

TERMS OF REFERENCE FOR THE DEVELOPMENT OF FSD AFRICA'S CORPORATE WEBSITE

1. Background

FSD Africa is seeking to undertake the development of a new corporate website to strengthen its digital presence, enhance stakeholder engagement, and better communicate its impact across Africa's financial sector. As the organisation's work has expanded across multiple thematic areas and partnerships, there is a growing need for a platform that presents this work in a clear, accessible, and compelling manner.

The current website is largely organised around internal structures, making it less intuitive for external audiences to navigate and engage with the organisation's work. In addition, limitations in content flexibility, discoverability, and integration with digital tools have reduced its effectiveness as a dynamic communications and knowledge-sharing platform.

In response, FSD Africa is transitioning toward an **audience-first, story-led, and impact-driven website architecture**, organised around the needs, questions, and priorities of external stakeholders and audiences rather than internal organisational structures. The new website will prioritise storytelling and intuitive navigation, enabling diverse audiences such as partners, policymakers, and investors to better understand and engage with the organisation's work.

As FSD Africa's work continues to expand across initiatives and partnerships, there is an increasing need for a digital platform that supports consistency, reuse, and clarity, rather than bespoke or fragmented solutions. This includes ensuring that content is structured in ways that support long-term discoverability and sustainability.

Recognising the increasing role of artificial intelligence (AI) in how content is accessed and interpreted, the website will be designed to ensure content is structured, accessible, and usable across AI-driven discovery tools.

The website will further act as a central hub within a broader set of initiative-level microsites, enabling specific platforms or programmes to meet their digital needs while remaining clearly part of the FSD Africa digital environment.

2. About FSD Africa

FSD Africa is a specialist development agency established in 2012 by the UK Government working to make finance work for Africa's future. We work on the ground in over 30 African countries to mobilise "green plus" finance that will power economic and social development while delivering environmental gains and building Africa's resilience. We work on policy and regulatory reform, capacity strengthening and improving financial infrastructure, and addressing systemic challenges in Africa's financial markets to spark large-scale and long-term change.

Visit our website for more information: <https://fsdafrica.org/>

3. Objectives

The objective of this assignment is to design and develop a modern, user-centric corporate website that effectively communicates FSD Africa's impact, partnerships, and thought leadership across the continent.

The website will serve as a strategic digital platform, ensuring diverse audiences including partners, policymakers, investors, and the public can access, understand, and engage with the organisation's work.

Specifically, the website should:

- Position FSD Africa as a leader in financial sector development, climate finance, and sustainable growth in Africa.
- Prioritise storytelling and impact narratives to communicate outcomes, insights, and partnerships in a compelling and accessible way.
- Enable clear and intuitive user journeys for key audiences, ensuring they can easily understand FSD Africa's work and take relevant actions (e.g. partner, learn, engage).
- Improve content discoverability, including publications, projects, and data, through strong search, tagging, and structured content.
- Ensure content is structured and accessible, supporting machine readability, accessibility, and future AI-driven discovery.
- Support integration with key systems, including CRM and email platforms, to strengthen stakeholder engagement and data capture.
- Provide a scalable and flexible platform, allowing content, features, and microsites to be added or adapted over time without requiring significant redevelopment.
- Strengthen coherence across FSD Africa's digital ecosystem, ensuring consistency between the main website and initiative-level microsites.

4. Scope of work

The selected consultant/agency/firm will be responsible for the end-to-end design, development, and delivery of the FSD Africa corporate website. This includes strategy, user experience design, technical development, integration, testing, and handover.

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

4.1 Discovery, research & strategy

The consultant will undertake an initial discovery phase to build a clear understanding of FSD Africa's objectives, audiences, and existing digital ecosystems. This phase will inform the overall website strategy, information architecture, and user experience approach.

- Review the current website, including performance, structure, content gaps and usability, using a heuristic lens to understand how existing navigation and content support or hinder external user journeys.
- Identify key user groups and define user journeys and information needs.
- Review existing content types and categorisation approaches to understand how FSD Africa's work is currently organised and described.
- Develop recommendations for a clear, scalable taxonomy framework (i.e. themes, geographies, programmes, content focus) to support consistent categorisation, linking, and discovery of content across the website and wider FSD Africa digital ecosystem.
- Benchmark against comparable organisations and best-in-class websites.
- Synthesise insights into a clear website strategy, including principles for information architecture, navigation, content structure, and reuse.

4.2 Information architecture & user experience (UX)

Building on the website strategy and organising principles established during discovery, the consultant will translate these into a clear, user-centred information architecture and user experience that supports intuitive navigation, storytelling, and content discovery across the website.

This phase will include but not be limited to:

- Develop a user-centric, story-led website structure, moving away from internal organisational or programme-led structuring
- Design intuitive navigation systems and clear entry points for different audiences (i.e. partners, policymakers, investors, practitioners)
- Apply agreed taxonomy and categorisation frameworks to navigation, filtering, and content relationships, enabling content to be presented coherently across themes, geographies, and programmes
- Map and validate user journeys across key content areas, showing how users move between stories, projects, publications, and related content
- Ensure accessibility, clarity, and ease of navigation across devices and user contexts

4.3 Visual design & user interface (UI)

- Develop a modern, responsive visual design aligned with FSD Africa's brand
- Apply strong visual storytelling principles (typography, imagery, layout hierarchy)
- Create reusable design components and templates for consistency
- Incorporate flexibility to accommodate different content formats and microsites
- Align with ongoing brand and editorial work

4.4 Content architecture & templates

- Define and implement structured content models for core content entities, including:
 - Stories / Impact narratives

- Projects / Case studies
- Publications
- Events
- Static pages and special features
- Design a modular content system comprising reusable content components (i.e. text blocks, quotes, media galleries, data highlights, accordions, testimonials) that can be flexibly assembled across different page types and user journeys.
- Develop page templates that support flexible composition, rather than fixed layouts tied to specific content types.
- Enable tagging and cross-linking across themes, programmes, and initiatives.
- Support dynamic content presentation on the homepage and landing pages.

4.5 Content migration

The consultant will support the migration of relevant existing website content into the new platform, ensuring continuity of key pages, publications, and knowledge outputs.

Migration should be approached pragmatically and proportionately, aligning migrated content with the new content structures and templates where appropriate. This does not include a full content rewrite or editorial overhaul.

4.6 Publications & knowledge hub

The website will include a dedicated publications and knowledge hub that supports FSD Africa's role in generating, curating, and sharing practical knowledge from its work across Africa's financial markets.

This space should function as a structured, searchable knowledge repository, rather than a static document library, and should be designed to scale as FSD Africa's knowledge outputs grow over time.

The consultant will work with the knowledge management team to integrate the content from the repository onto the corporate website. The publications and knowledge hub will:

- Supports a range of knowledge outputs, including publications, tools, briefs, explainers, and other learning products, presented in formats appropriate to different audiences.
- Enables strong search and filtering, drawing on agreed taxonomies (themes, geographies, programmes, content focus, etc.) to help users find relevant material quickly.
- Allows clear referencing and traceability, including publication dates, authorship, related projects, and thematic links.
- Supports summary and overview formats to make complex material more accessible.
- Provides analytics to understand how knowledge products are being used and engaged with.

- Integrates publications and knowledge outputs meaningfully with the rest of the website, including links to related stories, projects, and thematic pages.
- Is designed to be scalable and maintainable, enabling the communications team to curate, update, and organise knowledge outputs over time.

4.7 AI-ready design & content structuring

The website should be built to support structured, accessible, and discoverable content, in line with the content models, taxonomies, and principles agreed during discovery.

The consultant will be responsible for implementing page templates, metadata fields, and content structures that enable consistent description, linking, and reuse of content over time.

This work is focused on technical implementation and enablement. It does not include the development of a standalone AI, knowledge management, or content strategy beyond what is required to support the website.

4.8 Microsite & Initiative-level platforms

FSD Africa operates a range of initiatives and platforms (such as accelerators, finance platforms, and facilities) that require more than a single page on the corporate website.

The website should therefore support a consistent and repeatable microsite approach, allowing initiative-level spaces to be created within the FSD Africa website where a limited set of additional content types, navigation patterns, or functionality is required.

The consultant will be responsible for:

- Defining a standard microsite structure that can be reused across different initiatives, while remaining clearly part of the FSD Africa website in terms of look, feel, and navigation
- Ensuring microsites use the same design system, CMS, and underlying architecture as the main site, so that users experience a coherent FSD Africa digital environment
- Allowing for additional functionality or content structures where initiatives have specific needs, without requiring bespoke site builds

This work is focused on establishing a shared and consistent approach, rather than the bespoke design or development of individual initiative websites.

4.9 Systems integration

- Integrate the website with key platforms, including:
 - Email marketing platforms (e.g. ActiveCampaign or equivalent)
- Enable user actions such as newsletter sign-ups and database capture.
- Explore integration with data dashboards or external data sources where applicable.

4.10 Website development & Content Management System (CMS)

- Develop the website on a scalable and secure CMS (e.g. WordPress or equivalent)
- Ensure:
 - Mobile responsiveness
 - Fast load times and performance optimisation
 - SEO best practices
 - Modular page-building capabilities for internal teams
- Provide flexibility for future enhancements and feature expansion

4.11 Testing & quality assurance

- Conduct thorough testing, including:
 - Functional testing
 - User acceptance testing
 - Performance and speed optimisation
 - Cross-browser and cross-device compatibility
- Address all identified issues prior to launch

4.12 Training and handover

- Provide training to the communications team on CMS usage and content management.
- Support a smooth transition to internal management of the website.
- Intellectual property & source code: The vendor shall transfer full ownership of all developed assets to FSD Africa upon completion, including source code, libraries, and raw design files, with perpetual rights to modify and redeploy without vendor dependency.
- **Security:** The vendor shall embed security best practices across all development phases, adhering to current web security standards, with documented security configurations included in the final handover.

4.13 post-launch support

- Provide options for ongoing maintenance, updates, and technical support.
- Outline service level agreements (SLAs) where applicable.

5. Timelines

The project is expected to be completed within 16 weeks from the date of contract signing, with specific deadlines for each deliverable to be agreed upon during the project kickoff phase

6. Invitation to submit proposal

FSD Africa invites qualified and experienced service providers to submit proposals for the design and development of its corporate website, as outlined in this terms of reference.

The assignment requires a multidisciplinary team with demonstrated expertise in user experience (UX) and user interface (UI) design, web development, content strategy, and digital integration.

Bidders are expected to demonstrate a strong track record in delivering high-quality, user-centric websites, particularly within the **development, finance, or non-profit sectors**.

6.1 Proposal requirements

Bidders are required to submit a comprehensive proposal that includes the following:

a) Technical proposal

- A clear understanding of the assignment and the role of the consultant.
- A detailed description of the proposed approach and methodology.
- A summary of relevant experience aligned to the scope of work, including examples of similar projects and performance of websites developed over time.
- A description of how the bidder intends to deliver the assignment within the proposed timeline, including confirmation of availability and capacity.

b) Team composition & expertise

- An outline of the proposed team structure, including roles and responsibilities of each team member.
- CVs of key personnel (maximum three [3] pages per CV), clearly tailored to this assignment and highlighting relevant experience.

c) Portfolio & case studies

- Examples of previously developed websites (within the past 3 years), including:
 - Project description and scope
 - Technologies/platforms used
 - Measurable outcomes (e.g. increased traffic, improved engagement, enhanced user experience)
 - Examples demonstrating data visualisation and infographic capabilities within websites.

d) Financial proposal

- An itemised budget covering: (template below)
 - Professional fees (including daily rates and number of days)
 - Reimbursable expenses (with clear breakdown)
 - Total cost of the assignment, inclusive of all applicable taxes
 - Any assumptions or cost drivers

Your proposal, which should not exceed 6 pages (excluding annexures), should be sent by email to FSD Africa at bids@fsdafrica.org by **1200 EAT on 03 June 2026**

7. Basis of award

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

Mandatory requirements
Proficiency in web development technologies (HTML, CSS, JavaScript, etc) and content management system (CMS), with the capability to integrate third-party tools.
At least 3-7 years of progressive experience in user-centric design and UX/UI development for websites for development organisations/NGOs (with evidence of technical data visualisation, infographic development, etc). Provide reference links to the sites developed and a minimum of three reference letters for the work done (not older than 3 years)
Strong project management skills to manage comprehensive maintenance and support, including post-launch services (performance monitoring, security updates, bug fixes)

Assessment criteria	Weighting (%)
Relevant experience and portfolio: Demonstrated track record of delivering high-quality, user-centric websites for development organisations, NGOs, or financial sector institutions. Portfolio must include live examples of websites delivered within the past three years, with evidence of storytelling, impact communication, data visualisation, and measurable outcomes (e.g. improved traffic, engagement, or user satisfaction).	15%
Technical capability and AI-ready architecture: Demonstrated proficiency in web development technologies and proposed CMS platform. Evidence of implementing structured content models, semantic markup, and metadata frameworks that support both traditional SEO and AI-driven content discovery. Demonstrated capability in third-party integrations (CRM, email marketing, analytics), performance optimisation, accessibility compliance, and security best practices.	15%
Audience-first UX/UI design approach: Evidence of designing user-centric, story-led digital experiences grounded in audience research and user journey mapping. Demonstrated ability to transition from organisation-centric to audience-oriented information architecture, and to create clear, intuitive navigation for diverse user groups such as partners, policymakers, investors, and practitioners.	10%
Team Composition & Key Personnel Expertise: Strength and relevance of the proposed multidisciplinary team, including UX/UI designers, web developers, content strategists, and project managers. CVs of key personnel must clearly demonstrate expertise aligned to this assignment, with particular attention to the following:	10%

<ul style="list-style-type: none"> • Lead Developer must demonstrate a minimum of 8 - 12 years' experience in full-stack web development, with a proven track record in CMS-based builds (e.g. WordPress, Webflow, or equivalent), responsive design, web performance optimisation, and security implementation. Evidence of comparable projects — particularly for international NGOs, financial institutions, or development sector organisations — will be an added advantage. • Project Manager must demonstrate experience managing end-to-end web development projects of similar scope and complexity, with strong command of agile or equivalent delivery methodologies, stakeholder communication, and risk management. PMP certification or equivalent is desirable. • Confirmation of team availability and capacity to deliver within the 8–12 week timeline must be provided, including a proposed staffing plan indicating percentage allocation per team member. 	
<p>Understanding and interpretation of the TOR and proposed methodology: Depth and quality of understanding of FSD Africa’s context, objectives, and challenges as set out in this TOR. Clarity and credibility of the proposed approach, including discovery, UX strategy, content architecture, and technical delivery. A realistic, well-structured project plan that demonstrates the team’s ability to deliver within the stated timeline.</p>	20%
<p>Content, quality and originality of proposal: Overall clarity, coherence, and strategic depth of the written proposal. Evidence of original thinking, a tailored approach to FSD Africa’s specific context, and a clear articulation of how the proposed solution will meet the organisation’s audience-first and AI-readiness objectives.</p>	10%
<p>Fee basis and total costs</p> <p>FS = 30% x LB/BP where: FS = is the financial score LB = is the lowest bid quoted BP= is the bid of the proposal under consideration.</p> <p>The lowest bid quoted will be allocated the maximum score of 20%. Fee quoted must be inclusive of applicable withholding tax.</p>	30%
<p>Total</p>	<p>120%</p>

Questions or comments in respect of these terms of reference should be directed by email to: bids@fsdafrica.org on or before **12 noon 27 May 2026** and feedback will be provided by **5 pm (EAT) 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>			