



Annex I - Terms of Reference

Project title: Preventing and Responding to Violent Extremism in the Atlantic Corridor

Description of the assignment: The project will contribute to efforts to address the drivers of radicalization leading to violent extremism related to the issues of unemployment and under employment of youth and women. It will also strengthen the capacity of communities to respond and resist such threats

Country/place of implementation: Ghana, Northern part of Ghana

Beneficiaries: Minimum of 40 direct beneficiaries per location and at least 50% women.

Duration of assignment: 7 months May -November 2024

1. Scope of work, expected outcomes, outputs and activities

The project focuses on Northern part of the country, this call is specifically targeting the following locations the Sissala East (Pido/Buffiama), Bole (Nsunia), Kasena-Nankana Municipality (Manyoro).

The CSOs/NGOs that will implement this project need to develop and submit a proposal with a clear approach, methodology, implementation and monitoring plan, budget and other relevant strategies (such as accountability to communities, inclusive beneficiaries' targeting, defining relevant assets linked to livelihoods) to be able to cover the scope of work and deliver quality results.

Expected Outcome:

To select CSOs/NGOs to help conduct activities for enhancing socio-economic livelihood of target communities in an effort to address some of the drivers of violent extremism in Ghana.

Output # 1. Design & Implementation of livelihood capacity-building support interventions

Activities:

- Mentorship support, including self-awareness, social bonding and diversification of social networks among at-risk youth, inter alia through the provision of individual and peer-to-peer-based group mentorship and dialogue sessions encouraging sharing of information and identification of common interests and challenges among at-risk target groups;
- Trauma counselling, emotional intelligence and coping strategies provided through training and counselling sessions with trauma counselling experts designed to reduce the impacts of stress, violence and abuse of at-risk individuals.
- Capacity building training in holistic skills-building, including life skills and business development, imparting basic business concepts to at-risk individuals such as basic book-



keeping and financial management skills, followed by business development support and mentorship.

- Partnership and capacity building and financial support targeting localised value chains enabling local businesses to establish schemes to train and employ young people, including women in at-risk target locations, bringing together at-risk youth with local authorities.
- Technical and financial support to identified localised value chains and small businesses development initiatives as well as support to micro-saving initiatives (such as village savings and loan associations) in target areas in collaboration with identified local institutions and initiatives.

Output #2. Completed targeting and selection process.

Activities:

- Launch the call for proposals in the community for economic projects;
- Organize meetings, or use other methods of engagement to ensure enrollment and interest of the potential beneficiaries in the communities;
- Select the beneficiaries using prepared selection criteria and through the evaluation of the applications using the evaluation criteria submitted and cleared by UNDP;
- Acquire assets to be distributed throughout the project;
- Design training curriculum for business training;
- Sign contracts with beneficiaries incorporating risks mitigation strategy and standard practices for asset maintenance, troubleshooting, theft.

Output #3: Implementation of livelihood support mechanism for selected beneficiary households to improve their income generating activities

Activities:

- Procure and distribute livelihoods support packages: assets selected for each economic activity;
- Provide relevant business training for beneficiaries in groups of assets and lines of economic activity;
- Monitor the compliance to the signed agreements.
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Output #4. Evaluation of the project completed.

Activities:

- Undertake a final evaluation including measuring the immediate impact of the project;
- Final Report Document including sharing the lessons learned.

Progress should include the following;



Output Indicator	Data Source	Baseline Value	Baseline Year	Target Year 1 2023	Target Year 2 2024
2.2.1. <i>Number of target group beneficiaries that benefitted from livelihood and value chain initiatives (per target country, disaggregated by gender and age)</i>	UNDP	0	2023	0	100
2.2.2. <i>Percentage of target group beneficiaries surveyed indicate an increase in socio-economic capacities as a result of the training (per target country, disaggregated by gender and age)</i>	UNDP	0	2023	20%	60%
2.2.3. <i>Percentage of target group beneficiaries surveyed indicate positive perception in own ability to realize their livelihood potential as a result of skills acquired (per target country, disaggregated by gender and age) *</i>	UNDP	20% (women: 16, youth: 14%)	2023	20% (women: 16, youth: 14%)	60%
2.2.4. <i>Percentage of target group beneficiaries surveyed indicate positive perception about outlook of getting a job or business in the future, and/or earning an income (per target country, disaggregated by gender and age) *</i>	UNDP	25% (Women: 24,4%, Youth: 26%)	2023	25% (Women: 24,4%, Youth: 26%)	60%



2. Recommendations to the methodology

2.1 Recommendations on the team composition:

The CSOs/NGOs should include comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology.

2.2 Recommendations on livelihoods assessment:

At the design phase for the livelihoods project that uses an assets support approach, the need for a livelihoods assessment is essential for three main reasons:

- Ensure contribution to the sustainable livelihoods of households in communities that are threaten by local radicalization and the activities of Violent Extremism.
- Ensure contribution to the market supply in a way that responds to the market demands without doing damage to the market mechanisms or affecting the existing market actors.
- Identifying gaps in certain value chains, across which the asset support system would be of help to the resilience and sustainability of the market.
- The proposal should also demonstrate; Community-level risk, resilience and socio-economic needs assessment guided by the following;
- Assessment of community-based socioeconomic needs in target locations with a particular focus on youth and women in order to identify needs and priorities.
- Assessment of risk and resilience factors in target locations to guide the identification of at-risk groups and entry points for programming;
- Undertaking of value chain (livelihood) analysis in target locations in order to identify localised value chains;
- Mapping of existing institutions and local government programmes to ensure that interventions are embedded or anchored in local institutions or initiatives for sustainability and ensure close engagement with at-risk groups identified.
- Prepare a beneficiary selection criterion (exemplary vulnerability criteria in relation to socio-economic status and potential economic opportunities) with focus on women and female headed households, youth and people with disabilities, and define the target beneficiaries' sub-groups in consultation with local authorities;



- Develop a complete workplan/timeline for the assignment implementation, including a description of the method and the mechanism of providing assets with secured supply of identified assets generating income for the vulnerable population;

2.3 Recommendations on the assets and value ranges:

The economically productive assets may include, but not restricted to, productive machines, tools, small ruminants, poultry, goods and supplies. Assets categories mentioned above can be explained with examples below:

- Machines and tools may, for example, include tools that can help a carpenter, a construction contractor, an electrician, a plumber or a painter across a construction value chain, or even a tailor, an ironer, a hairdresser or a welding professional, who need to resume their skilled labour work as producers and service providers.
- Machines and tools may also include hand tools for agricultural labourers, a fridge, or a manual processing unit for vegetables, shea butter production, that farmers used to have at home as productive assets for food processing and storing. Machines for weaving local cloths
- Livestock are another type of assets, such as sheep, goats, pigs or poultry. Supporting female or male farmers in restocking their lost flocks or chicken.
- Small traders also face threats of local radicalization and violent extremism resulting in lost of assets such as installations in their shops, goods and supplies that they used to trade.

Although the asset selection is based on beneficiary preference and relevance to income generation activity, however, all assets must be studied in line with related risks and safety measures.

The asset values should be defined within the range of US Dollars **50 to 500**.

2.4 Recommendations on the selection of beneficiaries:

The Responsible CSOs/NGOs should follow the defined household eligibility criteria which are meant to minimize beneficiary exclusion and should be used to prioritize vulnerable households.

The priority beneficiaries include:

- Having existing assets that were broken/destroyed because of crisis, such as an empty shop that they need to restock, broken machine that they need to repair;
- Youth and Women with no livelihood skills, or require some equipment to scale up their business
- Selection criteria should be devoid of political, ethnic, religious affiliations



With youth at particular risk of economic marginalization, it is especially important to target youth in intervention, providing a protective environment by which they can earn a livelihood, especially youth that may be the head of their household. The project is also an opportunity to provide on-the-job training and experience. This approach addresses the personal element of young people becoming problem solvers and engaged citizens, the education element of providing opportunities for training and skills development, the employment element of connecting to work opportunities, and the enterprise element of fostering an enterprise mindset.

The Responsible Party should propose a strategy of engaging not less than **50%** women, and options to promote participation of female in economic activities.

The intervention of assets support should prove feasible in terms of income increase and profitability to the beneficiaries. The interested applicant also needs to have a viable business in community demonstrating market demand.

2.5 Recommendations on the business training:

The most important element in the entire assets support programme is to ensure the income productivity aspect of the proposed assets by the beneficiary. This requires providing close support to beneficiaries in the selection of assets in the form of coaching, advisory services in terms of market research, the relevance of the assets with emerging demands, end market preferences, and sales potential. There might be cases where groups of beneficiaries in the same area may propose the same type of assets which would not lead to any income generation for the family.

The training topics include:

- Introduction to small businesses, labour and types such as production, trading and service provision, and how to select a suitable business idea to the beneficiaries' skills, assets and relations;
- A feasibility study, to help beneficiaries to prepare business plans and ensure they plan for a profitable business;
- Marketing and selling, which would help beneficiaries develop the optimal marketing mix of product, price, place and promotion; and
- Bookkeeping, to help asset recovery beneficiaries keep a record of their costs and income, differentiate their home expenses from their small business expenses, and ensure proper enterprise management of their businesses.

2.6 Recommendations on the communication and visibility:

The communication plan by the Responsible Party should include activities to record stories through pictures, videos, and case studies.



3. Schedule and payment plan

Activity	Deliverables	Payments
Submission of revised workplan after selection	Submit a revised Inception Report, including workplan, a beneficiary selection criteria, a risk assessment, the asset distribution or grant payment modality, and a rapid livelihoods assessment and monitoring framework.	30%
Implementation of livelihood support mechanism for selected beneficiaries to improve their income generating activities	Submit interim report, including awareness creation and capacity building training on holistic skill-building, (life skills, and business development).	50%
	Submit first Interim Report, including list of selected beneficiaries, training curriculum, signed contracts with beneficiaries.	
Evaluation of the project completed	Submit Final Report, including all activities, deliverables, evaluation, lessons learned and communication materials.	20%

4. Eligibility

To qualify for the grant award, the applicant must:

- Be an organization (not-for-profit) with a legal mandate to operate in Ghana.
- Be a non-government organization, community-based organization, or social enterprise organization recognized by the relevant district/municipal authorities.
- Have relevant experience and proven records in working with groups in environmental, and/or agricultural-related, vocational skills activities and should be based or already have a working presence in Ghana.
- Be the lead organization that should propose a plan of engaging the private sector, and relevant governments, research institutes, communities, media, and other key stakeholders on behalf of the trainees/participants.



- In submitting the project proposals, applicants should take a systems analysis to understand the MSME local value chains and the problems associated with the MSMEs.
- Succinctly describe the problems related to the MSMEs in the area.
- Explain how the proposed training objectives, outputs, and activities would have a concrete impact and contribute towards the achievements of the program component.
- Show that projects are innovative, impactful, and sustainable.
- Promote social inclusion, including gender equality and women's empowerment.

Qualifications

- Experience in providing courses on value-chain development.
- Experience in working with MSMEs, especially micro-enterprises on green value chain that are sustainable and profitable.
- Proven ability to facilitate effective and balanced consultations which includes diverse actors and perspectives to ensure that voices are heard, and exchanges are constructive.
- Proven ability to evaluate the participants' performance and provide the necessary course of action where relevant.
- Proven ability to produce high-quality written reports according to deadlines.
- Familiarity with UNDP is an advantage.

5. Institutional engagement

Roles and Responsibilities of the Responsible Party:

- Allocate the proper and needed skilled personnel to carry out the project's outputs;
- Be responsible of all logistics related to the completion of this assignment including remuneration of staff /experts / administrative issues related to implementation of activities; all materials and tools required for activities completion; transportation; rental; communication; allowances etc.;
- Ensure proper reach out to beneficiaries;
- Implement and constantly monitor the activities;
- Provide required and ad-hoc comprehensive reports on a timely manner.

Role of UNDP

- Provide access to the administrative leadership and participate in consultations to set of priorities for rehabilitation projects;
- Provide field supervision and quality assurance by UNDP's personnel;
- Follow up, monitor and evaluate the progress of implementation of activities and manage/mitigate potential risks;
- Approve interim progress/final reports.