

TERMS OF REFERENCE

Expression of Interest -Career Coaching & Mentorship Programme

1. Introduction

FSD Africa seeks to contract a consultant/firm (the “Consultant”) to support FSD Africa’s HR & Talent Management pillar by providing coaching and mentorship programmes aligned with our Talent Management strategies. (the “Services”).

Effective mentoring and coaching processes empower employees to become more confident in their roles, self-aware, and capable of problem-solving. Mentorship supports employee performance management by facilitating self-directed learning and development, as well as enhancing experiential learning through collaborative experiences.

The consultant/firm will work with the HR & Talent Management pillar, specifically the Learning and Development Manager, to develop and deliver an external mentorship programme in collaboration with the HR Director.

2. Background

2.1 About FSD Africa

FSD Africa is a specialist development agency working to reduce poverty by strengthening financial markets across sub-Saharan Africa. Based in Nairobi, FSD Africa's financial sector experts collaborate with governments, business leaders, regulators, and policymakers to design and implement ambitious programs that enhance the functioning of financial markets for the benefit of all. Established in 2012, FSD Africa is incorporated as a non-profit company limited by guarantee in Kenya. The UK government funds it and is part of the UK International Development effort. Its investment arm, FSD Africa Investments (FSDAi), invests risk-bearing concessional capital to make financial markets more innovative, competitive, and efficient. FSDAi invests in ways that support the broader goals of the FSD Africa programme.

For more details about FSD Africa, please visit our website at www.fsdafrica.org.

3. Objectives and Scope

3.1 Objectives

Career coaching and mentorship development are strategic focuses for the talent management team, aligned with the talent management strategy. Coaching and mentorship are development approaches which offer a practical and enjoyable way to develop and grow employees while learning and practising professional career skills.

The objective of this assignment is to establish a comprehensive career coaching and mentorship programme for our young professionals. The programme should combine structured one-on-one coaching, guided mentorship relationships, and group learning opportunities that enable participants to set career goals, enhance personal effectiveness, and achieve professional growth.

3.2 Scope

The scope of this assignment is to design a programme that provides access to individualised career coaching, strengthening self-leadership, communication, adaptability, and confidence, while also offering structured mentorship opportunities where experienced professionals can provide guidance, share insights, and inspire growth. It should foster a culture of collaboration and peer learning, enabling participants to build networks, exchange knowledge, and learn from diverse perspectives. By combining coaching, mentorship, and networking. The programme should seek to prepare young professionals at FSD Africa with the skills to navigate career transitions, contribute effectively to organisational objectives, and position themselves for professional growth.

The scope will include, but not be limited to:

1. The vendor should provide a straightforward customisation approach and methodology to identify the organisational needs and learning gaps. This will aid in supporting the programme design and execution plan, adopting key learning principles for adults.
2. Design curated programmes for career coaching and mentorship engagement opportunities. It should provide practical insights designed to empower staff to reach their full potential and achieve long-term career success by developing the core competencies necessary for professional growth and development.

The Programme design must incorporate a clear implementation plan with key timelines, actions, and methodological approaches for consideration. This should be inclusive of the below, but not limited to:

- Blended learning approach 70 20 10
 - Virtual/face-to-face sessions
 - Coaching and mentorship Sessions with appointed external mentors
 - Webinars or scheduled in-person sessions with identified sector leaders
 - Networking events and group learning opportunities with subject matter experts
3. Programme Materials: The provider must develop a curriculum to meet the defined learning outcomes in terms of knowledge, skills, and attitude. The curriculum should

define methodologies, instructional strategies and activity plans that will best meet identified learning outcomes and adopt innovative learning solutions.

4. Programme Evaluation: A clear description of post-evaluation analysis must be demonstrated, adopting various post-evaluation philosophies. This should demonstrate:
 - Reaction
 - Learning
 - Behaviour change
5. The consultant/firm should provide a pool of external career coaches and mentors who can offer mentorship programmes and learning by exposure.
6. In addition to career coaching and mentorship programmes or group sessions, the consultant will incorporate networking opportunities that allow participants to broaden their professional connections and learn from peers within the industry. These may include networking forums, speaker events, roundtable discussions, and opportunities to engage with professionals across the financial sector and development community. Such networking activities will enhance the visibility of participants and strengthen their confidence in engaging with external stakeholders.
7. The consultant/firm should provide networking opportunities/engagements for our staff to network and learn through collaboration and sector involvement.

8. Deliverables

- Conduct a learning/organisational needs gap; this should be provided as a draft proposal on the approach and proposed methodology.
- Provide a detailed work plan to meet the identified coaching/mentorship needs for our staff from entry to middle level, and the methodology/approach used within the firm to demonstrate this need.
- Demonstrate a robust Network pool of Career Coaches/Mentors to provide the team with access to their network to provide learning by exposure and collaboration opportunities with partners in the industry.
- Networking events and peer-learning forums.
- Adhere to the accreditation ethics and confidentiality discipline of engagement in career coaching/mentorship.
- Provide objective-based learning reports for the sponsor organisation.

No	Deliverable	Timeframe
1	Initial briefing/engagement Review the background documents and create a learning needs assessment aligned to the organisation's competency framework. Provide a detailed Plan of Activities submitted to and approved by FSD Africa.	1 week from the contract signing
2	Relevant project material reviewed. Draft report	4 working days from the

	The feedback/comments received from FSD Africa were incorporated into the final drafts. Upon approval, final drafts of deliverables	contract signing
3	The final report , covering the entire assignment, was followed by all the relevant Annexes provided to FSD Africa.	A month from the programme delivery and actions

9. Timeframe

The consultant will provide this service over a period of 06months

10. Invitation to Submit Proposal

FSDA is inviting a proposal from a suitably qualified consultant/consultancy firm with the following requirements:

- At least 10 years of related experience

Your proposal should contain:

- CVs (maximum three sides of A4 paper each) of key individuals, tailored to the assignment.
- Outline of team structure, including roles and responsibilities of team members
- A summary of your relevant experience for the assignment
- A description of how you intend to fulfil the Services within the suggested timeline and confirmation of your ability to meet the timelines.
- An itemised budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of costs – template below;

Your proposal, which should not exceed six pages (excluding annexures), should be sent by email to bids@fsdafrica.org by Monday 14 October 2025 with subject line “Expression of Interest- Executive Coaches”

11. Basis of award

FSD Africa will award a contract to the consultant based on the following criteria:

Mandatory requirements

Demonstrate a portfolio of experience aligned to the scope of the TOR.

Demonstrate learning and development efficacy and impactful learning.

A description of how you intend to fulfil the Services within the suggested timeline, and confirmation of your ability to meet the timelines.

Assessment criteria	Weighting (%)
Relevant, demonstrated experience and capacity of individuals in this area:	30%
Understanding/interpretation of the task set out in the TORs	30%
Content, quality, and originality of the proposal	20%
Fee basis and total costs $FS = 20\% \times LB/BP$ where: FS = is the financial score LB = is the lowest bid quoted BP is the bid of the proposal under consideration. The lowest bid quoted will be allocated the maximum score of 20%. The fee quoted must be inclusive of applicable withholding tax	20%
Total	100

12. Contact

Questions or comments in respect of these terms of reference should be directed by email to: bids@fsdafrica.org by **Tuesday 5pm EAT, 7th October** and a response provided by, **5pm EAT, 8th October 2025**.

13. Applicable Taxes

As per Kenya's tax law, FSD Africa will pay the Consultant after withholding the appropriate taxes at the applicable rate between Kenya and the Consultant's country of tax residence, considering any tax treaties in force. It is the responsibility of the Consultant to keep themselves apprised of these applicable taxes. The table below, however, provides guidance on the applicable rates as per tax regimes.

Country	WHT Rate
Kenya	5%
United Kingdom	12.5%
Canada	15%
Germany	15%
Zambia	15%
India	10%
Non-resident rate for citizens of EAC member countries	15%
All other countries	20%

Annexe 1: Proposed Fee Schedule

Costs should be shown separately in the format set out below. Fees proposed by tenderers should be inclusive of all taxes.

Consultancy fees*	Days	Fee USD/GBP	Total USD/GBP
xx			
xx			
Total remuneration			0.00
Reimbursement costs**	Unit	Cost USD/GBP	Total USD/GBP
xx			
xx			
Total reimbursement cost			0.00
Total proposed costs			0.00
<i>*Fees incl of all taxes</i>			
<i>**Expenses to be reimbursed on actual costs as per FSD Africa's travel policy</i>			