, as well as their size and capital volume. In Uganda, micro, small and medium sized enterprises (MSMEs) make up over 70% of the economy and contribute above 20% of the GDP.

(b) Enhancing Financial and Business Skills for Small Scale Entrepreneurs in West Nile, Uganda

The primary objective to provide public services through local government revenue has been incorporated in the Decentralization Policy Strategic Framework (DPSF) and the Local Government Sector Strategic Plan 2013-2023 (LGSSP), as well as in the Uganda Local Development Outlook (LDO) 2014². Despite the government's efforts to implement these policies, the progress is held back through centralization of revenue collection, tax evasion, a general low tax base and taxation of market dues based on the capital volume of the businesses.

In particular, the taxation of market dues is challenged through a huge informal market operating on a very small scale and going without registration.

One way to tackle this issue is the professionalization and formalization of micro entrepreneurs by strengthening their financial and business capacities and enable them to become tax payable entities. Key success factors would be, for instance, a higher number of registered tax and fee payers, a higher tax revenue of the market dues through an enhanced MSME sector and a stronger capital volume of these enterprises.

(c) Objectives

By focusing on the professionalization of micro, small and medium enterprises for the sake of development towards formalized tax payable entities in Uganda, the core objectives of this intervention are:

- **Objective 1:** Strengthening the financial and business skills of micro entrepreneurs
- **Objective 2:** Providing micro entrepreneurs with Business Development Training and a linkage to formalize the enterprises as well as accessing financial services
- **Objective 3:** Ensuring long-term sustainability for micro entrepreneur by providing a platform for individual advisory services for micro entrepreneurs
- **Objective 4:** Enabling growth options for small and medium sized enterprises through enhanced strategic and financial planning.

The Strategic and Financial Planning workshop will be focussed on achieving Objective 4.

(d) Activities

The Strategic and Financial Planning workshop will be consisting of the following activities:

Activity 1: Needs assessment and module development for customized trainings for managers of small and medium enterprises

The 2-days Strategic and Financial Planning Training for managers of small and medium enterprises combines a choice of four modules concluding with a strategic review of one's enterprises. Depending on the results of the needs assessment for manager of small and medium enterprises, the content of the Strategic Business Planning training is defined.

Based on the needs-assessment four out of seven training elements can be chosen for the tailored Business Development Training. The seven different training elements could be exemplary as following:

1. Organizational Strategic & Business Plan development
2. Retaining & Utilizing top level employees
3. Business Branding for new Markets
4. Business Organizational Systems
5. Leadership & Business Communication
6. Time Management & Productivity
7. Customer Service & Business Ethics

Activity 2: Applying of strategic and financial planning on small and medium enterprises

The four selected modules are trained in an interactive, hands-on learning environment. While going through real examples of the Ugandan business sector, as well as through cases provided by the participants, the training is designed as interactive and hands-on learning experience. By applying the learner-centered approach and viewing learners as active agents, participants can bring their own knowledge, past experiences, education, and ideas into the training.

Activity 3: Designing individual strategies for managers of small and medium enterprises

At the end of the training, the participants highlight two scenarios in which their business can develop in the future. Guiding questions will help the participants to identify the most needed intervention to enhance their business strategies. Participants present their scenarios while others provide feedback and advise on how to draw the best strategies for the future of the business. The participants identify various steps which lead to the desired outcome.

(e) Specific Tasks of the Consultant

- (i) Active participation to the Training of Trainers (ToT) which intends to prepare the consultant for the implementation of the Strategic and Financial Planning training. The materials will include:
 - a. Introduction to the training and welcoming of participants, including an ice breaker;
 - b. Practical sessions to support the beneficiaries to appreciate the learning objectives that includes examples of Ugandan businesses;
 - c. Practical session for the selected training elements including working group exercises for the participants to put into practice the learnings from the training;
 - d. Knowledge sharing sessions for participants to bring their own knowledge, past experiences, education, and ideas to the training;
 - e. Practical session for participants to design their individual business strategies for the future;
 - f. Set of guiding questions to help participants identify most needed interventions to improve business strategies.
- (ii) Active participation to the kick-off session as preparation for the implementation of the Strategic and Financial Planning training;
- (iii) Facilitation of the 2-day Strategic and Financial Planning training for 2 different groups;
- (iv) Provide advice for the participants in the development of their business strategies. This will take place in West Nile Uganda, exact location will be confirmed;
- (v) Training report of the evaluation of the training session.

(f) Target group

General profile: the participating SME can consist of 5 to 49 employees or even more with total assets of above 10 million UGX. For this training someone in a leadership position, for example the CEO, is invited to the training.

Profiles of the SMEs can have the following elements:

- Tax status/Legal status: fully registered businesses that pay taxes
- Availability of a business plan and a business account
- Strengths of the enterprise should include:

- Good business management
- Good financial management

Profiles of the SMEs can have one of the following identified weaknesses:

- High turnover of employees
- Branding of new products
- Communication
- General productivity
- Customer service

(g) Timeframe and deadlines:

The ToT on the workshop materials is expected to take place in the week of 3rd of January.

The kick-off meeting and the training for the first and second group is expected to take place in the week of 17th of January. The first training will take place in Arua, whereafter the team will travel to Moyo for the roll out of the 2nd group.

The coaching and guidance during the Strategic and Financial Planning Training is expected to take place in the week of 17th of January. This will take place in West Nile, with exact location to be confirmed.

The Consultant will have strong and constant engagements with technical staff of DSIK & GIZ to ensure a high quality of the training modules and a smooth roll out of the trainings. The Consultant will share the progress reports of ToTs after every session.

(h) Deliverables

Deliverable	Deadline
i. Initial de-briefing meeting report	3 rd of January
ii. Meeting report of ToT	7 th of January
iii. Final training evaluation report	21 st of January

(i) Qualifications & Required experience

- (i) Work experience in the field of conducting workshops with a learner-centred approach;
- (ii) Demonstrated knowledge and experience in implementing trainings in the field of Financial Planning & Strategic Business Planning;
- (iii) Demonstrated knowledge and experience in implementing trainings in the field of the following elements:
 - a. Organizational Strategic & Business Plan development
 - b. Retaining & Utilizing top level employees
 - c. Business Branding for new Markets
 - d. Business Organizational Systems
 - e. Leadership & Business Communication
 - f. Time Management & Productivity
 - g. Customer Service & Business Ethics

- (iv) Excellent writing, editing, and oral communication skills in English;
- (v) Experience in Facilitation of Trainings with high level participants such as CEOs, & Managers of Institutions.

(j) Documents to be included in the submission

While submitting, the Consultant shall ensure to attach the following:

- i. CV
- ii. Financial Proposal
- iii. Technical Proposal

(k) Contact and Deadline

- All the relevant documents should be submitted by e-mail to the following address: nina.burns@sparkassenstiftung.de and a copy to bonny.asiimwe@sparkassenstiftung.de
- Deadline for the submission of applications: - 15 December 2021