



CHILDREN RIGHTS AND VIOLENCE PREVENTION FUND (CRVPF)

TERMS OF REFERENCE (TOR)

EMPOWER YOUTH THROUGH DATA AND COMMUNITY DEVELOPMENT (EYDCD)

ORGANISATIONAL CAPACITY STRENGTHENING CONSULTANCY,

Introduction

The Children Rights and Violence Prevention Fund (CRVPF), in partnership with the Mastercard Foundation, is proposing to implement the “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 aged between 15-35 years 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, 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 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) to 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.

Gnugrid Credit Referencing Bureau

gnuGRID CRB was licensed by the Central Bank of Uganda in November 2021 (previously operating informally since incorporation in 2019) as the first-ever Indigenous (youth-owned and led) Credit Reference Bureau (CRB) in Uganda. They collect credit and transactional data on individual and non-individual borrowers, validate and profile it into meaningful profiles that are disseminated in the form of credit reports and credit scores to enable credit providers to make informed lending decisions. Institutions utilise credit reports to assess customers' creditworthiness and hence reduce their portfolio at risk and out-turn their default rates.

The goal is to enable financial inclusion through data, particularly credit information. They use data to drive credit decisions, and product development, suitable for the last mile credit consumers. This enables these last-mile credit consumers to prove their creditworthiness using credit reports and scores. Additionally, our CRB helps in risk management and decision-making by utilizing credit information to guide risk pricing, monitoring and control of loans and advances so that financial institutions can filter out high-risk borrowers before a decision to offer credit is made. They have developed a robust CRB system consisting of a Web portal and Mobile App for institutions, a USSD menu for customers, GSM-enabled devices, APN setup, Data sanitiser tools, and offline and online functionalities.

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

Scope of Work and Deliverables of the Organisational Capacity Strengthening

Summary

The Organisational Capacity Strengthening Consultants/firm will play a pivotal role in enhancing the institutional capacities of the community organisations through targeted organizational capacity strengthening activities. Their responsibilities include conducting comprehensive needs assessments to identify capacity gaps, designing tailored capacity development plans, delivering high-quality training and mentoring sessions, providing strategic advice on organizational governance and management practices, facilitating knowledge sharing and peer learning opportunities, monitoring progress and evaluating the impact of capacity strengthening efforts. Additionally, the consultants/firm will ensure that capacity-building activities are aligned with our organizational goals and contribute to the overall sustainability and effectiveness of operations of the community organisations especially aiding access to dignified and fulfilling work for young people.

Major duties and responsibilities

Reviewing Existing Capacity Needs Assessment Tools: The consultancy firm will first examine the tools currently used for assessing organizational capacity within our grantees. This includes evaluating the effectiveness, relevance, and comprehensiveness of these tools in identifying strengths, weaknesses, and areas for improvement.

Assessment Alignment: The firm will ensure that these assessment tools are aligned with best practices and current industry standards in organizational capacity building. They will compare the existing tools against recognized frameworks or methodologies to ensure they capture all relevant aspects of organizational capacity.

Customization and Adaptation: Based on the review, the firm may recommend adjustments or adaptations to the existing tools. This could involve tailoring questions or indicators to better suit the specific contexts and needs of our grantees, ensuring the assessments are both accurate and meaningful.

Documentation and Reporting: Throughout this process, the consultancy firm will document its findings and recommendations regarding the alignment and adaptation of assessment tools. They

will provide clear reports detailing any modifications made and their rationale, ensuring transparency and clarity for all stakeholders involved

Organisational Capacity Needs Assessment: The consultancy firm will conduct thorough needs assessments across all community organisations or review reports of assessments already conducted. This will involve evaluating current organizational strengths and weaknesses, identifying specific areas where capacity building is needed, and understanding the unique challenges and opportunities faced by each grantee.

Capacity Development Planning: Based on the needs assessments, the firm will develop customized capacity development plans for each community organisation/cluster. These plans will outline clear objectives, strategies, and timelines for implementing targeted interventions to strengthen technical capabilities.

Training and Mentoring: The firm will deliver training workshops, seminars, and mentoring sessions tailored to address identified capacity gaps.

Strategic Advice: They will provide strategic advice and guidance to community organisations on improving organizational governance structures, operational efficiencies, and strategic planning processes. This includes helping community organisations develop policies, procedures, and systems that align with best practices in their respective fields.

Knowledge Sharing and Peer Learning: Facilitating platforms for knowledge sharing and peer learning among grantees is another key role. The firm will participate in forums, communities of practice, and networking opportunities organised by CRVPF where community organisations can exchange experiences, learn from each other's successes and challenges, and build supportive networks.

Monitoring and Evaluation: Throughout the capacity-strengthening process, the firm will monitor progress against established goals and evaluate the impact of interventions. They will use appropriate metrics and indicators to assess improvements in organizational capacities, effectiveness of implemented strategies, and overall outcomes.

Alignment with Organizational Goals: Ensuring that all capacity-building activities are closely aligned with CRVPF and the EYDCD program objectives and priorities is crucial. The firm will collaborate closely with us to ensure that the support provided contributes to the sustainability, resilience, and long-term impact of our community organisations' initiatives.

Technical Competencies

- At least 5 years and above experience in supporting institutional capacity strengthening activities.
- Previous work with community organisations, SACCOs and VSLAs.
- Demonstrated experience in designing and implementing capacity-building programs for non-profit organizations, preferably within your sector or similar contexts.
- Proven ability to conduct comprehensive organizational needs assessments, including the development and application of assessment tools to identify specific capacity gaps.
- Capability to provide strategic advice and guidance on organizational development, governance, and management practices to enhance operational effectiveness and sustainability.

- Experience in delivering high-quality training sessions, workshops, and mentoring programs tailored to diverse organizational needs, fostering skill development and knowledge transfer.
- Competence in designing monitoring and evaluation frameworks to assess the impact of capacity-building interventions, ensuring continuous improvement and accountability.
- Ability to facilitate knowledge-sharing platforms, peer learning networks, and communities of practice to foster continuous learning and collaboration among grantees.
- Capacity to adapt capacity-building approaches to diverse organizational contexts, cultures, and operational environments, ensuring relevance and effectiveness of interventions.
- Familiarity with leveraging technology and innovative tools for capacity building, such as e-learning platforms, digital resources, and data analytics for informed decision-making.
- Track record of effectively engaging with diverse stakeholders, including donors, local partners, and grantees, to build collaborative relationships and maximize impact.
- Commitment to ethical standards in capacity-building practices, including transparency, accountability, and respect for organizational autonomy and diversity.
- Applicants are invited to comment on and demonstrate an understanding of the ToR, recommending any necessary amendments and should also provide an 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 work plan, 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.

Selection process of the consultants/firm

The firm shall propose a team with diverse specialized experience and expertise in successful organisational capacity strengthening and implementation of similar assignments. CRVPPF will review applications from different firms and select one competent firm to undertake this assignment.

Operational Arrangement

The Executive Director - CRVPPF will have the strategic responsibility for ensuring the consultants/firm perform (s) the agreed scope of work. The consultants/firm will report operationally to the program Partner and the Program Coordinator, CRVPPF.

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 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

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.
- For context, please articulate your own understanding of the project objectives, extending beyond the provided description as per this ToR.
- Include initial impressions and insights to enable the design of courses that are both aligned with the ecosystem and responsive to market demands.
- 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 on the assignment, current unit cost for the role, and key assumptions in contributing to the overall objective of the assignment. The budget should be 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.)

Proposals must be submitted via email to edith.tendo@crvpf.org by 31st July 2024 and if selected, present in an interview to be scheduled and communicated after the submission. Please state ‘Young Africa Works Uganda: CRVPF- EYDCD Program’ 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. The initial assignment with target approximately 100 community organisations.

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 and Mastercard Foundation. 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 and Mastercard Foundation retain the exclusive right to publish or disseminate in all languages, reports arising from such materials along with our partners.