

Productive Use of Electricity Business Development Skills Training Terms of Reference

Objective

The primary objective of this activity is to develop business development skills (BDS) training that will be offered to training participants in three rural electricity service provider areas in Uganda. NRECA has been engaged in analysis and support for productive use of electricity programs on behalf of the Rural Electrification Agency (REA) through a program financed by the United States Agency for International Development (USAID) the purpose of which is to support increased income generation in REA-supported areas of rural Uganda. Development and delivery of BDS training to selected rural businesses has been identified as a key activity towards the goal of supporting productive use programs.

Introduction

This activity is part of a cooperative development project which is being implemented by NRECA International (NRECA). The BDS training consultant will be contracted by NRECA to support this activity. This project is an integral component of the REA rural electrification program supported by USAID.

This activity will engage local entrepreneurs and enabling institutions in twelve town centers. Enabling institutions include local financial institutions (e.g., banks, SACCOs, Village Savings & Loan Associations (VSLAs)), BDS training organizations, and trade associations who may be engaged with entrepreneurs. The trading centers targeted for this activity include:

- Bundimasoli, Burondo, Bubukwanga, Rwamabale (Bundibugyo district, BECS service territory)
- Bukere, Bujibuli, Kakabara, Hapuyo (Kyegegwa district, KRECS service territory)
- Adilang, Kalongo, Patongo, Kal Central (Agago and Lamwo districts, PACMECS service territory)

Consultant Tasks & Deliverables

This activity will include the following tasks:

- **Task 1** – Training materials development
- **Task 2** – Business development skills training delivery

Task 1

In Task 1, NRECA has already conducted PUE and enabling institution identification surveys which produced a sample of 550 PUE entrepreneurs and 110 enabling institutions. Welding & metal fabrication; refrigeration & cold drinks; hair salons; grain milling; carpentry workshops; stationery, printing, and photocopying; tailors & seamstresses; drug stores & pharmacies; auto & boda boda repairs; restaurants; and mobile money & phone charging were the most prominent PUE activities found across the majority of the targeted trading centers. A draft copy of the PUE Survey Results Report is included as an attachment as background information for bidders.

The consultant’s primary activity for this task is to develop BDS training materials for use in the training activities that will be undertaken in Task 2. The content of the training materials will follow the curriculum outline provided in this term of reference. Training materials are expected to incorporate examples of the most common challenges and opportunities faced by entrepreneurs engaged in the prominent productive use activities that were identified in the survey conducted by NRECA. Training materials will also include incorporation of short awareness presentations by partnering organizations including REA, local officials, the local electricity service provider, and local enabling institutions. A key issue to be addressed in this stakeholder integration process is the participation of multiple financial institutions such as Village Savings & Loan Associations (VSLAs), SACCOs, and commercial banks to address the gap in the uptake of loans by local entrepreneurs.

Task 1 deliverables will include:

- BDS training materials for review by NRECA

Task 2

The Consultant will be required to deliver the training to selected entrepreneurs at each trading center. NRECA identified potential training candidates during the productive use survey using a combination of three criteria which included a business ranking score, preference for a value-added business, and an existing electricity service connection. Using these criteria, 129 PUE entrepreneurs were identified as potential training candidates. It is expected that two representatives from each business will be invited to attend the training – for a total of 258 trainees. In cases where the business manager is a male, the business will be expected to select a female for the second representative in order to address gender balance concerns. In order to address social inclusion, the consultant is expected to ensure that the invited training candidates are representative of the variety of tribes found in each trading center. Based on NRECA’s selection process, the distribution of potential training candidates by service provider and trading center is shown in Table 1 below. The consultant should consider NRECA’s trainee selection process as preliminary and should recommend appropriate modifications as part of their proposal.

Table 1. Preliminary Training Candidates by Trading Center

Service Provider	Trading Center	Training Candidates
BECS	Bundimasoli	19
	Burondo	7
	Bubukwanga	7
	Rwamabale	5
Total BECS entrepreneurs		38
Total BECS trainee candidates		76
KRECS	Bujibuli	2
	Bukere	10
	Kakabara	17
	Hapuyo	13
Total KRECS entrepreneurs		42
Total KRECS trainee candidates		84
PACMECS	Kalongo	17
	Palabek	13
	Adilang	9

	Patongo	10
Total PACMECS entrepreneurs		49
Total PACMECS trainee candidates		98

The training locations are expected to be at each of the trading centers, with the exception of those trading centers with a limited number of candidates. Bundimasoli will be combined with Bubukwanga with the training held in Bundimasoli. Burondo will be combined with Rwamabale with the training to be held in Rwamabale. Bujibuli will be combined with Bukere with the training to be held in Bukere.

The BDS training will be delivered over a **5-day period** in each of the nine trading center locations described above. The training materials and training delivery will be provided in English. The consultant will ensure that trainers are able to provide additional explanation/clarification in the local languages as needed. NRECA will be responsible for securing the training venues for the BDS training in each of the training locations. NRECA will also provide facilitation for lodging, meals, and transport for trainees traveling from Bubukwanga, Burondo, and Bujibuli to Bundimasoli, Rwamabale, and Bukere trading centers.

Task 2 deliverables will include:

- Delivery of 5-day BDS training in Bundimasoli, Rwamabale, Bukere, Kakabara, Hapuyo, Kalongo, Palabek, Adillang, and Patongo (9 trading centers)
- Training and engagement report for review by NRECA

Curriculum Outline

The 5-day training activity is expected to be organized into a 3-day session focused on the delivery of business development skills topics followed by a 2-day session focused on the development of an action plan for each entrepreneur. The 3-day training curriculum is expected to include the following topics:

- Business management fundamentals – accounting, cash management, human resource management, record keeping
- Financial management
- Marketing
- Expansion analysis – evaluation of capital investment and revenue growth
- Business planning – evaluation of potential new lines of business
- Customer care
- Additional topics recommended by the consultant

In addition to these topics, the training process is expected to include the identification and evaluation of challenges faced by different types of businesses such as grain milling, metal working, hair salons, etc. The training process is also expected to include a self-evaluation exercise for each entrepreneur.

The 2-day action planning session is expected to focus on the specific challenges and opportunities faced by each entrepreneur and to develop a concrete plan to strengthen and expand their business going forward. The consultant is expected to leverage the support of local government officials, the electricity

distribution service providers, and local financial institutions as resources in supporting entrepreneurs in the development of these action plans.

Required qualifications and experience

General Experience of the Firm

The assignment is open to Ugandan training organizations that have experience in conducting BDS training, have an understanding of entrepreneurship and small businesses development, have an understanding of rural financial services, and are familiar with operations of the electricity distribution service providers serving the targeted areas.

The consultant should have undertaken a minimum of two (2) similar assignments during the last five years. Documented evidence including a list of contracts with a project description, value, year of commencement and completion, client contact, and contact information should be submitted.

The consultant should also demonstrate knowledge of culturally appropriate practices that will be needed to work with the target population of entrepreneurs as evidenced by contracts of similar activities undertaken or certificates of involvement in corporate social responsibility activities.

Key Personnel

The Consultant should have adequate personnel to complete this assignment including the following:

- **Team Leader**, with an advanced degree (masters or equivalent), preferably in Business Administration/Marketing/Economics and with rural financing background. The Team Leader must have a minimum of 5 (five) years post graduate working experience in undertaking similar activities as in BDS training and promotion of productive use of electricity. The Team Leader should have implemented at least 2 related assignments involving BDS activities within the last eight (8) years.
- **Training Specialists** with a bachelor's degree in Business Administration/Marketing/Economics with a minimum of 4 (four) years' training experience which includes project assignments in the electricity/utility service sector. He/she should have performed a similar role on at least two (2) previous similar assignments within the last five years.

COVID-19 Restrictions

The consultant is responsible for delivery of the training in accordance with Government of Uganda requirements regarding the COVID-19 pandemic including hand washing, mask wearing, social distancing, and limitations on the number of attendees in large gatherings. NRECA will work with the consultant to schedule the training at such time that the restrictions on the number of attendees allows for effective delivery of the training activity.

Reporting and Time frame

The consultant will carry out the assignment under the direct supervision of the Uganda Country Director, NRECA International. The assignment will be for a period of six (6) months. The project schedule requirements are illustrated in Table 2 below:

Table 2. Project Schedule

Phase	Activity	Calendar Days from NTP
1	Training Materials Draft	30
1	Training Materials Final	45
2	Training Delivery	45-120
2	Training & Engagement Report Draft	140
2	Training & Engagement Report Final	160

Request for Proposals

NRECA requests that interested bidders submit technical and cost proposals to David Gibson, Uganda Country Director at dgibson@nreca-intl.org.

Technical proposals shall include:

1. Brief cover letter describing the consultants experience providing business skills training in Uganda
2. CVs for Team Leader and Training Specialists
3. Brief training plan which illustrates the consultant's capacity to complete this assignment in accordance with the curriculum outline described above, including:
 - a. Training schedule
 - b. Staff assignments
 - c. Organization – recommendations on how to manage a diverse group of entrepreneurs
 - d. Training modalities – recommendations on the use of hands on exercises, didactic instruction, break-out sessions among similar entrepreneurs (grain milling, metal working, etc.)
 - e. Illustration of the consultants versatility in understanding, addressing, and integrating trainee challenges as they arise in each training session
4. Samples of training materials used in the delivery of similar assignments
5. Client references for two similar assignments
6. Review/comment on the PUE Survey Results Report developed by NRECA as it relates to the completion of this assignment
7. Review/comment on the trainee selection process developed by NRECA as it relates to the completion of this assignment
8. Proof of legal establishment and registration in Uganda

Cost proposals shall include:

1. Lump sum cost estimate to complete the tasks outlined above with subtotals for
 - a. Staff remuneration
 - b. Direct expenses (travel, etc)