

## **TERMS OF REFERENCE**

### **Expression of Interest- Executive Coaches**

#### **1. Introduction**

FSD Africa seeks to contract a consultant/firm (the “Consultant”) to support FSD Africa’s HR & Talent Management pillar, providing Executive Coaching Services aligned with our Talent Management strategies. (the “Services”).

As FSD Africa continues to grow and expand its influence, there is a need to enhance the leadership capacity of its senior management and executives. Organizational coaching aims at fostering positive and systemic transformation.

FSD Africa seeks to engage a pool of experienced Executive Coaches who will work with senior leaders to strengthen their leadership effectiveness, enhance decision-making, improve team dynamics, and align individual performance with organizational goals.

#### **2. Project 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 information on FSD Africa, please visit this link: [www.fsdafrica.org](http://www.fsdafrica.org).

#### **3. Project Scope**

##### **3.1 Objectives**

The objective of the executive coaching programme is to strengthen the leadership capacity of FSD Africa’s senior executives in order to enhance their effectiveness, adaptability, and impact. Through tailored one-on-one coaching, the programme will help leaders develop the skills and self-awareness required to manage complexity and lead diverse teams. Ultimately, the objective is to cultivate a cadre of confident and resilient leaders who can inspire their teams, engage effectively with stakeholders, and drive FSD Africa toward delivering on its vision.

### 3.2 Scope of work

The scope of work for this assignment covers the design and delivery of individualized executive coaching services for FSD Africa's senior leaders.

The scope of work will include the following, but not limited to:

- Conduct an initial needs assessment in consultation with FSD Africa's leadership and HR function to tailor the coaching programme.
- Deliver one-on-one executive coaching sessions with assigned leaders over an agreed period (e.g., 6–12 months).
- Use evidence-based coaching methodologies that are results-oriented, confidential, and focused on measurable outcomes.
- Provide tools and frameworks to strengthen self-reflection, goal setting, and behavioural change.
- Incorporate 360-degree feedback or stakeholder input where appropriate to guide coaching conversations.
- Submit periodic progress updates (confidential to coachees, with aggregated insights to HR/leadership where appropriate).
- Conduct a mid-term review to assess progress and adjust coaching approaches.
- Deliver a final summary report with recommendations for sustaining leadership growth across the organization (without breaching confidentiality of individual sessions).

### 4. Timing and deliverables

No.	Deliverable	Deadline
1	Coaching needs assessment report.	2 weeks after signing
2	Coaching plans tailored to individual leaders (co-designed with each coachee).	2 weeks after signing
3	Regular one-on-one coaching sessions (in-person or virtual).	6 months
4	Mid-term progress review.	03 months
5	Final programme report with aggregated insights and recommendations.	Upon completion

### 5. Invitation to bid

The proposal is to be received within the indicated timeline, and a decision will be made within two weeks following the deadline for proposal receipt.

#### Your proposal should have:

The ideal Executive Coaches should have:

- Accreditation from a recognized coaching body (e.g., ICF, EMCC, AoEC).

- Demonstrated experience in executive coaching at the senior leadership level, preferably in international, multicultural, or development contexts.
- Proven expertise in leadership development, emotional intelligence, change management, and organizational effectiveness.
- Strong interpersonal and communication skills, with the ability to build trust and facilitate deep reflection.
- Experience working with donor-funded organizations or financial sector institutions is an added advantage.
- CVs (maximum one side of A4 paper each) of key individuals, tailored to the assignment, with strong evidence of following competencies:
  - Superior facilitation skills
  - Ability to think on one's feet and quickly respond to queries on issues of managerial judgement
  - Ethical behavior and integrity
  - Empathy
  - Strategic thinking
- Outline of team structure, including roles and responsibilities of team members.
- A summary of your relevant experience for the assignment, including a minimum of three (3) client reference statements as a testament to the appropriate work experience.
- A brief description of your understanding of the role of the Consultant and the approach to be used as outlined in these Terms of Reference.
- An itemized budget for both professional fees and reimbursable expenses, including fee rates, number of days, and a breakdown of costs in the format set out in the annex.
- The fees should be broken down with costs for each phase/part of the assignment. 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”**

## 6. Basis of award

FSD Africa will award a contract to the Consultant based on the following criteria, using the most economically advantageous tender approach:

Mandatory requirements
Firms or individuals must be able to demonstrate at least 10 years of experience in similar assignments, working as development coaches.
Firm/individuals must be able to demonstrate at least 10 years' experience providing accredited executive coaching.

Firm to provide three client reference statements as a testament to the relevant work experience	
Assessment criteria	Weighting (%)
Demonstrated ability and experience to deliver on the assignment outlined in these Terms of Reference (evidenced by previous similar assignments, client references, etc.).	40%
Quality of proposal based on understanding/interpretation of the task set out in the TORs, including likely challenges and risks, clarity of implementation approach, creative thinking and value-add, and capacity (i.e., ability to deliver within stipulated timelines)	30%
Fee basis and total costs $FS = 30\% \times LB/BP$ , 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 30%. The fee quoted must be inclusive of taxes and expenses where applicable	30%

## 7. Contact

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

## 8. Applicable Taxes

In accordance with 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, taking into account any tax treaties in force. It is the responsibility of the Consultant to keep themselves apprised of these applicable taxes. The table below, however, outlines the applicable rates according to 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%

## Annex 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.

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