



**CHILDREN RIGHTS AND VIOLENCE PREVENTION FUND (CRVPF)**

**TERMS OF REFERENCE (TOR)**

**EMPOWER YOUTH THROUGH DATA AND COMMUNITY DEVELOPMENT (EYDCD)**

**FUND MANAGER,**

## **Introduction**

The Children Rights and Violence Prevention Fund (CRVPF), in partnership with the Mastercard Foundation, is proposing to implement the \$33m “Empower Youth through Data and Community Development (EYDCD) program” designed through strengthening and leveraging community-based structures, to improve the lives of young men and women in disadvantaged communities in Uganda by providing technical market facing skills and capacity building for entrepreneurship, and employment. To consolidate these efforts, the program will support them get involved in or establishing where non-existent self-governed savings groups also known as Village Savings and Loan Association (VSLA) and Saving and Credit Cooperative Organisation (SACCOs) groups backed by enterprises while leveraging digitisation for efficiency and added services. CRVPF will partner with 200 (70% women and youth-led & founded) Community Based Organisations (CBOs) organised in clusters of 2-3 partners each. Together the cluster will support the mobilisation and formation of 3,000 VSLAs and 10 SACCOs and cooperatives. Through these structures, we will reach 200,000 youths ages 15-35 living in Refugee Settlements, Host Communities and Slums - 70% female, 30% male.

CRVPF will collaborate/partner with gnuGrid CRB to ensure members establish digital wallets powered by the Mobile Network Operators which will give visibility to the community VSLAs, and Cooperatives and their members within the financial ecosystem and beyond as well as bring efficiencies to address cost and risk of credit.

Overall, the EYDCD program's community-based approach will help ensure that young people, especially young women, are supported and empowered to reach their full potential. By leveraging community-based structures, the program can provide young people with the skills, resources, and support networks they need to access dignified and fulfilling work opportunities, improving their economic stability and self-sufficiency, and establishing a strong foundation for their future success.

## **About Mastercard Foundation and Young Africa Works Program**

The Mastercard Foundation is a global foundation based in Toronto, Canada with several offices in Africa. The Mastercard Foundation seeks a world where everyone has the opportunity to learn and prosper. One of the largest foundations in the world, it works almost exclusively in Africa working in 29 countries across the continent with more than 100 partners. Uganda was the first African country in which Mastercard Foundation partnered with in 2008 and over the last 11 years, the key area of focus has been expanding access to finance, education, and skills training to smallholder farmers, teachers, out of school, youth and youth in agriculture across the country. Visit [www.mastercardfdn.org](http://www.mastercardfdn.org) for more information.

The Foundation is implementing a 10-year strategy, 'Young Africa Works'. This strategy seeks to enable 30 million young people in Africa (70% young women) secure dignified and fulfilling work – in Uganda it has set a target of creating 4.3 million work opportunities by 2030. The Foundation believes that youth employment is key to unlocking prosperity, both for youth and their societies. Enabling young women and men from disadvantaged communities to secure dignified and fulfilling work will ensure inclusive development and economic growth in Africa.

## **About CRVPF**

CRVPF is a child rights and social justice regional intermediary organization partnering with Community Organizations to prevent violence including sexual violence against children and young people, building their power to make the right choices and decisions, and providing dignified employment opportunities. CRVPF's approach is around learning with its partners and leveraging on insights and the growing evidence base to influence policy and practice on violence prevention and investments to support children, young people, and families. The organisation works in four countries including Uganda, Kenya, Tanzania and Ethiopia. Visit <http://www.crvpf.org/> for more information.

### **Objectives of the Empower Youth through Data and Community Development, (EYDCD) program**

The EYDCD program aligns with Uganda's social economic transformation strategy, the Parish Development Model, and supports innovative, market-system approaches to address financial inclusion at the grassroots level. It combines the power of digital technology and community-based organizations with financial inclusion strategies, taking a community/grassroots-based approach to economic development and youth employment. The program focuses on three objectives:

**Objective 1:** Strengthen formal and informal grassroots organizations (CBOs) that provide support and opportunities to young people, to aid their personal development to access dignified and fulfilling work. (Institutional Level). Major interventions include:

- Technical capacity support to CBO partners.
- Peer to peer and institutional Learning - CRVPF has designed activities such as Peer Learning Forums and Cluster Coordination Meetings.
- Monitoring partner CBOs

**Objective 2:** Enhance economic stability and self-sufficiency of program participants through linkages to work, markets, and increased productivity, as well as building resilience to navigate through challenges. (Individual level). Major interventions include:

- Workforce Development – through vocational training, soft skills training in leadership and on-job training opportunities and apprenticeships.
- SME Strengthening – through business grants, Linkages to other service providers especially financial services, and linkage to markets in their communities.

**Objective 3:** Digitization of Self-Governed Saving groups (VSLAs) to establish a footprint through digital wallets for members creating visibility and scoring them to have access to the wider financial ecosystem/market to promote data-driven credit decisions and other added services. (System level). Major interventions include:

- Literacy & Financial Services (DFS) training
- Mobile Banking integration
- Credit scoring

### **Scope of Work and Deliverables of the Fund Manager**

#### **Summary**

The Fund Manager will advise and support the day-to-day activities in the management of the program funds. In addition, the firm will support CRVPF in the selection criteria, appraising and shortlisting applications from participating Community Organizations or sub-partners, work with CRVPF to disburse funds approved by the Foundation to the community organisations, monitoring, and reporting the usage of funds by the Lead and Sub-partners. These activities are critical to ensure effective management of the resources, and approved work plans and budgets and smooth implementation to achieve desired impact. The fund manager shall report to CRVPF.

## **Major duties and responsibilities**

- Execute and monitor the program strategy, while giving advice and support to the Lead and Sub-partners.
- Support the screening and be a part of due diligence activities including anti-money Laundering screening and searches on participating community organisations to ensure that Foundation Funds do not get into hands of prohibited or restricted persons.
- Undertake financial monitoring of the participating Lead and Sub-partners to ascertain optimal utilization of disbursed funds (i.e., in line with the objectives of the program).
- Work with the Lead and Sub-partners to ensure a streamlined operation of funding of all interventions as per approved work plans and budgets.
- Prepare monthly, quarterly, and annual reports and present to CRVPF shall be required.
- Carry out quarterly risk monitoring in collaboration with CRVPF and ensure the implementation of agreed upon actions to address risks identified.
- Participate in project close-out activities as per the program contract project closure guidelines.

## **Portfolio Management:**

1. Ongoing management of the fund's portfolio, including developing a relationship with participating Community organisations and conduct regular fund performance monitoring and risk reviews.
2. Regularly report to CRVPF, including and not limited to assessing budget utilisation through monthly BVAs, forecasting of based on situation on ground for the different Community organisations, and risk monitoring.
3. Develop and maintain excellent working relationships with relevant stakeholders and participating organisations.
4. Conduct site visits as may be required.

## **Technical Competencies**

- At least 5 years' experience in managing a sizeable portfolio (with institutions such as Community organisations, SACCOs, VSLAs etc)
- Demonstrated experience as a Fund Manager working in the Uganda context, including experience with strategy, business development, due diligence, portfolio management, fund structure, and back-office operations.
- Strategic business acumen, deal making skills, and strong operational hands-on skills are highly desirable.
- Established, up-to-date knowledge of best practices and standards related to risk management, business intelligence and data analytics.
- Excellent opportunity identification skills and a well-developed network with the local financial eco-system.
- Previous experience managing grants/ funds in the development context and networks in the Community Development Eco-system, will also be an added advantage.
- Experience managing grants/funding of at least USD 30 million and above on behalf of international development partners or DFIs is required.

- Capacity to manage funds for a large number of consortium partners in an efficient and timely manner.
- Capacity to build the in-house financial management expertise of a variety of local institutions is required.
- Excellent analytical and financial report writing skills.
- Experience working with stakeholders in the development space, particularly community-based Organizations will be an added advantage.
- Experience in innovative solutions particularly leveraging technology services is a plus.

Bidders are invited to comment on and demonstrate understanding of the ToR, recommending any necessary amendments and should also provide indicative level of effort and cost to undertake the assignment. Technical proposals should include any corporate capabilities, methodology and approach to achieving the tasks. A workplan, reference projects and detailed CVs should be appended. Reference project (s) should indicate key tasks performed in a similar assignment, geographical location and contact person(s). Individual team member CVs must be no more than 3 pages and should contain relevant experience to the assignment only.

#### **Format of Firms Experience**

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009– Apr.2010}	{e.g., “XXX program.....”: designed master plan for rationalization of .....;}	{e.g., Ministry of ....., country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., “Support to sub-national government...”: drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

#### **Selection process of the Fund Manager**

The firm shall propose a team with diverse specialized experience and expertise in the successful funds management and closure of similar assignments. CRVPF will review applications from different firms and select one competent firm to undertake this assignment.

#### **Operational Arrangement**

The Executive Director - CRVPF will have the strategic responsibility for ensuring the Fund Manager performs the agreed scope of work. The Fund Manager will report operationally to the Finance Lead, Mastercard Foundation and the Program Coordinator, CRVPF.

#### **Confidentiality**

All information contained in this ToR is provided on a strictly confidential basis, solely for the use of bidding for the supply of services for the above assignment. It is a condition of this competition that bidders (and any sub-contractors) shall:

- Take all reasonable measures to protect this confidentiality and avoid the unauthorized use, disclosure, publication, or dissemination of confidential information.
- Not use this information other than for the purposes of preparation of a proposal
- Not disclose, publish, or otherwise reveal any of the information contained herein except with specific prior written authorization.
- Failure to comply with the above will result in the bidder's exclusion from consideration.

## **Technical and Financial Proposal Submission**

**1. Technical proposal:** Proposals must include the following, with the main proposal body not to exceed twenty pages (not including appendices):

- Introduction and understanding of the overall purpose and project objectives of the assignment.
- Description of relevant experience.
- Outline of the work plan and general cost-efficient approach, including methodology for achieving key deliverables
- Overview of the proposed funds management team including details of team composition and specific qualifications of individuals for this assignment.
- Overview of proposed partnerships to deliver fieldwork.
- List of key activities and deliverables, detailing the timeline and level of effort and associated team member(s).
- Any other considerations we should pay attention to that are critical for this assignment.

**2. Financial proposal:** Estimated budget, including LOE for each staff, a brief description of their role in the assignment, and current unit cost for the role, and key assumptions in contributing to the overall objective of the assignment. The budget should be all tax-inclusive, and all costs should be in USD.

**3. Appendices:** The proposal submission should include the following appendices

- CVs (Include CV for each team member).
- Contact of two references. (Organizations that the firm has supported on similar assignments.)
- Upon request, Salary Rate/Scales, and most recent audit reports for the past two years.

Proposals must be submitted via email to [edith.tendo@crvpf.org](mailto:edith.tendo@crvpf.org) and [sarah.ameri@crvpf.org](mailto:sarah.ameri@crvpf.org) by **31<sup>st</sup> January 2024** and if selected, present in an interview to be scheduled and communicated after the submission. Please state 'Young Africa Works Uganda: "Empower Youth through Data and Community Development (EYDCD)" in the subject line.

Proposals must remain valid for 90 days after the submission date.

Use the same email addresses for any clarifications on the proposals.

### **Contract period**

The duration of the assignment will be one year and renewable upon satisfactory performance, commencing on a date to be confirmed in due course.

### **Payment Schedule for service offered.**

Quarterly payments will be made in arrears against the invoice submitted.

**OWNERSHIP AND PUBLICATION**

All work product created by the consultant under this scope of work is “work for hire” and is the property of CRVPF. The Service Provider will assign CRVPF all rights, title, interest, and copyright that the Service Provider may have to works created in relation to and/or as a result of the scope of work. CRVPF retains the exclusive right to publish or disseminate in all languages, reports arising from such materials along with our partners.