

## **TERMS OF REFERENCE**

### **Expression of Interest – Executive Leadership Development**

#### **1. Introduction**

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

We seek to partner with a consultancy to design and deliver a comprehensive executive leadership development programme tailored to FSD Africa’s strategic priorities and operating environment. The programme should equip FSD Africa’s leaders with the skills to set vision and strategy, manage complexity, foster innovation, and lead high-performing, diverse teams. It should also provide a safe space for reflection, growth, and collaboration, enabling leaders to align personal leadership goals with the mission of making finance work for Africa’s future prosperity.

#### **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 our website at [www.fsdafrica.org](http://www.fsdafrica.org).

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

##### **3.1 Objectives**

The objective of the executive leadership development programme is to strengthen the capacity of FSD Africa’s senior/executive leadership team to lead effectively in an increasingly complex and fast-evolving financial development landscape and organisational strategic change. The programme will provide leaders with the tools and insights needed to set strategic direction, navigate uncertainty, and foster collaboration across diverse stakeholders, while deepening self-awareness and reflective practice.

### 3.2 Scope of work

The consultant will design and deliver an executive leadership development program that builds the new skill sets required for today's senior leaders. The assignment will begin with a leadership needs assessment to identify both organizational priorities and the personal development goals of executives. Based on this, the consultant will create a tailored curriculum that integrates advanced leadership practice with the rapidly evolving strategic demands within the organisation, leading through change.

**Leadership Insights:** The programme should focus on equipping leaders with future-ready skills, including adaptive and agile leadership through organisational change, how to thrive in volatile and uncertain contexts, and digital and data-driven leadership to harness technology, artificial intelligence, and analytics for decision-making. It should also develop critical capabilities in inclusive leadership, enabling executives to lead diverse teams, foster equity, and create psychologically safe workspaces.

**Learning Delivery** should employ innovative learning approaches such as immersive simulations, scenario planning, design thinking labs, and action learning projects where leaders apply insights directly to live FSD Africa challenges. One-on-one executive coaching and structured peer-to-peer learning will ensure personal reflection and accountability. At the same time, mentorship and networking opportunities with thought leaders will expose executives to best practices from around the world.

**Assessment and Evaluation:** The consultant will also be responsible for conducting pre- and post-training assessments to measure the knowledge and skills gained by participants, as well as for collecting participant feedback on the relevance and effectiveness of the sessions. Impact reporting will be a key component to demonstrate that the learning has provided behavioural change, with key indicators for evaluation.

**Reporting:** The consultant will prepare a comprehensive learning report that summarizes the learning process, participant engagement, assessment results, and recommendations for strengthening professional technical skills at FSD Africa.

This report will be accompanied by electronic copies of all learning materials, tools, and resources used during the sessions, along with suggestions for ongoing learning and institutionalization of professional technical writing, including a technical writing toolkit, including templates, checklists, and style guides, will be provided to ensure sustainability beyond the training.

### 4. Timing and deliverables

No.	Deliverable	Deadline
1	Leadership needs assessment	2 weeks after signing

2	Detailed delivery plan & modular design indicating modular approach and interactive design.	2 weeks after signing
3	Regular one-on-one coaching sessions (in-person or virtual).	Ongoing
4	Mid-term progress review.	Learning progress
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 leadership development, 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](mailto:bids@fsdafrica.org) by **Monday 14<sup>th</sup> October 2025** with subject line “**Expression of Interest- Executive Leadership Development**”

## 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 executive leadership assignments and working as development coaches.	
Firms/individuals must be able to demonstrate at least 10 or more years' experience providing accredited executive coaching and leadership development	
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%. 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.

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

