

## TERMS OF REFERENCE ANALYST - STRATEGY AND ADVOCACY

### 1. Introduction

**FSD Africa** is looking to hire a Consultant with excellent research, analysis, strategic thinking and project management skills to support and lead initiatives within its Strategy and Advocacy department.

This assignment will support the design, development and initial delivery of a number of new strategic development finance initiatives that accompany new £90m funding of FSD Africa by the UK Government's Foreign, Commonwealth and Development Office (FCDO) for the 2020-25 period. It will also provide specific support to FSD Africa's response to the Covid-19 pandemic.

The assignment will be fast paced, involve excellent access to key people across the organisation and beyond (e.g. FCDO, development finance institutions, expert consultants etc.) and significant exposure to key African development themes. It will begin in November 2020 and last an initial period of five months until March 2021. We expect approximately 20 days of work per month.

### 2. Project Background

#### 2.1. About FSD Africa

We work to reduce poverty by strengthening Africa's financial markets.

Established in 2012 and supported by UK aid, FSD Africa is a specialist development agency working to build and strengthen financial markets across sub-Saharan Africa. We work to reduce poverty through a 'market systems development' approach, which means we aim to address the structural, underlying causes of poverty by improving how financial market systems function.

We believe that investing in building a financial system that is transparent, stable and accessible creates the conditions for a fair and sustainable future, where inequality is reduced, corruption is tackled, and where individuals, businesses and governments alike are able to prepare for future challenges, from climate change to political instability.

From our headquarters in Nairobi, our 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. Depending on the project, we can provide a combination of grants, investment capital, market insights or technical assistance to ensure we achieve our objectives.

We focus our work where the need is greatest, and where we believe the potential for impact is the most significant. We have a specific mandate to invest in breakthrough, innovative ideas that we believe can have a transformative impact. By sharing risk with our partners, we're able to address more difficult, persistent, or higher-risk challenges, in more unstable or fragile geographies, than traditional development finance organisations.

Please find more details about FSD Africa on our website at [www.fsdafrica.org](http://www.fsdafrica.org).

## 2.2. About FSD Africa III (2020-25) and FSD 2.0

FSD Africa III (2020-25) is the organisation's third strategic plan. The UK government's Department for International Development (DFID), now called the FCDO, approved a new funding package to support its delivery in December 2019. FCDO also provided new funding to 8 other existing financial sector deepening programmes or 'FSDs', as well as four new FSD structures. This portfolio falls under a broader approach known as 'FSD 2.0'.

Both FSD Africa III and FSD 2.0 recognise that financial sector development in Africa faces new challenges, and that a fresh approach is required if we're to lock in and accelerate the gains of the previous cycle. This fresh approach has three main pivots: geographic, operational and developmental.

### *A new geography*

The FSD Network has a strong programming footprint of over 200 staff in 8 country offices. And despite FSD Africa's regional reach into a total of 28 countries, even greater reach is required to fulfil a truly pan-African approach, especially in the fragile, marginalised states and communities where the need is often greatest. This is why a large proportion of the new funding will be allocated to the setup and growth of four new FSD programmes in Ethiopia, Ghana, Sierra Leone and the West African Economic and Monetary Union (WAEMU) region. FCDO has also asked FSD Africa to assess the possibility of new FSD programming in North Africa and Malawi.

### *A new delivery mechanism*

The new package delivers a step-change in the way FCDO's centrally managed programming can work harder to meet Country Office objectives. The eight existing FSD programmes - each funded by separate FCDO teams - will form a tighter coalition, where funding, results and policy coherence are managed from FCDO's headquarters in London, but in-country FCDO advisors continue to commit time to local decision-making, mainly through well-qualified independent Boards. New FSDs will be incubated by the FSD Africa team to reduce inception timelines, a suite of shared back office services (such as measurement, communications, ICT etc.) will enable leaner and more effective management, and concessional development finance (DevCap) will be made more seamlessly available to all FSD Network members via the FSD Africa Investment team in Nairobi, Kenya. FSDs have also self-organised to enable joint decision-making and programming via a new FSD Network Council structure that will complement not compete with local Boards. A new FSD Network Directorate, located at FSD Africa will manage this new delivery mechanism.

### *A new impact narrative*

To strengthen FSD Africa and the wider FSD Network's impact, existing theories of change will be recast to prioritise programming that focusses on jobs and incomes, access to basic services and goods, and sustainability. This shift will enable FSDs to focus on financial market building that tackles pressing development challenges in Africa (e.g. jobless growth, homelessness, climate change) as well as the global goals (e.g. the United Nation's Sustainable Development Goals). In doing so, the 'line of sight' between FSD programming and poverty reduction will become clearer.

Finance has never been an end in itself. As a result, there's a new consensus that FSD work will become systematically more sector specific. With their partners, FSDs will therefore work more intensively at

the interface where finance meets important real and social sectors such as climate, housing, agriculture, manufacturing, health etc.

Finally, FSD Africa's initial, strong progress in the long-term finance space will also be replicated by other FSDs, enabling finance to play a role in poverty reduction beyond the household and in economic transformation processes.

This is about finance that benefits poor people, not just finance for the poor.

### **3. Project Scope**

#### **3.1. Objective**

The primary assignment will be to provide direct analyst support to the Director, Strategy and Advocacy in the design, development and initial delivery of the new strategic initiatives.

#### **3.2. Scope**

The scope of the new strategic initiatives include:

- a) FSD Africa's response to the Covid-19 pandemic,
- b) Programming in North Africa and Malawi,
- c) The FSD Africa Observatory - a new knowledge management, insights and Chief Economist unit for strategic research and learning to drive programme adaptation,
- d) Strategy development for FSD Africa's work in the green finance, health finance, housing finance and agriculture finance.

Due to Covid-19 restrictions the role will be home-based, but when regulations allow will be based at FSD Africa's London co-working office space at Tintagel House in Vauxhall or Henry Wood House in Central London. It may involve some travel, especially to Nairobi, Kenya, where the FSD Africa HQ is located.

### **4. Timelines and Level of Effort**

This will be a full-time assignment which will begin in November 2020 for an initial period of 5 months until March 2021. We expect approximately 20 days of work per month.

### **5. Invitation to Submit Proposal**

FSD Africa is inviting a proposal from suitably qualified consultants.

Your proposal should contain:

- CVs (maximum 3 sides of A4 paper each) of key individuals, tailored to the assignment
- Outline of team structure, including roles and responsibilities of team members
- A summary of your relevant experience for the assignment
- A short description of your understanding of the role of the Consultant and the approach to be used as outlined in these Terms of Reference

- A description of how you intend to fulfil the Services within the suggested timeline and confirmation of your ability to meet the timelines
- An itemised budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of expenses.

Your proposal, which should not exceed 5 pages (excluding annexures) should be sent to [bids@fsdafrica.org](mailto:bids@fsdafrica.org) by 2400 HRS East Africa Time on 25 October 2020. It is expected we will review written proposals then interview a short list of the most promising proposals.

## 6. Basis of award

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

### Mandatory requirements

The candidate should have a first degree in a field similar to Economics, Business, Geography, a Master's degree in International Development, Economics or Africa Studies would be an added advantage.

A self-starting, logical, curious thinker, who is comfortable with a dynamic work environment.

Recent professional experience in Development, Finance or Strategy Consulting. At least three years of experience in a relevant role.

### Assessment criteria

Evidence of key skills: research, analysis, strategic thinking and project management (35%)

Evidence of relevant experience in the development, finance or management consulting sectors (35%)

Cost and availability (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) on or before 12 noon on 14<sup>th</sup> October and feedback will be provided by 5pm (EAT) on 16<sup>th</sup> October 2020.

## 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

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