

TERMS OF REFERENCE

EQUITY, DIVERSITY, AND INCLUSION FRAMEWORK AND STRATEGY REVIEW

1. Introduction

Financial Sector Deepening Africa Limited (“FSD Africa”) wishes to appoint a consultant: individual or firm (the “Consultant”) to review and improve an existing three-year (2021-2023), Equity and Diversity Inclusion (EDI) strategic framework, develop a strategy and implementation plan for EDI at FSD Africa (“the Services”). The EDI strategy will be built on the philosophy that valuing people is at the heart of FSD Africa’s organisational performance.

FSD Africa values and recognises the unique backgrounds, skills, and perspectives of its employees. Through review of the EDI framework, we are seeking to foster EDI inclusion across the organisation to achieve excellence, high performance and delivery as FSD Africa pursues its mandate.

2. Project Background

2.1 FSD Africa

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

Based in Nairobi, FSD Africa was established in 2012 and is funded by FCDO. It has a team of just over 50 people, of whom 10 work in the investment arm, FSD Africa (Investments)(FSDAi).

FSD Africa is a specialist development agency set up to support breakthrough ideas to build and strengthen financial markets across sub-Saharan Africa. It works to reduce poverty by strengthening Africa’s financial markets. It does this by tackling the most intractable financial market challenges in Africa - including the lack of long-term finance, especially in local currency, dysfunctional credit markets and inadequate risk management capacity.

FSD Africa’s team of financial sector experts works alongside governments, business leaders, regulators, and policymakers to design and build ambitious programmes that make financial markets work better for everyone. Depending on the project, it can provide grants, investment capital, technical assistance, and market insights (e.g., through research) to ensure it achieves its 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.

Among the high potential areas identified is an exciting new initiative to drive inclusive economic development by supporting digital transformation. While levels of digitalisation vary widely across Sub Saharan Africa, in all cases, digitalisation is expected to increase in the next ten years with profound effects on the real economy and on the rate of inclusive growth. The financial system is already shaping and powering the emergence of the digitalised economy in new and important ways. FSD Africa seeks to be at the forefront of research, advocacy, and action for financing the inclusive digital economy in Africa.

2.2 EDI

As FSD Africa progresses toward achieving Vision 2025, the future of work is changing, through aspects such as remote working, sensitivity to Equity, Diversity & Inclusion. FSD Africa will require progressive and ongoing behaviour and operational changes to respond to ‘climate’ change.

The Equity, Diversity, & Inclusion vision will aspire to create and sustain an organisation wide culture that understands that diversity, equity, and inclusion are essential to FSD Africa's mission and continued excellence. Through strategic initiatives and partnerships, policy development and stewardship, innovation, education, and engagement, the EDI strategy will shape FSD Africa's future to one where all community members can fully realize their potential.

Currently we have an organisation of highly professional and skilled individuals identified and recruited to deliver on a strategy. But we note a few gaps:

- Gender pay gap
- Kenya registered organisation, staffed predominantly by Kenyans and with a mandate given to us by our UK funder - thus strong Kenyan - UK influence which is a positive but needs to be expanded
- Our work is skewed towards the Kenyan market, it's easier to connect and influence at home, but we have a Pan African mandate.
- Young work force that needs guidance and coaching

Our aspirations

FSD Africa needs a team that is creative, thinks outside the box, is considerate of differences, if we are to craft the solutions to address challenges to building financial markets that will finance a greener future for Africa.

We aspire to

- Respect and embrace diversity, difference, in fact seek it
- Be better networked with diverse actors in the market
- Be diverse in terms in terms of age, gender, cultural background and origin, and professional experience.
- Come from or have in-depth experience in other geographies
- Continue listening to the views of our teams and employees

Our systems, policies & procedures, practices and programmes are founded on equity, diversity, and inclusiveness. To address the above, a committee made up of internal staff members was constituted in 2020. The committee has focused its initial work on developing the strategic framework and measurement metrics and are now looking for support to finalise and operationalise the strategy.

3. Objective

The Consultant will provide expert input and advice that will coach and guide FSD Africa on developing and implementing an equity diversity, and inclusion strategy. The Consultant will work alongside the EDI Committee to develop the FSD Africa EDI strategy, review and restate the EDI measurement plan, undertake a market review of similar organisations approach and performance on EDI, develop a three-year equity, diversity, and inclusion plan which will support FSD Africa to develop a more inclusive culture - ensuring that staff feel included, safe, and valued at work - and to diversify our workforce so that it represents the communities in which we work. They will also work with the ExCo and staff to contribute to the organisations Values revamp with specific reference to matters EDI and conduct education to different levels of staff on key aspects of Equity Diversity and Inclusion in the Workplace. They will also develop relevant communication and sensitization material and training material for routine staff training on the subject.

4. Scope of work

FSD Africa understands the benefits of having a diverse workforce and we value the contribution of all staff and aim to ensure staff and applicants for employment are treated fairly, equally and with respect and dignity. FSD Africa is committed to ensuring that these values are enshrined through its policies, strategies, processes, and practices.

We currently have an EDI strategic framework that needs to be reviewed by the consultant and firmed up to a strategy with a clear philosophy. The consultant will be required to carry out work targeting the following key areas below that are integral for the success of the program.

a. 3- year EDI Strategy

- Review the draft strategic framework,–provide recommendations, and develop a final EDI strategy that will align it to Foreign Commonwealth & Development Office, Equity, Diversity and Inclusion strategy and FSD Africa’s policies and procedures.
- Undertake a survey of EDI practices and approaches of select organizations and benchmark our approach to current trends and best practice.
- Review and restate the EDI measurement plan setting out clear and realistic organisational and pillar level targets
- Develop an EDI philosophy and commitment statement for FSD Africa.
- Review the EDI policy, and provide recommendations for benchmarking it against best practices, and aligning it to FSD Africa’s policies and procedures.
- Provide recommendations on how to integrate the EDI strategy with existing FSD Africa values, policies and procedures.
- Prepare a governance framework that will provide guidance on accountability and the reporting structure. This should at a minimum capture the executive sponsors (EDI Council), the staff EDI committee and employee resource groups.

b. EDI committee

The Equity Diversity and Inclusion (ED&I) committee is a team of diverse employees that act on behalf of FSD Africa to jumpstart and manage the Equity, Diversity and inclusion process working closely with the Governance Council. The role of the consultant will as relate to the committee will be to:

- Develop a workplan for the EDI committee that will enable it to create awareness on the EDI strategy and support its implementation.
- Facilitate Committee education and awareness on matters EDI and how they can be an impactful resource to the organization.
- Develop a framework for engagement and reporting with the committee.

c. Communication, Awareness and Training

- Develop a communications plan and material for the EDI strategy. This should take into consideration three audiences: a. FSD Africa’s Board b. FSD Africa’s Executive Committee and c. FSD Africa’s staff
- Develop and implement training and sensitization sessions for FSD Africa’s Board and Staff
- The purpose of the Communication plan and training sessions will be to educate, raise awareness and create buy in from staff, this will also speak to the results measurement on the effectiveness of the communication

d. Results Measurement

- Review the results measurement framework and provide recommendations for the restatement of the organisation level and pillar level outputs, outcomes and targets.
- Develop templates for routine reports.
- Develop a framework for routine monitoring on the implementation of EDI activities, adherence to the policy and achievements against set targets.
- Define success factors of ED&I that produce business outcomes.
- The consultant will be required to survey and benchmark and sample similar organisation/sector on their practices on EDI including targets and operational plans/issues. Benchmark / market data to ensure proposed strategy, targets etc align with 'global' trends.

e. FSD Africa Value Restatement -EDI Lens

- Lead engagement sessions with ExCo and Staff to gather input on Value revamp activity with an EDI lens
- Develop educative and communication material to communicate FSD Africa Values specific to EDI to different audiences

5. Key Deliverables

- a. **Inception report** - The scope of work will commence with an inception meeting and report to agree on the approach and develop a shared understanding of the consultancy. This report will summarize the proposed approach to developing the strategy must be submitted within 15 days after the initial inception meeting. The inception report should present comments on the terms of reference, a methodology, strengths and limitations, a clear timeline (timelines provided are indicative and to be agreed at the inception meeting), proposed resources necessary to accomplish the assignment.
- b. **Draft EDI Strategy** - to include policy and guidelines, governance framework, workplan of activities, a result and measurement framework, communications, and training plan. The draft strategy will be presented to key internal stakeholders at a workshop to sense check the content and gather final ideas and feedback before incorporating into the final strategy.
- c. **Final EDI strategy** - The Consultant will review the draft EDI strategy incorporating feedback from various stakeholders -EDI committee, EXCO, FSD Africa staff & the Board- while ensuring that the strategy speaks to the Pan African context. From the review the Consultant will then craft the final EDI strategy for presentation
- d. **Measurement plan**
The Consultant will understand FSD Africa business strategy, ensure that the final EDI strategic plan is in tandem with the business strategy and work in partnership with the EDI committee to ensure crisp and clear measurement plan with clear outputs, outcomes and targets at both organization and pillar level. Success of the measurement plan and the strategy is that it should produce business outcomes.

e. EDI Values Revamp

- a. The consultant will work collaboratively and facilitate workshops with EXCO and staff on revamping the FSD Africa Values that are specific to EDI and develop proposed FSD Africa revamped Values that speak to the EDI strategy and philosophy. This will also ensure collaboration with the entire FSD Africa staff members and key consultant leading the organizations Values Revamp exercise.

f. Bench Marking

The consultant will be required to undertake a survey / benchmarking exercise and sample

- a. Similar organization/sector on their practices on EDI including targets and operational plans/issues.
- b. Benchmark / market data to ensure proposed strategy, targets etc. align with 'global' trends.

g. Workshop Facilitation - The consultant will facilitate workshops with the EDI Committee , staff and EXCO.

- a. The purpose of this will be to engage the committee on status, key milestones and familiarize the committee with the newly developed strategy and obtain their feedback on any changes and reviews before final adaptation of the revised strategy.
- b. Convene an EXCO and EDI committee working group to review and refine targets: indicators. This will aid in development of the measurement plan.

h. Staff Education and Sensitization- The consultant will carry out a sensitization session for staff and train the committee and any identified internal resources to serve as facilitators for future workshops

- a. Develop material for routine and ongoing sensitization and education on matters EDI.

6. Project Timelines

Time frame for completion of the project is 11 weeks. The project timeline will be based on specific milestones to be met as per the table below.

Milestone	Proposed Time Frame	Cumulative time frame
Inception Report	2 weeks	2 weeks
Draft EDI Strategy	3 weeks	5 weeks
Workshop with the committee	1 week	6 weeks
Final EDI strategy	2 weeks	8 weeks
EDI specific Values Restatement	2 weeks	10 weeks
Staff Sensitization sessions	1 week	11 weeks

7. Invitation to Submit Proposal

FSD Africa is inviting a proposal from a suitably qualified consultant/consultancy firm.

Your proposal should contain:

- 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 summary of your relevant experience for the assignment
- A description of how you intend to fulfil the Services within the suggested timeline and confirmation of your ability to meet the timelines.
- 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.
- An itemised budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of expenses - refer to Annex 1

Your proposal, which should not exceed 5 pages (excluding annexures), should be sent by email to FSD Africa at bids@fsdafrica.org by 1200Hrs EAT, by 12th August 2021 under the subject line reading “Equity, Diversity and Inclusion - Framework and Strategy Review.”

8. Basis of award

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

Mandatory requirements
At least 5 years working experience in equity, diversity and inclusion, including gender, ethnicity, and disability or related field
Experience working with not-for-profit organisations, multinationals, diverse workforce and/or multigenerational workforce.
Proven experience in developing EDI strategies and implementation frameworks
Understanding the multicultural environment having worked for various multinational organisations.

Assessment criteria	Weighting (%)
Relevant, demonstrated experience and capacity of individuals in this area:	30%
Understanding/interpretation of the task set out in the TORs	30%
Content, quality, and originality of proposal	20%
Fee basis and total costs	20%

Assessment criteria	Weighting (%)
FS = $20\% \times \text{LB/BP}$ 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 20%. Fee quoted must be inclusive of applicable withholding tax	
Total	100

9. Contact

Questions or comments in respect of these terms of reference should be directed by email to FSD Africa at bids@fsdafrica.org on or before **August 3rd, 2021 at 12 noon (EAT)**. The responses will be sent to consultants by **August 5th, 2021 at 12:00 noon (EAT)**.

10. 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%
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
<i>*Fees incl of all taxes</i>			
<i>**Expenses to be reimbursed on actual costs as per FSD Africa's travel policy</i>			