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**TERMS OF REFERENCE TO REVIEW EXISTING MARKETING STRATEGIES AND BUSSINES MODELS OF FOs AND MSEs AND IDENTIFY GAPS AND BUSINESS OPPORTUNITIES THAT EXIST WITHIN THE RELEVANT VALUE CHAINS IN ADJUMANI AND KIRYANDONGO**

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| Organisation | Self Help Africa-Uganda |
| Programme | Agriculture and Market Support Project |
| Assignment type | To review existing marketing strategies and business models of FOs and MSEs and Identify gaps and business opportunities that exist within the relevant value chains |
| Project location | Adjumani and Kiryandongo |
| Duration | 20 working days |

**Introduction:**

Self Help Africa (SHA) is an Irish-based, International Non-Governmental Organisation (NGO) implementing rural development, sustainable livelihoods, and food security programs in nine countries in Sub-Saharan Africa. In Uganda, SHA has been operational since 1989, implementing various programs across all regions of the country.

With funding from the United Nations World Food Program, Self Help Africa (SHA) is implementing the Agriculture and Market Support (AMS) project – from November 2023 to December 2024 in Kiryandongo and Adjumani districts. The project is supporting 12670 smallholder farmers both refugees and host communities. The focus of this phase of the program is on improving Post-Harvest Management and increasing market access.

**Specific objectives of the project include**:

1. Improve quality of targeted crops, PHM, and food safety among women and youth smallholders, MSEs and Aggregators
2. Increase demand and supply of agricultural services
3. Increase pro-smallholder marketing especially among women and youth
4. Strengthen national and sub-national institutions for pro-smallholder policies and programs

**Brief Background of the activity:**

With funding from the United Nations World Food Program, Self Help Africa (SHA) is implementing the Agriculture and Market Support (AMS) project – from November 2023 to December 2024 in Kiryandongo and Adjumani districts. The project is supporting 12670 smallholder farmers both refugees and host communities. The focus of this phase of the program is on improving Post-Harvest Management and increasing market access.

Self Help Africa is currently working with 10 cooperatives, several farmer Organizations, and farmer groups in Adjumani and Kiryandongo. Therefore, there is a need to review existing marketing strategies and business models of FOs and MSEs and identify gaps and business opportunities that exist within the relevant value chains through a rapid assessment to analyse the current aggregation approaches, identify gaps, and untapped aggregation systems (both for demand and supply) business opportunities within the targeted value chains.

Reviewing existing marketing strategies of FOs/MSEs will help to evaluate the effectiveness of their current marketing efforts. The analysis helps FOs/ SMEs understand what is working well and what needs improvement, enabling FOs/ SMEs to make informed decisions about future marketing activities which could also include areas where the FOs/ MSEs are not reaching their target market effectively, missing out on opportunities or facing competitive challenges and understand the market strategies of competitors to stay competitive in the market as they differentiate themselves or improve their offerings.

In summary, reviewing existing marketing strategies of FOs/ MSEs is crucial for their growth, competitiveness, and long-term sustainability in the market. It helps them identify strengths, weaknesses, opportunities, and threats, enabling them to make informed decisions and adapt to changing market conditions.

The activity will be conducted in 20 days with the first 10 days for reviewing of existing marketing strategies and the other 10 days, for supporting the FOs to develop and improve their marketing strategies.

**Specific Expectations for the consultant**

1. Develop data collections tools to review existing marketing strategies and business models of FOs and MSEs and share with SHA team for review
2. Develop activity plan, budget, scope of work and share with SHA team
3. Recruit and train the data enumerators on the tool to be used for data collection
4. The consultant should be in position to prepare a comprehensive quantitative and qualitative activity report
5. After the review, the consultant will support the FOs to develop and improve their marketing strategies based on the findings.

**Expected Output of the Assignment**

Expected outcome include: -

By the end of the review, the FOs/ MSEs will be able to perform the functions and tasks of management of Micro and small enterprises. Specifically, they will be able to:

1. Evaluate the effectiveness of their current marketing efforts
2. Identify gaps in their current marketing strategies that are making them not reach their target market effectively.
3. Adapt to constantly evolving consumer preferences, technology, regulations, and other factors by reviewing their market strategies regularly.
4. Stimulate innovation and creativity within FOs/ MSEs by identifying new

**Administration and logistical support**

* Consultancy fees shall be payable as per agreed instalments and progress made on completion of deliverables.
* Transport, meals and accommodation for the consultant and their entire team is catered for within the consultancy fees payable above.
* The consultant will work closely with and report directly to the Project Manager and the Market Linkage Officer and one assigned Agribusiness Field Trainer from Adjumani district

**Minimum Requirements**

The ideal applicant should possess: -

* Experience in conducting similar assessment for different Non-Governmental Organization
* Extensive knowledge on FO’s, / MSEs in rural areas of Uganda
* The consultant to be hired are individuals, with practical knowledge, skills and experience in providing business support services in various sectors. They should have experience in conducting quantitative and qualitative assessment and facilitating adult learning sessions.

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