

Call for Expression of Interest-- RAPID SCAN OF IMPACT CAPACITY DEVELOPMENT ENTITIES¹ IN AFRICA

May 2022

The Impact Team at the Mastercard Foundation is launching a Capacity Development Strategy and workstream to enable the Impact Team, the Foundation and its partners with the skills and capacity to make the critical shifts outlined in the [Impact Strategy](#).

We are inviting Expressions of Interest from bilingual Africa-based consultant(s) to undertake a rapid scan of entities - institutions, firms, groups, organizations in Africa (anglophone and francophone) with proven track records of supporting the implementation of the Impact Team's Capacity Development Strategy.

The attached Terms of Reference outlines the scan assignment.

HOW TO RESPOND:

Please provide the following information in no more than 1,500 words, excluding annexes (budget, bios/CVs, work-plan), to impactprojects@mastercardfdn.org:

- Full name and organizational affiliation (with link to website and/or link to LinkedIn Pages or professional profile)
- A description your agency and/or profile of lead consultants for this assignment
- Summary of your approach to this scan assignment, including an outline of your scan methodology and resources
- An implementation plan that includes milestones, time lines and budget allocation
- Examples of 3 similar projects completed in the past 5 years along with 2 references that contracted or engaged you/your agency to consult for similar purposes
- Description and/or brief bio of the project lead and the consultant team

Please note that the EOI submission will close on June 3rd.

For questions, please contact

Dorothy Faidoo dfaidoo@mastercardfdn.org

Project Manager, Impact Team



www.mastercardfdn.org

¹ By Entities we mean legally incorporated organizations, firms, institutions with the capacity to provide the support services outlined in the TOR.

TERMS OF REFERENCE

RAPID SCAN OF IMPACT CAPACITY DEVELOPMENT ENTITIES² IN AFRICA

BACKGROUND

The [Mastercard Foundation](#) works with visionary organizations to enable young people in Africa and in Indigenous communities in Canada to access dignified and fulfilling work. It is one of the largest private foundations in the world with a mission to advance learning and promote financial inclusion to create an inclusive and equitable world. The Foundation was created by Mastercard in 2006 as an independent organization with its own Board of Directors and management.

In 2018, The Mastercard Foundation (MCF) undertook a profound shift in its strategy and operating model. With a vision of a world where everyone has the opportunity to learn and prosper, the Foundation began a transformation from a highly centralized organization based in Toronto, Canada, to relocating to Africa and decentralizing operations in seven countries in Africa — Kenya, Rwanda, Uganda, Ethiopia, Ghana, Senegal, and Nigeria — and expanding programming with Indigenous communities in Canada.

In addition, the Foundation is developing large regional and continental partnerships in education, agriculture, health, access to finance, digital economy including a large partnership with the Africa Centre for Disease Control (CDC), and the World Food Program among others.

Impact Strategy

The Foundation strategy signalled a critical shift from individual partnerships across numerous countries to place-based, purpose driven model, allowing for cross-sector, long-term, and system-focused engagement to tackle complex and pressing challenges.

In 2020, the Foundation launched the [Impact Strategy](#) to articulate its approach to defining and impact, by shifting the focus of grant making and evidence to higher units of change, from simplistic counting of outputs to systems-level change. The strategy challenges conventional notions of who gives evidence meaning and relevance and commits to understanding how young people define “impact”, what “dignified and fulfilling work” means for them as individuals, and the ripple effect on their families and communities, at scale and at a country level.

The Impact Strategy highlighted four fundamental shifts in how impact is conceived, measured, and reported in the Foundation. The Impact team aims to:

- **Advance a holistic approach to impact** at all levels of the Foundation, including our overall mission, strategies, as well as at the program portfolio and program levels.
- **Elevate the voices of young women and men in understanding impact** new ways of honouring Indigenous knowledge, evidence, and insights to tell the story of the life journeys of young people.
- **Focus on transformative systems change** at scale in Africa and Canada

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- **Lead the transition beyond output-oriented measurement** to an outcome- and impact-oriented approach at all levels of the Foundation, starting with a more expansive understanding of change at the base of the Foundation’s program investments.

Impact Capacity Development Workstream

The Impact Strategy represents a significant departure from “business as usual” for monitoring, evaluation and learning (MEL) by requiring a more expansive and holistic set of competencies to successfully bring the Impact Strategy to life. These are competencies that the traditional MEL field has not promoted nor have funders traditionally incentivised, such as: capacity to understand and measure systems-level change; strategic and leadership skills to frame and influence transformational change; technical competency to understand, assess and report impact; and facilitation skills to stimulate meaningful involvement and shared ownership of impact.

In response, the Foundation established the Impact Capacity Development workstream in January 2022, with the vision of ensuring the Impact Team and partners have the skills and capacity to support the Foundation and its partners at achieving transformation at scale. In the near term, the focus of the workstream is to: 1) ensure the Impact team has the *technical capacity* to operationalize Impact Strategy within Impact team, across Foundation, and among partners; 2) ensure the Impact team has *strategic capacity* to influence uptake of impact strategy within and beyond the Foundation; 3) influence the *organizational capacity* to align incentives and resources in support of the impact strategy. Longer term, the workstream will focus on *strengthening the broader MEL ecosystem* in Africa by establishing institutional partnerships for leverage, transformation, and scale.

OBJECTIVES AND SCOPE

The Foundation requires bilingual Africa-based consultant(s) to undertake a rapid scan of potential entities - institutions, firms, groups, organizations in Africa (anglophone and francophone) with proven track records of supporting Impact capacity building that reflects the needs of the Impact Team and the Foundation.

The scope of the work is Africa wide, with a focus on supporting the Foundation’s seven priority countries in Africa, as well as regional hubs that serve those countries.

The scan should generate information about the relative capacity, strengths and weaknesses of proposed entities including (but not limited to):

- **Formal institutional elements:** e.g., relevant policies, strategies and plans (regional, national, etc.);
- **Formal institutional capacity:** resources (tangible assets including funding and staffing etc.); infrastructure (governance, systems, protocols, monitoring); institutional knowledge and skills (essential expertise and competencies relevant to the Impact Strategy); institutional engagement and partnerships;
- Synergies with other (co-located) entities (such as Institutes located in university settings, or firms with partnerships with other entities)
- **Geographic focus and experience working within francophone and anglophone Africa,** particularly related to the Foundation’s seven priority countries;
- **Approach to capacity development:** knowledge, skills, and behaviours promoted and how (including in-person and virtual delivery) in relation to the Impact Strategy and Impact Competency Framework;
- Approach to innovative and creative ways of engaging stakeholders in learning;

- **Theoretical framework** for capacity development and **core principles** guiding all capacity development initiatives;
- **Strategic opportunities** for leveraging wider change in evidence and insights field in Africa and globally to ensure successful innovations and approaches are disseminated and scaled up in the future;

Please note that Francophone and Anglophone capacity is essential.

Expected approach

It is anticipated that the work will be conducted virtually, using web-based tools to conduct surveys, key informant interviews, and a rapid scan of formal and grey literature to identify relevant lessons learned.

Travel within Africa is not expected for this assignment unless convenient and safe for consultants.

Iterative check in with the Head of Impact Capacity Development will be required on a bi-weekly basis to review progress and advise as necessary.

Deliverables

- 1) A design paper outlining scan methodology, search criteria, and workplan
- 2) A landscape map of the CD institutions in Africa – mapped to geography and type of CD services provided (strategy, operational, technical, etc)
- 3) A typology of CD providers (typology archetypes to be developed and agreed)
- 4) A presentation and slide deck/report on preliminary results from the scan.
- 5) Based on discussion on preliminary results, a presentation and final report of no more than 25 pages (slide deck and supplementary materials as appropriate) on recommendations for short list institutions, organizations, firms.

Qualifications

Consultants must have the following experience to be short listed for this assignment:

- Extensive experience conducting comprehensive scans to inform strategic direction
- Familiarity and experience with capacity development in Africa, particularly in relation to developing strategic capacity to influence how impact is understood and measured, as well as technical capacity to lead monitoring, evaluation and learning (MEL)
- Familiarity and experience with innovative and evidence-informed approaches to capacity development
- Excellent relationship management skills and demonstrated experience engaging with senior leaders of influential African institutions
- Africa based
- Bilingual

Budget

The budget for this work is up to 75,000 with lower costs being favourably considered.

Travel can be budgeted separately – COVID depending.

Timeframe

We intend to interview qualified candidates by June 13th with the intention of selecting a vendor by June 24th. Ideally the scan is to be conducted between July-September 2022.

Reporting

The consultant will report to the Head of Impact Capacity Development who will ensure alignment with other scan assignments currently underway.