

Consultancy services to develop a GIS-powered solution for impact tracking and management.

Terms of Reference

1. Introduction

FSD Africa wishes to appoint a reputable firm (the "Consultant") to develop a GIS-enabled solution that enhances how the organisation tracks and manages its development impact. The tool/solution will improve our (and our partners) geospatial intelligence of our programme and investment portfolio, and our development impact. The consultant will principally work with the Development Impact pillar to fulfil this TORs. The consultancy is expected to commence in in the second half of June 2026 and will run for six months.

2. Background

2.1. About FSD Africa

FCDO established FSD Africa in 2012 with a mission to make finance work for Africa. The organisation partners with governments, the private sector, and peer development actors to solve systemic challenges in Africa's financial markets and enhance climate finance. FSD Africa now has programmes in 31 countries across Africa with over 100 staff who are predominantly African. The organisation's work covers the entire financial sector continuum, both upstream, i.e., policy and regulatory reform, capacity strengthening, and improvement of financial infrastructure, and downstream, i.e., testing and scaling innovative financial instruments.

FSD Africa's current strategy (2025-2030) has three pillars – Financial Markets, Adaptation & Resilience (including insurance) and Early-Stage Finance. The strategy incorporates four cross-cutting themes, i.e. nature, carbon markets, gender and energy, structured as centres of expertise and supporting thematic projects across the main pillars. FSD Africa Investments (FSDAi), our investment arm, enhances FSD Africa's mission by investing risk-bearing concessional capital to drive innovation, competition and efficiency in African financial markets.

Besides FCDO, FSD Africa now enjoys funding support from several philanthropies, including the Children's Investment Fund Foundation, Gates Foundation, Mastercard Foundation, Quadrature Climate Foundation, Shell Foundation, Swiss Re Foundation, IKEA Foundation – as well as the Norwegian aid agency, Norad.

2.2. Project background

Context

FSD Africa's approach to development impact (DI) management is at an inflection point. Since inception we have built and continuously refined the mechanisms by which we plan for and support the delivery of impact, how we assess programme and organisational performance, and how we capture and utilise insights that inform improvements in programme design and delivery. The tools we've built to date have primarily served one funder, FCDO, and now need to evolve to also meet the needs of new funders.

At the same time, we intend that, as the programme grows, we adopt more innovative DI management tools that are efficient in managing large datasets and can support improvements in our impact storytelling and learning. FSD Africa has ambitious targets to deliver by 2030: (i) to mobilise and catalyse at least GBP 10 billion (USD 12 billion), achieved through (ii) effectively deepening Africa's financial sector, and enhancing

the efficiency with which it allocates capital to Africa's primary growth sectors. By 2030, we intend to create/sustain at least 200,000 jobs, improve access to basic services for 80 million people, and enhance economic and climate resilience of 43 million people and businesses.

Why a GIS-powered solution?

FSD Africa DI management system currently lacks elaborate tools and approaches to provide comprehensive geospatial visibility of where the capital we've helped crowd in is creating impact. There is an opportunity for us to develop one to support our own learning on how and where we have created impact, whilst also meeting increased transparency requirements by our funders and other stakeholders. Thus, we are looking for a reputable consultancy firm to work with us in designing a GIS-powered impact tracking solution. The tool that is built should help us:

- **Improve impact transparency and visibility:** Provide a clear map of where the GBP 10 billion, we're aiming to mobilise and catalyse is being allocated, and the real sector impact being achieved.
- **Strengthen capital allocation storytelling:** Show in a simple visual way how capital is flowing, and the positive impact that it is leaving in its path.
- **Improve accountability of outcomes:** Clearly show where our investments are delivering results and make it easier to report on development impact.
- **Enhance fund traceability and impact measurement:** Track funds from start to end and link them to clear, location-based results that can be verified.
- **Understand geographical investment patterns:** Show where impact is concentrated or missing.

Longterm proposition:

- **Portfolio geospatial intelligence:** Use data and predictive insights to understand our investment allocation behaviour and where to aim to invest in future.
- **Impact attribution:** Clearly link each intervention to verifiable location-based results.
- **Market leadership:** Position FSD Africa as a leader in impact transparency by setting a best practice model for showing where and how development finance delivers impact.
- **Capital mobilisation:** Build trust through better transparency and reporting, helping attract more and larger funding.

3. Scope of Work and Deliverables

The GIS mapping tool should have the following features:

- **Enable interactive and visual capabilities:** Support dashboards, interactive maps, data exploration, and visual storytelling for different audiences and stakeholders.
- **Automated reporting:** A centralised system for generating automated and real-time reports including; geographic coverage, capital allocation, portfolio performance, and funder-specific reports (where necessary and relevant).
- **AI & advanced analytics foundation:** Provide a foundation for future integration of AI-enabled insights, predictive analytics, and geospatial intelligence.
- **Integration with existing Development Impact tools:** GIS platform will complement existing impact tracking and reporting tools, with the possibility of replacing some of them.

- **Support remote data collection and verification:** Enable more efficient collection and validation of impact data from implementing partners and intervention sites.

The consultant will be expected to deliver the following outputs:

1. Inception report that includes detailed workplan and methodology.
2. Well-developed back-end data collection and quality assurance tools.
3. Prototype – A MS PowerPoint based illustration of the parts that FSD Africa can expect to form the eventual GIS-powered impact management solution and the mechanics by which they will work together.
4. A Minimum Viable Product (MVP) that demonstrates the platform’s capabilities. FSD Africa will agree with the consultant the set of FSD Africa interventions (projects and investments) to be featured in the MVP, as well as a plan for enrolling other interventions.
5. User manuals and training guides for the FSD Africa team and other primary users.
6. Presentation and training of the Development Impact team and other key stakeholders on the GIS solution.

4. Level of Effort and timelines

The contract duration is 6 months and will commence in the second half of June 2026.

5. Invitation to Tender

FSD Africa would like to invite suitably qualified consultancy firms to submit a written proposal discussing the approach you intend to use to execute the tasks described in this Terms of Reference. The proposal should contain:

- a. Your interpretation of the tasks set out in the ToR. Please include any positive criticism of the approach proposed by FSD Africa and highlight any risks/challenges you perceive facing as you work on this assignment.
- b. A budget for both professional fees and reimbursable expenses as per Annex 1 below. Provide a breakdown of the professional fees (consultant allocation and day rate) and reimbursable expenses.
- c. A confirmation of the team that will carry out this assignment, with CVs (maximum 2 pages) for all team members (detailed CVs can be added in an annex).

Proposals should be submitted to FSD Africa by email – bids@fsdafrica.org, by **1200hrs (EAT) 03 June 2026** under a subject line reading 'Invitation to tender: **Consultancy to develop a GIS-powered impact mapping solution.**

6. Basis of Award

A contract will be awarded to the most economically advantageous tender based on the following criteria:

Mandatory Requirements
Minimum 5 years’ proven experience in developing GIS-powered platforms with interactive dashboards, data visualisation, and automated reporting capabilities. Portfolio must include at least 3 completed projects for similar organisations demonstrating geospatial intelligence solutions.
The team should comprise, but not be limited to, core roles; (i) GIS Technical Lead with experience in geospatial platform architecture; (ii) Full-Stack Developer proficient in dashboard development and API integration; (iii) Data Engineer/Analyst with experience in data quality assurance systems and analytics; and (iv) Project Manager with proven track record in similar project implementation. Each team member must provide a portfolio demonstrating relevant technical expertise with the relevant years of experience.

Demonstrated experience in stakeholder engagement and designing and implementing remote data collection systems for impact measurement and verification.	
Proficiency in database management and GIS-powered impact management solution	
Available to start at the required time and have the capacity to engage intensively with this assignment with a view to concluding the work within the proposed timeframe.	
Assessment criteria	Weighting (%)
Relevant, demonstrated experience and capacity of the firm and/or proposed team members in this area as indicated in the mandatory requirements. Please provide at least three references for similar assignments within the last four (4) years	25%
Understanding/interpretation of the task set out in the TORs	10%
Clarity, content, and quality of the proposal, including a proposed approach/methodology and detailed workplan for achieving the consultancy objectives.	25%
Supplier's demonstration of sustainability value add: Bidders that demonstrate localisation, gender, environmental and ethical considerations will be assigned merit points/scored favourably compared to their competitors; <ul style="list-style-type: none"> • Localisation: demonstrated use of African based team members - 5% • Gender – prioritisation of women & underrepresented groups -2.5% • Environmental safeguards and ethical considerations (a commitment to sustainability through eco-friendly practices, products/services as well as ethical practices such as fair treatment of employees)-2.5% 	10%
Fee basis, value for money and total costs. There should be a clear breakdown of the costs. Financial proposal will be scored using the formulae; $FS = 30\% \times LB/BP$ 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 applicable withholding tax	30%
Total	100%

7. Contact

Questions or comments in respect of these Terms of Reference should be sent before **12:00 pm (EAT) on 27 May 2026**. Responses be circulated to all bidders on or before **5:00pm (EAT) on 29 May 2026**.

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 below table, however, provides guidance on the applicable rates as per tax regimes.

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

Additional notes:

1. Payment

All fees quoted shall be gross amounts and inclusive of all applicable taxes. FSD Africa is required by law to deduct withholding tax where applicable from each payment according to the prevailing statutory rate.

2. No Tax Gross-Up

In the case where there is no Double Taxation Agreement in place between the Consultant's country of residence and Kenya, it will be for the Consultant to decide if they need to gross up their fee to accommodate subsequent withholding tax deduction. They should understand that this extra cost may make their bid uncompetitive. Consultants are responsible for costing and including such calculations within their financial proposal.

3. Double Taxation Agreement (DTA)

It is the responsibility of consultants to keep themselves informed of current withholding tax arrangements between Kenya and the Consultant's country of residence. Where a Double Taxation Agreement exists, reduced WHT rates may apply, and any withholding tax deducted may be used to offset against a consultant's future tax submissions within that country of residence. Lower WHT rates will apply subject to the limitation of benefits requirements.

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