

TERMS OF REFERENCE

Expression of Interest – Total Quality Management

1. Introduction

FSD Africa approved a new five-year strategy (2025-2030) in December 2024. The strategy envisages considerable organisational growth and change. FSD Africa believes it would be advantageous to appoint a consultant(s) or a consulting firm (the Consultant) to support the change process, enabling FSD Africa to design, operationalise, and institutionalise a Total Quality Management framework (TQM). The consultant will guide the organisation to integrate quality principles into its strategy, processes, and culture, ensuring that all activities and outputs consistently meet high standards of efficiency, accountability, and stakeholder relevance.

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 work alongside governments, business leaders, regulators, and policymakers to design and build ambitious programmes that make financial markets work better for everyone. 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.

3. Project Scope

3.1 Objectives

The objective of this consultancy is to establish a practical and sustainable TQM framework that aligns with FSD Africa's mandate, values, and operational realities. Specifically, the consultancy will aim to enhance FSD Africa's capacity to instil a culture of quality, enabling staff to deliver outputs that consistently meet international standards of excellence. The TQM will ensure that staff are equipped to pursue clarity, efficiency, and innovation across all functions, identifying and addressing risks proactively.

3.2 Scope of work

The consultant will work closely with FSD Africa's leadership and staff to design and implement a Total Quality Management (TQM) framework tailored to the organization's unique mandate, values, and operational environment. The assignment will cover the following areas in detail:

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

a. Diagnostic and Situational Analysis

The consultant will begin with a comprehensive diagnostic assessment of FSD Africa's current policies, processes, and practices related to quality, accountability, and performance management. This will involve mapping out existing strengths and weaknesses in program management and reporting. The analysis will identify alignment gaps between organizational strategy and operational processes, providing the foundation for the framework design.

b. Framework Design

Building on the diagnostic, the consultant will design a comprehensive TQM framework tailored to FSD Africa's values, mandate, and operating context. This framework will define principles, standards, roles, and responsibilities for promoting quality across the organization. It will recommend structures for integrating quality into program/project design, implementation, reporting, and knowledge management. The framework will also propose measurable quality indicators aligned with FSD Africa's strategic goals, and it will cover both programmatic outputs and internal operations such as finance, HR, and governance.

c. Capacity Building and Training

When delivering this assignment, the consultant is expected to employ innovative learning approaches that extend beyond conventional classroom-style training. Innovative learning in this context refers to modern, interactive, and adaptive methods that ensure staff not only acquire knowledge but also develop the ability to apply it in their day-to-day work at FSD Africa.

These approaches should emphasize experiential and applied learning, where participants actively work with real FSD Africa outputs, such as reports, communication, and investment cases. The training should be highly interactive, incorporating case studies, simulations, role-plays, and peer-to-peer reviews that allow staff to practice and refine their skills in real-time.

The programme should also include a blended learning model, combining face-to-face workshops, virtual sessions, and self-paced online resources, ensuring flexibility and inclusivity across teams. The consultant is encouraged to integrate digital tools and AI-enabled platforms that can support writing, editing, collaboration, and knowledge sharing, while also demonstrating their responsible and ethical use.

Furthermore, the consultant should incorporate collaborative and peer learning approaches, such as writing circles or communities of practice, which will facilitate continuous skill reinforcement and foster cross-team knowledge exchange. Elements of gamification and motivation—such as interactive challenges or feedback-driven exercises—may also be applied to enhance engagement and retention.

Finally, the consultant should ensure that training is contextualized and problem-based, focusing on the actual challenges faced by FSD Africa staff. The programme should provide continuous learning opportunities through refresher sessions and toolkits, ensuring sustainability.

d. Development of Tools and Systems

To ensure practicality and sustainability, the consultant will develop tools such as standard operating procedures (SOPs), templates, checklists, and dashboards for monitoring quality indicators. Special attention will be given to creating quality assurance tools aligned to the needs assessment conducted to ensure consistency and credibility. The consultant will also explore opportunities to integrate digital and AI-enabled systems to enhance quality assurance and continuous improvement against noted indicators.

e. Continuous Improvement Mechanisms

The consultant will design mechanisms for ongoing monitoring and continuous improvement, including internal quality review structures, staff-led quality circles, and stakeholder feedback loops. These mechanisms will ensure that weaknesses are systematically identified and addressed. The consultant will also recommend periodic internal audits and reviews to track progress against the framework and maintain alignment with organizational goals.

4. Timing and deliverables

No.	Deliverable	Deadline
1	Diagnostic and Situational Analysis	2 weeks after signing
2	Framework Design	4 weeks after signing
3	Capacity Building and Training	5 weeks after signing
4	Development of Tools and Systems	One month after signing
5	Reporting	Upon project 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 receipt of the proposal.

Your proposal should have:

- 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- Total Quality Management”**
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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 demonstrate at least 10 years of experience in similar assignments, accompanied by relevant expertise that supports their TQM	
Firms/individuals must be able to demonstrate at least 10 years' experience aligned to the terms of reference.	
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 by **Tuesday 5pm EAT, 7th October** and a response provided by, **5pm EAT, 8th October 2025**

8. 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, guides 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%

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			
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
*Fees incl of all taxes			
**Expenses to be reimbursed on actual costs as per FSD Africa's travel policy			

