

## EXPRESSIONS OF INTEREST: PROVISION OF HR SUPPORT TO FSD AFRICA

### 1. Introduction

Financial Sector Deepening Africa Limited ("FSD Africa") seeks expressions of interest from experienced firms ("the Consultant(s)") to provide various services in support of FSD Africa's continuous drive to improve recruitment and retention processes for employees of FSD Africa ("the Services"). The Services may be bid for and supplied separately according to specific strengths of prospective Consultants.

### 2. Background

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 team of financial sector experts work alongside governments, business leaders, regulators and policy makers 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. It is funded by UK aid from the UK government.

### 3. Objectives and scope

More detail on specific objectives within the Services will be sent to selected bidders in due course within the parameters and sectors outlined below. Bidders may express interest to provide Services in one or more of the following six areas.

#### 3.1 Leadership & management training

FSD Africa is a relatively young company which is growing fast. Established in 2015 and currently employing 35 people, organised within technical and operational departments (or "pillars"), this number could grow to nearer 100 within the next three years. Such growth requires flexible and adaptable leadership at all levels to ensure that communication flows smoothly and that silos do not develop in a way that is detrimental to business objectives. With a strategy that is under constant review and revision, senior managers are required to lead their teams through periods of occasional uncertainty and to redirect them when necessary to achieve goals and targets that might not have been envisaged when employees first joined.

The Consultant will offer a range of applicable training services to ensure that managers and leaders are kept abreast of best practices while being challenged and enabled to apply these techniques in their daily activities.

#### 3.2 Head-hunting & recruitment support

FSD Africa advertises for every role within the organisation. This incorporates a broad range of recruitment, from "C-suite" appointments, senior technical specialists and managers, to more generic expertise in the field of procurement, administration and project management. FSD Africa might on

the one hand seek international experts in niche fields by advertising in highly visible publications (e.g. The Economist) to do this. FSD Africa can also leverage the FSD Network across sub-Saharan Africa and employ a range of social media (e.g. LinkedIn) and local press offices to advertise roles that are open.

FSD Africa requires support at two levels: first, to actively solicit applications through international head-hunters with extensive networks; secondly, to receive and sift applications in response to local advertisements that may elicit hundreds of applications, and to recommend long- and short-lists of candidates according to agreed parameters, qualifications and experience. Each area of support – head-hunting and recruitment support – may be treated separately and bid for, either together or singly.

The Consultant(s) will specify the type of service in which they are interested – Head-hunting or Recruitment Support, or both – and offer a competitively priced, bespoke service for vetting relevant candidates, including reference checks and qualification validation, leading to final interviews and selection.

### 3.3 Performance management

FSD Africa has implemented a detailed performance management system that includes competency assessment, performance contracting and annual appraisal. Careful performance management is integral to FSD Africa's success, and the need to ensure that capacity, capability and competency frameworks remain relevant and up-to-date is paramount.

The Consultant will offer a service to review the current performance management system and propose incremental enhancements rather than outright overhaul. Any proposal will include a training component to ensure that all line managers and employees understand fully the application and ambition behind the performance management system and are kept current with best practice.

### 3.4 Role evaluation & salary benchmarking

FSD Africa carries out a salary benchmarking exercise every three years to ensure that its employees are appropriately remunerated in the context of a broad range of sectors from which it recruits – e.g. procurement in an FMCG environment, results measurement within the donor sector, investment professionals from private equity firms, technical specialists in the finance and banking world. FSD Africa seeks experienced professionals who are highly motivated to make a difference within the overall vision of alleviating poverty in sub-Saharan Africa. This means that remuneration is unlikely to be the defining factor in a person's decision to join FSD Africa; however, it does require FSD Africa's salary scale to be reasonably competitive.

In addition, given the need for a dynamic, fluid strategy that anticipates development needs and accommodates donor priorities, the roles and job descriptions within FSD Africa often require to be adapted or changed. FSD Africa uses a role evaluation template that scores expertise and experience as well as people, budgets, reputational responsibility and potential impact, to allow for placement on an established salary scale. The template and scoring system need to be reviewed on a three-

yearly basis, while job descriptions should be reviewed annually to ensure they reflect current roles and responsibilities.

The Consultant(s) will specify the type of service in which they are interested – either role evaluation or salary benchmarking, or both – and offer a comprehensive description with commensurate pricing for the service(s).

### 3.5 Interview training

FSD Africa has recruited high quality employees with a broad range of operational and technical skills. Interviews for these roles are undertaken by a panel of at least three interviewers, the composition of which is usually decided by an appropriate blend of technical and operational experience possessed by existing members of staff. The interview process also includes an assessment of “fit”, to ensure that applicants will easily adopt and enjoy the culture and working style of FSD Africa.

The interview panels are made up of technical professionals who understand the blend of skills and attitude required and already have extensive experience in interviewing and recruiting. The interview process follows an established method and style of questioning, often including written and presentational tests of competency. The decision process is carefully recorded, with conflicts of interest declared and comments backing up the standardised scoring system provided. While the system is well-established and the interviewers are experienced, FSD Africa has not provided formal interview skills and recruitment training for those involved in the interview process.

The Consultant will provide relevant interview skills and equal opportunity training for members of staff at all levels who will be involved in carrying out interviews of applicants for jobs within the organisation. The Services should include the best of current interviewing practices and provide up-to-date information about legal requirements relating to all aspects of equality, fairness and non-discriminatory practice within the working environment, not only within Kenya but for a widely disbursed and international workforce across sub-Saharan Africa.

### 3.6 Organisational design & Strategic planning

FSD Africa has in the past employed consultants to assist with organisational design to align with strategic shifts and changes in donor requirements; organisational design is constantly under review to ensure that roles and competence levels are evenly matched. FSD Africa has also contracted consultants to help facilitate and present strategic discussion and outputs at management and Board level. FSD Africa seeks to update its database of strategic consultants and organisational design experts to call upon for annual review and, where necessary, to advise on appropriate, operational “course correction”.

## 4. Expressions of Interest

FSD Africa is inviting Expressions of Interest (EOIs) from suitably qualified companies for one or more – or for any part of – the six areas indicated above.

While a fully costed proposal and/or detailed workplan is not required at this stage it would be helpful to receive as much indicative pricing as possible – e.g. cost of a particular course, service, review or piece of work, daily rates of people likely to be involved in provision of the Service(s).

Your EOI should contain:

- Headline(s) description of the Service(s) you intend to bid for
- names, CVs and location of key individuals
- an outline of team structure
- description and indicative price of the Service(s) you intend to bid for
- a short summary of why your firm has the right experience and blend of expertise for this/these assignment/s
- any other information that you believe should be taken into account in the shortlisting process

Your EOI, which should not exceed 3 sides of A4 (font size 11), excluding CVs, company brochures etc., should be sent to [bids@fsdafrica.org](mailto:bids@fsdafrica.org) by 1200 (EAT) Thursday 5 September 2019.

#### 5. Contact

Questions or comments in respect of these terms of reference should be directed to [bids@fsdafrica.org](mailto:bids@fsdafrica.org), subject line being EOI – PROVISION OF HR SUPPORT