**TERMS OF REFERENCE – PART A**

**Technical Assistance to Establish an Inclusive Scholarship Program: Strengthening and Finalizing the Structure of the Foundation and Setting up Communication and Fundraising Activities**

1. **BACKGROUND** **INFORMATION**

The International Community School (ICS), (“The School”)opened its doors to the public in January 2000 with Dr. Charles Yeboah and his wife, Mrs. Matilda Yeboah, as its founders (the “Founders”).  The goal of the Founders was to establish a world-class educational facility for primary through advanced level studies, whilst fostering a strong sense of moral responsibility in its students under the theme: ‘growing tomorrow’s leaders today’. After spending seven years in the United States, the Founders relocated to Ghana with their two young daughters and resided in Kumasi. They quickly realized that there was no school in the city that could provide their children with the quality of education they desired.

Dr. Yeboah and his wife, who are professional teachers with training from Ghana and the U.S., decided that the best contribution they could make to the city of Kumasi would be to establish a school where children could get the best possible education.  The School which started in their living room with seven children now has close 1300 students spread over four campuses. It offers international education based on the Cambridge Curriculum for 2-18-year olds at preschool, preparatory and secondary and promotes a diversified program of extra-curricular activities to ensure development of the whole child. ICS operates four campuses that are strategically located in Ghana, two in the city of Kumasi in the Ashanti Region and two in Accra, in the Greater Accra Region. ICS is both a day and a boarding school and intends to grow its schools and also extend quality education to children.

* 1. **Goals, Vision and Mission**

**Goal:** To be a model International School where teachers, staff, students, and parents work together to create and foster an educational center of excellence.

**Vision:** To play a leading role in the educational sector in West Africa, modelling quality, inclusive and holistic international education.

**Mission:** To provide quality, inclusive and holistic education that meets international standards. We are a community of learners committed to raising a new generation of leaders who are productive members of their communities and the world at large. We add value and provide a positive experience for all stakeholders.

1. **CONTEXT AND PURPOSE OF THE CONSULTANCY** 
   1. **ICS Foundation: The Rationale**

Globally, one of the most significant factors affecting the development of children is lack of education. Access to quality education is considered a driving force to multi-directional growth and development. It is a powerful agent of change, and improves health and livelihoods, contribute to social cohesion and induces long-term economic development. However, education is expensive, causing more barriers to access. Scholarship programs have proven to be an effective tool for providing access to high-quality education and enhanced well-being. It is pivotal for the attainment of the Sustainable Development Goal 4, which aims at ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all[[1]](#footnote-1). Besides its soaring popularity in improving sufficient and equitable access to quality education[[2]](#footnote-2), it is considered an important means for pulling families and communities from the circle of poverty[[3]](#footnote-3).

Having spent over 20 years providing quality education, ICS has been exposed to multiple cases where young people are denied access to education due to various challenges they face at home. In a bid to foster inclusive education for all, thus giving individuals a fair opportunity to go to school, learn, and gain the skills they need to succeed, ICS has been offering scholarships to students for over 15 years. In the last year (2019), ICS scholarships cost approximately EUR 320,000. It’s the desire of ICS to provide access to the highest quality of education to as many underprivileged children as possible and it is for this reason, together with the pressures put on the schools finances by our general scholarship program that we desire to set up a foundation that would raise funds to provide access to good quality education to these underprivileged children.

The ICS Foundation was incorporated on the 13th of September 2019 to fill this gap. The Foundation was formed to offer financial aid towards fee payments for brilliant but needy students. The ICS Foundation will work to enable students who meet a defined criteria (defined by the results of the TOR) get access to the high quality education that ICS offers through the help of donor partners. In addition, the Foundation will support ICS in realizing its commitment to raising a new generation of leaders who are productive members of their communities.

* 1. **Objective & Expected Results**
     1. ***Overall Objective***

The main objective of the assignment is to support the consolidation of ICS’s registered foundation and fundraising activities so as to sustain and amplify ICS inclusive scholarship program over time.

* + 1. ***Specific objective(s)***
* To conduct the necessary research and make necessary recommendation that will serve as a basis for setting up the Foundation and to Strengthen and finalize the structuration of the foundation, in terms of governance, strategy, positioning (including selection criteria, etc.). Conduct a Socio-Economic analysis of the segments currently targeted by the scholarship program.
* To set up the communication and visibility activities for the Foundation.
* To set up the fundraising activities and secure initial funding for the Foundation.
  + 1. **Expected Results and Requested Services**

The expected outputs of the consultancy are:

## Operations and Governance:

Produce a detailed research document which will aid in the successful set up of the Foundation; analysis and recommendations for By-Laws, Conflict of Interest Policy, Funding Guidelines, Tax-Exempt Status application, Draft budget, Proposed governance and team, Beneficiaries’ segmentation and expected impacts, Eligibility criteria and procedures, etc. At the end of this phase, ICS Foundation will be able to run on a well-defined and documented governance structure with documented policies and operational procedures.

*Requested services:*

* Research into:
* existing Foundations and Scholarship Programs (such as Mastercard Foundation Scholars Program at Ashesi University and KNUST, Campaign for Female Education (CAMFED), Galaxy International School, Vodafone Ghana Scholarship Scheme, Secondary Education Improvement Project (SEIP), Akua Kuenyehia Foundation (AKF) Scholarship Scheme, Nkosohen Scholars Program, Adamfo Ghana, Ambassadors’ Girls’ Scholarship Program (AGSP)).
* tax implications on foundations and ICS current scholarship program.
* key partnerships, areas for funding and plans to ensure sustainability as well as market and competition
* Conduct a Socio-Economic analysis of the segments currently targeted by the scholarship program (Surrounding communities, Staff’s kids, large families)
* Based on the studies conducted,
* develop the structure of the ICS Foundation including governance, policies and operational processes.
* work with the ICS team to establish the Mission/ Vision / Core Value of the Foundation
* define clear and unbiased eligibility criteria and decision processes (including arbitration when applicable) to grant access to the scholarship program.
* analyze the legal framework opportunities related to fundraising in target countries

1. **Marketing, Communication and Visibility:**

Produce a draft document with recommendations for communications strategies that support strategic positioning, both internally and externally. A well-developed marketing and communication tools (social media, flyers, etc.) for tracking of opportunities and potential program partners; and support proposal teams.

*Requested services:*

* Assess communications needs and priorities for the foundation;
* Provide advice and recommendations to the foundation on effective messaging, positioning and tactics to reach key stakeholders;
* Planning and implementation of internal and external strategies for communications and outreach;
* Identify target audiences and create strategies to effectively engage them
* Ensure the visibility of the foundation using different communication tools, including national and international media to increase the prominence of the foundation.
* Determine the foundation’s impact within the community and how the impact will be measured;
* Establish appropriate reporting tools/ templates on the Foundation;
* Make the necessary applications and establish documented agreements between key stakeholders;

1. **Secure Initial Funding:**

Secure initial funding for the Foundation and an operational model

*Requested services:*

* Expand and maintain a diversified network of prospective partners and donors.
* Conduct a market analysis of short-and-medium-term fundraising opportunities in Ghana among traditional, emerging and private sector donors. The analysis will consider both international and local donors with potential to fund the foundation’s scholarship program.
* Based on the market analysis, develop the funds mobilization strategy and related action plan. The plan will prioritise a diverse set of short-and medium-term fundraising approaches to achieve an annual fundraising target, based on estimated needs. Identify fundraising opportunities both internally and in Ghana and strategize on the appropriate and achievable engagement of prospective donor. Elaborate, test, executive and adjust viable strategies and actions;
* Coordinate the implementation of the Action plan. Prioritise, plan and implement a short- to medium-term fundraising and donor outreach actions to engage prospective donors. Facilitate partner engagement and donor relations, which includes supporting the establishment, arrangement and conclusion of new funding agreements that provide non-earmarked, flexible funding for the foundation.
* In collaboration with relevant ICS staff, develop concept note, compelling funding proposal, a brochure on the foundation’s scholarship program, fact sheets, and compelling presentations. Design, develop, produce and disseminate appealing donor-engagement aids and advocacy materials. Establish, test and share a portfolio of technically effective, dynamic, proactive and state-of-the-art fundraising and donor relations tools and approaches for the foundation;
* Establish and maintain a donor database with appropriate profile information and classifications. The database will be a primary tool for fundraising and donor relations activities for the foundation. Establish coherent system for documenting, centralizing, recording and monitoring donor outreach and fundraising approaches and activities, including periodic progress reports, analyses of effectiveness of approaches, adjustments made and lessons learned, correspondence with donors, and the monitoring of deliverables.

***Please note the above expected results and requested services are not exhaustive however areas of work will fall within operations and governance of setting up the ICS Foundation***

* + 1. **Tentative Required Outputs (Results to be achieved by the Consultant(s))**

The specific outputs for this contract include:

1. *An Inception Report and Work Plan.*
2. *Draft Operationalization Document/Plan*
3. *Final Operationalization Document/Plan with the incorporation of comments/recommendations from stakeholders.*
4. *Draft Visibility and Communication Strategy.*
5. *Final Visibility and Communication Strategy with the incorporation of comments/recommendations from stakeholders.*
6. *Activities implemented in accordance with the approved Visibility and Communication Strategy.*
7. *Draft Fundraising Action Plan*
8. *Final Fundraising Action Plan with the incorporation of comments/recommendations from stakeholders.*
9. *Activities implemented in accordance with the approved Fundraising Action Plan.*
10. *Final Report on the implementation of the Strategies and the resultant impact.*
11. **MONITORING AND EVALUATION**

* Definition of indicators:
* Timeliness and quality of reports;

1. **PRACTICAL INFORMATION**

List of current ICS Scholarship beneficiaries and other documents will be made available as per requests. Please address any request for clarification and other communication to the following address: [Genevieve.amoah@icsghana.info](mailto:Genevieve.amoah@icsghana.info) or [foundation@icsghana.info](mailto:foundation@icsghana.info)

**TERMS OF REFERENCE – PART B**

**BACKGROUND INFORMATION**

1. **Benefitting Zone:** N/A
2. **Contracting authority**

Africinvest are investors in ICS and Proparco are shareholders of Africinvest. Proparco and ICS will co-fund the Technical Assistance for the setup of the Foundation.

1. **Contract language:** English

**RQUIREMENTS**

1. **Expertise**

Number of requested experts: 3

The expertise required for the implementation of the specific contract is detailed below.

1. ***One Senior Expert in NGO Sector Development (Team Leader)***

Educational background:

Advance degree, preferably PhD in Business Administration, International Business, International Relations, Sociology or Political Science.

Professional experience:

* Minimum 8 years of experience conducting ground and desk research and/or (policy) analysis in the areas of private sector development, NGO sector development, or business development, preferably focusing on Sub-Sahara Africa is a must.
* Minimum 2 years of experience in leading and managing a research group on similar topics.
* Expertise in designing, implementing and evaluating scholarship programs for pre-school to senior high school students in Sub-Saharan Africa.
* A sound level of knowledge and experience in the Ghanaian NGO Sector and the local and/or regional social and economic situation would be an advantage. She/He should also be knowledgeable about NGO empowerment trends, particularly in relation to network building and dialogue is an asset.
* Expertise in setting up charitable/non-for-profit organizations, such as foundation, in the educational sector in Sub-Saharan Africa, ideally in Ghana, and/or in a country with a strong Ghanaian diaspora such as the USA or the UK.
* Excellent analytical, conceptualization and reporting skills.

***ii. One Communication and Visibility Expert***

Educational background:

A minimum of a Master’s Degree or equivalent in Mass Communication, Media Communication, Journalism and/or other relevant fields.

* OR in its absence at least a Post-graduate Certification (diploma, certificate, professional designation, etc) and not less three (3) years' relevant experience
* OR in its absence at least a Bachelor's degree in the area and not less six (6) years' relevant experience

Professional experience:

* A minimum of five (7) years of experience in media relations, sensitization campaigns or any other area relevant to the assignment.
* Expertise in developing marketing and visibility strategy for non-for-profit with successful track records in fundraising;
* Specific working experience with international institutions would be an asset.
* Strong experience in developing and implementing mass or multi-media communications, targeted and strategic communications, public awareness campaigns, and advocacy work.
* An established network with potential donors and funding opportunities specialized in scholarship support before university in Ghana, Sub-Saharan Africa and additional countries with an important Ghanaian diaspora.
* Demonstrated ability to work effectively, willingness to contribute at different levels required to achieve success, self-motivated and ability to work independently.
* Strong strategic analysis, organizational skills, detail orientation, and timeliness of performance.
* Demonstrated excellence in written and verbal communication, and interpersonal skills.

iii. ***One Resource Mobilization and Partnership Specialist***

Educational background:

Advance degree or equivalent in Marketing, Fundraising, Communication, Business Analysis, Public Relations or a related field;

Professional experience:

* Minimum of 7 years of relevant professional experience in Fundraising, Marketing, Business Development, or related field, preferably in the NGO sector;
* Strong working knowledge of international development, philanthropy sector and institutional donor environments;
* A proven track record in successfully securing grants from major donors, corporations, and individual partnerships and trusts, in establishing and managing relationships and partnerships with private and institutional donors and other counterparts;
* Significant ability in market analysis, research, documentation, and report writing;
* Expertise in philanthropic ecosystem market scans (potential sources of funding segmentation and competition analysis);
* Experience in, and knowledge of, developing country, preferably Ghana is an asset;
* High-level ability in written English, with a reader-friendly style and demonstrated ability to translate complex information into simple and accessible text for a wide audience. Candidates may be asked to provide written samples such as publications, articles, policy briefs;

# Location and Indicative Time Schedule

* 1. **Location**

• Normal place of posting of the specific assignment: Kumasi/Accra/Remote.

• Mission(s) outside the normal place of posting and duration(s): Not foreseen.

* 1. **Intended start date and period of implementation**

The planned date for the start of the support/project is January 2021. The exact starting date of the support will be fixed after the contract is awarded, and will take into account the context of the Covid-19 pandemic. The planned duration of the service is 4 months, including the preparation and submission of the final report.

The services are expected to be completed in a period of total.

|  |  |  |
| --- | --- | --- |
|  | **Tasks** | **Indicative calendar\*** |
| 1 | Kick-off with ICS and PROPARCO  Tendering and Contracting | Start date (“S”) – 2021  4th February, 2021 |
| 2. | Expected Results- Objective 1 | S + 4 months (TBC) |
| 3. | Expected Results – Objective 2 | S + 4 months (TBC) |
| 6 | Expected Results – Objective 3 Secure grant opportunities for the Foundation | TBC |

# ****How to Apply****

The consultant(s) should identify the thematic area(s) that best fits his/her range of experience and expertise. All submissions should be emailed to [Genevieve.amoah@icsghana.info](mailto:Genevieve.amoah@icsghana.info) with subject line indicating the reference according with your selected thematic area of interest as the following example: ***Senior Expert in NGO Sector Development (Team Leader)***. **Otherwise application will not be accepted within this call.**

**Note:** It ́s necessary to submit an application for each thematic area of interest.

Interested consultants must provide the following:

* Curricula vitae and professional references of relevant experiences.
* Short letter of interest describing your qualifications, availability and your preferences in terms of areas of work or assignments.

1. **Deadline:**

Applications will be received until January 31, 2021 COB. However interested applicants are strongly encouraged to submit their applications as soon as possible.

# Confidentiality

All information transmitted on ICS or PROPARCO must be treated as confidential information by the consultant. All information provided in this document or given separately must be treated by the consultant as confidential information. The consultant agrees not to deny or publish any information related to this consultation. Similarly, any document sent by the consultant

**This call does not entail any commitment on the part of ICS, either financial or otherwise. ICS reserve the right to accept or reject any or all applications without incurring any obligation to inform the affected applicant/s of the grounds.**

1. https://sdg4education2030.org/the-goal [↑](#footnote-ref-1)
2. Cosentino, C., Fortson, J., Liuzzi, S., Harris, A., & Blair, R. (2019). Can scholarships provide equitable access to high-quality university education? Evidence from the Mastercard Foundation Scholars Program. *International Journal of Educational Development*, *71*, 102089. [↑](#footnote-ref-2)
3. https://www.heart-resources.org/2014/03/scholarships-impact-effectiveness-disadvantaged-children-girls/ [↑](#footnote-ref-3)