



# We Can Work

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## CONSULTANCY SERVICES DEVELOPMENT AND IMPLEMENTATION OF YOUTH LEADERSHIP PROGRAM

Date: 11<sup>th</sup> March 2025



# **DEVELOPMENT AND IMPLEMENTATION OF YOUTH LEADERSHIP PROGRAM**

## **1.0 Introduction**

The African Disability Forum is the continental membership organization of Organizations of Persons with Disabilities (OPDs) in Africa. ADF currently has members from 44 African countries (National Federations of Organization of Persons with Disabilities), 9 continental OPDs and 4 sub-regional OPDs. ADF is committed to unifying and amplifying the voice of persons with disabilities, their families, and representative organizations at national, regional, and international levels.

ADF is a strategic partner for Light for the World in the We Can Work (WCW) program, which is a signature program to improve access to dignified and fulfilling work for young women and men with disabilities in Ethiopia, Kenya, Uganda, Rwanda, Ghana, Nigeria and Senegal. The We Can Work program will deploy targeted skill-building and entrepreneurship support interventions for young women and men with disabilities to successfully transit into work. We Can Work is instrumental in realizing the ambitions of Mastercard Foundation in relation to Disability Inclusion.

Program Objective aims to empower young women and men with disabilities access dignified and fulfilling work through the three pillars:

- Pillar 1: Targeted interventions to support young women and men with disabilities into work.
- Pillar 2: Embedding and institutionalizing disability inclusion into Young Africa Works strategies and programs.
- Pillar 3: Youth led advocacy toward more inclusive policies and environment. Young women and men with disabilities enact agency by contributing to national and regional advocacy processes to implement youth and disability inclusive policies.

The African Disability Forum plays a central role in coordinating the achievement of Pillar 3 and its corresponding outcomes 4 and 5 of the We Can Work Program. This partnership enables young women and men with disabilities to actively participate in local, national, and regional advocacy efforts aimed at promoting youth and disability-inclusive policies. Through Outcome 4, the voices and diverse needs of young women and men are represented within disability, youth, and women's rights structures, ensuring their perspectives shape key initiatives. Outcome 5 further supports a unified advocacy agenda across local, national, and regional levels, effectively addressing the unique needs of young women and men with disabilities.

To strengthen and promote leadership capacities for young women and men with disabilities, ADF seeks the services of a consultant to develop a leadership program for youth with disabilities. The assignment entails, development and implementation of leadership training and related support services for a period of 40 days from the month of April 2025 until June 2026.

## **2. Background and Context**

In line with its 2024 – 2028 strategic Plan, ADF plans to identify and build its internal capacities and that of its members and strengthen the voice of youth with disabilities, their families and representative organizations at the national, regional and international levels on economic empowerment.

Recommendations from the We Can Work Cocreation 2023 and interventions in 2024 have led to the need to build leadership capacities of youth with disabilities. The aim is to strengthen the youth leaders' capacities and create a supportive environment for them to effectively represent the youth voices, provide leadership in organizations and lead the advocacy strategy on economic empowerment locally, nationally, regionally and globally.

Further, ADF and the We Can Work OPDs have recently developed a We Can Work Advocacy Strategy plan 2025 - 2030 and a corresponding OPDs' Advocacy Capacity Development Plan 2025 – 2030 to guide the interventions from 2025 - 2030. The OPD Advocacy Capacity Development Plan Framework (2025-2030) aims to empower umbrella OPDs in Senegal, Nigeria, Ghana, Rwanda, Uganda, Ethiopia, and Kenya to design, lead, and sustain transformative programs and partnerships that drive inclusive economic opportunities for young women and men with disabilities.

Emerging from the above needs and strategic orientation, it is clear that a Youth Leadership Program is critical to achieving the goals of the We Can Work Program by enhancing agency, expanding representation while aligning leadership with advocacy for economic inclusion and for the long-term sustainability of advocacy efforts.

It's within this context that ADF, OPDs and Light for the World have planned to develop and implement a WCW youth leadership program.

## **3. The We Can Work Youth leadership program**

The youth leadership program will draw from existing leadership frameworks used by umbrella OPDs (including IDA), We Can Work Program, the ADF and INGOs or other providers. The program is envisioned as a transformative initiative to equip young women and men with disabilities to lead with purpose, advocate for inclusion, and drive systemic change.

The youth leadership program is aimed at equipping young women and men with disabilities with knowledge, skills and tools to lead, promote and influence disability inclusion in policies, projects, institutions, capacities, decision - making and opportunities in their countries and across the continent.

Through the youth leadership programme young women and women with disabilities will;

- take leadership and representation roles, actively participating in OPDs – contributing to knowledge-based leadership and transformation of OPDs, youth and women rights’ organizations’ decision-making processes and in diverse sectors for increased economic inclusion advocacy
- lead economic inclusion and intergenerational dialogues
- engage in experiential advocacy on different platforms and with different stakeholders on disability inclusion and economic empowerment
- spearhead local and national initiatives aligned with disability rights frameworks that strengthen disability inclusive economic policies and opportunities through innovative leadership projects
- strengthen capacities of young women and men with disabilities to influence governance and decision-making processes in programs, policies, cycles, calendars

Starting in 2025, the youth leadership program will be developed and piloted amongst 28 young women and men with disabilities with the support of the consultant. From 2026 and beyond, the youth leadership program will continue to be expanded and be implemented directly by ADF and OPDs.

The youth leadership program envisions a 1-year cycle with two phases; phase 1 (6 months) will take place in 2025, and phase 2 (6 months) will take place in 2026.

The youth leadership program comprises of;

- Virtual / online sessions before and after in person contact session
- One week in contact workshop in Addis Ababa, Ethiopia
- Mentorship programme with young leaders being linked to experienced persons with disabilities in advocacy, leadership and entrepreneurship
- One on one and group coaching sessions throughout the year
- Development and implementation of a 6-month leadership project supported by small grants
- Periodic capacity strengthening for young women and men with disabilities to influence governance and decision-making processes
- Participation in experiential advocacy initiatives

#### **4. Purpose and Objective of the Consultancy**

The overall goal of this consultancy is to develop and support the implementation/piloting of a Youth Leadership Program that will equip young women and men with disabilities to lead with purpose, advocate for inclusion, and drive systemic change.

Specific objectives;

- Develop and support the implementation of a 1-year youth leadership program for young women and men with disabilities incorporating; recruitment criteria

and processes, one on one and group mentorship and coaching, experiential advocacy, peer capacity strengthening for youth with disabilities to influence governance and decision making, online and contact sessions and small grant leadership projects, nurturing the capacity for leadership to get meaningfully engaged in movement building processes.

- Design and develop tools and frameworks for the successful implementation, monitoring and evaluation of youth leadership program
- Develop the program's continuity and sustainability guide and equip ADF to implement the youth leadership programme internally and amongst partners post the pilot phase
- Support the establishment of a digital platform for the virtual sessions, resource access, interactions and ADF's coordination of the youth leadership programme

## **5. Expected Result and deliverables**

- Young leaders' recruitment criteria, application form and process ensuring representation in disability, gender and other intersectionality and related TOR for the participating young women and men with disabilities
- 12-month youth leadership program, related tools and exercises in English and French versions incorporating;
  - A leadership training curriculum and guide for online sessions and assignments, and contact workshop including *disability rights, strategic leadership, personal leadership, advocacy skills, economic inclusion, governance and decision-making processes*
  - A mentorship program with mentorship content, mentor orientation material, guidelines for one on one, and group mentorship sessions, tools for mentor recruitment, matching mentors and mentees, TOR for the mentors
  - A framework and templates for the development, implementation and assessment of the month innovative leadership project including the leadership development plan alongside feedback mechanisms
  - Quarterly one on one and group coaching guidelines, exercises and tools
  - TOT guide with PPT templates to support the youth leaders in strengthening capacity on influencing governance and decision-making processes
  - Templates and frameworks for engagement in experiential advocacy by the young leaders
- A digital platform for online sessions, resources, interactions and ongoing support in collaboration with ADF
- Leadership skill and strategy development contact workshop in August 2025 for 28 young women and men leaders with disabilities from the 7 We Can Work countries in Addis Ababa, Ethiopia and corresponding report
- Group coaching sessions on diverse aspects of the leadership programme and the needs of the young leaders and corresponding reports

- A continuity and sustainability concept, with corresponding TOT, program guide and tools for ADF capacity team's ongoing support throughout the cohort 1 and eventual delivery of the youth leadership programme internally and with partners.
- Progress monitoring and evaluation tools for the youth leadership program with indicators both at output and outcome levels
- Quarterly progress reports
- Final consultancy assignment report

## **6. Approach and Methodology**

Consultant will adopt a methodology that will ensure an enabling environment for free exchange of ideas and engagements, working closely with persons with disabilities, ADF, the seven umbrella organizations in the target countries and Light for the World to collect relevant information and feedback that could be used in the development and piloting of the Youth Leadership Program. For this purpose, ADF will create and lead an online working group.

Consultant should ensure accessibility in the following ways;

- **Clear and Understandable Language:** Simplifying complex concepts and avoiding overly technical terms to enhance comprehension.
- **Reasonable Accommodation:** Addressing individual needs to create an accessible and inclusive effective training experience.
- **Descriptive Content:** Providing detailed descriptions of visual elements for blind participants to enhance understanding.
- **Meaningful Involvement:** Actively engaging persons with disabilities during the development and piloting of the youth leadership program.

**Accessibility and Inclusivity:** materials and program delivery will ensure the participation of diverse disability clusters and full accessibility of digital documents - in English and French version.

## **7. Roles and Responsibilities**

### **Consultant**

The consultant shall carry out the work according to the terms of reference and in keeping with accepted standards. The consultant shall take all necessary steps to ensure that the assignment entrusted is executed properly and within the time agreed upon in the contract. The consultant shall pay all taxes and duties. The consultant will agree to read, sign and adhere to the ADF Safeguarding Policy, Code of Conduct, Child Protection and policies in carrying out the terms of reference.

### **ADF**

ADF shall organize meetings with the working groups to review the draft proposal and agree on a tentative work plan. The contracted Consultant will work closely with ADF project Manager for WCW and ADF's Senior Management Team, who will be

responsible for the overall management of the youth leadership program. ADF will nominate staff who will closely work with the consultant towards continuity and sustainability of the program post the piloting phase. Other roles of ADF will include reviewing and monitoring the delivery of deliverables and payment of the consultant as agreed at initials. ADF shall also provide all contacts and necessary documents to the consultant.

## **8. Intellectual Property**

All information and data material pertaining to this project (documents, audio, digital, project documents, reports, raw data) remains the property of the We Can Work Program which has exclusive rights over their use. The information shall not be disclosed to the public nor used in whatever form without expressive written permission of the We Can Work Program. The Consulting services will be bound by ADF and Light for The World Data policy.

In addition, the consultant(s) formally undertakes not to disclose any parts of the confidential information and shall not, without the written approval of ADF and Light for the World, be made available to any third party. The utilization of the tools and the reports is solely at the decision and discretion of ADF, Light for the World and Partners.

All the documents containing both raw data/materials provided by ADF, both soft and hard copies are to be returned to ADF upon completion of the assignment. All documentation and products produced as a result of this assignment or otherwise related to it shall remain the property of the We Can Work Program.

## **9. Qualifications and Responsibilities**

- BA or Masters' degree in Disability Inclusion/Special needs, Gender Studies, social work, or related fields.
- Experience as a coach or mentor on leadership skills and/or personal growth
- Experienced in social research methods
- Knowledge of and experienced in working in the field of disability and working with Organizations of Persons with Disabilities.
- Experience in Disability Inclusion and Advocacy demonstrated experience working on projects related to disability rights, advocacy, and inclusion, particularly in training and capacity-building contexts.
- Demonstrated ability to develop youth leadership development and training
- Proficiency in Inclusive Training Materials Development: Familiarity with universal design for learning (UDL) and best practices in instructional material adaptation.
- Demonstrated commitment to high professional ethical standards, and strong safeguarding ethical standards.
- Strong command of English language while French will be added advantage.
- Should be available within the period of assignment.

- Registered organization, compliant with national / international tax bodies

## 10. Organization and Management

ADF head office is based in Addis Ababa, Ethiopia, which will facilitate the work by providing contacts required for this assignment. The consultant will liaise directly with the ADF Program Manager for WCW who is based in Kenya and will liaise with the Senior Capacity Development Officer and Senior Management Team for follow-up and support on the process.

## 11. Duration and Time Frame (Consultancy Period)

The consultancy will take place virtually during the months of April 2025 and December 2025 / June 2026 and should not exceed 40 working days.

### Tentative Schedule

Key Tasks	Location	Timeframe
Desk review, data collection and analysis from the OPDs and analysis	Remotely	Week 1 April
Development and presentation of inception Youth Leadership programme outlines	Remotely / online	Week 1 April
In consultation with ADF and OPDS, develop recruitment processes, criteria and TORs for the participating youth and mentors in the program	Online	Week 4 April
Preparation of 1st draft consolidated youth leadership program documents including the online content and the respective tools and templates	Remotely	Week 4 April
Develop the monitoring and evaluation framework and templates	Remote	Week 4 April
Support the establishment and operationalization of the digital platform	Remotely	Week 4 April
Hold 1 online session for feedback on 1 <sup>st</sup> draft youth leadership development documents and incorporate feedback into the documents	Online	Week 1 May
Train and ADF capacity building team to ensure ownership, continuity and institutionalization of the Youth Leadership Program in ADF programs	Online/ physical	Week 2 May
Facilitation of validation workshop	Online	Week 4 May
Preparation of training / workshop material	Remotely	Week 4 June
In person, leadership training and corresponding report	Addis Ababa	Week 2 August 2025
Group Mentors' orientation and progress review sessions for the leadership mentorship program and corresponding briefs	Online	August, Nov, 2025 March 2026
Group coaching sessions to support the youth leaders in the first phase and corresponding briefs	Online	Sept, Nov 2025 March, May 2026



Feedback sessions from all stakeholders at the end of phase 1 / end of year and at the end of phase 2 / end of program and incorporate into the final youth leadership program documents, tools and frameworks.	Online	Nov 2025, May 2026
Quarterly and final consultancy reports	Online	Sept, Dec, 2025 March, June 2026

This schedule is subject to adjustment, and the consultant is expected to delineate its methodology, timeline, and milestones in detail within the technical proposal.

## 12. Modality of payment

The contract payment shall be as indicated below:

1. 10 percent of the agreed amount upon signing of the contract agreement.
2. 20 percent upon submission of the draft program documents: draft youth leadership training curriculum (online and virtual), digital platform for the youth leadership program, leadership plan and advocacy tools, coaching and mentorship frameworks, ADF continuity and sustainability guide, monitoring and evaluation framework and accepted by the client.
3. 20 percent upon submission of updated program documents in English and French: youth leadership training curriculum (online and virtual), digital platform for the youth leadership program, leadership plan and advocacy tools, coaching and mentorship frameworks, ADF continuity and sustainability guide, monitoring and evaluation framework after including comments from the client
4. 20 percent upon completion of precontact online trainings, contact youth leadership training workshop, ADF continuity and sustainability training, mentors' orientation, 1<sup>st</sup> group coaching and mentorship sessions' report
5. 20 percent upon subsequent successful online sessions, quarterly coaching and mentorship sessions and submission of progressive quarterly reports for the consultancy
6. 10 percent after final submission of the final consultancy report including updated Youth Leadership Program documents in English and French- training curriculum (virtual and online), leadership plan and advocacy tools, coaching and mentorship frameworks, digital platform for the youth leadership program, ADF continuity and sustainability guide, monitoring and evaluation framework and tools

## 13. Submission of the proposal

ADF is seeking technical and financial proposals from the consultant detailing the Consultant's Education (Curriculum vita) and experiences, comments on ToR, technical approach and methodology, work plan for undertaking the task. The technical and financial proposal should be submitted on Wednesday the 26<sup>th</sup> March 2025 on or before 5:00 pm East African Time (EAT). The consultant shall submit one original technical proposal, and one original financial proposal addressed and emailed to [jobs@adf-secretariat.org](mailto:jobs@adf-secretariat.org). Please attach all relevant documents to this email. This assignment doesn't entail travel, if travel is needed the client will cover all the costs.

#### 14. Bid opening

Bids shall be opened by ADF evaluation team after the closing date and only the preferred tenderer shall be notified via email from ADF.

#### 15. Proposal evaluation

A two-stage procedure shall be adopted in evaluating the proposals. The technical evaluation shall be carried out first, followed by the financial evaluation.

#### 16. Technical evaluation

The technical criteria and maximum number of points (under each criterion are:

<b>Criteria</b>	<b>Maximum Points</b>
Qualifications and competence of the Consultant	20
Experience in the area of disability, advocacy and disability inclusion	20
Experience in development of youth leadership trainings and programs	20
Language skills	10
Commentary on ToR, technical approach and methodology	20
Work plan for completing the tasks	10
<b>Total Points</b>	<b>100</b>

<b>Price Component</b>	<b>Currency (USD)</b>	<b>Total Amount</b>