

Terms of Reference for the Management of a Community of Practice

1 Introduction

1.1 Fondation Botnar

Fondation Botnar is a charitable organisation founded in 2003 in Basel, Switzerland, to carry on the philanthropic work of Marcela and Octav Botnar. We work with and for young people of all backgrounds to contribute to a world that is supportive of their wellbeing and respects, protects, and fulfils their rights.

We reimagine the underlying systems of fast-changing urban and digital spaces where young people live, learn, connect, and play to help create the conditions where they can thrive, with a focus on low- and middle-income countries (LMICs). We recognise young people as rights holders and support their wellbeing by promoting societies that respect these human rights and promote meaningful youth participation, creating opportunities for young people to engage in decision-making, claim their rights, demand accountability, and shape their wellbeing.

Drawing on the experience and expertise of our partners, we focus on enabling liveable and sustainable city systems, human rights-based digital transformation, promoting mental health, and strengthening quality public education.

1.2 Fit4Future Programme

In 2020, Fondation Botnar launched the Fit4Future (F4F) programme to leverage data and frontier technologies to create impact for and with young people living in low- and middle-income countries. The programme supports projects that focus on young people's wellbeing at the interface of digital technologies and Artificial Intelligence (AI), education and cities.

Fit4Future is now in its second phase (2024-2028), building on the achievements and experiences of the first phase (2020-2023)¹. Fondation Botnar launched a call for new

¹ The current projects we fund can be found here: <https://www.fondationbotnar.org/project/fit4future/>

proposals to add to the programme². In this phase, in line with our commitment to social inclusion, we want to prioritise the voices and actions of young people in shaping their educational and urban spaces, with a particular focus on marginalised groups that are often overlooked. To achieve a more inclusive future, we will harness AI, data, and digital innovation as essential tools. Phase 2 of the programme will bring together between 7 and 12 projects.

2 The Assignment

2.1 Description

For the second phase of the F4F programme, Fondation Botnar has the desire to establish a Community of Practice (CoP) bringing all grantees and their sub-partners together. Fondation Botnar is thus seeking a service provider or a team of service providers to **support the establishment and subsequent management and facilitation of the F4F Community of Practice**.

2.2 Scope of Work

The current vision Fondation Botnar has for this CoP is to **stimulate and facilitate cross-programme collaboration and knowledge sharing among partners**. In this endeavour, the objective of the community is to create a space for frequent discussion, better information exchange, and more intentional relationships among the different partners.

Fondation Botnar is conscious that at the core of any successful CoP is the ability to serve its members, fostering an environment where knowledge is shared, connections are made, and collective goals are pursued. We believe that the success of the CoP lies in the active participation and alignment of its members with shared objectives.

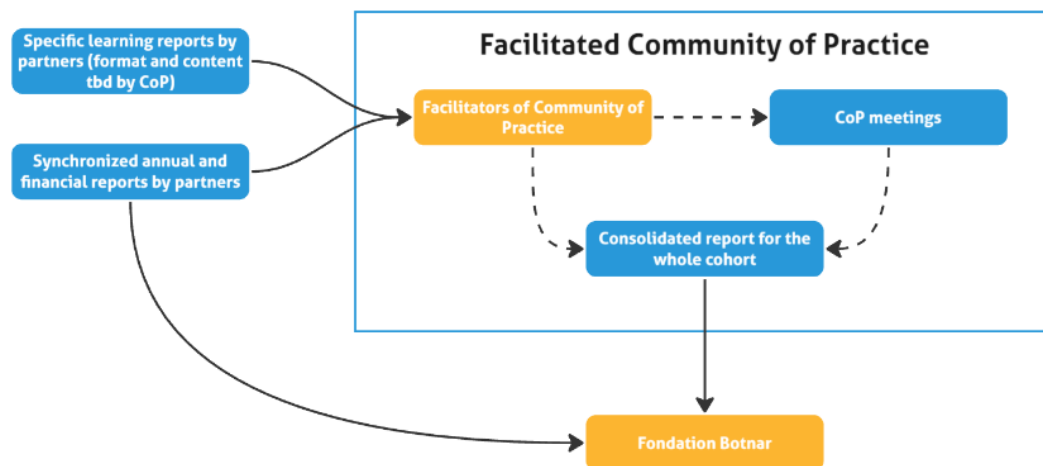
As part of this commitment, one of the CoP facilitator(s) first key assignments will be to facilitate a strategic discussion with Fondation Botnar to clarify the foundation's expectations regarding the aims and goals of the CoP. Following this, the CoP facilitator(s) will lead a participatory process to engage members of the CoP in defining and agreeing upon the community's purpose, goals, and objectives. This inclusive approach will ensure that the CoP is member-driven, with a clear focus on addressing the collective needs and interests of its participants, fostering a truly collaborative and impactful community.

Fondation Botnar also foresees this CoP to be able to generate synthesized learning reports. This mechanism envisions an annual reporting process for projects to be aligned with the

² [Fit4Future: Call for proposals now open! - Fondation Botnar](#)

needs of the CoP (see process visual below). In addition, the CoP could imagine additional learning reports if deemed necessary by the community. Fondation Botnar imagines the reports to be used to design exchanges and sense-making sessions in collaboration with the CoP and Fondation Botnar. The CoP facilitator(s) will consolidate the various reports into a single, comprehensive document representing the collective progress of the entire cohort.

Fondation Botnar believes this process' advantage is that it guarantees that the grantees use the data they generate for their own and the cohort's learning rather than just generating it for the foundation. Fondation Botnar also thinks this will ensure that individual efforts are integrated, fostering collaboration and alignment within the CoP while providing clear, cohesive updates of the F4F programme.



2.3 Objectives

Fondation Botnar anticipates the scope of work to cover four different objectives:

1. **Community management and organisation:** Design and facilitate the CoP to foster a collaborative, inclusive, and well-structured environment that enables members to actively engage, share knowledge, and pursue collective goals.
2. **Provide access to content-related expertise:** Ensure that members have access to high-quality, relevant, and up-to-date knowledge and resources that support their goals and learning needs and facilitate the identification of potential research gaps or regional and global advocacy opportunities for the whole or part of F4F programme.
3. **Support monitoring, Evaluation, and Learning (MEL) Support:** Guide and assist members in developing and aligning their MEL processes with the community's

overall objectives and the Fondation Botnar Strategic Learning and Evaluation (SLE) architecture.

4. **Documenting and reporting:** Implement the above-mentioned reporting process and ensure that key discussions, decisions, knowledge exchanges, and learnings are captured, synthesized, and shared in a clear, accessible manner.

2.4 Overall responsibilities

The Community of Practice (CoP) Facilitator(s) will play a pivotal role in building strong relationships among members, support networking, and encourage ongoing participation, while maintaining an organized and user-friendly space for both synchronous and asynchronous collaboration. More specifically, within the four objectives, roles are foreseen to be the following, though adjustments will be necessary depending on agreed goals and objectives:

Community management and organisation

- **Facilitate discussions on objectives and goals:** Facilitate discussions with the Fondation Botnar team managing the F4F programme to identify realistic expectations for the CoP and facilitate agreement on the purpose, goals, objectives, and governance structures for the CoP with its members.
- **Act as Point of Contact:** Serve as the primary point of contact for the community, ensuring seamless communication and engagement between community members and other relevant stakeholders.
- **Event & Workshop Organisation:** Manage the logistical aspects of organising in-person and virtual workshops.
- **Communication:** If necessary, develop and distribute newsletters with relevant resources, event updates, and important announcements to keep members informed and engaged.
- **Platform Management:** If necessary, manage relevant virtual platforms to ensure persistence, collaboration, and a user-centric experience for (potential) asynchronous work.

Content-related support

- **Curate Relevant Content:** Curate and share content that is engaging and valuable to community members, ensuring that it aligns with their needs and interests.

- **Position the CoP:** Identify how to position the CoP's programmes and projects within broader global conversations, giving them relevance beyond their specific context.
- **Develop a learning agenda:** Facilitate the development of a learning agenda based on priorities set by the CoP members and support CoP members in engaging in research, experimentation, and learning activities that contribute to the community's collective knowledge (partners have reserved a budget for this).
- **Collaborate on Knowledge Products:** Work collaboratively with members to develop knowledge products, ensuring that contributions are captured, synthesized, and shared effectively.

Monitoring, Evaluation, and Learning (MEL)

- **MEL Alignment:** Support partners in aligning their MEL activities with the Fondation Botnar SLE's approach ensuring coherence and relevance across the community.
- **Support Evidence Generation:** Help partners generate and gather evidence of their achievements, contributing to a shared understanding of outcomes and best practices across the CoP.
- **Pattern Identification:** Facilitate the identification of patterns applying a realist lens (contexts, mechanisms, outcome patterns) across the F4F projects and synthesise these into useful insights.
- **Action Research:** Identify, co-design and support action research experiments and explorations that align with the members' priorities. The CoP Facilitator is not expected to do action research.

Documentation and Reporting

- **Facilitate Reporting:** Co-design with the Fondation Botnar SLE team the reporting process and reporting template for the CoP, acting as the holder of the reporting framework for the cohort, ensuring timely and accurate submissions.
- **Capture Discussions and Exchanges:** Document key discussions, decisions, and knowledge exchanges within the CoP to ensure transparency and accountability.
- **Cohort reporting:** At a frequency to be determined, report to Fondation Botnar for the whole F4F cohort, not only indications of progress but also lessons learned and adaptations made to projects within the cohort.

3 Requirements

Because of the diversity of roles and functions the management of the F4F CoP entails, Fondation Botnar envisions this assignment would be best carried out either by a company or a team of individual consultants. The proposal must specify each team member's involvement.

3.1 Experience and skills required

Essential

- Proven experience in community of practice development, management and facilitation, particularly in the context of international development, nonprofit or philanthropic organizations and in particular experience in bringing global north and global south organisations together, managing skewed power relationships, building safe and trusted space, etc.
- Proficiency in organising and managing both virtual and in-person events and workshops and strong knowledge of participatory methodologies, facilitation techniques, and learning spaces for both in-person and virtual settings.
- Experience in developing learning agendas and facilitating collective learning processes.
- Experience with digital collaboration tools and platforms for community engagement.
- Strong reporting and documentation skills, ensuring that key learnings, decisions, and progress are captured and shared transparently.
- Familiarity with global issues and trends related to digital technology and inclusion and the ability to connect these with the CoP's needs and objectives.
- Familiarity with the global networks of public and private, civil society, and other entities collaborating and working on issues related to digital technology for development and inclusion
- Demonstrated experience in content curation and knowledge management, particularly in areas related to youth wellbeing, digital technologies, education, and urban development

- Proficiency in realist evaluation and in monitoring, evaluation and learning approaches focused on learning and evidence generation across multiple projects or cohorts.
- Skills in data consolidation and pattern identification, with the ability to synthesize findings from multiple reports into cohesive, actionable insights.

Desirable

- Familiarity with Fondation Botnar's focus areas, particularly youth wellbeing, digital transformation, and urban development in low- and middle-income countries and the Fit4Future programme or similar initiatives in the international development sector.
- Capacity to combine and create continuity between online and offline interactions: Experience with digital platforms for collaboration and knowledge sharing.
- Familiarity with regional and global advocacy and research trends to position the F4F programme and the CoP's activities within broader discussions on digital innovation, AI, education, and urban development.
- Understanding of the needs and challenges faced by non-profit and civil society organizations in LMICs, particularly those working in youth engagement, digital transformation, or urban development.

4 Timeline and Budget

The partnership is planned to begin in Q1 2025 for a 48-month contract. The frequency of exchanges and meetings by the CoP will be determined in cooperation with the CoP members, but Fondation Botnar plans to have at least 2 in-person meetings over the whole period, ideally in a country of project implementation.

An overall budget ceiling of 450,000 CHF has been allocated for this CoP. Selected applicants will be expected to submit a detailed financial proposal that includes:

- Personal costs estimates based on quarterly meetings. If the frequency of meetings ends up being lower the financial offer will be adapted to reflect the rhythm decided by members.
- A rough cost estimation for 2 in-person meetings including venues, facilities, catering, travel and accommodation for 10-15 participants, hybrid setup,

- If relevant to your proposal, the costs linked to licensing and maintaining a digital platform.

With regard to the digital platform, Fondation Botnar does not want to impose a specific digital tool to work with. Fondation Botnar would, however, appreciate applicants sharing their experience (and linked costs) in the type of digital tool usually successful in bringing a CoP together.

5 Reporting and Communication

The CoP Facilitator(s) will provide bi-yearly updates detailing progress and resource use.

Regular update meetings will be held with the Fondation Botnar internal F4F programme team and Strategic Learning and Evaluation Circle, and quarterly reflection and planning meetings will allow for the continuous adaptation of the CoP.

At the end of the partnership, a final report summarising key insights, lessons learned, and recommendations for future CoP will be submitted.

6 Procurement Process

6.1 EOI

Applicants are required to submit a letter of interest outlining their understanding of the subject and/or context. The letter should also include an outline of the team composition and location, accompanied by brief profiles of team members, highlighting relevant skills and experience (**max 2 pages**). Please note that reviewers are not obligated to read submissions that exceed the page limit. However, applicant can include their CVs (maximum 2 pages) and a summary of relevant similar experience undertaken in the Annex.

Selected applicants that best meet the qualifications and experience requirements will be informed by 14 February 2025. **Please note that only selected applicants will be contacted and invited to submit proposals.**

We appreciate that not all proposals will excel in every area, and we are open to innovative approaches that may address our needs in ways we haven't anticipated.

Key deliverables and activities	Responsible	Time/deadline
Circulate ToR	Fondation Botnar	January 2025

EOI submission deadline	Applicants	7 February 2025
Invitation to proposal submission	Fondation Botnar	14 February 2025
Deadline for clarification questions	Fondation Botnar	21 February 2025
Proposal submission deadline	Applicants	9 March 2025
Bilateral exchanges with applicants (if deemed necessary)	Fondation Botnar	3 rd and 4 th weeks of March 2025
Final decision	Fondation Botnar	Beginning April 2025

6.2 Deadline

EOI should be submitted no later than 07.02.2025 at 12pm CET in pdf format to evaluation@fondationbotnar.org clearly mentioning in the subject line *CoP F4F Proposal*.

Please note that a **full proposal is not required** at this stage.